ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 12th January, 2017

10.00 am

Darent Room, Sessions House, County Hall, Maidstone

Kent County Council
kent.gov.uk

AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 12 January 2017 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Lou Whitaker**
Telephone: **03000416824**

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

Membership (14)

Conservative (8):   Mr M J Harrison   (Chairman),   Mr C R Pearman   (Vice-Chairman), Mr A H T Bowles, Mr P J Homewood, Mr J M Ozog, Mr C Simkins, Mrs C J Waters and Mr M A Wickham

UKIP (2)   Mr M Baldock and Mr B E MacDowall

Labour (2)   Mr C W Caller and Dr M R Eddy

Liberal Democrat (1):   Mr I S Chittenden

Independents (1)   Mr M E Whybrow

<u>Webcasting Notice</u>

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<u>**UNRESTRICTED ITEMS**</u>
(During these items the meeting is likely to be open to the public)

A - Committee Business

A1   Introduction/Webcast Announcement

A2   Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3   Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which

it refers and the nature of the interest being declared.

A4   Minutes of the meeting held on 17 November 2016 (Pages 7 - 18)

To consider and approve the minutes as a correct record

A5   Dates of Environment and Transport Cabinet Committee in 2017/18

To agree that meetings of the Environment and Transport Cabinet Committee will take place on the following dates:

Wednesday 18 January 2017 (Budget)
Thursday 15 June 2017
Thursday 21 September 2017
Thursday 30 November 2017
Wednesday 31 January 2018
Tuesday 20 March 2018.

(It has previously been agreed that a meeting of the Cabinet Committee will take place on Monday 13 March 2017)

A6   Verbal updates

To receive verbal updates from the relevant Cabinet Members for the Environment & Transport Cabinet Committee portfolio and the Corporate Director for Growth, Environment & Transport

B - Key or Significant Executive Decision(s) for Recommendation or Endorsement

B1   16/00146 Adoption of the Kent Waste Disposal Strategy (Pages 19 - 160)

To consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on a proposed decision to adopt and publish the Kent Waste Disposal Strategy

B2   16/0068(2) Implementing Our Approach to Asset Management in Highways (Pages 161 - 276)

To consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on a proposed decision to implement and publish "Our Approach to Asset Management in Highways"

B3   16/00147 Revision of KCC Environment Policy (Pages 277 - 296)

To consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to approve the revised KCC Environment Policy

C - Other items for consideration and comment

C1   New South Eastern Franchise: key points for Kent County Council response to Department for Transport public consultation (Pages 297 - 306)

To consider and endorse the key issues to be included in KCC's response to the Department for Transport's public consultation on the new South Eastern franchise.

C2   Local Transport Plan 4: Delivering Growth without Gridlock - consultation results (Pages 307 - 460)

To note the summary of consultation comments on the draft LTP4

C3   Ash Dieback – Update (Pages 461 - 464)

To receive an update for Environment and Transport Cabinet Committee on Ash Dieback in Kent and the local response to manage the situation

C4   Kent Resilience Team - Review of the business case for the permanent establishment of KRT (Pages 465 - 472)

To consider and endorse the proposal to establish the Kent Resilience Team on a permanent basis from April 2017, through a shared Service Level Agreement between Kent County Council, Kent Police and the Kent & Medway Fire & Rescue Authority

C5   Freight Action Plan (Consultation Draft) (Pages 473 - 502)

To consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to approve the draft content of the Freight Action Plan for Kent and permit this to be released for public consultation

C6   KCC draft response to Highways England's discussion paper "The Road to Growth" (Pages 503 - 550)

To note the draft response to the consultation

C7   Work Programme 2017 (Pages 551 - 556)

To receive a report by the Head of Democratic Services on this Cabinet Committee's Work Programme 2017

John Lynch,
Head of Democratic Services
03000 410466

Wednesday, 4 January 2017
Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

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KENT COUNTY COUNCIL

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 17 November 2016.

PRESENT: Mr M J Harrison   (Chairman),   Mr C R Pearman   (Vice-Chairman), Mr M Baldock, Mr C W Caller, Mr I S Chittenden, Mrs M E Crabtree (Substitute for Mr A H T Bowles), Dr M R Eddy, Mr P J Homewood, Mr B E MacDowall, Mr J M Ozog, Mr C Simkins, Mrs C J Waters, Mr M E Whybrow and Mr M A Wickham

ALSO PRESENT: Mrs S V Hohler and Mr M A C Balfour

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr R Wilkin (Director of Highways, Transformation and Waste), Mrs L Whitaker (Democratic Services Manager (Executive)) and Ms Jemma West (Democratic Services Officer)

UNRESTRICTED ITEMS

215. Apologies and Substitutes
(Item A1)

Apologies were received from Mr Bowles and Mr Hill. Mrs Crabtree attended as a substitute for Mr Bowles, and Mrs Hohler was in attendance as a substitute for Mr Hill.

216. Declarations of Interest by Members in items on the Agenda
(Item A2)

Mr Balfour declared for information, in relation to Item C6 Minerals and Waste Safeguarding Supplementary Planning Document, that his nephew owned land which sat on minerals.

217. Minutes of the meetings held on 7 September and 20 October 2016
(Item A3)

RESOLVED that the Minutes of the meetings held on 7 September and 20 October 2016 were correctly recorded and that they be signed by the Chairman.

218. Verbal Updates
(Item A4)

1.   The Deputy Cabinet Member for Community Services, Mrs Hohler, gave a verbal update on the following issues:

   (a) The Kent Resilience Forum annual exercise had taken place, based on a flooding scenario, and KCC had been heavily involved. An exercise of this scale was a challenge to organis`e, and all staff involved were congratulated

for making it a success. The aim had been to validate key elements of Kent Resilience Forum plans, processes and training.

(b) On 10 November, the annual Kent and Medway Community Safety Conference had been held in Ashford. It had been a huge success with very well balanced programme, primarily focussed on drug addiction. It was well attended with excellent speakers. The changing and complex environment of drug use and supply had prompted the first Joint Drug and Alcohol Strategy for Kent, which it was hoped would enhance already excellent and proactive partnership working. The Police and Crime Commissioner had also been in attendance to address the conference fully supported the approach.

2.   Mr Balfour, Cabinet Member for Environment and Transport gave the following update:

(a) The previous Monday, KCC had been invited to give oral evidence to the Parliamentary Select Committee on the future of public parks. He had highlighted the good work that KCC's Country Parks Team had done over the years; maintaining high quality and increasing income. 74% of the public parks budget had been generated from the parks themselves. KCC were bucking a national trend, as the Select Committee had heard from other authorities whose parks were under a real threat. He reported that a tweet from BBC Millbank falsely attributing comments to him had been corrected by BBC Kent and the Tweet deleted. To ensure progress was continued, the Country Parks service was developing a new strategy for 2017. This Committee would be given ample opportunity to feed into development of the strategy.
He had attended a round table discussion with the Minister for Transport on freight issues. It had been a useful meeting and he had invited the Minister to attend the Inaugural Strategic Freight Group meeting on 2 December, the purpose of which was to bring together relevant parties to take a strategic view of freight issues affecting the county, and to develop solutions for managing freight. He hoped to show the Minister the key areas in the county where residents were experiencing problems.

(b) He had also attended a meeting of the Dartford Crossing Focus Group involving Dartford District Council, Highways England and Kent Police, among others. He was hopeful that positive outcomes would come out of the discussions to reduce congestion in the area.

(c) On other highway matters, there were three major schemes currently underway: Radfall Road, Gravesend; M20 junction for overbridge widening; and the Maidstone Bridges scheme, the Gyratory. The LEP programme continued to be delivered, and it was expected to be supplemented in the autumn statement on 23 November when the result of the current round of bids to the Local Growth Fund was announced. An announcement on the Bid to the Large Local Majors Scheme was also awaited for the A2/M2 Brenley Corner Improvement.

(d) Urgent repairs on the Thanet Way had begun at the request of Kent Police to ensure the safety of motorists. Work started on 14 November with a view to completing in March.

(e) Following the fire at North Farm Waste facility on 22 October, buildings were now structurally secure, following urgent remedial works and the site had reopened on 15 November. Permanent repairs would be undertaken in due course. He extended his thanks to Sevenoaks, Tunbridge Wells and Tonbridge and Malling District Council's for their support in providing alternative disposal arrangements, while the facility was closed.

(f) He reminded the Committee that there would be an all Members' briefing on 30 November on the council's preparations for the winter weather.

3. Mr Pearman, Deputy Cabinet Member for Environment and Transport gave the following verbal updates:

(a) He had represented KCC at a seminar entitled 'Making road travel as safe as rail and air', organised by Highways England and the Road Safety Foundation, sponsored by Ageas UK and supported by the Department for Transport. Kent had been acknowledged for improvements seen at the A227 between Tonbridge High Street and Borough Green, where 10 fatal/serious injury accidents had taken place between 2009 and 2011 but had been reduced to 2 between 2012 and 2014. This represented an 80% reduction, against the national norm of 5%. On Monday there had been notification that KCC had won a Prince Michael International Road Safety Award., There would be a formal announcement by Prince Michael on 13 December, and 10 representatives from KCC would be invited to attend a ceremony to receive the award. He asked for the contribution of officers to be acknowledged.

4. Mr Balfour, the Cabinet Member for Environment and Transport responded to comments and questions by Members, and made points including the following:

(a) That the ongoing problems at the Dartford Crossing approach were now a matter of enforcement for the police as officers had done all they could in terms of technical improvements. Highways England had been asked to redesign the methodology to ensure lorries could move to the right hand lane without causing congestion. This matter would be considered at the Strategic group on 2 December.

(b) 40mph Zone on A20 - No agreement had yet been found about the amount of signage that Highways England wanted to put in to advertise a 40mph zone. Highways England had suggested 83 signs on one side of the A20, running through an important landscape, and the Kent Area of Outstanding Natural Beauty Office and Natural England had suggested this is disproportionate and would diminish the landscape. It was in the hands of Highways England and a solution continued to be sought by all parties.

5. Mr Wilkin, Director of Highways, Transportation and Waste then added the following:

That the Thanet Way works had been funded largely through the identification of unspent contingency funds built in to the large number of capital schemes that had been undertaken in Highways. Further funding had been taken from a fund earmarked for highways projects and the balance had been accessed via the existing Capital Programme.

6.   Mr Balfour then made the following further points in response to questions from Members.

(a) The Police Crime Commissioner was not responsible for operational issues, and it was Police Officers that dealt with issues regarding speed checks on the A229.

(b) Representations had been made to the National Infrastructure Commission regarding rail freight issues.

7.   Mr Pearman also made the following additional point in response to a Member's question:

(a) The group on Monday was seeking to develop a pathfinder portfolio of projects, by April 2017, where willing local authorities would look at business planning cases to address England's persistent high risk roads. They were able to provide specialist support to apply business planning tools and the funding that would go toward the preparatory work.

8.   RESOLVED that the information in the verbal updates and the responses to questions by Members be noted.

219. Performance Dashboard
(Item B1)

(Mr Fitzgerald, Performance Manager, was in attendance for this item).

1.   The Business Intelligence Manager – Performance, Mr Fitzgerald, introduced a report setting out the progress made against targets set for Key Performance Indicators.

2.   In response to questions raised by Members, officers made points including the following:

(a) With regard to HT11c (number of actual LED streetlight conversions), there had been issues with the supply chain for contractors, and some units had needed to be sent back. This was not unusual in a project of this scale, and the contractor had put additional resources into the project to catch up against the planned programme for roll out.

(b) With regard to HT04 (Customer Satisfaction with service delivery), at the time of agreeing the contract, 75% had been an ambitious target, but was now not sufficiently ambitious. As part of the commissioning cycle, performance measures would be looked at Including this one to ensure that they were sufficiently challenging.

(c) Where a contract provider failed to meet operational performance measures, there would normally be an option for financial claw back, and this was recognised in the budget.

(d) In terms of WM02 (Municipal waste converted to energy), the target reflected the strategic target of moving away from landfill. Two years ago, 19% of municipal rubbish had gone to landfill. However, the Government target was 5% by 2020, and KCC had exceeded this target, and was now at 1%.

3.   A Committee Member passed their thanks to the lighting team for their work on Christmas lights in the county.

RESOLVED that the performance dashboard for September 2016, and the responses to questions of Members be noted.

220. Pothole Blitz - Update and Future Actions
(Item C1)

1.   Mr Wilkin, Director of Highways, Transportation & Waste, introduced the report. He stated that in addition to the 1,200 pot holes which had been filled, 50,000 square metres of patching had also taken place.

2.   Mr Balfour and Mr Wilkin then responded to comments made by members, and made the following points:

(a) Parish Councils were encouraged to report large pot holes in their parishes. There were differing views on devolution, and although Parish Councils were encouraged to take on a bigger role, formalising this arrangement could be difficult. This was however, part of the long term agenda.

(b) An annual summary report could be provided to the Cabinet Committee giving clarity on where pothole repairs had taken place, ensuring transparency.

(c) That this work was in addition to safety critical work, which would not be affected, as this was imbedded in the Highways Maintenance contract.

3.   RESOLVED that the decision proposed to be taken by the Cabinet Member for Environment and Transport to agree the approach to funding as set out in the report; to delegate authority to the director to identify and award such funding as it becomes available, and to undertake any necessary actions to conclude the first phase undertaken in the summer of 2016, be endorsed.

221. Shadow Sub-National Transport Body for the South East
(Item C2)

1.   The Corporate Director of Growth, Environment and Transport, Mrs B Cooper introduced the report, which set out proposals for the creation of a Sub National Transport Body for the South East.

2.   The Cabinet Member for Environment and Transport, and the Corporate Director of Growth, Environment and Transport responded to comments and questions raised by Members, and made points including the following:

(a) Discussions were ongoing about governance, and the relationship between Shadow Boards, Transport for London and the London Mayor.

(b) A link with London plans was vital.

(c) A link with TfL would be beneficial to the rail structure in Kent.

(d) Although the Local Enterprise Partnership (LEP) straddled the estuary, The Department for Transport were keen that the South East and Essex were kept separate in relation to these Boards, however, it was acknowledged that there would still be a strategic link. In addition, the Shadow Board needed to look carefully at cross-channel communications.

3.   RESOLVED that the decision proposed to be taken by the Leader, in accordance with Article 10(1) & (4) of the Council's constitution, to agree (a) to establish and participate in a shadow Sub National Transport Body for the South East, known as Transport for the South East (TfSE), at the cost ,for purposes and with the membership set out in the report, and (b) to the proposal to establish, and participate in, a formal Sub-National Transport Body for the South East also known as TfSE and with the same purpose and membership, be endorsed.

4.   The voting figures were recorded as 8 in favour of the recommendation, and 2 against (Mr Baldock and Mr MacDowell).

222. Introduction of a pre-application charging scheme for sustainable urban drainage advice
(Item C3)

(Mrs S Thompson, Head of Planning Applications and Bronwyn Buntine, Sustainable Drainage Team Leader , attended the meeting for this item).

1.   Mrs Thompson introduced the report which sought the introduction of an interim chargeable pre-application service for sustainable urban drainage advice to developers. She stated that there was an intention to report back to the Committee in 2017 with recommendations for changes to a wider Growth, Environment and Transport (GET) charging scheme of which this would become part.

2.   Mrs Thompson then responded to the comments and questions raised by Members, and made points including the following:

(a) The National Planning Policy Framework encouraged developers to seek local authority advice, but there was no statutory obligation for them to engage.

(b) The Local Government Act 2003 regulations allowed KCC to charge for the advice.

3.   RESOLVED that the decision proposed to be taken by the Cabinet Member for Environment and Transport to introduce a pre-application charging service for sustainable urban drainage advice to developers, as set out at Appendix A in the report for engagement with representatives from the development industry via the Kent Developers Group, be endorsed and for the scheme to be reviewed as part of the wider GET charging review.

223. Kent Minerals and Waste Local Plan - Minerals and Waste Development Scheme (MWDS)
(Item C4)

(Mrs S Thompson, Head of Planning Applications, attended the meeting for this item).

1.   RESOLVED that the decision proposed to be taken by the Cabinet Member for Environment and Transport to (a) endorse an updated Minerals and Waste Development scheme, as attached in Appendix B, and (b) authorise the Corporate Director for Growth, Environment and Transport to bring the undated MWDS into effect and publish the updated MWDS on the council's website, be endorsed.

224. Kent Minerals and Waste Planning Policy Sites Plan - Site Identification and Selection Methodology including the 'call for sites'
(Item C5)

(Mrs S Thompson, Head of Planning Applications, and Mr B Geake, Principal Planning Officer, Policy, attended the meeting for this item).

1.   Mrs Thompson, Head of Planning Applications introduced the item which sought the Committee's views of the Site Identification and Selection Methodology that was proposed to support the 'call for sites' exercise

2.   Mrs Thompson proposed that paragraph 4.8 relating to the Detailed Technical Assessment be amended to clarify that additional information to support the detailed technical assessment stage would need to be provided by the site promoter and not the County Council..

3.   Mrs Thompson and Mr Geake responded to comments and questions by Members and made points including the following:

(a) The Safeguarding Policy would ensure assessments were carried out fairly and reasonably and meet government and community expectation that minerals in particular would not be compromised for future generations.
(b) There were no community claw backs, and site allocation would be carried out in accordance with the adopted Kent MWLP Strategy , although there was potential for planning gain at application stage.
(c) Information about the final destination of minerals extracted in the county was not presently collated. Local authorities did receive information on a four yearly basis for the South East region, which could be shared.

4.   RESOLVED that the decision proposed to be taken by the Cabinet Member for Environment and Transport to agree

(a)   the methodology for site identification and assessment for the Kent Mineral and Waste Site Plans as attached at Appendix B of the report, subject to the amendment referred to in paragraph 2 above.

(b)   the 'call for sites' exercise that forms the initial part of the preparation of the Site Plans work; and
(c)   to authorise the Corporate Director for Growth, Environment and Transport to:

(i) publish the draft Site Identification and Selection Methodology, having first made any minor modifications that may be needed, such as formatting changes and typographical errors, and
(ii) undertake the 'call for sites' exercise, be endorsed.

225. Minerals and Waste Safeguarding Supplementary Planning Document (SPD)
(Item C6)

(Mrs S Thompson, Head of Planning Applications, and Mr B Geake, Principal Planning Officer, Policy, attended the meeting for this item).

1.   Mrs Thompson introduced the report which informed the Committee that following the adoption of the Kent Minerals and Waste Local Plan 2013-30 (MWLP), a draft Supplementary Planning Document (SPD), set out at Appendix B of the report, had been produced regarding minerals and waste safeguarding.

2.   Mrs Thompson and Mr Geake responded to the questions and comments made by Members, and made points including the following:

   (a) The strategy and policies had already been agreed in the adopted Kent MWLP and were not changed as a result of the SPD. The SPD sets out how the policies are to be implemented.. A number of mineral safeguarding exemptions were proposed in the Kent MWLP including where a developer had secured an allocation in an adopted borough council local plan. . However, for emerging allocations in a local plan, there was a requirement to satisfy the safeguarding requirements of the NPPF and the Kent MWLP.
   (b) The SPD was prepared to address concerns by the borough councils who attended the Examination into the MWLP, that they lacked expertise to discharge their obligations regarding safeguarding. The County Council would be consulted on planning applications affecting safeguarding matters. Where it was not persuaded that an application met the policy requirements then it could raise an objection.

3.   RESOLVED that the decision proposed to be taken by the Cabinet Member for Environment and Transport to endorse the Kent Minerals and Waste Safeguarding Supplementary Planning Document for public consultation, be endorsed.

226. Statement of Community Involvement for Kent Minerals and Waste Plan and Planning Applications determined by the County Council
(Item C7)

(Mrs S Thompson, Head of Planning Applications, attended the meeting for this item).

1.   Mrs Thompson introduced the report which advised on minor revisions to the Statement of Community Involvement following the adoption of the Kent Minerals and Waste Local Plan, and the new focus on the Mineral and Waste Sites Plans work, amendments to the planning application processes and a move towards greater electronic engagement.

2.   The Committee passed on their thanks to the team for their work on the scheme and the Minerals and Waste Local Plan.

3.   RESOLVED that the decision proposed to be taken by the Cabinet Member for Environment and Transport to endorse the revised Statement of Community Involvement for public consultation as set out at Appendix B of the report, and authorise the Corporate Director for Growth, Environment and Transport to publish the Statement of Community Involvement for public consultation, be endorsed.

227. Re-procurement and award of contract/s for Soft Landscape Rural Swathe and Visibility Cutting
(Item C8)

(Mr R Diplock, Soft Landscape Manager attended the meeting for this item).

1.   Mr Diplock introduced the report which invited comment on the proposed decision to re-procure the Soft Landscape Rural Swathe and Visibility Contract.

2.   Mr Diplock advised on an amendment to the recommendation, to change the amount from £300k to £1 million per year.

3.   Mr Diplock, Soft Landscape Manager, and Mr Wilkin, Director of Highways, Transportation and Waste, then responded to questions and comments raised by Members, and made points including the following:

(a) Reductions would not take place for safety critical issues, savings would be made on discretionary work areas only.
(b) The programme of works was based on what was a reasonable level, but also included an element of reactive works.
(c) Additional weed spraying had been funded by an underspend from the previous financial year. It had been agreed to use any future underspends for this area too.
(d) The contract focussed on rural hedges and junctions, and there was a separate contract for urban visibility cutting.

4.   RESOLVED that the proposed decision of the Cabinet Member for Environment and Transport to re-procure and delegate authority to the Director of Highways, Transportation and Waste to award a contract/s for the Soft Landscape Rural Swathe and Visibility Cutting service as shown at Appendix A of the report, subject to the amendment set out at (1.) be endorsed.

228. Kent County Council response to Govia Thameslink Railway 2018 Timetable Consultation
(Item D1)

(Mr S Gasche, Principal Transport Planner – Rail, attended the meeting for this item).

1.   Mr Gasche introduced the report which set out the proposed response to the consultation on proposed changes to the 2018 timetable for Govia Thameslink Railway (GTR).

2.	He advised on an amendment to the response to q52 (the Ashford to Hastings, Eastbourne and Brighton service), as the response had been based on a survey of passengers which did not accurately reflect the much higher level of passenger journeys undertaken.

The amendment was to support option A, retention of a through train service between Brighton and Ashford International, operated by two-carriage diesel trains throughout.

3.	Mr Gasche then responded to points raised by the Committee Members, and made points including the following:

(a) With regard to the reference to the Sevenoaks via Bat and Ball route, this was to make clear that it was not the mainline Southeastern route.
(b) In terms of proposals for the Ashford to Hastings service, either electrification scheme as set out would be expensive. Other options were being considered for use as part of any new High Speed fleet, with overhead electrification and battery bi-mode the most likely option as this was much cheaper and more efficient. In the meantime, other options and interventions had to be considered.

4.	RESOLVED that the proposed decision of the Cabinet Member for Environment and Transport to approve the response to the Govia Thameslink Railway 2018 timetable consultation, subject to the amendment mentioned above, be endorsed.

229. Volunteer Support Warden Scheme - Review of the Pilot and Plans for a Full Scheme
(Item D2)

(Mr M Overbeke, Group Head - Public Protection, attended the meeting to present the report for this item).

1.	Mr Overbeke introduced the report which set out the result of piloting a Volunteer Support Warden Scheme as part of the Kent Community Warden Service, in seven areas across Kent.

2.	Mr Overbeke responded to points raised by Members and made points including the following:

(a) The strongest applicants were given the opportunity to participate.
(b) In terms of training, it was presently front-loaded with significant investment too early so the proposals were to offer initial training, then staggered further training as officers developed.
(c) The proposed 5 hours a week for volunteers was part of the initial trial, but if the scheme was expanded, more might be required.
(d) The budget was adequate at £15k per annum, which was the forecast amount for up to 24 different parish councils.

3.	RESOLVED that the Committee note the progress of the pilot scheme, and the intention to offer local councils throughout Kent the opportunity to participate in the Volunteer Warden Scheme.

230. Kent and Medway Growth and Infrastructure Framework
(Item D3)

(Sarah Platts, Strategic Planning and Infrastructure Manager and Liz Milne, Natural Environment & Coast Manager, were in attendance for this item).

1.   Ms Platts introduced the report which gave an update on the progress and achievements of the Growth and Infrastructure to date, together with a summary of the findings of the 2016 interim update which had recently been completed in draft, and set out the proposed programme of work for the 2017 update and potential actions to help unlock key barriers to growth.

2.   The Chairman offered his congratulations with regard to being selected as the winner of the 'Excellence in the Planning to Deliver Infrastructure' category of the Royal Town Planning Institute South East Planning Awards 2016.

3.   RESOLVED that the work undertaken in relation to the 2015 GIF and the 2016 draft update, the proposed next steps in progressing the full 2017 GIF update and the further proposed update to the Committee in Summer 2017 be noted.

231. Work Programme 2017
(Item D4)

1.   The Chairman introduced the report which gave details of the proposed Work Programme for the Environment and Transport Cabinet Committee.

2.   A Committee Member asked for an update on Online Fault reporting to be added to the programme.

3.   Mr Wilkin, Director of Highways, Transportation and Waste advised that the follow up report for the Pothole Blitz would be considered at the March meeting of the Committee, as in January the Committee had a busy agenda, including the budget and Autumn statement with an expected announcement on the crossing.

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From: Matthew Balfour, Cabinet Member for Environment and Transport

To: Environment and Transport Cabinet Committee, 12 January 2017

Subject: **Adoption of the Kent Waste Disposal Strategy – 16/00146**

Key Decision: Yes

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: Kent Wide

Summary:
As the Waste Disposal Authority for Kent, KCC requires a Waste Strategy to underpin future service design, ensuring intelligent and coordinated delivery which meets financial, environmental and customer needs. A twelve week consultation was held seeking views on the strategy Ambition, Priorities and Objectives, with amendments made to the strategy as appropriate.

Recommendation:
The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to adopt and publish the Kent Waste Disposal Strategy as shown at Annex 1.

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1.   **Introduction**

1.1   In Kent, local authority Waste Management operates in a two-tier system. KCC is the statutory Waste Disposal Authority[1] (WDA), responsible for the receipt and onward processing/disposal of household waste which is collected by the district and borough councils as the Waste Collection Authorities (WCAs). KCC also has statutory responsibility to provide a Household Waste Recycling Centre (HWRC) service to residents. KCC's annual revenue expenditure to meet these responsibilities is c. £65m.

1.2   With a predicted increase in waste volumes of 20% by 2031 and fluctuations in market value for recyclable materials, local authorities must consider innovative ways to deliver services. A new waste strategy for KCC as the WDA will provide clear direction with regard to priority outcomes set against financial, corporate, environmental and legislative drivers. It should be noted that the statutory and discretionary services provided by the Waste Collection Authority are not within scope of this strategy, however this disposal strategy will dovetail

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[1] As defined in legislation: *http://www.legislation.gov.uk/ukpga/1990/43/contents*

with the statutory Kent Joint Municipal Waste Management Strategy (KJMWMS)[2] which sets out how waste should be managed across the County.

1.3 The strategy presents the overall 'Ambition' for KCC up to 2035; it details a series of priorities and supporting objectives that will help to achieve this ambition. This strategy does not attempt to set out the detail of how the ambition, priorities and objectives will be achieved. An Implementation Plan will be produced by June 2017 which will detail the projects to be undertaken to deliver the strategy and the Plan will be updated on a regular basis. Where required, further stages of public consultation will be undertaken and subsequent 'decisions' will be sought where project recommendations result in significant service changes.

1.4 A high level Evidence Base document has also been developed to provide background information to support the development of the strategy. This sets out the current waste management position, drivers for change in detail and some early forecasting models (Annex 4).

2. Strategy development

2.1 A small cross party Member Task and Finish Group was established to support an officer strategy steering group, which in turn was accountable to the Growth Environment and Transport Officer Portfolio Board and ultimately through to this Cabinet Committee. The Member Task and Finish Group helped guide the strategy development and considered the ambition, priorities and objectives.

2.2 A District Development Workshop was held with officers across the 12 district/ borough councils and Members which attend the Kent Resource Partnership Member Board, to ensure the vital views of the WCAs were included with the strategy development prior to consultation.

3. Consultation on the Kent Waste Disposal Strategy

3.1 The draft strategy was open for consultation between 11 July 2016 and 2 October 2016 and sought views on the Ambition, Priorities and Objectives with the aim to engage primarily with key partners and stakeholders. The consultation was publically available should residents wish to have commented, with some public engagement undertaken. The consultation was communicated via a number of methods including; targeted emails to key stakeholders and networks, a press release, social media, posters and postcards available at strategic locations and face to face engagement at each of the 18 Household Waste Recycling Centres.

3.2 The consultation consisted of a questionnaire, available in both electronic and paper format and alternative formats available upon request. Stakeholders and residents were made aware of the consultation and invited to respond using various communication methods and in a proportionate manner.

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[2] The KJMWMS is the strategy for the Kent Resource Partnership, a partnership The Kent Resource Partnership (KRP) is a partnership of the 13 local authorities in Kent: www.kent.gov.uk/krp

3.3   Key consultees included; Kent WCAs, Parish Councils, HWRC Providers (current), the market (potential providers), internal KCC groups and service teams as appropriate, local businesses (regarding trade waste), neighbouring Local Authorities (including Medway Council), other WDAs, Environment Agency, Kent Fire and Rescue Service, Kent Police.

3.4   A total of 244 responses were received - 208 responses from residents, 12 responses from Kent District and Borough Councils (including from 2 different departments in Tunbridge Wells Borough Council), 14 responses from Kent Town or Parish Councils, 1 response from a Voluntary or Community Sector Organisation, 3 responses from organisations in the waste management sector, 1 councillor, 1 KCC employee, 2 'others' (Kent Association of Local Councils and Valpak Limited) and 2 respondents did not provide this information.

3.5   From those that completed the questionnaire, 89% 'strongly agreed' or 'agreed' with the Ambition and the majority of respondents 'strongly agreed' or 'agreed' with the priorities (between 79% and 89%) and with the sub-objectives (between 74% and 87%). This high level of strong agreement indicates that the priorities and objectives consulted upon were reflective of the direction the service should be taking.

3.6   The priorities with the highest percentage of respondents who 'strongly agreed' were Priority 4 'Customer Service' (60%) and Priority 6 'The Environment' (56%). In contrast, the Priority with the fewest respondents who 'strongly agreed' was Priority 5 'Commissioning' (45%).

3.7   Feedback has been incorporated into this final draft of the strategy and the full report on the consultation will be made available to all respondents on the website in January 2017. A wealth of further information was also received from consultation responses which will be used when commencing implementation of the strategy.

3.8   Some areas that were raised by all responding groups are clarified within the strategy document and include:

    3.8.1   Waste collections e.g. about district council bulky waste collections or district council recycling containers. Whilst there is an appreciation that there are significant synergies with the household waste collection service provided by the district/ borough councils throughout the strategy, it is important to reiterate that this is a Waste **Disposal** Strategy. Nevertheless, any comments relating specifically to household waste collection will be passed to the Kent district/ borough councils. In a similar vein, it is re-iterated that the WCA costs will be taken into account when delivering the Ambition and Priorities.

    3.8.2   There were a number of comments regarding measures, evidence and outcomes relating to each objective and why these were not included in the strategy. It is important to re-iterate that implementation of the strategy and specific delivery projects will commence after adoption of

the strategy. These specific projects will include the measures to deliver effectiveness. It should also be noted that any changes to service will be consulted upon again, as required and necessary. Where evidence is mentioned as part of the objective, a table has now been included in the strategy as an appendix to present the 'types' of evidence which will be considered in delivery phase.

3.8.3 The priority regarding the environment was moved to become Priority 1 to reflect the importance of the environment by respondents and the significant number of comments relating to environmental impacts through the consultation responses.

3.8.4 Many comments seem to suggest that any waste which is not recycled is sent to landfill. It is important therefore to communicate to residents and stakeholders the significant percentage of waste that is sent for energy ('recovery' as detailed in the waste hierarchy) and the very small percentage of waste which is sent to landfill.

3.8.5 There were a few comments questioning whether we do many of the objectives already. It is important to re-iterate the Ambition and Objectives bring together work the service already does as well as plans for the future into one place. By stating an objective does not mean we are not working towards achieving it already.

3.8.6 There were a number of comments regarding specific concerns with current HWRC Operating Policy and the approach to trade waste enforcement, which will be addressed in implementation phase.

3.8.7 The challenges and opportunities facing KCC as a WDA as a result of 'Brexit' were also mentioned by a number of respondents. As a result the text relating to 'future legislation' has been amended to reflect the current uncertainties as well as the requirement to keep abreast of any impacts on the service. As a result a project relating to the 'impacts of Brexit' is likely to form part of the implementation plan.

4   The Implementation Plan

4.1 A draft Implementation Plan will be prepared after adoption of the strategy to set out the projects which will be undertaken to deliver the strategy. It is envisaged that this plan will be amended and updated over time to remain up-to-date and relevant.

4.2 Where major changes to services are proposed as part of a project, public consultation and subsequent Member decision(s) will be undertaken.

4.3 The timetable for the preparation of the Plan is as follows:

- Proposed adoption of the Strategy – January 2017
- Preparation of the Implementation Plan – February to June 2017

- Public Consultation on initial projects – September to November 2017

5 Financial Implications

5.1 Costs associated with strategy development and the consultation were met within existing budgets.

5.2 The development of the strategy itself will not deliver direct any savings. However, the delivery of this strategy will find efficiencies, savings and income allowing the service to develop and evolve; it also recognises that in order to reach our ambition, the cost to deliver the strategy could be high and in some instances require significant capital investment and/ or the accessing of key funding. Any investment must have sound cost benefits and be affordable and will be subject to Council governance and approval.

6. Legal implications

6.1 There are statutory obligations required of a WDA which must be met and therefore the strategy itself and any subsequent interventions to deliver the strategy must be compliant.

7. Equalities implications

7.1 An Equality Impact Assessment (EqIA) (Annex 5) was completed prior to and post consultation to ensure consideration was given to the impact of the strategy, the approach to consultation and any relevant feedback. The initial assessment indicated that any impact on users could be reasonably mitigated. Further and subsequent EqIAs will be conducted to understand positive and negative impacts upon customers when undertaking projects as part of the implementation plan to deliver the strategy.

8. Other corporate implications

8.1 The Waste Strategy and implementation plan embeds the principles and objectives of the following corporate and partnership strategies:

- Kent Joint Municipal Waste Management Strategy
- KCC's Increasing Opportunities, Improving Outcomes: Corporate Strategic Statement 2015-20;
- KCC Commissioning Framework;
- Kent Environment Strategy;
- KCC Minerals and Waste Local Plan 2013 - 2030;
- KCC's Growth & Infrastructure Framework
- KCC's Customer Service Policy 2015-17;
- Relevant waste legislation;

9. Recommendations:

9.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to adopt and publish the Kent Waste Disposal Strategy as shown at Annex 1.

10. Appendices and Background Documents

- Annex 1: Proposed Record of Decision
- Annex 2: Proposed Waste Disposal Authority Strategy
- Annex 3: Consultation Report
- Annex 4: Evidence Base
- Annex 5: Equality Impact Assessment

11. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY: **Matthew Balfour, Cabinet Member for Environment & Transport**	DECISION NO: 16/00146

For publication

Key decision: YES - impacts across all divisions

Adoption of the Kent Waste Disposal Strategy

Decision:
As Cabinet Member for Environment & Transport, I agree to adopt and publish the Kent Waste Disposal Strategy.

Governance:
The Executive Scheme of Delegation for Officers set out in Appendix 2 Part 4 of
the Constitution (and the directorate schemes of sub-delegation made thereunder) provides the
governance pathway for the implementation of this decision.

In this instance, officers will develop an implementation plan with subsequent projects. These plans
may be subject to further Executive decision making.

Reason(s) for decision:
With increasing waste volumes of 20% by 2031 and fluctuations in market value for recyclable
materials, local authorities must consider innovative ways to deliver services. A new waste disposal
strategy for KCC as the Waste Disposal Authority has been prepared to provide clear direction with
regards to priority outcomes set against financial, corporate, environmental and legislative drivers.
The consultation on the proposed strategy took place from 11 July 2016 – 2 October 2016.

Cabinet Committee recommendations and other consultation:
On 4 May 2016, the Environment and Transport Cabinet Committee were asked to consider and
make comments to the Cabinet Member for Environment and Transport on the draft Waste Disposal
Strategy and the process for consultation was endorsed.

A 12 week consultation ran between the 11 July 2016 and 2 October 2016 inviting comment on the
draft strategy ambition, priorities and objectives. The consultation was promoted through a variety of
ways including KCC digital and social media platforms, through the library service and by directly
contacting a number of key stakeholders and organisations for a response. All papers including the
draft strategy document, EqIA and background evidence for the strategy are available at
www.kent.gov.uk/wastestrategy.

The comments of the Environment and Transport Cabinet Committee will be added following its
consideration of the matter and the proposed endorsement of the decision on 12 January 2016.

Any alternatives considered and rejected:
None.

**Any interest declared when the decision was taken and any dispensation granted by the
Proper Officer:**
None

....
signed   date

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01/decision/glossaries/FormC

ANNEX 2

Kent Waste Disposal Strategy

2017-2035

To be re-designed by Corporate Communications once adopted.

It is advised the accompanying Evidence Base document is read prior to this Strategy

Kent County Council
kent.gov.uk

This document can be made available in other formats or languages.

To request this, please email alternativeformats@kent.gov.uk or telephone 03000 421553 (text relay service 18001 03000 421553). This number goes to an answer machine, which is monitored during office hours.

Foreword

As the Waste Disposal Authority, Kent County Council ensures that waste collected by the district and borough councils is disposed of in line with key environmental legislation and regulations. This is a complex issue, with different levels of local government and private companies working together to deliver the overall service of managing Kent's household waste.

From rubbish collections to Household Waste Recycling Centres, the people of Kent rely on a functioning system where all responsible authorities work together to deliver the service in an effective and reliable manner. KCC is committed to working with all partners to ensure that each part of the waste disposal process is managed effectively.

KCC has made excellent progress toward meeting the key targets for household waste disposal ahead of schedule but Kent faces significant growth and change over the coming decades. It is therefore very important that KCC makes the most of its strong performance so far and has a long term strategy in place to respond to increased demand at a time of reduced resources. This will allow us to continue to deliver a high quality service.

This strategy sets out our current position, identifies the future pressures and outlines how we will maintain a sustainable waste management service. It was developed by the Waste Management Member Working Group in collaboration with KCC Officers, supported by public consultation and partner engagement.

By delivering these vital services, in partnership with the public and private sector, KCC is continuing to ensure that Kent remains a great place to live and work.

Matthew Balfour
Cabinet Member for Environment
& Transport

Clive Pearman
Chairman – Waste Management
Member Working Group

Contents

"Our Ambition is to deliver a high quality household waste disposal service, whilst remaining cost-effective for the people of Kent, with an emphasis on waste reduction, reuse, recycling and achieving zero landfill."

Introduction

Kent County Council (KCC) Waste Management operates in a two-tier system - as a statutory Waste Disposal Authority (WDA) for the receipt (via a network of 8 Waste Transfer Stations (WTS)) and onward processing/ disposal of Kent's household waste collected by the district and borough councils as the Waste Collection Authorities (WCAs). In addition, KCC has the statutory responsibility to provide a Household Waste Recycling Centre (HWRC) service to residents, of which we currently have 18 in Kent. The HWRCs are for the disposal of household waste only and accept a wide range of materials. The HWRCs do not accept trade waste.

As the WDA, KCC is also responsible for the ongoing monitoring of a number of closed landfill sites around the county to ensure environmental compliance.

With a projected increase in waste, fluctuations in market value for recyclate, and limited local processors, coupled with sustained budget savings required across the public sector, it is important that we deliver even better services to the Kent taxpayer. Furthermore, with waste services currently influenced primarily by legislation and targets that are passed down from the European Union and transposed into national UK law, the potential challenges and opportunities regarding Brexit will be a significant consideration moving forwards.

A waste disposal strategy for KCC Waste Management is needed to protect service delivery in the future and will be achieved through;

- Identifying further saving efficiencies.
- Building greater flexibility to deal with and react to changes with regards to quantity, composition and quality of waste streams and in line with forecast economic and housing growth.
- Identifying risks to local supply chains and service provision.
- Making a significant contribution to the broader Outcomes Framework of the Council (Strategic Statement).
- Ensuring KCC meets its statutory environmental compliance and public protection functions.

- Helping future proof service delivery for customers including Waste Collection Authorities (WCAs - district/ borough councils)
- Provide equitable access to customer service for Kent residents and compliance with the Equality Act 2010.
- Equipping KCC to succeed in contributing to meeting local and national targets.
- Maximising collaboration between internal and external partners.

This can only be achieved by working in partnership with our residents, local businesses and all 12 district and borough councils.

As part of the Kent Resource Partnership (KRP[1]), KCC is committed to joint working, including commitment to the Kent Joint Municipal Waste Management Strategy (KJMWMS), which sets out how the KRP intends to manage household waste arisings across the County. As part of our commitment, we are investing in the development of this **new Waste Disposal Strategy for KCC**, focusing in more detail on the functions of KCC as the WDA and which will inform major parts of the delivery of the KJMWMS itself.

Approach to Strategy Development

This Strategy presents the overall Ambition for Kent County Council as the Waste Disposal Authority up to 2035, and a series of priorities and supporting objectives that will help us to reach our ambition. This Strategy does not attempt to set out in detail how the ambition, priorities and objectives will be achieved, but an analytical and data led implementation plan and associated projects will do this, with needs assessment and further public consultation undertaken, as required. It should be noted that the strategy will be reviewed and updated every 5 years as a minimum in what is an ever changing waste industry.

A high level **Evidence Base** document has been developed to provide background information to support the development of this strategy which sets out in detail the current waste management position, drivers for change and some early forecasting models.

The Strategy makes reference to a number of technical waste terms and acronyms. A glossary is located on page 17, which should be referred to when reading this document.

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[1] The Kent Resource Partnership (KRP) is a partnership of the 13 local authorities in Kent. These are Kent County Council and the 12 District/Borough/City councils of: Ashford, Canterbury, Dartford, Dover, Gravesham, Maidstone, Sevenoaks, Shepway, Swale, Thanet, Tonbridge & Malling and Tunbridge Wells. As a group we look at how we can improve waste management in Kent.

Key Drivers

There are a number of drivers which require KCC to look differently at how the service is provided. These are summarised below.

Population and Housing

It is forecast that an average of 8,600 houses will be built every year in Kent until 2031. This will result in a population growth of 23% over 20 years (from 2011) and 17% growth from 2015[2].

Waste tonnage produced per dwelling has been declining for some years but now appears to be more stable and may increase in the future as there is a strong link between economic growth and the amount of waste produced[3].

The projected figures for the years 2021 and 2031 are shown in Table 1 below. These projections suggest an increase of 20% in household waste between 2016 and 2031.

Table 1: Dwelling and population projections[4]

	2016	2021	2031
Dwellings	656,700	701,400	785,800
Population	1,541,300	1,635,100	1,799,200
Waste Tonnage	726,000	775, 800	869,800

Budget pressures

Councils are facing significant budget pressures resulting in the need to do things differently, whilst maintaining service levels. Delivery of this strategy has the potential to find efficiencies, deliver savings and derive income allowing the service to develop and evolve. However, it is also recognised that to reach our ambition, the cost to deliver the strategy could be high and in some instances require significant capital investment and/ or the accessing of key funding. It is unknown what this cost might be at present but is likely to be significant should the strategy and subsequent action plans be adopted.

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[2] Source: KCC Housing Lead Population Forecast December 2016
[3] http://www.wrap.org.uk/sites/files/wrap/Decoupling%20of%20Waste%20and%20Economic%20Indicators.pdf
[4] The table above assumes that waste tonnage produced by household/dwelling remains that same between 2016 and 2031. There is a closer link between household numbers and waste arisings than population.

Market provision

The waste collection and disposal market is becoming increasingly commercially volatile. In particular, suppliers are finding it challenging to meet contract requirements, whilst becoming increasingly reluctant to take up new opportunities in the current waste market. This will require KCC to identify these market risks to local supply chains and service provision to plan accordingly.

Current performance

Table 2 below shows the countywide performance in between 2012/13 and 2015/16 for the management of household waste in Kent compared with previous years. The 2015/16 data for England has also been provided. Further data regarding top recycling and lowest waste to landfill local authorities can be found in the Evidence Base.

Table 2

	Kent				England
	2012/13	**2013/14**	**2014/15**	**2015/16**	**2015/16**
% Waste Recycled or composted	41.9	44.2	48.4	44.1	45.2
% Waste sent to make energy	37.3	29.2	40.7	49.1	30.1
% Waste to landfill	20.8	26.6	11.0	6.8*	24.6

*The percentage sent to landfill has decreased even further during 2016/17, on occasion achieving less than 2% in a given month as a result of a new contract for dealing with waste materials that would have previously been sent to landfill.

Furthermore, in 2015/16 we achieved a 69.4% recycling and composting rate across our HWRCs.

Legislation and performance targets

Waste services are **currently** influenced primarily by legislation, targets and requirements that are passed down from the European Union and transposed into national law, policies and strategies. Details of key legislation can be found in the Evidence Base document.

The European Union's approach to waste management is based on the 'waste hierarchy'. The hierarchy ranks waste management options according to what is best for the environment. It gives top priority to preventing waste in the first place. When waste is created, it gives priority to preparing it for re-use, then recycling, then recovery, and last of all disposal (e.g. landfill).

*Other recovery includes the burning of waste under controlled conditions to produce steam that is used to generate electricity.

Waste Framework Directive:

The principal legislation affecting waste management to come out of Europe over the last few years is the revised Waste Framework Directive (Directive 2008/98/EC on waste). The Directive sets the basic concepts and definitions related to waste management, such as definitions of waste, recycling, recovery. The Directive includes two new recycling and recovery targets to be achieved by 2020:

- 50% preparing for re-use and recycling of certain waste materials from households and other origins similar to households; and,
- 70% preparing for re-use, recycling and other recovery of construction and demolition waste.

European Directive on the Landfill of Waste:

The European Directive 1999/31/EC on the Landfill of Waste (Landfill Directive) aims to reduce reliance on landfill as a disposal option. The Directive sets targets for the diversion of Biodegradable Municipal Waste (BMW);

- By 2020 reduce the biodegradable waste landfilled to 35% of that produced in 1995.

Future Legislation:

As with all EU driven UK legislation, the specifics of what will happen to waste legislation and the impact upon KCC's waste management services specifically post Brexit remains uncertain. Given the long-term outlook of this strategy, it will periodically be reviewed and updated, allowing

sufficient flexibility to respond to a wide array of changes to the waste management landscape, including a shift in the UK's relationship with the EU.

In the short term, the strategy recognises imminent EU legislation and outlines how these may impact on KCC. The main legislation currently in development phase is the EU Circular Economy Package which was adopted by the European Commission on 2 December 2015. The aim of the legislation is to help turn Europe into a circular economy, boost recycling, secure access to raw materials and create jobs and economic growth. The package consists of an EU Action Plan and a number of legislative proposals on waste, packaging waste, landfill and electrical and electronic waste. The Circular Economy Package has set ambitious targets and added key provisions on the instruments e.g. simplified and improved definitions and calculations, to achieve and to monitor them.

The key elements proposed as part of the Circular Economy Package Strategy are:

- A common EU target for recycling 65% of municipal waste by 2030;
- A common EU target for recycling 75% of packaging waste by 2030;
- A binding landfill target to reduce landfill to maximum of 10% of all waste by 2030;

DEFRA has suggested that any obligations placed upon the UK at the time of exit will roll forward. This means that discussions on the circular economy must remain relevant to the UK as they could still be required to be implemented. If adopted, these new targets could have a significant impact upon KCC as the WDA; whilst the target amount sent to landfill is achievable (indeed, we have already met the 2030 target), the amount of waste we currently send for burning for energy recovery would need to be reduced substantially to 30% and more waste sent for recycling or composting. Specific targets are not included in this Waste Disposal Strategy but will be included as part of the refresh of the KJMWMS due to be undertaken in 2017.

Interdependent Documents

The KCC WDA Strategy will link to a number of other documents which are discussed in more detail in the Evidence Base Document. These are illustrated below as follows;
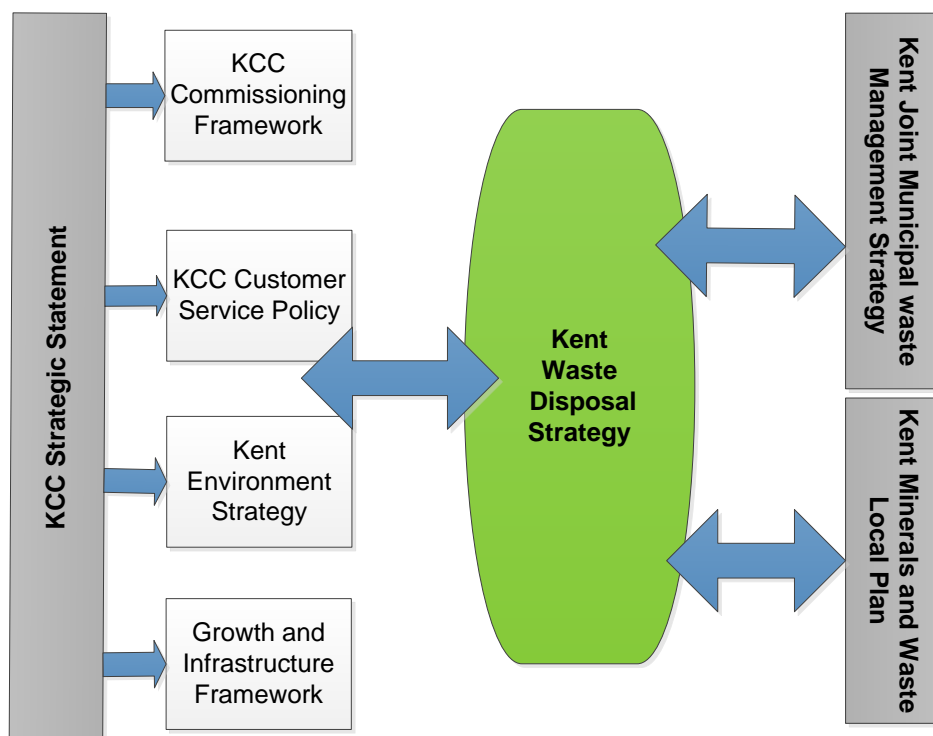
The Kent Minerals and Waste Local Plan is a separate strategy document produced by KCC as the Waste Planning Authority. It provides an overarching strategy and planning policies for the management of all waste streams, not just household waste.

KCC's Strategic Statement

KCC wants to be an outcome-focussed organisation and as such has developed a strategic statement 'Increasing Opportunities, Improving Outcomes'. The strategic outcomes are;

- Children and young people in Kent get the best start in life.
- Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life.
- Older and vulnerable residents are safe and supported with choices to live independently.

The key Supporting Outcome from the statement relevant to the provision of the Waste Management service in KCC is "Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors". The WDA strategy should help to reach this corporate outcome.

Important Considerations Regarding the Ambition and Priorities

a) The Ambition and Objectives bring together work the service already does as well as plans for the future into one place. By stating an objective does not mean we are not working towards achieving it already.

b) Whilst there is an appreciation that there are significant synergies with the household waste collection service provided by the district/ borough councils, it is important to reiterate that this is a Waste **Disposal** Strategy. It focuses very much on the services provided for the disposal of waste, and not to the detriment of the district and borough councils. The Waste Collection Authorities costs will be taken into account when delivering the Ambition and Priorities.

c) An implementation plan, which includes a list of projects on how we deliver this strategy, forms a separate document. These specific projects will include the measures to deliver effectiveness. Any changes to service will be consulted upon again, as required and necessary. Where evidence is mentioned as part of the objective, a table has been provided at the end of the document to present the 'types' of evidence which will be considered in delivery phase.

d) It should be noted that a significant percentage of waste is sent to burn for energy (i.e. 'recovery' as detailed in the waste hierarchy) and that a very small percentage of waste is sent to landfill. The remaining waste is recycled.

Ambition

"Our Ambition is to deliver a high quality household waste disposal service, whilst remaining cost-effective for the people of Kent, with an emphasis on waste reduction, reuse, recycling and achieving zero landfill"

Priorities and supporting objectives

Priority 1 **The Environment: We will deliver services which mitigate impacts on or from the environment and climate change.**

Objective A:
Continue to support and contribute to the implementation of the Kent Environment Strategy through our waste disposal activities.

Objective B:
Maximise reuse and recycling and eliminate waste to landfill in accordance with the Waste Hierarchy.

Objective C:
Work as part of the KRP to support waste prevention initiatives including lobbying and working with manufacturers to minimise waste and packaging.

Objective D:
Ensure materials are segregated at our HWRCs in line with legislative requirements.

Objective E:
Take action to reduce the negative impacts that our service has on the environment and support approaches to reduce or enforce against environmental crime.

Objective F:
Continue to explore opportunities for alternative uses for those closed landfill sites that KCC has responsibility for, and continue to monitor them to ensure they are safe for the environment.

Priority 2 Working Together: We will work together with our key partners on projects to deliver our ambition.

Objective A:
Continue to work as part of the KRP and individually with district and borough councils where appropriate, to deliver high quality and cost effective services for Kent residents.

Objective B:
Work with Kent Parish Councils, Town Councils and community groups to share information with residents, and gather their views and opinions in order to help improve the service.

Objective C:
Work with the companies that manage our HWRCs and final waste disposal sites to deliver high quality, safe and fit for purpose services, embracing innovation and keeping the customer (including the district and borough councils) at the heart of the service.

Objective D:
Work closely and share ideas with other Waste Disposal Authorities (WDAs) to understand where opportunities may exist to work together to improve services for everyone.

Objective E:
Embrace opportunities to work with and learn from other organisations in the UK and beyond, where their innovative thinking could have a positive impact on our service.

Priority 3 Innovation and Change: The services we design and provide will be resilient through accommodating change and growth.

Waste Disposal Sites:

Objective A:
Ensure we have the capacity needed to deal with Kent's household waste, with final disposal points located where the evidence shows they need to be.

Objective B:
Household Waste Recycling Centres and Waste Transfer Stations will be located where the evidence shows they need to be.

Objective C:
Use technologies to ensure waste materials are recycled and reused in the most efficient and effective way, whilst ensuring minimal impacts on the environment.

Trade Waste:

Objective D:
Take actions to stop trade waste from illegally entering our HWRCs.

Objective E:
Ensure a trade waste disposal service is provided for small businesses in Kent, where evidence shows there is the need and demand.

Out of county HWRC use:

Objective F:
Investigate the use of our HWRCs by people who do not live in Kent, and where our residents are using HWRCs outside of the county (including Medway*). This will help us to understand the impact on our service and opportunities for change.

*Medway Council operates as a Unitary Authority and therefore does not sit within the KCC Area.

Priority 4 HWRC Service Delivery: We will provide a cost effective service, which meets the needs of our customers.

Material Acceptance:

Objective A:
Work as part of the KRP to encourage residents to use the most cost effective and environmentally sound means of disposal for different waste materials; whether it is through kerbside collections, HWRCs or other recycling or reuse services.

Access and availability:

Objective B:
HWRCs will be open when the evidence shows they need to be.

Charging:

Objective C:
Household Waste will be accepted free of charge*. Charges may be made for non-household waste where lawful and appropriate to do so.

*subject to current legislation (Environmental Protection Act 1990 and Controlled Waste Regulations 2012)

Priority 5 Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.

Customer Service and Feedback:

Objective A:
Work with the companies that manage our HWRCs to ensure high levels of customer service and evaluate and monitor customer feedback.

Skills of workforce:

Objective B:
Ensure that the HWRC workforce is appropriately trained and skilled to do the best possible job.

Equalities and safety:

Objective C:
Ensure that all residents are able to safely access our HWRCs and receive a positive and consistent level of service.

Communicating with our customers:

Objective D: .
Increase recycling rates and help public understanding by providing information to customers to explain what happens to their waste.

Objective E:
Ensure individuals understand the environmental and financial impacts and consequences of disposing of their waste incorrectly or illegally.

Objective F:
Ensure information about the HWRC service is communicated to residents across a variety of channels.

Objective G:
Work as part of the KRP to encourage waste prevention, reuse and recycling through targeted campaigns, understanding how people like to receive information.

Priority 6 Commissioning: Our commissioning and contract management approach will provide a quality and value for money service.

Objective A:
Continue to explore opportunities for the best models to deliver the household waste disposal service.

Objective B:
Commission, design and deliver services with our partners including the district and borough councils and the market to achieve the greatest savings, innovations and value for money for the Kent taxpayer.

Objective C:
Use high quality data from within KCC, the district and borough councils and from our providers to inform our approach to commissioning and procurement. We will tell potential providers what our end goal is, allowing them to suggest how we reach it.

Objective D:
When required, improve the quality and range of bids submitted by working with our KCC procurement team to provide support to organisations to help them to understand how our procurement processes work.

Objective E:
Engage with waste companies at the earliest opportunity to understand views, challenges, innovation and key market drivers to provide us with the information we need to make the best decisions about how to deliver our services.

Objective F:
Ensure that where possible, the services we commission provide wider benefit to the local community.

Objective G:
To ensure a sustainable household waste disposal service, share commercial risks and benefits with our providers and district and borough councils where appropriate.

Objective H:
Ensure the contracts or agreements we have in place deliver what they set out to do, through ongoing monitoring and evaluation, excellent contract management and positive relationship building.

Evidence to measure objectives

Priority and Objective	Types of Evidence
Priority 2, Objective A Priority 2, Objective B	For both types of customer (residents as HWRC customers and district and borough councils): distance travelled, waste tonnage movements/ displacement, operating costs, accessibility, environmental impact For residents as HWRC customers only : HWRC visitor numbers, population served
Priority 2, Objective E	Market viability and demand, operating costs, impact upon recycling targets
Priority 3, Objective B	Trailing changing opening hours – customer usage, customer feedback (via satisfaction surveys and direct comments), operating costs

Glossary of terms for the purpose of this strategy

Term	Definition
Circular Economy	A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life'. Definition from WRAP (Waste Resources Action Programme).
Commissioning	The process of planning how services are to be delivered, and the day-to-day management of these services
Customer	Users of KCC services to include residents, businesses, stakeholders and partners.
Environmental Crime	The crime of flytipping and illegal deposit of trade waste at HWRCs.
Evidence Base	A document to be read in conjunction with this strategy, it describes the current position of KCC Waste Management as well as the challenges and opportunities we face now and into the future.
Final disposal point	A building or site for the treatment and processing of waste for recycling, recovery or disposal.
Household Waste Recycling Centre (HWRC)	A building or site where household waste can be deposited by residents for recycling or disposal.
Kent Joint Municipal Waste Management Strategy (KJMWMS)	The strategy for the Kent Resource Partnership.
Kent Resource Partnership (KRP)	A Partnership between KCC and the 12 District/Borough/City Councils of Kent. The Partnership looks at how waste management services can be improved in Kent.
Kerbside	The regular collection of waste from households by WCAs in wheelie bins/ sacks or containers.

Municipal Waste	Municipal Waste is defined as mixed waste and separately collected waste from households, mixed waste and separately collected waste from other sources that is comparable to household waste in nature, composition and quantity and market cleansing waste and waste from street cleaning services, including street sweepings, the content of litter containers, waste from park and garden maintenance
Procurement	The process of buying or obtaining goods or services.
Recyclate	Any material that is able to be recycled.
Recycling	Turning waste into a new product or substance, including composting.
Re-use	Checking, cleaning, repairing, refurbishing whole items or spare parts so that they can be used again.
Trade Waste	Waste produced by businesses or commercial activities.
Unitary Authority	A council established in place of, or as an alternative to, a two-tier system of local councils e.g. Medway Council will act as the WCA and WDA.
Waste Collection Authority (WCA)	District, Borough and City Councils responsible for the collection of household waste from the kerbside and delivery to a nominated delivery point.
Waste Disposal Authority (WDA)	The County Council, responsible for the receipt and onward processing/ disposal of household waste, providing a Household Waste Recycling Centre Service and monitoring closed landfills.
Waste Prevention	Using less material in design and manufacture and keeping products for longer.
Waste Recovery	Includes burning waste to produce energy.
Waste Transfer Station (WTS)	A building or site for the temporary holding of waste, where district/ borough councils will deposit waste prior to loading on to larger vehicles for transfer to final disposal point.

Back page to be designed by corporate communications post adoption

Kent Waste Disposal Strategy

2017-2035

Draft Strategy Consultation Document

ANNEX 3

Kent County Council Waste Management

Household Waste Disposal Strategy

CONSULTATION
REPORT

January 2017

EXECUTIVE SUMMARY

With a projected increase in waste, fluctuations in market value for recyclate, and limited local processors, coupled with sustained budget savings required across the public sector, it is important that we deliver even better services to the Kent taxpayer. KCC has therefore prepared a Waste Disposal Strategy 2017-35, which sets out our current position, identifies the future pressures and presents the Ambition and Priorities for the household waste disposal service. It should be noted that the strategy will be reviewed and updated every 5 years as a minimum in what is an ever changing waste industry.

The draft strategy was open for a twelve week consultation between 11th July 2016 and 2nd October 2016. A high level Evidence Base document was also developed to provide background information to support the development of this strategy which sets out in detail the current waste management position, drivers for change and some early forecasting models. Finally, an Equalities Impact Assessment (EqIA) was conducted prior to the development and delivery of the consultation.

The consultation consisted of a questionnaire, available in both electronic and paper format. The engagement programme for the Draft Waste Disposal Strategy is taking place in two stages.

This is Stage 1. This consultation asked for views on the Ambition, Priorities and Objectives of the Strategy. The consultation sought to engage primarily with key partners and stakeholders, however was made publically available should residents wish to have commented. Consultees were engaged with via focus groups, workshops, meetings and electronically, with all documents being available online.

This analysis report presents the findings and feedback from the consultation, along with recommended changes to the Strategy document. The analysis and recommended changes will then be taken to the Environment and Transport Cabinet Committee in January 2017, before a final decision is taken by the Cabinet Member for Environment and Transport to adopt the strategy and commence the implementation phase.

Stage 2. Where major changes to services are proposed as part of the implementation phase, a full public consultation(s) will be undertaken and subsequent Member decision(s) will be required. Stage 2 consultees will include all stakeholders and partners and the public as relevant. It is envisaged the consultation will take place in autumn 2017 with an emphasis on the HWRC and Waste Transfer Station network and the HWRC operating policies. Further 'consultation' may also be required post 2017 for any further changes as a result of other implementation projects.

The consultation was communicated via a number of methods including; targeted emails to key stakeholders and networks, a press release, social media, posters and postcards available at strategic locations and face to face engagement at each of the 18 Household Waste Recycling Centres.

A total of 244 consultation responses were received[1], consisting of:

- 206 responses from Kent residents
- 2 responses from 'non-Kent' residents
- 12 responses from Kent District and Borough Councils (2 responses from different departments in Tunbridge Wells BC)
- 14 responses from Kent Town or Parish Councils
- 1 response from a Voluntary or Community Sector Organisation
- 3 responses from organisations in the waste management sector
- 1 councillor
- 1 KCC employee
- 2 'others' (Kent Association of Local Councils and Valpak Limited).
- 2 respondents did not provide this information

Feedback from the consultation has not only been incorporated into amends and changes to the strategy, but has also provided a wealth of further information that can be integrated into the implementation stage of the strategy.

Table 1 on the following page provides a summary of all responses received, aligned to the Ambition, Principles and Objectives.

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[1] The breakdown of responses is how the respondent primarily identified themselves in the consultation question

Table 1: Summary of consultation responses received

Strategy Section (See Appendix A for draft Ambition, Priorities and objectives consulted upon)	OVERARCHING RESPONSE
Ambition *"Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving zero landfill."*	**89% of respondents either agreed or strongly agreed with the Ambition.** **Key comments included:** • We should strive to reach zero landfill. • Need to ensure recycling/ landfill makes sense from an environmental perspective. • Waste disposal needs to be as simple and easy as possible. • Lots of comments regarding kerbside collections – out of scope of the strategy but comments passed to district councils. • Waste prevention, especially with regards to lobbying producers to reduce packaging on products. • Recycle more items not currently recycled e.g. hard plastics. • How to define high quality and value for money. • Re-use is important. • Adherence to legislation and recycling targets is vital – need to be aware of targets post EU-referendum result. • Need to learn from other councils – both in the UK and abroad.
Priority 1 and supporting Objectives *'Working Together: We will work together with our key partners on projects to deliver our ambition and its objectives?'*	**86% of respondents either agreed or strongly agreed with Priority 1.** **Key comments included:** • What is the impact of Brexit? • How do you define 'high quality' and 'best value'?. • KCC should prioritise environmental impact when choosing an option especially where there would only be a marginal cost benefit. • View that services should be in-house and not contracted out. • Share procurement opportunities with other WDAs, economies of scale and efficiencies etc. • 'A' is more an ambition or a mission statement. • Work with partners but KCC should be taking the lead in ensuring sites have high quality and diverse recycling. • HWRCs need greater advertisement. • Education – residents. • Utilise private sector involvement to a greater level and learn from others generally.
Priority 2 and supporting Objectives *'Innovation and Change: The services we design and provide will be resilient through accommodating change and growth?'*	**85% of respondents either agreed or strongly agreed with Priority 2.** **Key comments included:** • KCC should be offering a service to businesses to generate income and reduce flytipping. • Definition is required as to what evidence we will be using and how we will use it. • Customers don't see the necessity in introducing boundaries- customers should be able to use their nearest HWRC regardless of where it is. • Reducing services or making it harder for people to dispose of waste will increase flytipping.
Priority 3 and supporting Objectives *'HWRC Service Delivery: We will provide a value for money service?'*	**84% of respondents either agreed or strongly agreed with Priority 3.** **Key comments included:** • Concerns over having to travel further to an HWRC. • No reduction in service wanted – either via kerbside collections or via HWRCs. • Concerns over flytipping if charges for waste disposal are made. • HWRCs should be open outside the 'normal' working day. • A definition of 'household' and 'non-household' waste is required. • Concerns regarding current policies to prevent trade waste at the HWRCs e.g. the vehicle restrictions. • Uniform messages should be provided to residents. • Consistent countywide collections would be beneficial.
Priority 4 and supporting Objectives *'Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste?'*	**86% of respondents either agreed or strongly agreed with Priority 4.** **Key comments included:** • Essential to have HWRCs for recycling near towns and evenly spaced between populated areas. • Trade waste recycling should be allowed in to HWRCs. • Access to services should not exclude disabled and elderly users. • Provide larger or more facilities and, encourage ease of use of site and reduce queues. • Walking or wheelbarrowing waste in should be allowed. • Need to consider residents with no transport. • Concerns over closures of HWRCs. • Have longer opening hours and advertise it. • Concerns with current operating policies e.g. vehicle restrictions and walking in waste. • Provide more education.

Strategy Section (See Appendix A for draft Ambition, Priorities and objectives consulted upon)	OVERARCHING RESPONSE
Priority 5 and supporting Objectives *'Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service?'*	**79% of respondents either agreed or strongly agreed with Priority 5.** **Key comments included:** • What is meant by risk and rewards? • Services should be operated by KCC and not third parties- the feeling is that this would be cheaper and give a better quality of service. • We should be undertaking more consultation with Districts when it comes to procurement. • KCC should be placing more emphasis on a better service not a cheaper one.
Priority 6 and supporting Objectives *'The Environment: We will deliver services which consider impacts on or from the environment and climate change?'*	**86% of respondents either agreed or strongly agreed with Priority 6.** **Key comments included:** • Make it easier to take items such as oils, chemicals and paint to HWRCs. • Expand range of materials accepted at HWRC's for recycling, including hard plastics. • Limit transporting of waste, keep it local. • Exhume landfills to recycle where possible. • Use landfill gas for power generation.
Any other comments or overarching changes required to the Strategy document.	• People are concerned that we aren't maximising the potential in glass recycling. • People feel more education is needed to teach people to do the right thing with their waste- more work with schools, universities etc. • Do people need to know what happens to their waste? Many people don't care and would just like to get rid of it easily. • How are we going to measure our objectives to see when they have (or haven't) been met? **Key clarifications required in the Strategy Document:** • Whilst there is an appreciation that there are significant synergies with the household waste collection service provided by the district/ borough councils throughout the strategy, it is important to reiterate that this is a Waste Disposal Strategy. • Re-iterate that implementation of the strategy and specific delivery projects will commence after sign-off of the strategy document. These specific projects will include the measures to deliver effectiveness. Re-iterate that any changes to service will be consulted upon again, as required and necessary. Where evidence is mentioned as part of the objective, a table will now be included in the strategy as an appendix to present the 'types' of evidence which will be considered in delivery phase. • Re-iterate the significant percentage of waste that is sent to burn for energy (i.e. 'recovery' as detailed in the waste hierarchy) and the very small percentage of waste which is sent to landfill. • Re-iterate that the Ambition and Objectives bring together work the service already does as well as plans for the future into one place. By stating an objective does not mean we are not working towards achieving it already. • The Evidence Base should be updated with up-to-date data regarding tonnages and performance. • The Evidence Base Document and Strategy went to print prior to the date of the EU Referendum. As a result, the documents will now be updated to make reference to Brexit and the potential impacts this may have on KCC's delivery of the strategy.

INDEX

1. INTRODUCTION

The purpose of this document is to provide a summary to the comments provided through the consultation of the Kent Waste Disposal Strategy and to provide feedback as to how these comments have been addressed and the strategy amended as a result.

The Waste Disposal Strategy for KCC Waste Management has been prepared to protect service delivery and will be achieved through;

- Identifying further saving efficiencies.
- Building greater flexibility to deal with and react to changes with regards to quantity, composition and quality of waste streams and in line with economic and housing growth.
- Identifying risks to local supply chains and service provision.
- Making a significant contribution to the broader Outcomes Framework of the Council (Strategic Statement).
- Ensuring KCC meets its environmental compliance and public protection functions.
- Helping future proof service delivery for customers including Waste Collection Authorities (WCAs - district/ borough councils), providing equitable access to customer service for Kent residents and compliance with the Equality Act 2010.
- Equipping KCC to succeed in contributing to meeting local and national targets.
- Maximise collaboration between internal and external partners.

The Strategy presents the overall 'Ambition' for Kent County Council as the Waste Disposal Authority up to 2035, as well as a series of priorities and supporting objectives that will help us to reach our ambition.

The Strategy does not attempt to set out in detail how the ambition, priorities and objectives will be achieved, but following adoption of the strategy, the implementation will commence, with further public consultation undertaken, as required.

A high level **Evidence Base** document was also developed to provide background information to support the development of the strategy which sets out in detail the current waste management position, drivers for change and some early forecasting models.

2.   GOVERNANCE PROCESS

A small cross party Member Task and Finish Group (Appendix B) was established in November 2015 to support an officer strategy steering group, which in turn was accountable to the Growth, Environment and Transport Officer Portfolio Board and ultimately through to the Environment and Transport Cabinet Committee.

The Member Task and Finish Group helped guide the strategy development and considered the ambition, priorities and objectives. Terms of reference were agreed by the Group and minutes were taken at each meeting.

A District Development Workshop was held with officers across the 12 district/ borough councils and Members which attend the Kent Resource Partnership Member Board, to ensure the vital views of the Waste Collection Authorities (WCAs) were included within the strategy development.

In May 2016, the Environment and Transport Cabinet Committee were asked to consider and make comments to the Cabinet Member for Environment and Transport on the draft waste disposal strategy, and to endorse a consultation process on the strategy in summer 2016. The engagement programme will take place in two stages.

This is Stage 1. This stage of the consultation has sought views on the Ambition, Priorities and Objectives of the Strategy. This consultation sought to engage primarily with key partners and stakeholders, however was publically available should residents wish to have commented. This analysis report presents the responses received to the public consultation and recommended changes to the Strategy and will be taken to the Environment and Transport Cabinet Committee in January 2017, before a final decision is taken by the Cabinet Member for Environment and Transport to adopt the strategy and commence the implementation phase.

Stage 2. Where major changes to services are proposed as part of the implementation phase, a full public consultation(s) will be undertaken and subsequent Member decision(s) will be required. Stage 2 consultees will include all stakeholders and partners and the public as relevant. The consultation will take place in autumn 2017 with an emphasis on the HWRC and Waste Transfer Station network and the HWRC operating policies. Further 'consultation' may also be required post 2017 for any further changes as a result of other implementation projects.

CONSULTATION ENGAGEMENT

The draft strategy was open for a twelve week consultation between 11th July 2016 and 2nd October 2016. A high level Evidence Base document was also developed to provide background information to support the development of this strategy which set out in detail the current waste management position, drivers for change and some early forecasting models.

The consultation sought views on the Ambition, Priorities and Objectives of the Strategy, with the aim to engage primarily with key partners and stakeholders. However, the consultation was publically available should residents wish to have commented, with some public engagement undertaken. It is important to note that where major changes to services are proposed, stage 2 consultation will seek to engage with stakeholders again and also residents to a larger extent.

The consultation consisted of a questionnaire, available in both electronic and paper format and alternative formats available upon request. Stakeholders and residents were made aware of the consultation and invited to respond using various communication methods and in a proportionate manner.

Communication methods used for the consultation included:

- Signage at Household Waste Recycling Centres (HWRCs)
- Libraries (posters)
- Council Offices (posters)
- Press release (including. BBC Radio Kent interview)
- KCC internal staff communications (internal newsletter and posters on noticeboards)
- Face to face engagement at HWRCs
- Gateways
- Community Liaison Officers
- Trade waste customers at Waste Transfer Stations (via postcards and posters)
- KCC Website and Social Media

Furthermore, electronic communications were also sent to:

- HWRC Providers – Biffa Ltd, The Slattery Partnership, FCC Environment, Commercial Services Kent Limited (plus briefing meetings)
- Other current waste contractors (all companies with which KCC Waste Management have contracts with for waste treatment and disposal)
- KCC Councillors via Members Information Bulletin and postcard

- District Council Waste colleagues and the Kent Resource Partnership (also held a pre-consultation workshop with KRP district officers and Members)
- District Chief Executives and Leaders
- District Councillors (via district waste colleagues)
- Parish and town councils via KALC (including electronic resources for use on websites/ in newsletters etc).
- KCC internal equality groups
- Waste Bodies e.g. EA and Defra
- Neighbouring Waste Disposal Authorities
- Kent Businesses (users of KCC's Waste Transfer Stations)
- Kent Equality Groups

Further information relating to the communications is provided below as required.

KCC website

A dedicated web page (www.kent.gov.uk/wastestrategy) was created on the KCC website to provide consultation information, the draft strategy and evidence base and access to the online questionnaire. Furthermore, links to this page were provided on the Waste Management webpage regarding the HWRCs. An email address was also created specifically for any email correspondence regarding the consultation (wastedisposalstrategy@kent.gov.uk).

Gateways and Libraries

Each of the 7 Kent Gateways and 99 Libraries were provided with a supply of postcards and posters in order to give Kent residents another route with which to obtain information about the consultation.

Engagement at HWRCs

A sign advertising the consultation was installed at each of the 18 HWRCs and displayed for the full 12 weeks of the consultation. Each HWRC was also provided with a supply of postcards to hand to any customer who requested further information.

Furthermore, over the 12 week consultation period, Waste Management officers successfully handed 3,600 postcards to HWRC customers promoting the consultation across all 18 HWRCs.

KCC community engagement officers

The KCC Community Engagement Officers were provided with postcards and hard copies of the consultation via the KCC Consultation Team to provide them with information should any members of their communities raise the subject at meetings or make an enquiry.

Member Engagement

A briefing document was provided to all KCC Members via The Information Point at the launch of the consultation. A postcard was also placed in each of the KCC Members 'pigeon holes'. All District members were also provided with information via the KRP Resident Communications Group attendees.

Other key stakeholders

- All Kent parish and town councils were sent an email via the Kent Association of Local Councils (KALC) informing them of the consultation and inviting response, along with an electronic resource attached for inclusion on websites or resident communication as appropriate.
- Waste Managers from all 12 Kent district councils and Medway Council were encouraged to respond to proposals via email. Each of the 12 Kent district Councils were also provided with posters for displaying in their respective council buildings.
- The Environment Agency, Kent Fire and Rescue Service, Kent Police and Defra were encouraged to respond via email.
- Neighbouring Authorities (E. Sussex, Surrey, Essex, London Borough of Bromley and London Borough of Bexley) were sent the information and encouraged to respond via email.
- A paper copy of the questionnaire was also sent to all KCC waste contractors.

The next section describes the equality considerations, including the consultation engagement with equality groups.

3. EQUALITY CONSIDERATIONS

An Equality Impact Assessment (EqIA) was undertaken to ascertain whether people with protected characteristics may be positively or negatively affected by the development of the Waste Disposal Strategy.

After the initial screening, the resultant Action Plan identified two required actions, as follows:

Action Number	Protected Characteristic	Issues identified	Action to be taken
1.	All	Ensure all relevant projects as part of the strategy delivery implementation plan are subject to individual EqIA's prior to any further consultation in 2017 or beyond.	All EqIAs undertaken
2.	Age, Disability, Race and Belief	Barrier to accessing the information for the Consultation	The consultation will need to ensure the strategy is accessible for specifically disabled, age and race protected characteristics whom may not have the opportunity to consult on the strategy through traditional methods. This will be through; a. Circulation of the consultation to relevant equality groups b. Alternative formats made available upon request e.g. large print, Easy Read, Braille, Audio, alternative languages

As a result of action 2, an e-mail was sent to 100 equalities groups across the County to inform them of the consultation and to invite their organisation to comment. Groups were also asked to disseminate the information to their service users, as appropriate and an electronic copy of the poster attached to the email to display, again where appropriate. The following groups were contacted:

- Age groups, including all age forums in Kent
- BME groups
- Health and Disability groups
- Religious groups

The KCC Staff Groups representing these groups above were also sent an e-mail with the consultation information, again encouraging them to circulate the information to their members.

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Alternative formats

Alterative formats of the questionnaire were available on request (alternative languages, Easy read, Large Print, Audio Format and Braille). However, no requests were received.

The EqIA was reviewed after the consultation to enable KCC to respond to any new issues that arose during the consultation and to ensure no groups were disadvantaged. The full EqIA is available as a standalone document.

4. RESPONDENT PROFILE

4.1 NUMBER OF RESPONSES RECEIVED

Total responses received: 244 consultation responses were received[2], consisting of:

- 206 responses from Kent residents

- 2 responses from 'non-Kent' residents

- 12 responses from Kent District and Borough Councils (Tunbridge Wells BC provided 2 responses form Waste Department and Planning Department)

- 14 responses from Kent Town or Parish Councils

- 1 response from a Voluntary or Community Sector Organisation

- 3 responses from organisations in the waste management sector

- 1 councillor

- 1 KCC employee

- 2 'others' (Kent Association of Local Councils) and Valpak Limited.

- 2 respondents did not provide this information

4.2 PROFILE OF RESPONDENTS

5.2.1 Stakeholder Respondents

The table below details the stakeholder respondents to the consultation

Stakeholder Respondents:

| Stakeholder Type	Stakeholder Name
Kent District and Borough Councils	Ashford Borough Council
	Canterbury City Council
	Dartford Borough Council
	Dover District Council
	Gravesham Borough Council
	Maidstone Borough Council
	Sevenoaks District Council
	Shepway District Council
	Swale Borough Council
	Tonbridge & Malling Borough Council
	Tunbridge Wells Borough Council (1 response from Waste Department and 1 response from Planning Department).
Town and Parish Councils	Hawkhurst Parish Council
	Herne & Broomfield Parish Council
	Hever Parish Council (Four Elms, Hever and Markbeech)
	Higham Parish Council
	Iwade Parish Council

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[2] The breakdown of responses is how the respondent primarily identified themselves in the consultation question

|	New Romney Town Council
	Paddock Wood Town Council
	Shorne Parish Council.
	Southborough Town Council
	Stanford Parish Council
	Walmer Parish Council
	Westerham Town Council
	Westgate-on-Sea Town Council
	Unknown Parish Council (did not complete details on which Parish or Town Council)
Voluntary or Community Sector Organisation	Kennington Community Forum
Organisations in the Waste Management Sector	URM UK Limited T/A Berryman
	Veolia
	T W Services
Other	Valpak Ltd
	Kent Association of Local Councils (KALC)

5.2.2 Resident Profile

As part of the consultation questionnaire, those that responded as an individual (i.e. not on behalf of an organisation) were asked a number of 'About You' questions. There was no obligation to provide a response. This information provides us with an understanding as to representation of the consultation. The resident respondent profile suggests that in any further consultations relating to implementation of the strategy (where residents will be further engaged with), we may need to more actively identify opportunities to ensure we are reaching a range of residents across demographics, specifically the younger population and females, both groups of which are slightly under-represented in the respondent profile to this stage consultation.
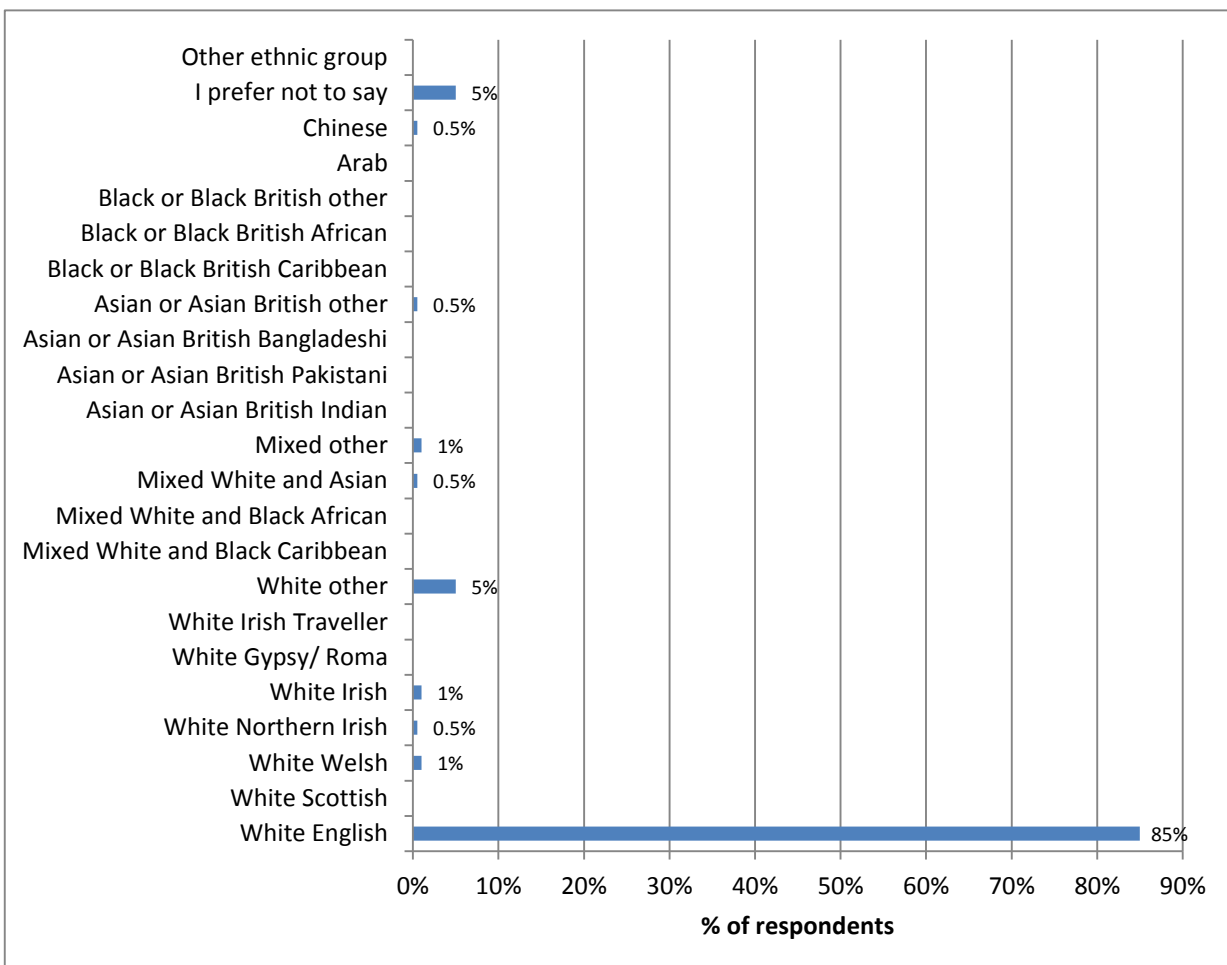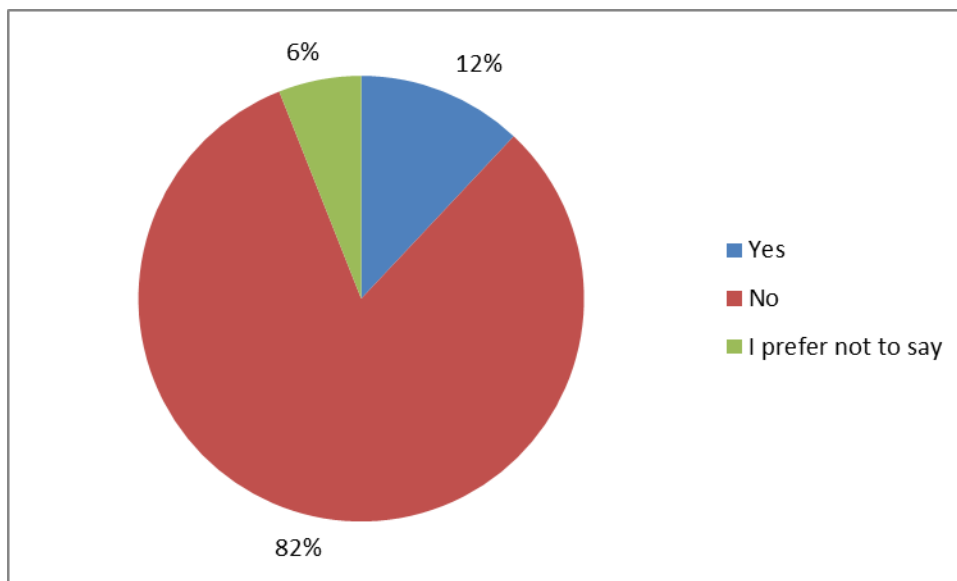
Gender
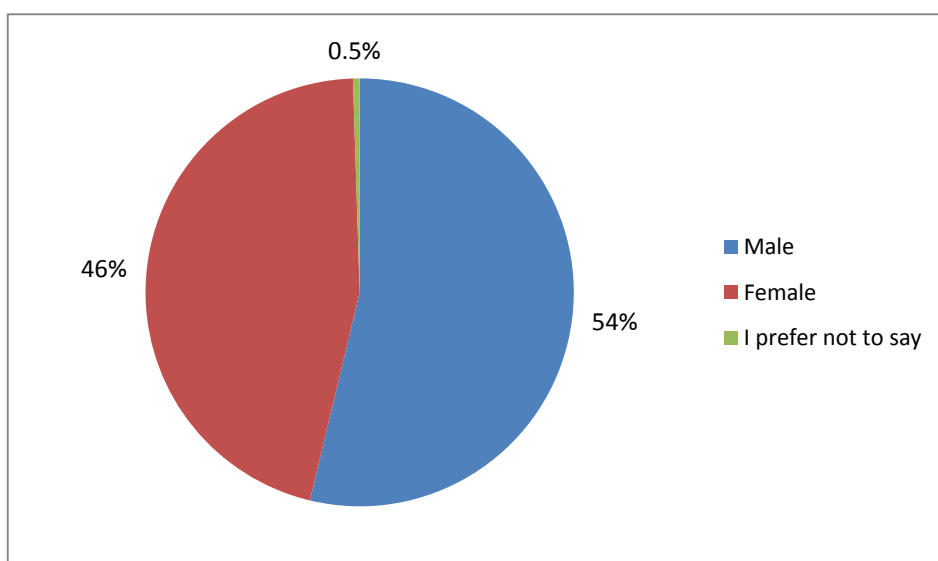
Total responses: 202

Age
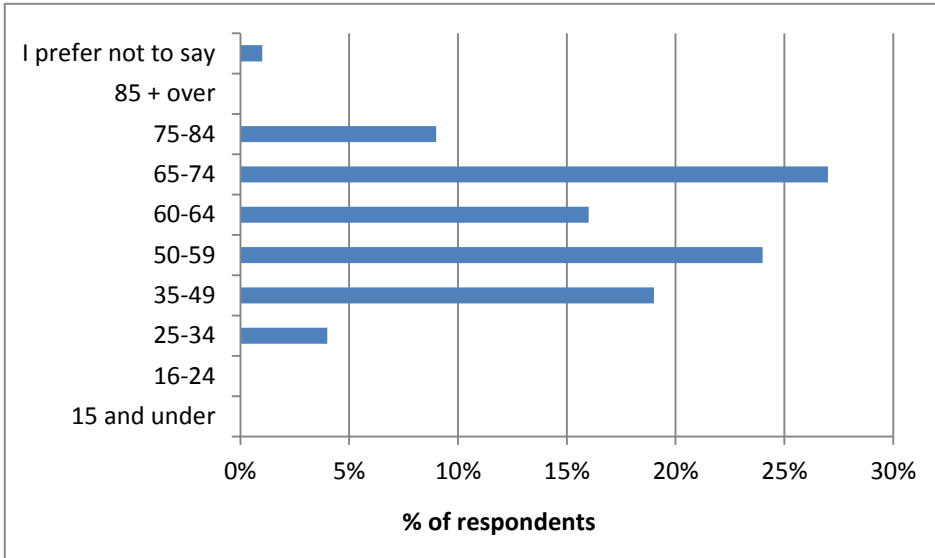
Total responses: 204

Ethnicity

Total responses: 203

Disability

Total responses: 204

5.   WASTE STRATEGY: CONSULTATION RESPONSES

This section of the report provides a summary of the responses received to the consultation. For the Ambition, each Priority and each Objective, respondents were asked to what extend they agreed with it. Respondents were then asked to provide any additional comments on each.

The analysis presents the agreement with each objective in graphical form and the key comments (where multiple respondents provided similar feedback). Some key 'sound bites' are also presented. Finally for each of the Ambition, Priorities and Objectives, suggested additions, amends and deletions are also presented based on the consultation feedback.

A number of overarching comments, which require a clarification in the strategy document have also been captured, as well as some changes required to the strategy document itself and the evidence base documents.

Please note: A total of 244 responses to the consultation have been received. The responses to each question are considered one at a time. Below are some overarching comments not related to the questions which have also been considered. Not every question had to be answered by respondents and as a result the number of responses will not add up to 244 each time.

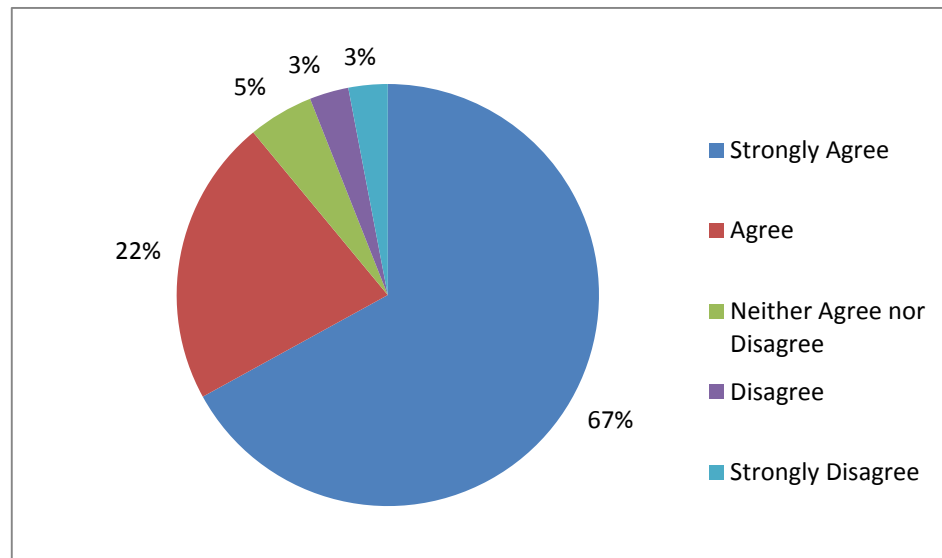**Overarching comments to be clarified further in the strategy document:**

- There were lots of comments about waste collections specifically e.g. about district council bulky waste collections or district council recycling containers. Whilst there is an appreciation that there are significant synergies with the household waste collection service provided by the district/ borough councils throughout the strategy, it is important to reiterate that this is a Waste **Disposal** Strategy. Nevertheless, any comments relating specifically to household waste collection will be passed to the Kent district/ borough councils. In a similar vein, it will be re-iterated that the Waste Collection Authorities costs will be taken into account when delivering the Ambition and Priorities.

- There were a number of comments regarding measures, evidence and outcomes relating to each objective and why these were not included in the strategy. It is important to re-iterate that implementation of the strategy and specific delivery projects will commence after adoption of the strategy document. These specific projects will include the measures to deliver effectiveness. It should also be re-iterated that any changes to service will be consulted upon, as required and necessary. Where evidence is mentioned as part of the objective, a table will now be included in the strategy as an appendix to present the 'types' of evidence which will be considered in delivery phase (See Table 2).

- Many comments seem to suggest that any waste which is not recycled is sent to landfill. It is important therefore to re-iterate the significant percentage of waste that is sent to burn for energy (i.e. 'recovery' as detailed in the waste hierarchy) and the very small percentage of waste which is sent to landfill.

- There were a few comments questioning whether we do many of the objectives already. It is important to re-iterate the Ambition and Objectives bring together work the service already does as well as plans for the future into one place. By stating an objective does not mean we are not working towards achieving it already.

Updates to be made to the Evidence Base and Strategy document (not including the Ambition, Priorities and Objectives):

- The Evidence Base should be updated with up-to-date data regarding tonnages and performance.

- The Evidence Base Document and Strategy went to print prior to the date of the EU Referendum. As a result, the documents will now be updated to make reference to Brexit and the potential impacts this may have on KCC's delivery of the strategy.

- Some small amends to the documents have been suggested by KCC colleagues which will also be made.

To what extent do you agree with our Ambition: 'Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving Zero landfill'.

Strongly Agree: 67%
Agree: 22%
Neither Agree nor Disagree: 5%
Disagree: 3%
Strongly Disagree: 3%

Total responses: 240

Proposed amends to the Ambition (presented as changes in red):

'Our Ambition is to deliver a high quality, ~~value for money~~ household waste disposal service, whilst remaining cost-effective for the people of Kent~~,~~ with an emphasis on waste reduction, reuse, recycling and achieving zero landfill'

Final Version:

'Our Ambition is to deliver a high quality, household waste disposal service, whilst remaining cost-effective for the people of Kent, with an emphasis on waste reduction, reuse, recycling and achieving zero landfill'

Please provide any additional comments on this ambition:

Key comments
- We should strive to reach zero landfill.   - Need to ensure recycling/ landfill makes sense from an environmental perspective.   - Waste disposal needs to be as simple and easy as possible.   - Lots of comments regarding kerbside collections – out of scope of the strategy but comments passed to district councils.   - Waste prevention, especially with regards to lobbying producers to reduce packaging on products.   - Recycle more items not currently recycled e.g. hard plastics   - How to define high quality and value for money.   - Re-use is important   - Adherence to legislation and recycling targets is vital – need to be aware of targets post EU-referendum result.   - Need to learn from other councils – both in the UK and abroad

Notable sound bites
"Recycling and waste reduction are important but needs to go hand in hand with getting companies to use less packaging".   "Reference is made throughout the document on EU targets; it is vital that these are retained, despite the referendum results".   "There should be more enabling of re-use of items, materials and parts. Much useful 'waste' is taken to waste transfer stations but is not allowed to be taken by other residents or charities. E.g. furniture, bicycles, toys".   "I agree provided that sensible recycling provisions are made. By that, I mean that the burden is not too high on the householders (i.e. The waste to be recycled is collected rather than requiring householders to take it to a waste disposal facility) and that the recycling makes sense from an energy conservation and ecological perspective".   "The Waste disposal strategy needs to deliver a service that is seen as being consistent and effective whilst remaining cost effective to the end user"   "Zero landfill would be a great achievement".

To what extent do you agree with Priority 1 'Working Together: We will work together with our key partners on projects to deliver our ambition and its objectives?

Priority 1:

- Strongly Agree — 52%
- Agree — 34%
- Neither Agree nor Disagree — 9%
- Disagree — 1%
- Strongly Disagree — 2%
- Don't know — 1%

Total responses: 232

Objective B: Work with the companies that manage our HWRCs and final waste disposal sites to deliver high quality services, embracing innovation and keeping the customer at the heart of the service.

- Strongly Agree — 47%
- Agree — 37%
- Neither Agree nor Disagree — 13%
- Disagree — 1%
- Strongly Disagree — 1%
- Don't know — 1%

Total responses: 216

Objective D: Work closely and share ideas with other Waste Disposal Authorities (WDAs) to understand where opportunities may exist to work together to improve services for everyone.

- Strongly Agree — 52%
- Agree — 33%
- Neither Agree nor Disagree — 10%
- Disagree — 2%
- Strongly Disagree — 1%
- Don't know — 2%

Total responses: 215

Objective A: Work as Part of the KRP, to deliver a high quality and best value services for Kent residents.

- Strongly Agree — 49%
- Agree — 37%
- Neither Agree nor Disagree — 9%
- Disagree — 2%
- Strongly Disagree — 1%
- Don't know — 1%

Total responses: 214

Objective C: Work with Kent Parish Councils, Town Councils and other community groups to share information with residents, and gather their views and opinions.

- Strongly Agree — 53%
- Agree — 33%
- Neither Agree nor Disagree — 10%
- Disagree — 1%
- Strongly Disagree — 1%
- Don't know — 1%

Total responses: 215

Objective E: Embrace opportunities to work with other organisations where their innovative thinking could have a positive impact on our service.

- Strongly Agree — 50%
- Agree — 33%
- Neither Agree nor Disagree — 12%
- Disagree — 2%
- Strongly Disagree — 1%
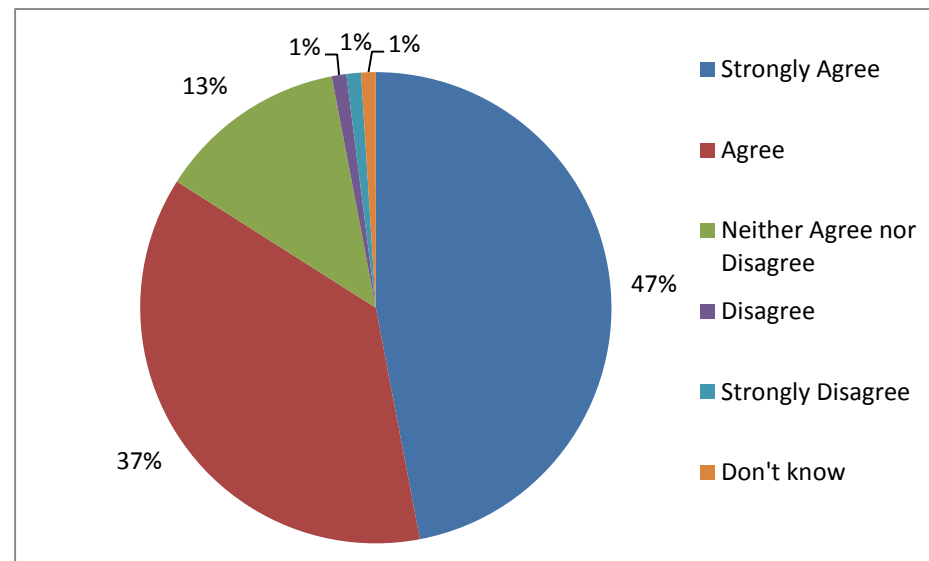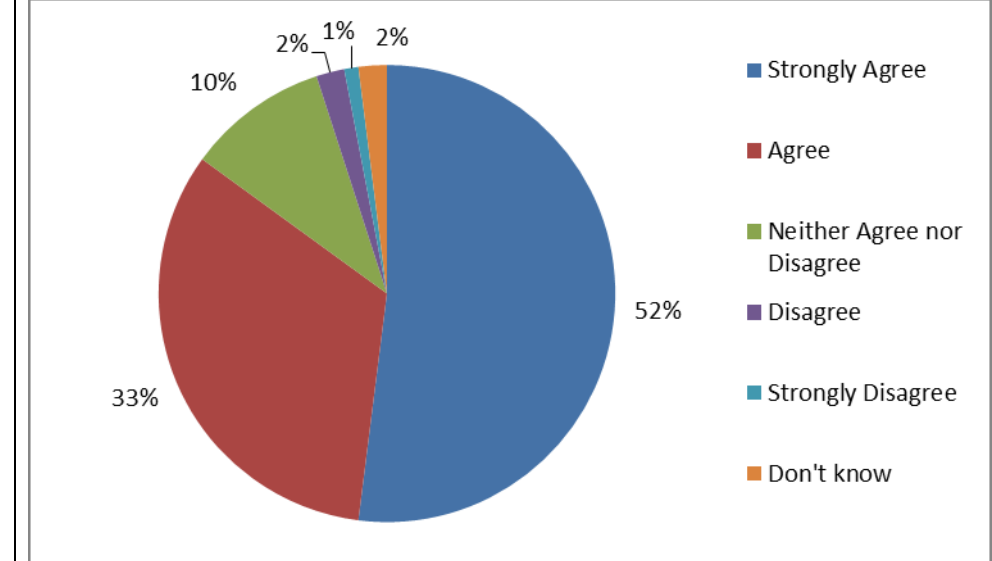- Don't know — 2%

Total responses: 215

To what extent do you agree with Priority 1 'Working Together: We will work together with our key partners on projects to deliver our ambition and its objectives?

Please provide any additional comments on this priority and its objectives:

Key comments
- What is the impact of Brexit?   - How do you define 'high quality' and 'best value'   - KCC should prioritise environmental impact when choosing an option especially where there would only be a marginal cost benefit   - View that services should be in-house and not contracted out   - Share procurement opportunities with other WDAs, economies of scale and efficiencies etc   'A' is more an ambition or a mission statement   - Work with partners but KCC should be taking the lead in ensuring sites have high quality and diverse recycling   - HWRCs need greater advertisement   - Education – residents   - Utilise private sector involvement to a greater level and learn from others generally

Notable sound bites
"A: What is the evidence to show where disposal centres should be located? How is that evidence gathered and from whom? How does Brexit affect calculations on the quantities of waste expected in the future when determining capacity".   "How does KCC define high quality and best value for its services?"   "Best value is not always possible with waste. It may be cheaper to take an option but the environmental impact could be substantial. I believe KCC should prioritise environmental impact in choosing an option especially where there would only be a marginal cost benefit from not taking this option"   "B- In order to achieve this objective, and achieve collaboration with partner companies, it is essential that contractual agreements establish clear parameters and rules and clarify any goals to be achieved. The risks and risk limits associated with these agreements should be understood and agreed by both parties and robust contingency arrangements pre-agreed for when these limits are reached"   "D: In our experience, the number of contractors available to the County Council and surrounding WDAs are limited; therefore economies of scale cost savings may be available by sharing procurement opportunities with other WDAs"

Proposed amends to Priority 1 and its objectives (presented as changes in red):

Priority 1 Working Together: We will work together with our key partners on projects to deliver our ambition.

Objective A:
Continue to work as part of the KRP and individually with district and borough councils where appropriate, to deliver high quality and ~~best value~~ cost-effective services for Kent residents.

Objective ~~C~~B: (moved up)
Work with Kent Parish Councils, Town Councils and ~~other~~ community groups to share information with residents, and gather their views and opinions.

Objective ~~B~~C: (moved down)
Work with the companies that manage our HWRCs and final waste disposal sites to deliver high quality, safe and fit for purpose services, embracing innovation and keeping the customer (including district and borough councils) at the heart of the service.
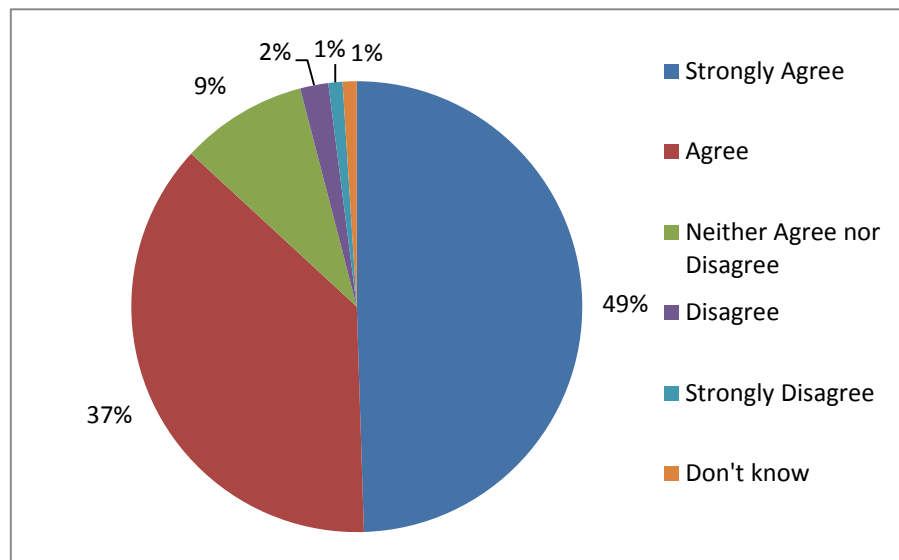
Objective D:
Work closely and share ideas with other Waste Disposal Authorities (WDAs) to understand where opportunities may exist to work together to improve services for everyone.
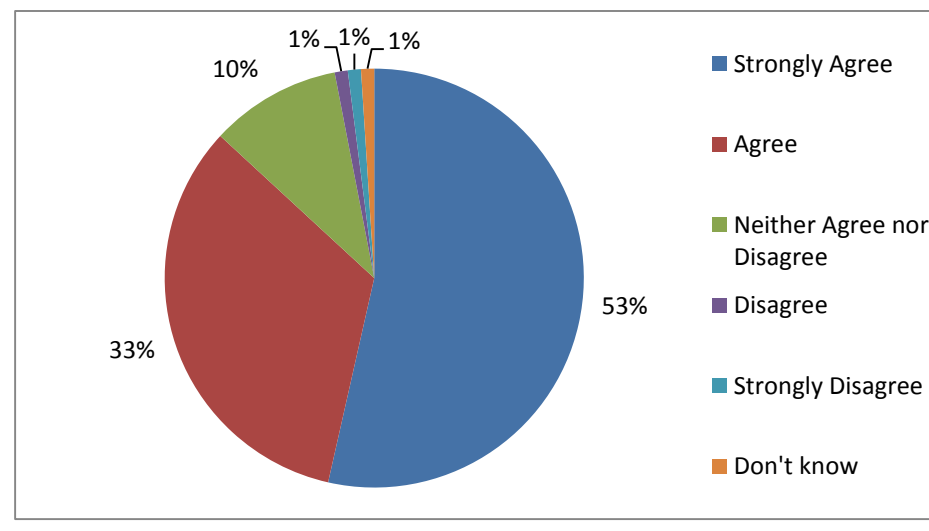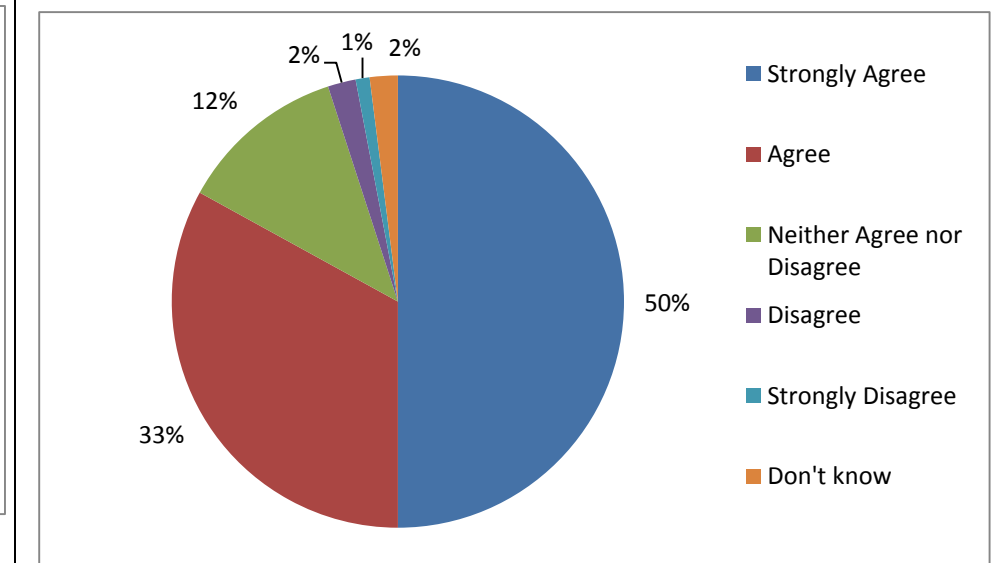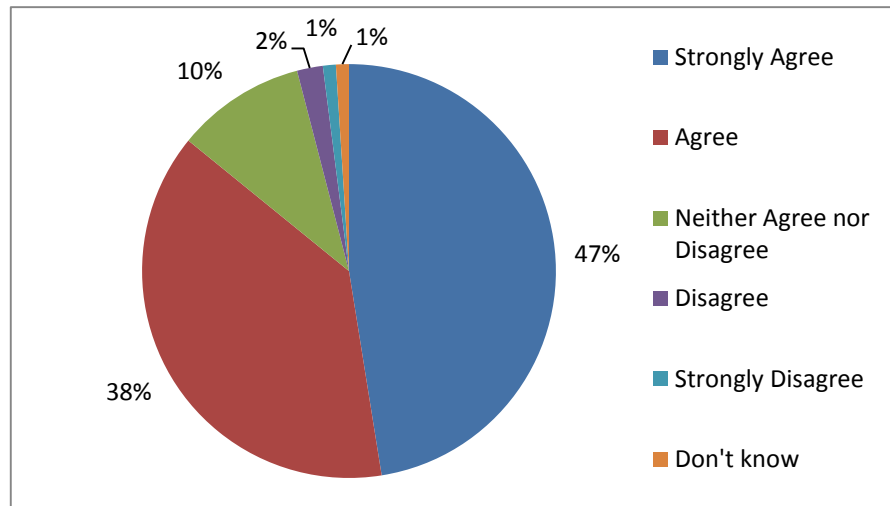
Objective E:
Embrace opportunities to work with and learn from other organisations in the UK and beyond where their innovative thinking could have a positive impact on our service.

To what extent do you agree with Priority 2 'Innovation and Change: The services we design and provide will be resilient through accommodating change and growth'?

Priority 2:

Strongly Agree 47%
Agree 38%
Neither Agree nor Disagree 10%
Disagree 2%
Strongly Disagree 1%
Don't know 1%

Total responses: 230

Objective C: Use technologies to ensure waste materials are recycled and reused in the most efficient and effective way.

Strongly Agree 59%
Agree 28%
Neither Agree nor Disagree 9%
Disagree 1%
Strongly Disagree 1%
Don't know 2%

Total responses: 210

Objective F: Investigate the use of our HWRCs by people who do not live in Kent, and where our residents are using HWRCs outside of the county (including Medway*). This will help us to understand the impact on our service and opportunities for change.

Strongly Agree 40%
Agree 35%
Neither Agree nor Disagree 17%
Disagree 5%
Strongly Disagree 2%
Don't know 2%

Total responses: 210

Objective A: Ensure we have the capacity needed to deal with Kent's household waste, with final disposal points located where the evidence shows they need to be.

Strongly Agree 50%
Agree 35%
Neither Agree nor Disagree 10%
Disagree 2%
Strongly Disagree 1%
Don't know 1%

Total responses: 210

Objective D: Stop trade waste from illegally entering our HWRCs.

Strongly Agree 43%
Agree 31%
Neither Agree nor Disagree 15%
Disagree 5%
Strongly Disagree 2%
Don't know 2%

Total responses: 207

Objective B: Household Waste Recycling Centres will be located where the evidence shows they need to be.

Strongly Agree 47%
Agree 36%
Neither Agree nor Disagree 12%
Disagree 1%
Strongly Disagree 1%
Don't know 1%

Total responses: 211

Objective E: Where there is the need and demand, ensure a trade waste disposal service is provided for small businesses in Kent.

Strongly Agree 49%
Agree 36%
Neither Agree nor Disagree 10%
Disagree 2%
Strongly Disagree 1%
Don't know 2%
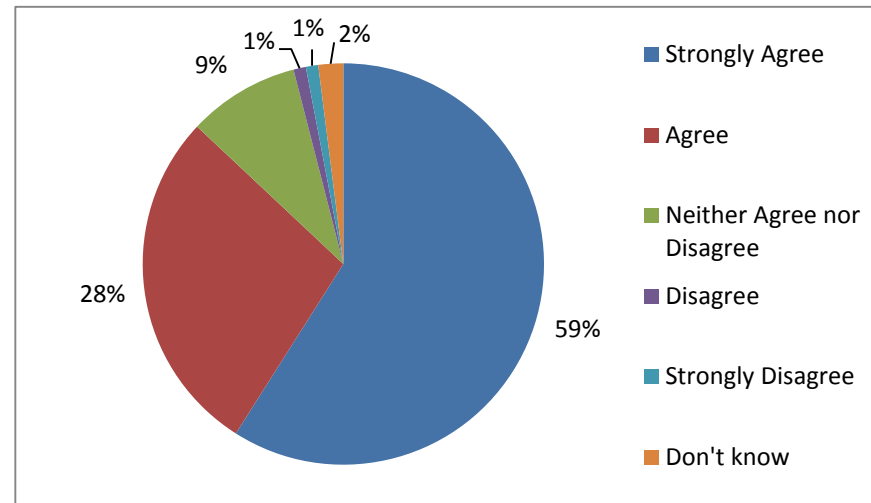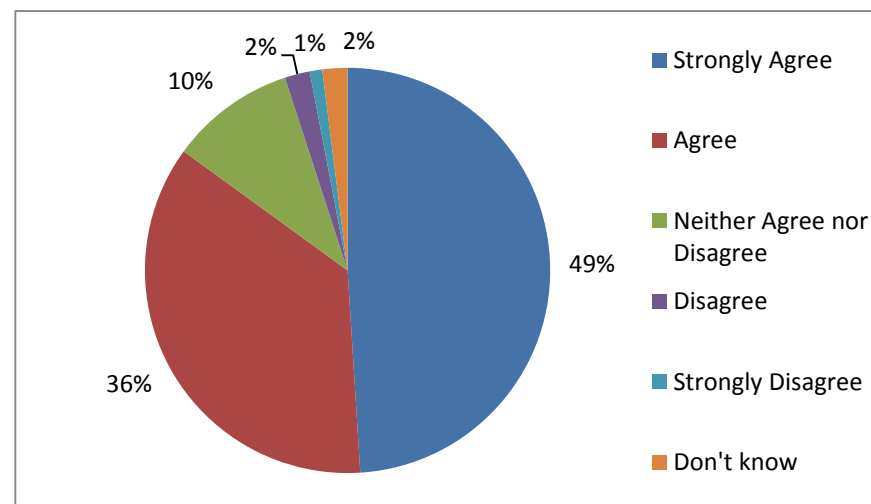
Total responses: 209

To what extent do you agree with Priority 2 'Innovation and Change: The services we design and provide will be resilient through accommodating change and growth'?

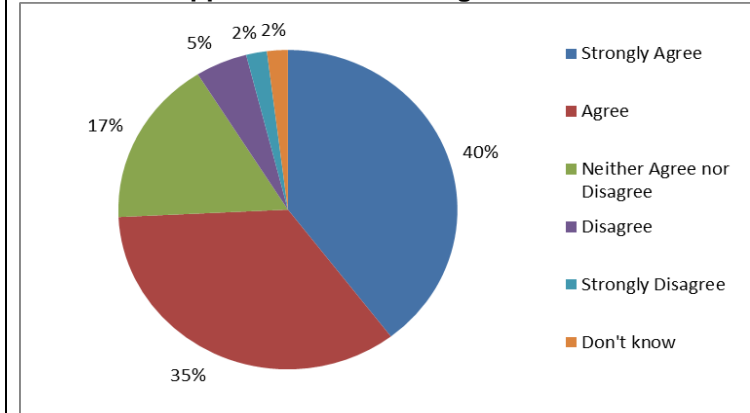**Please provide any additional comments on this priority and its objectives:**

Key comments
- KCC should be offering a service to businesses to generate income and reduce flytipping.   - Definition is required as to what evidence we will be using and how we will use it.   - Customers don't see the necessity in introducing boundaries- customers should be able to use their nearest HWRC regardless of where it is.   - Reducing services or making it harder for people to dispose of their waste will increase flytipping.

Notable sound bites
"F -Is there a need to focus on this or should there be a bigger picture consideration that residents in the UK should be able to dispose of waste responsibly, at sites which are most convenient to them? There is presumably a two-way crossover of residents accessing services on any boundary. As a resident in Kent being too hung up on only Kent residents accessing services in Kent is a little parochial and should rather be seen as being for the greater good"   "Proposed closure or re-location of HWRCs must be subject to full consultation"   "E: As a small business owner I strongly support affordable trade waste disposal service, the more facilities supplied in our 'disposable' world the less problems District & County will have with inappropriate waste disposal."   "Objective A- I would like to see people able to purchase good quality goods that have been thrown away and the money put back into the waste disposal funds".   "F-work with Medway to make sure you operate the same policies so it does not matter - you are both providing a public service, often residents cross boundaries to go to the nearest dump - you should encourage that to cut down on traffic and fuel use."   "Trade waste is becoming increasingly 'creative' in avoiding being spotted going in to HWRCs. This is due largely to the lack of services in some localities. Charging for smaller trade in HWRCs would seem a more viable option. It would be hoped that whilst cross-borough waste would be monitored, NO impact should be felt at the service user level and it should only be used as part of a negotiation on cost between Kent and neighbouring authorities.

Proposed amends to Priority 2 and its objectives (presented as changes in red):

Priority 2 Innovation and Change: The services we design and provide will be resilient through accommodating change and growth.

Waste Disposal Sites:

Objective A:
Ensure we have the capacity needed to deal with Kent's household waste, with final disposal points located where the evidence shows they need to be.

Objective B:
Household Waste Recycling Centres and Waste Transfer Stations will be located where the evidence shows they need to be.

Objective C:
Use technologies to ensure waste materials are recycled and reused in the most efficient and effective way, whilst ensuring minimal impacts on the environment.

Trade Waste:

Objective D:
Take actions to stop trade waste from illegally entering our HWRCs.

Objective E:
Where there is the need and demand, Ensure a trade waste disposal service is provided for small businesses in Kent, where evidence shows there is a need and demand.
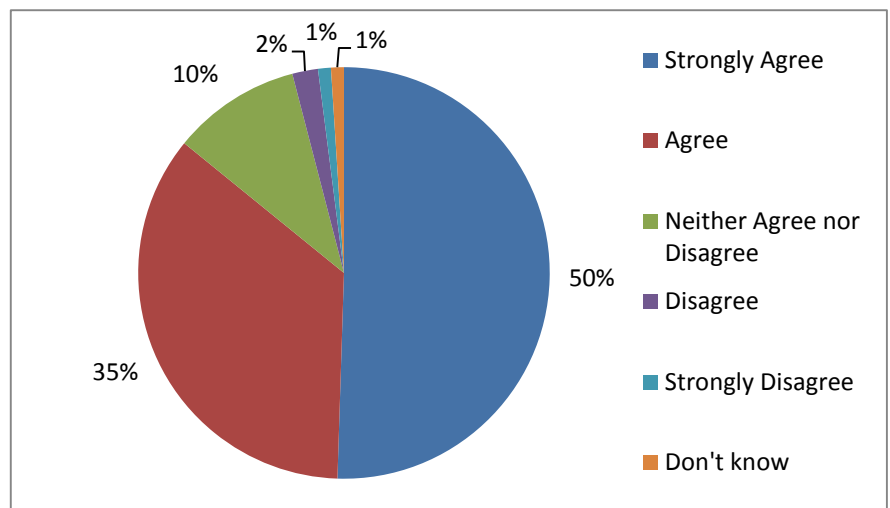
Out of county HWRC use:

Objective F:
Investigate the use of our HWRCs by people who do not live in Kent, and where our residents are using HWRCs outside of the county (including Medway*). This will help us to understand the impact on our service and opportunities for change.
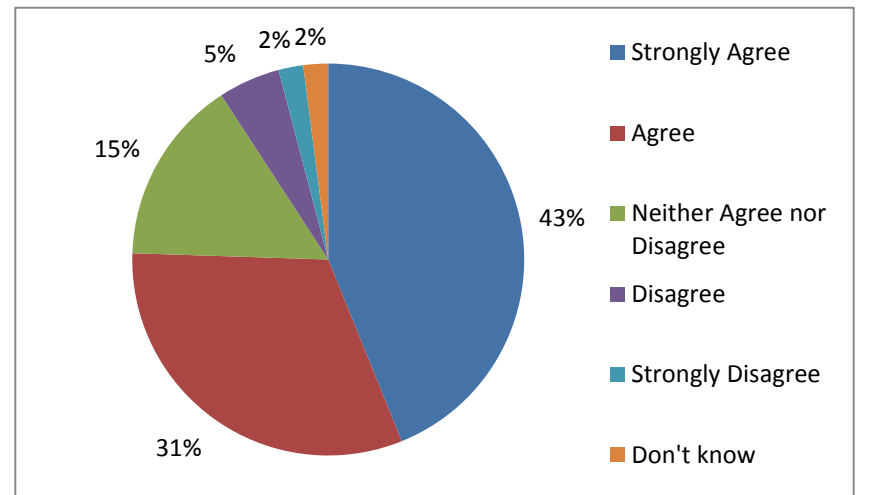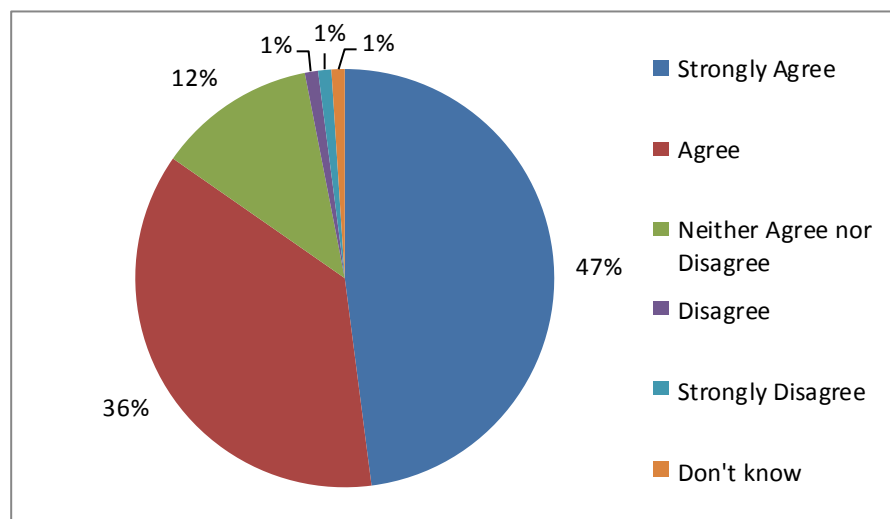
*Medway Council operates as a Unitary Authority and therefore does not sit within the KCC Area

To what extent do you agree with Priority 3 'HWRC Service Delivery: We will provide a value for money service'?

Priority 3:
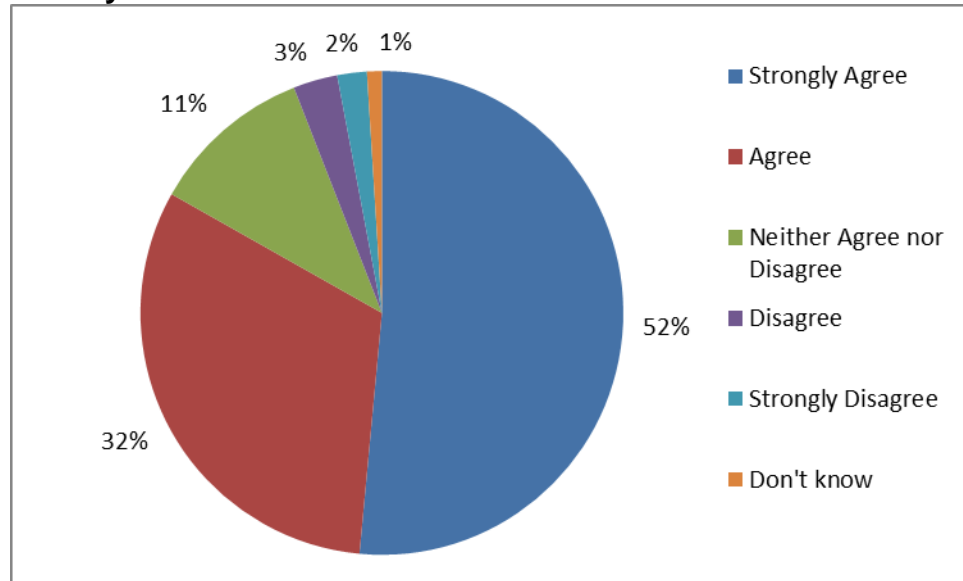
- Strongly Agree — 52%
- Agree — 32%
- Neither Agree nor Disagree — 11%
- Disagree — 3%
- Strongly Disagree — 2%
- Don't know — 1%

Total responses: 228

Objective B: HWRCs will be open when the evidence shows they need to be.

- Strongly Agree — 49%
- Agree — 30%
- Neither Agree nor Disagree — 13%
- Disagree — 4%
- Strongly Disagree — 2%
- Don't know — 2%

Total responses: 210

Objective A: Work as part of the KRP to encourage residents to use the most effective means of disposal for different waste materials; whether it is through kerbside collections or the HWRCs.

- Strongly Agree — 53%
- Agree — 27%
- Neither Agree nor Disagree — 11%
- Disagree — 4%
- Strongly Disagree — 2%
- Don't know — 1%

Total responses: 211

Objective C: Household Waste will be accepted free of charge*. Charges may be made for non-household waste where lawful and appropriate to do so

- Strongly Agree — 56%
- Agree — 24%
- Neither Agree nor Disagree — 12%
- Disagree — 3%
- Strongly Disagree — 4%
- Don't know — 1%
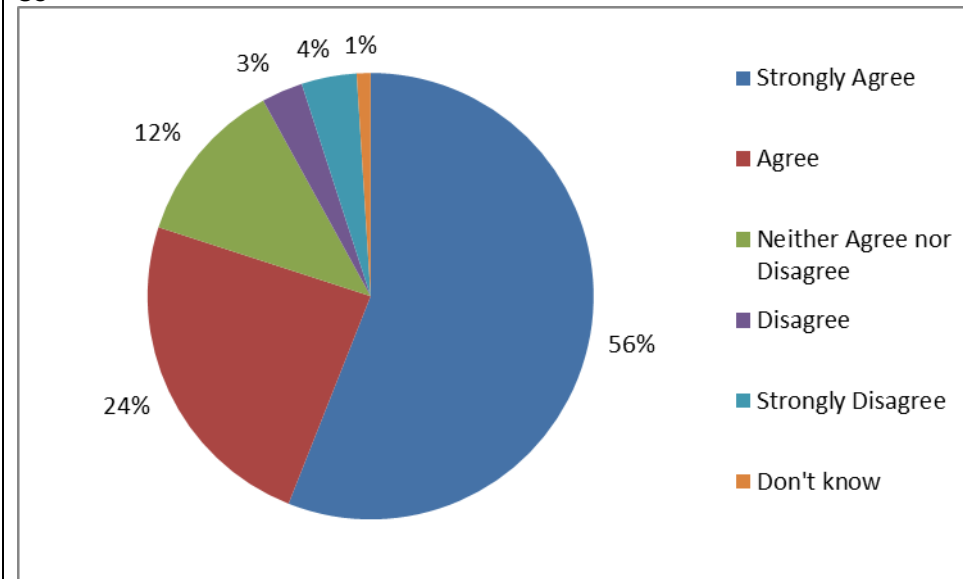
Total responses: 211

To what extent do you agree with Priority 3 'HWRC Service Delivery: We will provide a value for money service'?

Please provide any additional comments on this priority and its objectives:

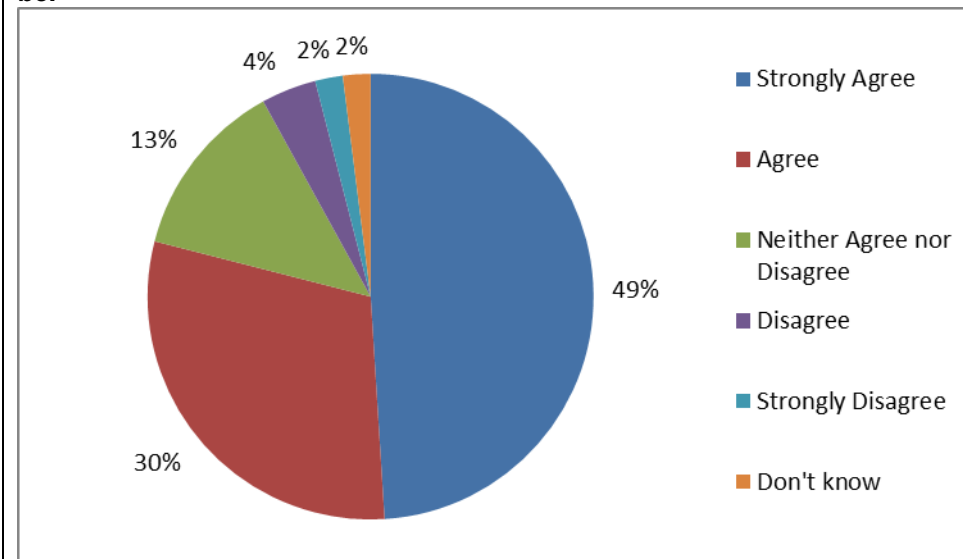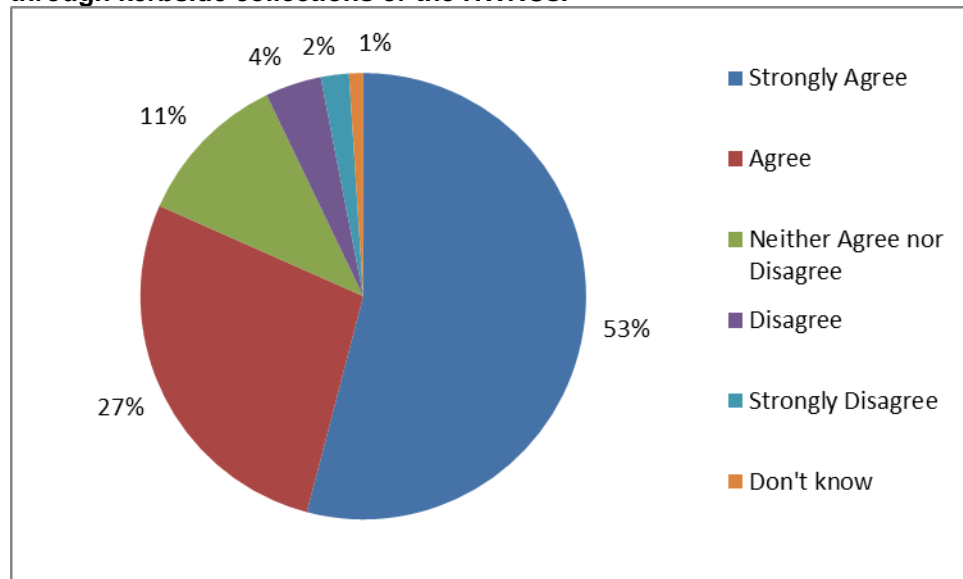| Key comments |
| --- |
| Concerns over having to travel further to an HWRC No reduction in service wanted – either via kerbside collections or via HWRCs Concerns over flytipping if charges for waste disposal are made HWRCs should be open outside the 'normal' working day A definition of 'household' and 'non-household' waste is required Concerns regarding current policies to prevent trade waste at the HWRCs e.g. the vehicle restrictions Uniform messages should be provided to residents Consistent countywide collections would be beneficial |

Notable sound bites
"I strongly feel that it is not cost effective to require residents to travel further distances to tips or introduce more restrictions at tips because more money will have to be spent clearing up dumped wastes from open land sites/road sides etc"   "The most effective place of recycling for most people is kerbside. Energy needs to be given to making this as viable as possible. People go to the HWRC when it's open! Only a period of trial openings widely publicised will gather evidence of any meaning OR whole scale research into when people want the sites open, e.g. longer at weekends and bank holidays".   "If only opening HWRC's when the evidence shows the greatest need may exclude people that have odd working patterns and could result in fly-tipping if members of the community are excluded from access. Perhaps looking at a few days a month where the HWRC's have extended opening to give those people opportunity to access the service".   "KCC should compare the cost of fly tipping against the charges for non-household waste. If the first non-household waste trip was free would this decrease fly tipping?"   "We support the principle of HWRCs being open when the evidence shows they need to be. We would welcome further dialogue on how this is defined and might be achieved. There is a need to consider and understand the potential impacts this may have on the Kent taxpayer e.g. residents' satisfaction, potential Fly tipping incidents and thus impacting on Kent Districts etc"   "The basic principle of accepting household waste free of charge is supported. We also acknowledge that charges may be made for non-household waste in certain circumstances. However, we would urge that due consideration is given to striking the right balance between covering costs and not deterring "reasonable" and efficient disposal (avoiding unnecessary fly tipping)"

Proposed amends to Priority 3 and its objectives (presented as changes in red):

Priority 3 HWRC Service Delivery: We will provide a **cost effective** ~~value for money~~ service**, which meets the needs of our customers**.

Material Acceptance:

Objective A:
Work as part of the KRP to encourage residents to use the most **cost** effective and **environmentally sound** means of disposal for different waste materials; whether it is through kerbside collections, ~~or the~~ HWRCs **or other recycling or reuse services**.

Access and availability:

Objective B:
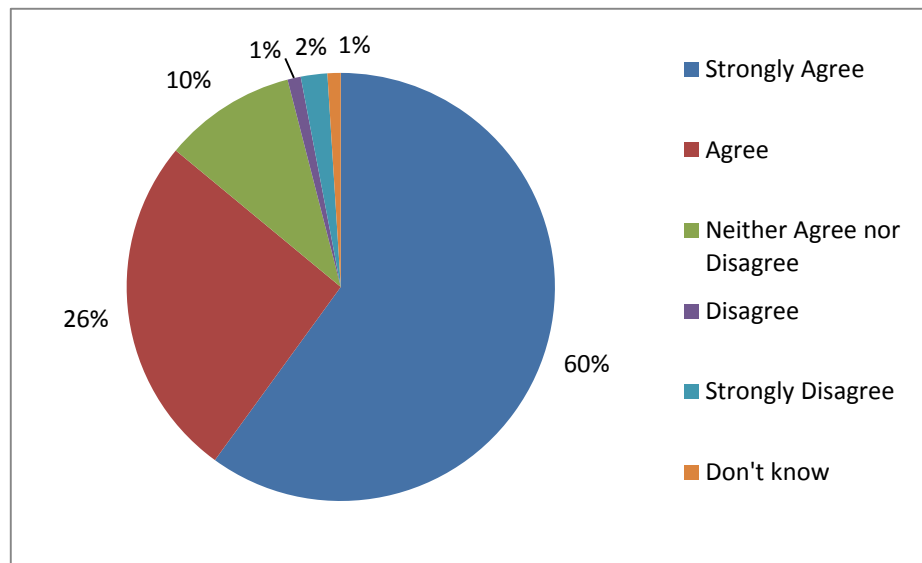HWRCs will be open when the evidence shows they need to be.

Charging:

Objective C:
Household Waste will be accepted free of charge*. Charges may be made for non-household waste where lawful and appropriate to do so.

*subject to current legislation (Environmental Protection Act (EPA) 1990 and Controlled Waste Regulations 2012)

To what extent do you agree with Priority 4 'Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste?

Priority 4:

- Strongly Agree — 60%
- Agree — 26%
- Neither Agree nor Disagree — 10%
- Disagree — 1%
- Strongly Disagree — 2%
- Don't know — 1%

Total responses: 228

Objective B: Ensure that the HWRC workforce are local and skilled to do the best possible job.

- Strongly Agree — 57%
- Agree — 28%
- Neither Agree nor Disagree — 10%
- Disagree — 2%
- Strongly Disagree — 1%
- Don't know — 1%

Total responses: 211

Objective D: Provide information to customers to explain what happens to their waste and the impacts of not recycling, to help understanding and increase recycling.

- Strongly Agree — 58%
- Agree — 25%
- Neither Agree nor Disagree — 10%
- Disagree — 3%
- Strongly Disagree — 2%
- Don't know — 2%

Total responses: 209

Objective A: Working with the companies that manage our HWRCs, ensure high levels of customer service and evaluate and monitor customer feedback.

- Strongly Agree — 55%
- Agree — 32%
- Neither Agree nor Disagree — 9%
- Disagree — 2%
- Strongly Disagree — 1%
- Don't know — 1%

Total responses: 212

Objective C: Ensure that all residents are able to access our HWRCs and receive a high level of service.

- Strongly Agree — 61%
- Agree — 25%
- Neither Agree nor Disagree — 9%
- Disagree — 1%
- Strongly Disagree — 2%
- Don't know — 1%

Total responses: 213

Objective E: Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.

- Strongly Agree — 58%
- Agree — 26%
- Neither Agree nor Disagree — 9%
- Disagree — 3%
- Strongly Disagree — 2%
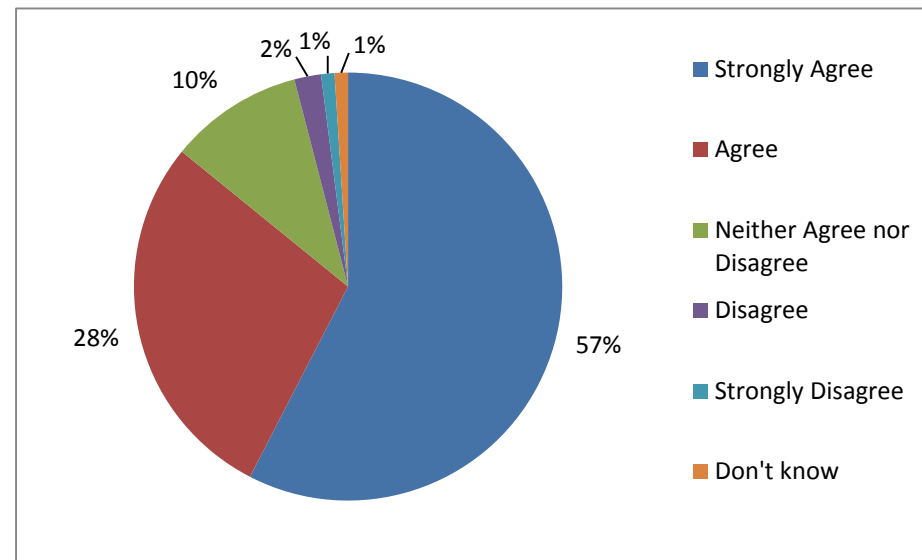- Don't know — 2%

Total responses: 209

To what extent do you agree with Priority 4 'Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste?
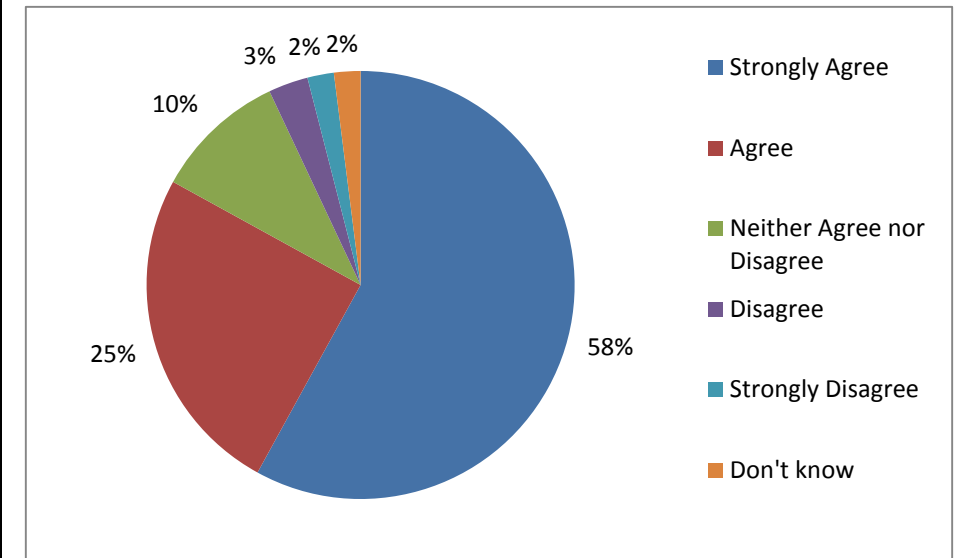
Please provide any additional comments on this priority and its objectives:

Key comments
• Essential to have HWRCs for recycling near towns and evenly spaced between populated areas • Trade waste recycling should be allowed in to HWRCs • Services should not exclude the options of disabled and elderly users • Provider larger or more facilities and, encourage ease of use of site and reduce queues • Walking or wheelbarrowing waste should be allowed. • Need to consider residents with no transport • Concerns over closures of HWRCs • Have longer opening hours and advertise it • Concerns with current operating policies e.g. vehicle restrictions and walking in waste • Provide more education

Notable sound bites
• "As legislation proved, charging for carrier bags was the only effective way of reducing plastic bags – we should learn from this and organise our waste disposal system with that evidence in mind!" • "B - why "local" and its not a highly skilled role. Seems a bit wordy and not necessary" • "Whilst restricting trade waste, would it not be appropriate to allow waste that can be recycled in? for example if the price of glass is well maintained could public houses be allowed to use recycling facilities with their bottles?" • "From my experience there is growing demand from residents for waste depots particularly in large conurbations e.g. Maidstone. Sometimes the queues to dispose of waste may be a deterrent to residents so it may be necessary to enlarge such depots or provide more." • "I am not convinced that the average person cares what happens to their recycling and going to the expense of leaflets, signs etc may well be a waste of money" • "C: agree, but need to consider how this works for the elderly & disabled to ensure they can access HWRCs" • "Excellent customer service is paramount to being able to deliver the County's ambition and deliver a high quality service which is able to respond to customer's needs and meet future demand"

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Proposed amends to Priority 4 and its objectives (presented as changes in red):

Priority 4 **Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.**

Customer Service and Feedback:

Objective A:
Working with the companies that manage our HWRCs, ensure high levels of customer service and evaluate and monitor customer feedback.

Skills of workforce:

Objective B:
Ensure that the HWRC workforce are ~~local and~~ appropriately trained and skilled to do the best possible job.

Equalities and safety:

Objective C:
Ensure that all residents are able to safely access our HWRCs and receive a ~~high level of~~ positive and consistent service.
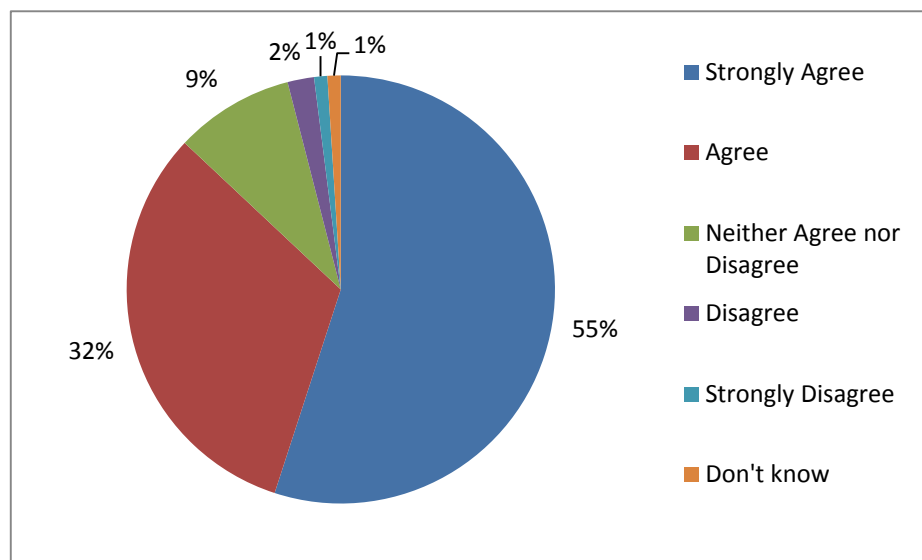
Communicating with our customers:

Objective D:
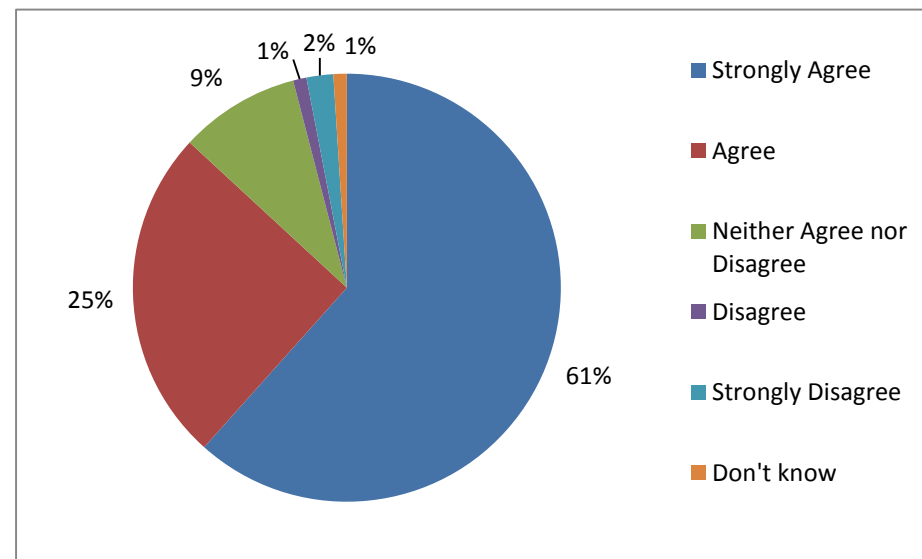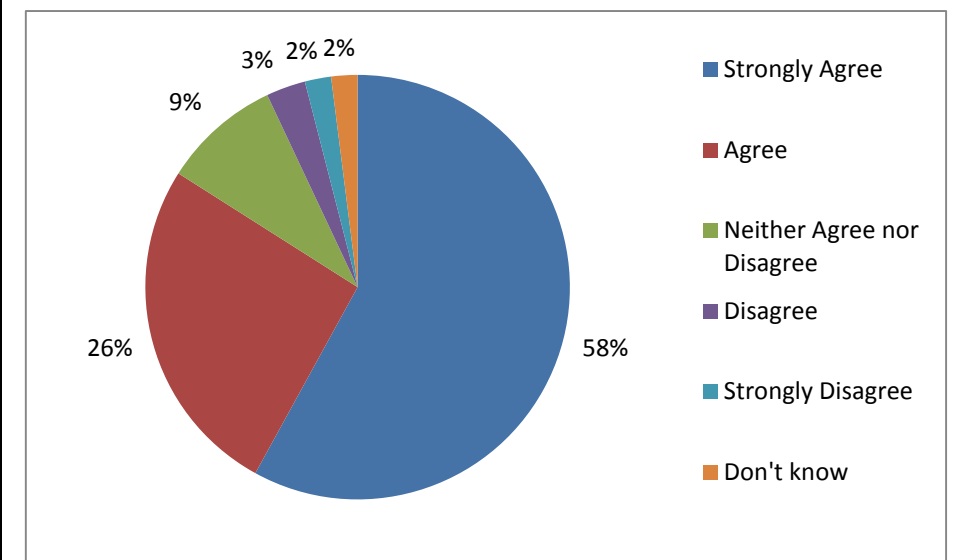~~Provide information to customers to explain what happens to their waste and the impacts of not recycling, to help understanding and increase recycling.~~ Increase recycling rates and help public understanding by providing information to customers to explain what happens to their waste.

Objective E: (new objective)
Ensure individuals understand the environmental and financial impacts and consequences of disposing of their waste incorrectly or illegally.
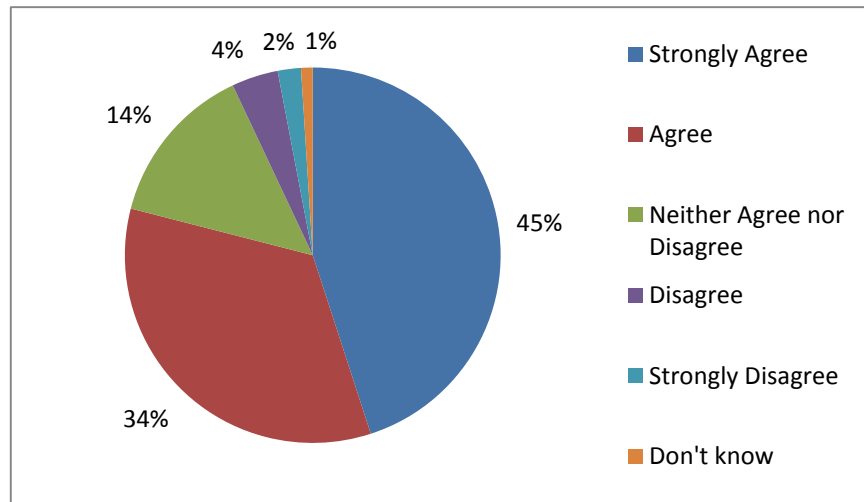
Objective F: (new objective)
Ensure information about the HWRC service is communicated to residents across a variety of channels.

Objective ~~E~~G:
Work as part of the KRP to encourage waste prevention, reuse and recycling through targeted campaigns, understanding how people like to receive information.

To what extent do you agree with Priority 5 'Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service?'

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Priority 5:

- Strongly Agree — 45%
- Agree — 34%
- Neither Agree nor Disagree — 14%
- Disagree — 4%
- Strongly Disagree — 2%
- Don't know — 1%

Total responses: 226

Objective C: Engage with waste companies at the earliest opportunity to understand views, challenges, innovation and key market drivers to provide us with the information we need to make the best decisions about how to deliver our services.

- Strongly Agree — 43%
- Agree — 33%
- Neither Agree nor Disagree — 17%
- Disagree — 3%
- Strongly Disagree — 1%
- Don't know — 3%

Total responses: 207

Objective F: Share commercial risks and rewards with our contractors where appropriate.

- Strongly Agree — 37%
- Agree — 36%
- Neither Agree nor Disagree — 18%
- Disagree — 4%
- Strongly Disagree — 2%
- Don't know — 2%

Total responses: 207

Objective A: Use high quality data from within KCC and from our providers to inform our approach to procurement. We will tell potential providers what our end goal is, allowing them to suggest how we reach it.

- Strongly Agree — 36%
- Agree — 40%
- Neither Agree nor Disagree — 17%
- Disagree — 3%
- Strongly Disagree — 1%
- Don't know — 2%

Total responses: 209

Objective D: Commission, design and deliver services with our partners including the district and borough councils to achieve the greatest savings, innovations and value for money for the Kent taxpayer.

- Strongly Agree — 43%
- Agree — 32%
- Neither Agree nor Disagree — 17%
- Disagree — 3%
- Strongly Disagree — 2%
- Don't know — 2%
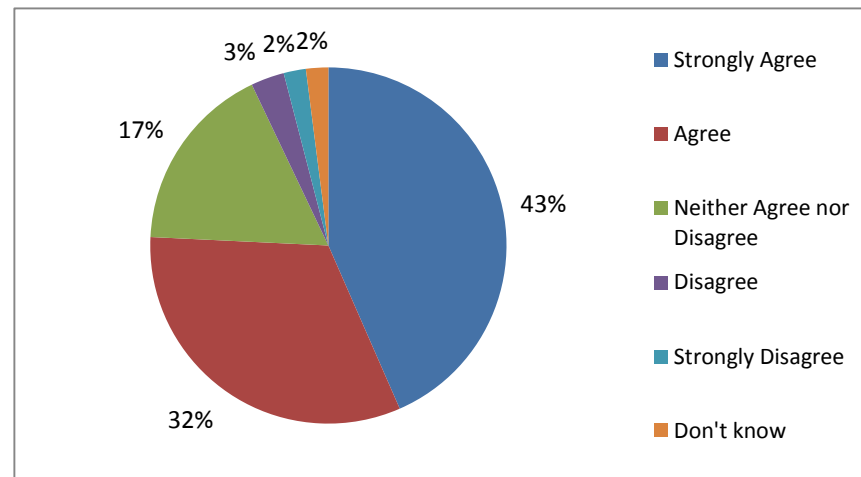
Total responses: 207

Objective G: Ensure the contracts or agreements we have in place, deliver what they set out to do, through ongoing monitoring and evaluation and through positive relationship building.

- Strongly Agree — 46%
- Agree — 34%
- Neither Agree nor Disagree — 14%
- Disagree — 3%
- Strongly Disagree — 1%
- Don't know — 2%

Total responses: 204

Objective B: Work with our KCC procurement team to provide support to organisations to help them to understand how our procurement processes work, so that they are more equipped to bid for work.

- Strongly Agree — 37%
- Agree — 37%
- Neither Agree nor Disagree — 18%
- Disagree — 4%
- Strongly Disagree — 1%
- Don't know — 2%

Total responses: 209

Objective E: Maximise community benefits from the services we commission where possible.

- Strongly Agree — 45%
- Agree — 33%
- Neither Agree nor Disagree — 15%
- Disagree — 2%
- Strongly Disagree — 1%
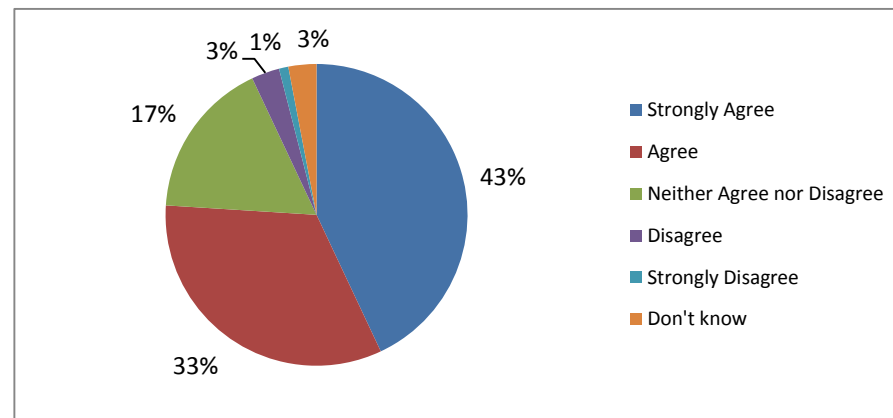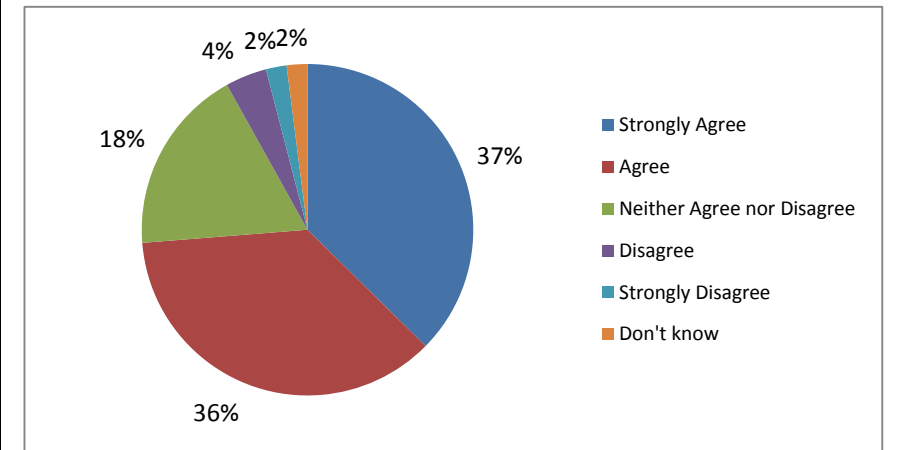- Don't know — 2%

Total responses: 210

To what extent do you agree with Priority 5 'Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service?'

Please provide any additional comments on this priority and its objectives:

Key comments
- What is meant by rewards?   - Services should be operated by KCC and not third parties- the feeling is that this would be cheaper and give a better quality of service.   - We should be undertaking more consultation with Districts when it comes to procurement.   - KCC should be placing more emphasis on a better service not a cheaper one.

Notable sound bites
"Objectives A,B,C ensure that the process is NOT overcomplicated or based on labour intensive implementation methods. Objective D spend a little more to obtain the best service from our partners instead of going for the cheapest tender. Objective F any risks should be shared anyway however rewards may lead to biased and non independent dealings."   "The strategy refers to the fact that the waste sector is volatile, with suppliers unable to meet contract requirements and increasingly reluctant to take up new opportunities (page 8). Under these circumstances it seems illogical to operate under a commissioning and contract management approach with the waste service - as opposed to an in-house approach - as this leaves the authority and residents vulnerable."   "These are all good objectives, but don't fix what isn't broke. The Waste Management system as it stands is very good. The council does a good job. The household waste and recycled waste is collected brilliantly and at the right times - household weekly, recycled bi weekly. The dumps are run well and open at times convenient for most, though evenings would be beneficial as well."   "Personally I have always believed that local authority services should be provided "in house". It appears to me that contracting out is mainly for reasons of political dogma, usually provides a poorer service and always costs more money."

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Proposed amends to Priority 5 and its objectives (presented as changes in red):

Priority 5 **Commissioning: Our commissioning and contract management approach will provide a quality and value for money and the best possible service.**

Objective A: (new objective)
Continue to explore opportunities for the best models to deliver the household waste disposal service.

Objective DB: (moved up)
Commission, design and deliver services with our partners including the district and borough councils and the market to achieve the greatest savings, innovations and value for money for the Kent taxpayer

Objective AC:
Use high quality data from within KCC, the district and borough councils and from our providers to inform our approach to commissioning and procurement. We will tell potential providers what our end goal is, allowing them to suggest how we reach it.

Objective BD:
Improve the quality and range of bids submitted by working Work with our KCC procurement team to provide support to organisations to help them to understand how our procurement processes work., so that they are more equipped to bid for work.

Objective CE:
Engage with waste companies at the earliest opportunity to understand views, challenges, innovation and key market drivers to provide us with the information we need to make the best decisions about how to deliver our services.
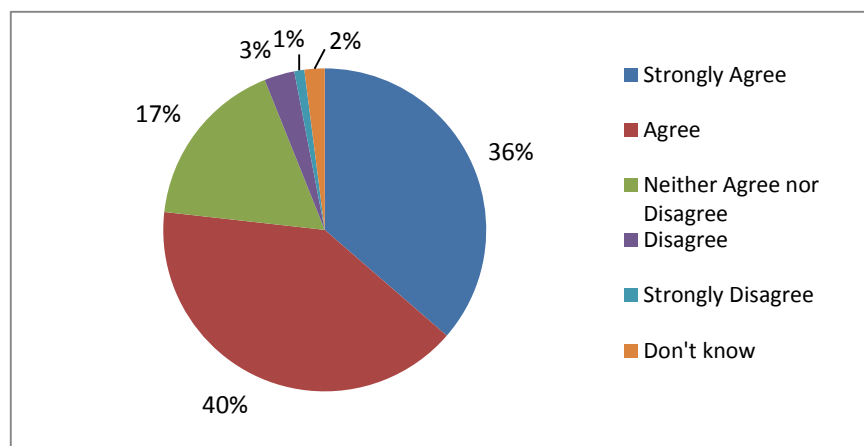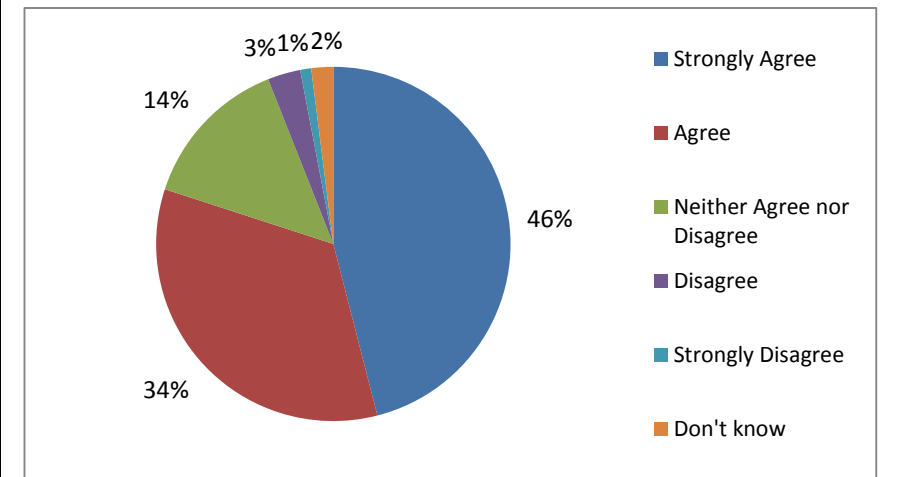
Objective EF:
Maximise community benefits from the services we commission where possible. Ensure that where possible, the services we commission provide wider benefit to the local community.

Objective FG:
To ensure a sustainable household waste disposal service, share commercial risks and rewards benefits with our providers contractors and district and borough councils, where appropriate.
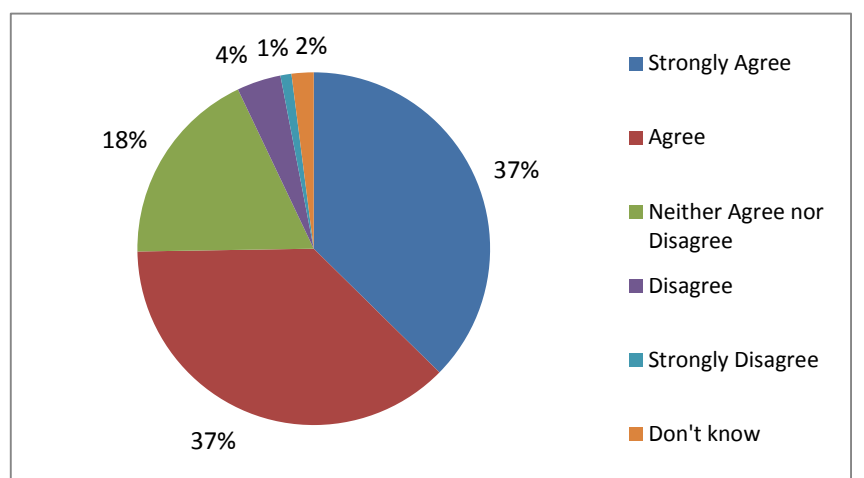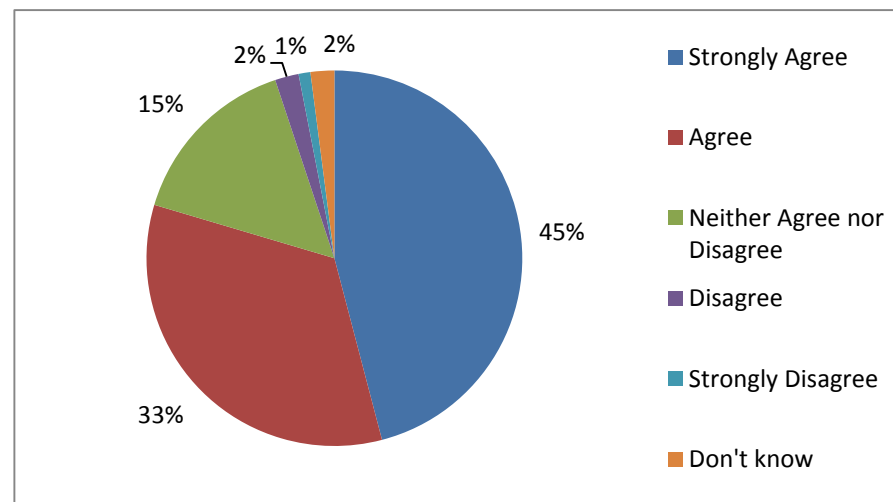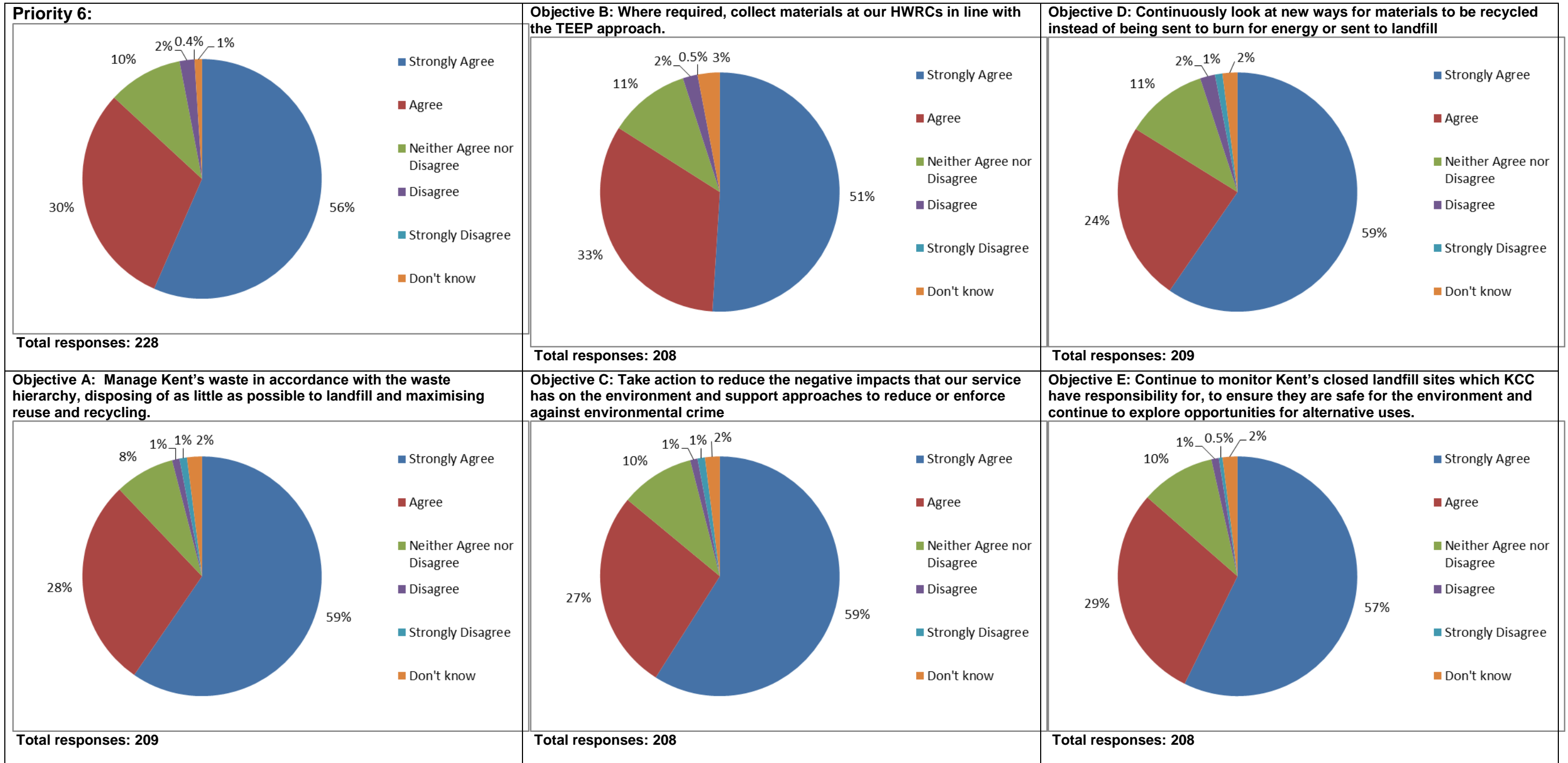
Objective GH:
Ensure the contracts or agreements we have in place, deliver what they set out to do, through ongoing monitoring and evaluation, excellent contract management and through positive relationship building.

To what extent do you agree with Priority 6 'The Environment: We will deliver services which consider impacts on or from the environment and climate change?'

Priority 6:

Strongly Agree: 56%
Agree: 30%
Neither Agree nor Disagree: 10%
Disagree: 2%
Strongly Disagree: 0.4%
Don't know: 1%

Total responses: 228

Objective B: Where required, collect materials at our HWRCs in line with the TEEP approach.

Strongly Agree: 51%
Agree: 33%
Neither Agree nor Disagree: 11%
Disagree: 2%
Strongly Disagree: 0.5%
Don't know: 3%

Total responses: 208

Objective D: Continuously look at new ways for materials to be recycled instead of being sent to burn for energy or sent to landfill

Strongly Agree: 59%
Agree: 24%
Neither Agree nor Disagree: 11%
Disagree: 2%
Strongly Disagree: 1%
Don't know: 2%

Total responses: 209

Objective A: Manage Kent's waste in accordance with the waste hierarchy, disposing of as little as possible to landfill and maximising reuse and recycling.

Strongly Agree: 59%
Agree: 28%
Neither Agree nor Disagree: 8%
Disagree: 1%
Strongly Disagree: 1%
Don't know: 2%

Total responses: 209

Objective C: Take action to reduce the negative impacts that our service has on the environment and support approaches to reduce or enforce against environmental crime

Strongly Agree: 59%
Agree: 27%
Neither Agree nor Disagree: 10%
Disagree: 1%
Strongly Disagree: 1%
Don't know: 2%

Total responses: 208

Objective E: Continue to monitor Kent's closed landfill sites which KCC have responsibility for, to ensure they are safe for the environment and continue to explore opportunities for alternative uses.

Strongly Agree: 57%
Agree: 29%
Neither Agree nor Disagree: 10%
Disagree: 1%
Strongly Disagree: 0.5%
Don't know: 2%

Total responses: 208

To what extent do you agree with Priority 6 'The Environment: We will deliver services which consider impacts on or from the environment and climate change?'

Please provide any additional comments on this priority and its objectives:

Key comments
• Make it easier to take items such as oils, chemicals and paint to HWRCs   • Expand range of materials accepted at HWRC's for recycling, including hard plastics   • Limit transporting of waste, keep it local   • Exhume landfills to recycle where possible   • Use landfill gas for power generation

Notable sound bites
• "The vote to leave the EU has considerable consequences. It is possible that in 5 years time the EU's recycling directive and landfill directive will no longer be part of UK law. As a result, it makes more sense to accept their structures for now but allow for flexible implementation in the future".   • "Protecting the environment must be a top priority reducing ground and water contamination by making it easier to take oils chemicals etc to the HWRC rather than flytipping"   • "Limit as much as possible the transporting of waste"   • "Priority 6 - this should be stronger. Just considering the impacts is not progressive. The priority should be to "deliver services which minimise, eliminate and ameliorate impacts on or from the environment and climate change."   • "D: yes, look for new ways to recycle, but burning waste to create energy is not a bad thing, so perhaps separate issues"

Proposed amends to Priority 5 and its objectives (presented as changes in red):

Priority 6 to become Priority 1.

Priority 6 The Environment: We will deliver services which ~~consider~~ mitigate impacts on or from the environment and climate change.

Objective A: (new objective)
Continue to support and contribute to the implementation of the Kent Environment Strategy through our waste disposal activities.

Objective A̶B: (Moved down)
~~Manage Kent's waste in accordance with the waste hierarchy, disposing of as little as possible to landfill and maximising reuse and recycling.~~ Maximise reuse and recycling and eliminate waste to landfill in accordance with the Waste Hierarchy.

Objective C: (new objective)
Work as part of the KRP to support waste prevention initiatives including lobbying and working with manufacturers to minimise waste and packaging.

Objective B̶D:
~~Where required, collect~~ Ensure materials are segregated at our HWRCs in line with legislative requirements.

Objective C̶E:
Take action to reduce the negative impacts that our service has on the environment and support approaches to reduce or enforce against environmental crime.

O̶b̶j̶e̶c̶t̶i̶v̶e̶ ̶D̶:̶ (objective deleted, duplication of Priority 2, Objective C)
~~Continuously look at new ways for materials to be recycled instead of being sent to burn for energy or sent to landfill.~~

Objective E̶F:
~~Continue to monitor Kent's closed landfill sites which KCC have responsibility for, to ensure they are safe for the environment and continue to explore opportunities for alternative uses.~~ Continue to explore opportunities for alternative uses for those closed landfill sites that KCC has responsibility for, and continue to monitor them to ensure they are safe for the environment.

Do you have any other comments about the Ambition, Priorities and Objectives?

Key comments
• People are concerned that we aren't maximising the potential in glass recycling.   • People feel more education is needed to teach people to do the right thing with their waste- more work with schools, universities etc.   • Do people need to know what happens to their waste? Many people don't care and would just like to get rid of it easily.   • How are we going to measure our objectives to see when they have (or haven't) been met?
Notable sound bites
• "I would suggest that the collection of glass should at all times remain separate from other waste streams to ensure that the maximum potential revenue for the commodity can be achieved. I would suggest that the bulk collection and processing of glass is advertised as a separate Lot within the tender to allow for glass processors to bid direct rather than through a waste management company responsible for brokering glass on the Council's behalf. This will ensure that the best value is achieved."   • "Greater consistency of services should be included in the priorities. HWRC sites vary in quality, collection methods still vary greatly which is confusing to residents and adds cost by missing opportunities for economies of scale. Consistency should be an overarching principle, yes there will be some special local needs but there are not as many as we are led to believe. Consistency and standard working methods almost always lead to greater efficiency."   • "Just to re-iterate the need for education, information and engagement with the general public, whilst enforcing the management of misuse and environmental crime. Need to continue to be innovative and imaginative as to recycling and the collection of such materials - ideally more local collection bins for differing materials."   • "I see from the Evidence that mixed glass does not make money, so why have the separate containers for coloured glass recently been replaced for ones for mixed glass in Tunbridge Wells? it seems crazy"   • "I'm pleased to see that more emphasis will be put on re-use in the future."   • "Environmental - it's more important to protect the environment than keeping costs down. This might require ingenuity, and perhaps working with universities researching similar subjects."   • "Motorist should be encouraged to submit video footage obtained from Dash Cams of littering from vehicles, drivers, passengers and pedestrians to the appropriate authority to enable prosecution thereby reducing the amount of waste and rubbish found littering our lanes and major roads."   • "I agree that expectations must be high and targets must be demanding but actions must follow. More effort must be made to get the general public involved and onside. Schools are good starting point educate children and continue to do so throughout their education to keep it pertinent. the throwaway society is unfortunately here to stay, but throwaway in the right way (recycle) will help."

In order to combat comments regarding how certain objectives will be measured where 'evidence' is required, the table below will now be included in the strategy as an appendix to present the 'types' of evidence which will be considered in delivery phase.

Table 2: Evidence to measure objectives

Priority and Objective	Types of Evidence
Priority 2, Objective A	For both types of customer (residents as HWRC customers and district and borough councils): distance travelled, waste tonnage movements/ displacement, operating costs, accessibility, environmental impact
Priority 2, Objective B	For residents as HWRC customers only : HWRC visitor numbers, population served
Priority 2, Objective E	Market viability and demand, operating costs, impact upon recycling targets
Priority 3, Objective B	Trailing changing opening hours – customer usage, customer feedback (via satisfaction surveys and direct comments), operating costs

6.   Next Steps

Feedback from the consultation has been incorporated into a final draft Kent Waste Disposal Strategy. The following next steps will now be required.

January 2017: This consultation report, along with the amended strategy will be taken to the Environment and Transport Cabinet Committee for comment prior seeking the decision to adopt the Strategy by the Cabinet Member for Environment and Transport.

February 2017 onwards: The Implementation Plan will be produced, which details a list of projects to be undertaken in order to deliver the strategy. Work on a number of the projects will then commence. Any changes to service will be consulted upon as necessary. It is expected that a 'Stage 2' consultation will be undertaken in the autumn with an emphasis on the HWRC and Waste Transfer Station network and the HWRC operating policies. Further 'consultation' may also be required post 2017 for any further changes as a result of implementation projects.

Appendices

<table>
<tr><td>
APPENDIX A:
DRAFT AMBITION AND PRIORITIES CONSULTED UPON
</td></tr>
</table>

Ambition

"Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving zero landfill."

Priorities and supporting-objectives

Priority 1 **Working Together: We will work together with our key partners on projects to deliver our ambition.**

Objective A:
Work as part of the KRP, to deliver high quality and best value services for Kent residents.

Objective B:
Work with the companies that manage our HWRCs and final waste disposal sites to deliver high quality services, embracing innovation and keeping the customer at the heart of the service.

Objective C:
Work with Kent Parish Councils, Town Councils and other community groups to share information with residents, and gather their views and opinions.

Objective D:
Work closely and share ideas with other Waste Disposal Authorities (WDAs) to understand where opportunities may exist to work together to improve services for everyone.

Objective E:
Embrace opportunities to work with other organisations where their innovative thinking could have a positive impact on our service.

Priority 2 **Innovation and Change: The services we design and provide will be resilient through accommodating change and growth.**

Waste Disposal Sites:

Objective A:
Ensure we have the capacity needed to deal with Kent's household waste, with final disposal points located where the evidence shows they need to be.

Objective B:
Household Waste Recycling Centres will be located where the evidence shows they need to be.

Objective C:
Use technologies to ensure waste materials are recycled and reused in the most efficient and effective way.

Trade Waste:

Objective D:
Stop trade waste from illegally entering our HWRCs.

Objective E:
Where there is the need and demand, ensure a trade waste disposal service is provided for small businesses in Kent.

Out of county HWRC use:

Objective F:
Investigate the use of our HWRCs by people who do not live in Kent, and where our residents are using HWRCs outside of the county (including Medway*). This will help us to understand the impact on our service and opportunities for change.

*Medway Council operates as a Unitary Authority and therefore does not sit within the KCC Area

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Priority 3 HWRC Service Delivery: We will provide a value for money service.

Material Acceptance:

Objective A:
Work as part of the KRP to encourage residents to use the most effective means of disposal for different waste materials; whether it is through kerbside collections or the HWRCs.

Access and availability:

Objective B:
HWRCs will be open when the evidence shows they need to be.

Charging:

Objective C:
Household Waste will be accepted free of charge*. Charges may be made for non-household waste where lawful and appropriate to do so.

*subject to current legislation

Priority 4 Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.

Customer Service and Feedback:

Objective A:
Working with the companies that manage our HWRCs, ensure high levels of customer service and evaluate and monitor customer feedback.

Skills of workforce:

Objective B:
Ensure that the HWRC workforce are local and skilled to do the best possible job.

Equalities:

Objective C:
Ensure that all residents are able to access our HWRCs and receive a high level of service.

Communicating with our customers:

Objective D:
Provide information to customers to explain what happens to their waste and the impacts of not recycling, to help understanding and increase recycling.

Objective E:
Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.

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Priority 5 Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service.

Objective A:
Use high quality data from within KCC and from our providers to inform our approach to procurement. We will tell potential providers what our end goal is, allowing them to suggest how we reach it.

Objective B:
Work with our KCC procurement team to provide support to organisations to help them to understand how our procurement processes work, so that they are more equipped to bid for work.

Objective C:
Engage with waste companies at the earliest opportunity to understand views, challenges, innovation and key market drivers to provide us with the information we need to make the best decisions about how to deliver our services.

Objective D:
Commission, design and deliver services with our partners including the district and borough councils to achieve the greatest savings, innovations and value for money for the Kent taxpayer.

Objective E:
Maximise community benefits from the services we commission where possible.

Objective F:
Share commercial risks and rewards with our contractors where appropriate.

Objective G:
Ensure the contracts or agreements we have in place, deliver what they set out to do, through ongoing monitoring and evaluation and through positive relationship building.

Priority 6 The Environment: We will deliver services which consider impacts on or from the environment and climate change.

Objective A:
Manage Kent's waste in accordance with the waste hierarchy, disposing of as little as possible to landfill and maximising reuse and recycling.

Objective B:
Where required, collect materials at our HWRCs in line with the TEEP* approach.

Objective C:
Take action to reduce the negative impacts that our service has on the environment and support approaches to reduce or enforce against environmental crime.

Objective D:
Continuously look at new ways for materials to be recycled instead of being sent to burn for energy or sent to landfill.

Objective E:
Continue to monitor Kent's closed landfill sites which KCC have responsibility for, to ensure they are safe for the environment and continue to explore opportunities for alternative uses.

*Since January 2015, new regulations for public and private waste collectors require the 'separate collection' of paper, plastic, metals & glass for recycling. Local authority activities must be assessed as being Technically Environmentally and Economically Practicable (TEEP) in relation to material collection at HWRC's. There are also emerging proposals to include food within TEEP, which will be looked at closely.

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| APPENDIX B: |
| MEMBER TASK AND FINISH GROUP MEMBERS |

Cllr Balfour, Cabinet Member for Environment and Transport – Malling Rural East
Cllr Chittenden – Maidstone North East
Cllr Eddy - Deal
Cllr Homewood – Malling Rural North East
Cllr MacDowall – Herne Bay
Cllr Pearman, Deputy Cabinet Member for Environment and Transport – Sevenoaks South
Cllr Waters – Romney Marsh
Cllr Whybrow - Hythe

| APPENDIX C: |
| ENGAGEMENT MATERIALS |

Postcard (front)

Kent Waste Disposal Strategy

Have your say

kent.gov.uk/wastestrategy
Consultation closes 2 October 2016

Kent County Council

Postcard (back)

As Kent's Waste Disposal Authority, Kent County Council arranges the receipt and onward processing/disposal of Kent's household waste collected by the district and borough councils (Waste Collection Authorities).

Kent County Council also provides a Household Waste Recycling Centre service to residents, of which there are currently 18 in Kent.

"Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving zero landfill."

Visit kent.gov.uk/wastestrategy before 2 October 2016

Please contact us on **03000 41 73 73** if you would like a paper copy of the information and questionnaire, or require this in an alternative format.

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Poster

Press Release

Have your say on how household waste is disposed in the county

Thom Morris / July 18, 2016

Kent County Council has unveiled its ambitions in the way it disposes of the county's household waste.

A consultation has been launched for the Kent Waste Disposal Strategy which will form the backbone plan of how household waste is disposed in the county between 2017 and 2035.

Kent County Council is responsible for the disposal and recycling of Kent's household waste whilst the district and borough councils are responsible for collecting it.

Have your say on how we manage the disposal and recycling of your household waste by 2 October 2016

With a significant increase in housing growth forecast across Kent, the amount of waste produced is expected to rise by approximately 22% – going from 711,000 tonnes to 864,000 tonnes – between now and 2031.

KCC has reduced its annual tonnage of material sent to landfill from 11% in 2014/15 and is now at 4%.

This has been achieved by utilising more recycling and recovery opportunities of the more difficult to deal with waste, such as mattresses and hard plastic objects not currently recycled.

KCC is keen to hear people's views on the council's ambition and priorities on the way forward for disposing of the county's household waste.

The draft strategy sets out the current position, identifies future pressures and outlines how KCC intends to maintain a sustainable waste management service in the face of budgetary pressures.

The six priorities can be viewed online at kent.gov.uk/wastestrategy and views can be given until October 2, 2016.

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Annex 4

Kent Waste Disposal Strategy

2017-2035

Evidence Base

To be re-designed by Corporate Communications once adopted.

It is advised this Evidence Base document is read prior to the Strategy

Kent County Council
kent.gov.uk

This document can be made available in other formats or languages.

To request this, please email alternativeformats@kent.gov.uk or telephone 03000 421553 (text relay service 18001 03000 421553). This number goes to an answer machine, which is monitored during office hours.

Contents

Introduction

The aim of this evidence base report is to describe the current position of Kent County Council (KCC) Waste Management as well as the challenges and opportunities we face now and into the future. It provides further information to support the **Waste Disposal Strategy document** which sets out our approach for service delivery up to 2035.

A glossary of terms used in this document can be found in Appendix A.

With a projected increase in waste, fluctuations in market value for recyclate, and limited local processors, coupled with sustained budget savings required across the public sector, it is important that we deliver even better services to the Kent taxpayer. The waste disposal strategy for KCC Waste Management is needed to protect service delivery in the future and will be achieved through;

- Identifying further saving efficiencies.
- Building greater flexibility to deal with and react to changes with regards to quantity, composition and quality of waste streams and in line with forecast economic and housing growth.
- Identifying risks to local supply chains and service provision.
- Making a significant contribution to the broader Outcomes Framework of the Council (Strategic Statement).
- Ensuring KCC meets its statutory environmental compliance and public protection functions.
- Helping future proof service delivery for customers including Waste Collection Authorities (WCAs - district/ borough councils)
- Providing equitable access to customer service for Kent residents and compliance with the Equality Act 2010.
- Equipping KCC to succeed in meeting local and national targets.
- Maximising synergies between internal and external partners.

The scope of the project centres on the role and responsibilities of KCC Waste Management as the Waste Disposal Authority (WDA) and the partnership obligations of a two-tier system.

It should be noted that the statutory and discretionary services provided by a Waste Collection Authority are not within scope of the strategy, notwithstanding the major synergies between the services provided. This two-tier relationship is explained in more detail below.

The Strategy covers the period of 2017 to 2035 based on current targets, budget constraints and some contractual commitments, however it should be noted that the strategy will be reviewed and updated every 5 years as a minimum in what is an ever changing waste industry.

Background

How household waste in Kent is managed

Kent County Council (KCC) operates as the **Waste Disposal Authority (WDA).** The 12 district/borough/city councils of Kent operate as the Waste Collection Authorities (WCAs). KCC arranges the recycling/disposal of waste collected from households by the WCAs. In addition KCC provide Household Waste Recycling Centres (HWRCs) in accordance with the Environmental Protection Act 1990 (EPA). KCC currently operates a network of 18 HWRCs providing facilities for re-use, recycling and safe disposal, for a range of material streams delivered by Kent residents. Co-located at 6 of these sites are Waste Transfer Stations (WTSs) for the deposit and bulk loading of waste materials collected and delivered by the District and Borough Councils of Kent, as well as trade waste from businesses. There are also 2 Transfer Stations of use at Allington (operated by Kent Enviropower) and Hersden (operated by Ling Group).

Map 1: KCC HWRCs and WTSs[1]

Produced by Waste Management, KCC.
© Crown Copyright. All rights reserved 100019238, 2015.

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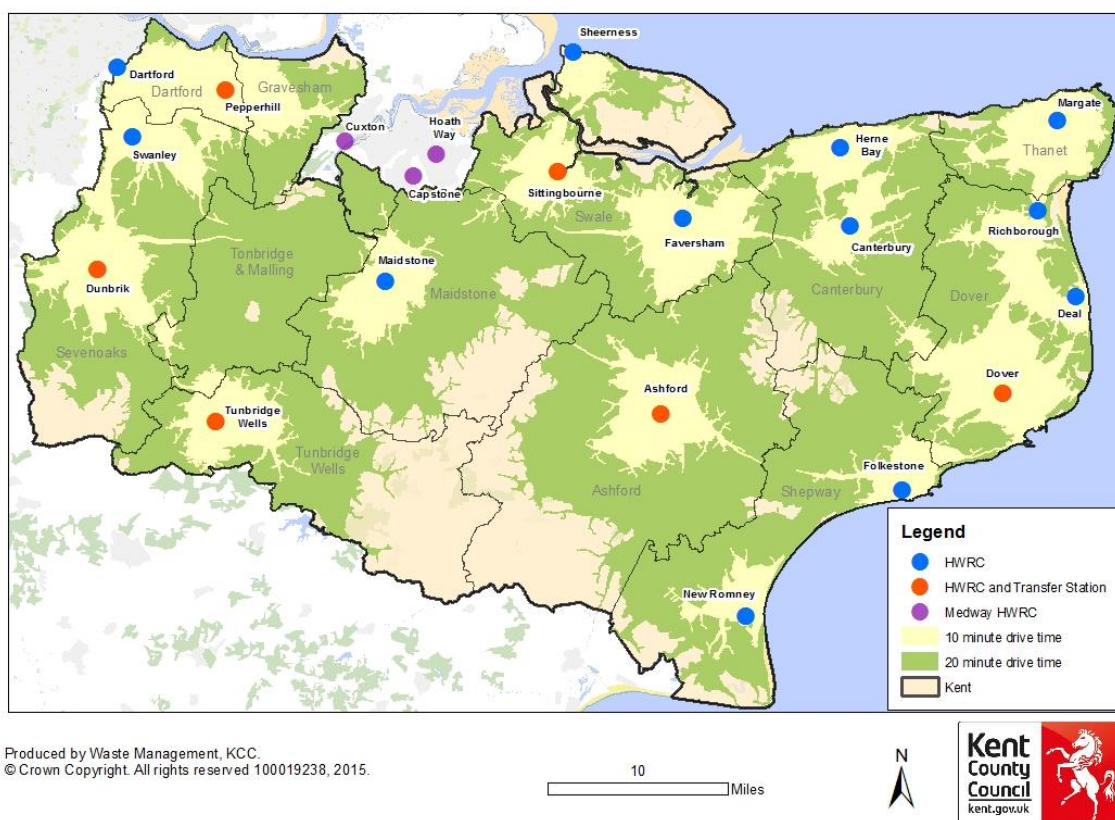
[1] This map also shows the 3 HWRCs run by Medway Council. Medway Council is a Unitary Authority and therefore deals with its own waste collection and disposal of household waste.

Closed landfill sites

KCC also manages and maintains 19 closed landfill sites to ensure they comply with environmental standards.

Most of the sites have been closed and restored for 30 years (i.e. they are no longer used for landfill) but we still need to ensure that any gasses and contaminated water caused by the rotting down of organic wastes are collected and treated where necessary. This might be by burning off potentially harmful gas or by treating contaminated water from the site. Landfill sites offer the potential for informal recreation or grazing of animals once they've been restored, which is the case for many of the closed landfill sites in Kent.

Map 2: Kent Closed Landfill Sites (for which KCC have responsibility[2])
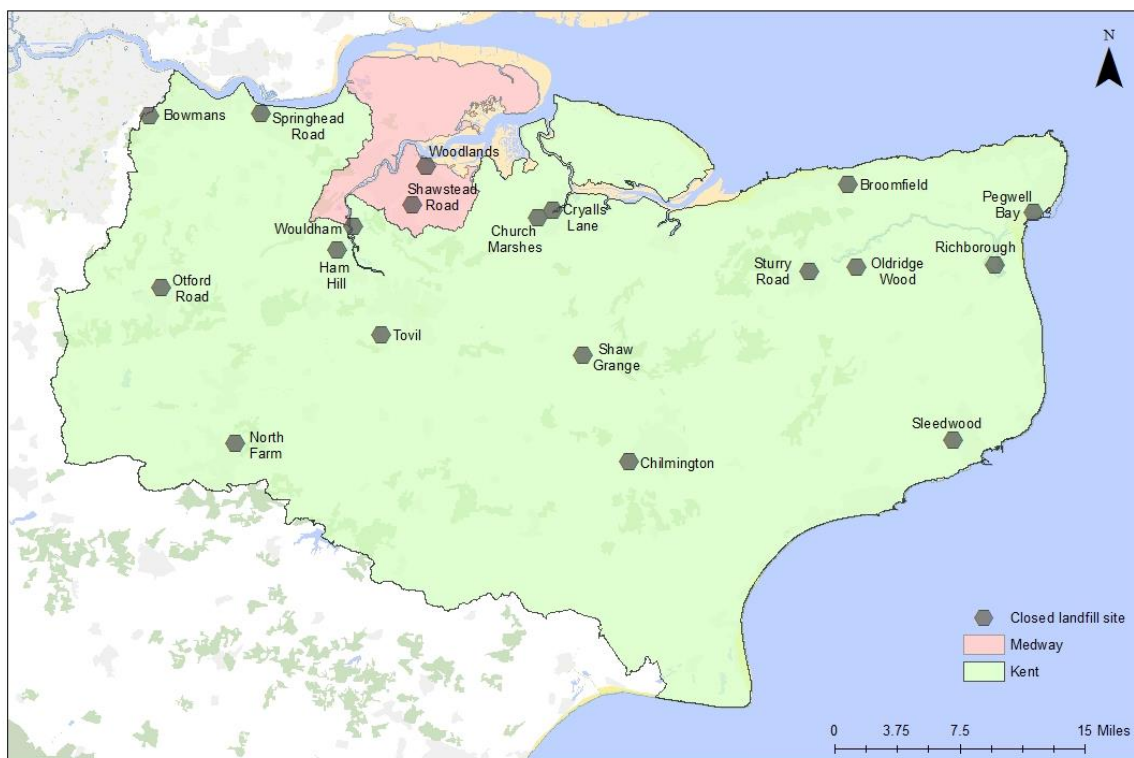
Produced by Waste Management, KCC.
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[2] We are still responsible for monitoring a small number of closed landfill sites on behalf of Medway Council. There are also a number of privately owned landfill sites for which we do not have responsibility.

Kent Resource Partnership and the Joint Municipal Waste Management Strategy

The Kent Resource Partnership[3] (KRP) is a partnership of the 13 local authorities in Kent. These are Kent County Council and the 12 District/Borough/City councils of: Ashford, Canterbury, Dartford, Dover, Gravesham, Maidstone, Sevenoaks, Shepway, Swale, Thanet, Tonbridge & Malling and Tunbridge Wells.

The key activities of the KRP are to:

- Ensure delivery of the Kent Joint Municipal Waste Management Strategy (see 'Key interdependent strategies and policies' p.9 for more detail).
- Provide a platform for cooperative and joint working to improve services.
- Act as a single voice for strategic waste issues for Kent local authorities.
- Increase awareness of waste as a resource, promote waste minimisation and achieve an economically, environmentally and socially sustainable waste strategy.
- Work with stakeholders who are developing, supporting and influencing the future direction of sustainable waste/resource management.

The Kent Joint Municipal Waste Management Strategy (KJMWMS) has been developed by the 13 councils in the Kent Resource Partnership. The purpose of the Strategy, which was launched in April 2007 and due to be updated in 2017, is to set out how the KRP intends to manage household waste arisings over the period 2007-2027.[i]

Furthermore, there are currently two joint waste contracts in place across Kent which are designed to maximise efficiency as well as boost recycling services and recycling quality, providing the best value services for Kent residents. By working in partnership there are better opportunities for service optimisation, combined resources and service innovation. Making it easier for Kent residents to recycle will lead to inevitable improvements on both recycling quality and recycling targets.

The first joint waste contract, the East Kent Joint Waste Partnership, was established in 2011 between Shepway, Dover, Canterbury, Thanet and KCC. The Partnership was set up under two phases – the first saw Veolia winning the contract to provide joint collection, processing of recycling and street cleansing services for Dover and Shepway. This was followed in 2013 when Veolia took on processing of recycling including food and garden waste for Thanet and Canterbury. Two years later, in 2013, a second Joint Waste Partnership was established in

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[3] http://www.kent.gov.uk/about-the-council/partnerships/kent-resource-partnership

mid-Kent between Ashford, Maidstone, Swale and KCC called the Mid-Kent Joint Waste Partnership. Biffa was awarded the contract providing joint collection, processing of recycling and street cleansing services across the partnership. The most significant change under this contract was that Ashford Borough Council's recycling rate almost tripled to over 50% within the first three months of implementation. Discussions are underway regarding opportunities for joint partnerships in West Kent. It should be noted that for optimum disposal costs, a single collection methodology by all WCAs in Kent (and indeed nationally) would be favourable, however this is unlikely to happen due to political and contractual variances.

Key interdependent corporate policies and strategies

There are a number of corporate policies and strategies which will have clear interdependencies with the Waste Disposal Strategy and it is vital to ensure the Strategy dovetails with these and is not at odds. These main policies and strategies are detailed below.

Kent Joint Municipal Waste Management Strategy (KJMWMS)

The Kent Joint Municipal Waste Management Strategy outlines the approach for dealing with Kent's municipal solid waste to 2027. This strategy is owned by the Kent Resource Partnership[4].

KCC fully recognises that any WDA Strategy in a two-tier system must take full account of the ambitions and aims of district/borough councils. There is a need to ensure a 100% dovetailing with the current, and future, Joint Municipal Waste Management Strategy agreed by all 13 councils.

A number of policies are set out in the strategy, such as promoting the use of waste as a resource, ensuring we are delivering high quality services and seeking opportunities to change behaviours and attitudes to waste.

A commitment was made by the KRP to achieve a minimum level of 40% recycling and composting of household waste in Kent by 2012/13, with individual authorities reaching recycling levels above or below this figure according to their local circumstances; and Kent County Council increasing recycling at Household Waste Recycling Centres to 60% by 2012/13.

The KRP have since exceeded this target and for the 2015/16 financial year, KCC had a Recycling rate of 69.4% across its HWRC network. Whilst many district and borough councils have improved

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[4] The Kent Resource Partnership was developed from the rebranded Kent Waste Partnership in 2013.

their recycling rate over the past few years, there are a number who are still working to reach the 40% overall target agreed by the KRP.

KCC are committed to continue to work closely with the KRP to reach the joint outcomes of the KJMWMS.

Kent Growth and Infrastructure Framework

The Growth and Infrastructure Framework (GIF), developed in close collaboration with Medway and the 12 Kent district and borough councils, provides a framework not only for identifying and prioritising investment in infrastructure across Kent, but also for testing the impact of innovation in the way in which we provide public services.

The GIF brings together a clear picture over the Local Plan period to 2031 on:

- Housing and economic growth planned to 2031 across Kent and Medway;
- the fundamental infrastructure needed to support this growth;
- the cost of this infrastructure;
- the potential funding sources across the public and private sector funding during this period: and,
- the likely public sector funding gap and work towards solutions.

The GIF draws on information and data from a range of sources to give a strategic picture of Kent's provisions for growth and infrastructure now and for the next 20 years.

This framework is an integral document when considering the development and now the delivery of the Waste Disposal Strategy. With an increase in population, is an expected increase in waste. We will look to the GIF to inform the future provision of waste to understand where waste tonnages may change so that services can be provided where they are most needed.

Kent Minerals and Waste Local Plan (2013-2030)

The Kent Minerals and Waste Local Plan produced by KCC as the Waste Planning Authority sets out the vision and strategy for mineral provision and waste management in Kent, it contains a number of development management policies for evaluating minerals and waste planning applications and considers strategic site provision for all minerals and waste management facilities plan to the year 2030.

The plan puts forward a number of policies as a high-level delivery strategy for waste management in Kent up to 2031 for all waste streams and not just household waste. These

policies informed the development of the Waste Disposal Strategy and will inform subsequent action and implementation plans. This is explored further in the 'Future Waste Infrastructure Requirements' Section p.39.

KCC Strategic Statement (2015-2020)

'Increasing opportunities, Improving Outcomes' is the strategic statement for KCC. Its vision- 'improving lives and ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.'

Over the past four years, KCC has made £350m in savings but with finances remaining under pressure, people continue to have greater expectations about how to access services and how services can be delivered.

KCC wants to be an outcome-focussed organisation. The strategic statement outlines these high-level outcomes and how they link to the vision. The strategic outcomes are;

- Children and young people in Kent get the best start in life.
- Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life.
- Older and vulnerable residents are safe and supported with choices to live independently.

The key Supporting Outcome from the statement relating to the provision of the Waste Management service in KCC is "Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors".

This statement also includes maximising social value (or community benefits) through the procurement and commissioning of our services by promoting the importance of apprenticeships. The Waste Disposal Strategy delivery will explore opportunities to work with local communities and the voluntary sector to deliver services.

The outcomes were considered through the development and now delivery of the Waste Disposal Strategy.

KCC Commissioning Framework

The Council intends to become a strategic commissioning authority. This does not mean that KCC will be outsourcing all of its services but will consider more carefully the best way to deliver its services. It will develop the culture of the organisation to embed a number of core principles which form a Commissioning Framework;

- Principle 1: Focussed on outcomes for our residents.
- Principle 2: A consistent commissioning approach to planning, designing and evaluating services.
- Principle 3: The right people involved at the right stage of commissioning.
- Principle 4: Open-minded about how best to achieve outcomes.
- Principle 5: High-quality, robust evidence informing our decisions.
- Principle 6: Hold all services to account for the delivery of KCC's strategic outcomes.
- Principle 7: Customers at the heart of our commissioning approach.
- Principle 8: A commitment to building capacity.
- Principle 9: We will maximise social value.
- Principle 10: Our supply chains will be sustainable and effective.

Commissioning forms an important part of the KCC Waste Management service and we seek to embed these principles in our day-to-day procurement activities. We work closely with the KCC procurement team to determine the best approach for commissioning each individual service.

We will further develop our future commissioning approach and plans around these principles, within the Waste Disposal Strategy delivery.

KCC Customer Service Policy (2015-2018)

The Customer Service Policy sets out KCC's commitment to its customers as we move further towards becoming a commissioning authority.

The Policy is underpinned by three core principles; Delivering Quality, Customer Focused Services, and Intelligent Commissioning. These three principles will help us deliver services that support Kent's residents, businesses and communities. They will help us to provide a consistent service to customers ensuring we are delivering the right services, to the right people, in the right way.

Waste Management currently places the customer at the heart of its services, and uses a number of tools to collect feedback and measure satisfaction levels. We ensure that this commitment to our customers is reflected in our contracts and expect this same standard from our service providers.

Moving forwards as part of the Waste Disposal Strategy, KCC Waste Management will continue to embed these principles when developing services and policies, consulting its customers and stakeholders and collecting feedback to ensure the services it delivers are fit for purpose. We will

consider how people access our services, and seek opportunities for digital delivery where possible.

Kent Environment Strategy (2011)

The Kent Environment Strategy (KES) forms part of the 'Vision for Kent' and identifies the challenges that Kent continues to face and developing pressures to improve the county's natural environment. This includes improving water and air quality, to minimise the negative impacts to biodiversity and climate change.

The Kent Environment Strategy focuses on 3 themes;

- Living well within our environmental limits.
- Rising to the climate change challenge.
- Valuing our natural, historic and living environment.

Each of these themes presents a series of priorities and actions to be undertaken to achieve these and the first of these identifies a specific priority for waste which should be considered;

EF Priority 3- Turn our waste into new resources and jobs for Kent

- EF 3.1 Assess 'waste resource' potential and harness economic opportunities.
- EF3.2 Reduce key wastes going to landfill.
- EF3.3 Conversation with waste resource businesses in or moving to Kent .

This priority recognises that waste has the potential to be a valuable resource and this will help us to create jobs and a low carbon economy.

It also stresses that businesses and communities must take responsibility for minimising the amount of waste they produce and makes a commitment to use sustainable construction techniques and materials, minimise waste and maximise reuse and recycling.

This priority falls in line with the thinking behind a number of elements of the Waste Disposal Strategy. The KES has developed an implementation plan and some of the activities undertaken to meet the outcomes of the waste strategy will link into those of the KES.

Household Waste Recycling Centres and Waste Transfer Stations

Background

KCC operates 18 HWRCs within Kent for Kent residents to dispose of their household waste. In addition, 6 of these sites also operate WTSs for the deposit and bulk loading of waste materials collected and delivered by the District and Borough Councils of Kent, as well as trade waste from businesses.

Kent's 18 HWRCs are currently managed by 4 private waste management companies. These organisations manage the day-to-day operation of the HWRCs on behalf of KCC.

Details of HWRC and WTS facilities, and contractors who manage their operation, are as follows:

Facility	Managed by
Ashford HWRC & WTS	Biffa Ltd
Canterbury HWRC	Biffa Ltd
Dartford HWRC	The Slattery Partnership
Deal HWRC	Biffa Ltd
Dover HWRC & WTS	Biffa Ltd
Faversham HWRC	Biffa Ltd
Folkestone HWRC	Biffa Ltd
Gravesham/Dartford HWRC & WTS (Pepperhill)	FCC Environment
Herne Bay HWRC	Biffa Ltd
Margate HWRC	Biffa Ltd
Maidstone HWRC	The Slattery Partnership
New Romney HWRC	Biffa Ltd
Sandwich HWRC (Richborough)	Biffa Ltd
Sevenoaks HWRC & WTS	Commercial Services Kent Ltd
Sittingbourne HWRC & WTS	Biffa Ltd
Sheerness HWRC	Biffa Ltd
Swanley HWRC	The Slattery Partnership
Tunbridge Wells HWRC & WTS	Commercial Services Kent Ltd

Trade Waste

It is illegal for trade waste to be disposed of at any of KCC's HWRCs, which is a service provided for the disposal of household waste only. KCC is not required to provide a facility for the disposal of trade waste. As such, and due to the high cost for disposing of this waste, KCC has a number of policies in place to prevent trade waste from coming through its HWRCs, (see 'HWRC Policies' p.19 for details) coupled with a reliance upon monitoring and enforcement.

Currently, anyone suspected of disposing of trade waste at an HWRC is asked to complete a 'Non-Trade Waste Declaration Form', and KCC Waste Management will investigate anyone who is identified as a persistent offender. CCTV and Automatic Number Plate Recognition (ANPR) is in place across sites, which can be used to assist in these investigations where necessary.

However, despite businesses and organisations having a 'duty of care' to ensure their waste is disposed of correctly, in order to mitigate against environmental crime such as flytipping, KCC Waste Management have facilities in place to ensure businesses can dispose of their waste responsibly.

A trade waste service is offered at a number of KCC's WTSs; Dover, Sevenoaks, Sittingbourne and Tunbridge Wells. Both residents and businesses are able to use this service, which is offered by the WTS operators, who make a charge for disposal of this waste.

A number of HWRCs within Kent have permits that allow for the acceptance of trade waste should KCC Waste Management choose to provide this service in the future. In 2006, a trade waste service was trialed at Canterbury HWRC with little success, however there is no data to support why the opportunity wasn't taken up by traders or understand how well marketed this was.

There are a number of private trade waste disposal facilities in Kent. KCC Waste Management has put together a business waste guide, which is available via the KCC website. This is provided for those wishing to dispose of trade waste, hazardous waste or large amounts of waste that are not accepted at HWRCs.

What do KCC HWRCs accept?

The HWRCs accept a vast array of materials for reuse, recycling or safe disposal. There are slight variations at some sites, but in general they accept the following waste materials from Kent residents (tonnages can be found in Appendix B):

Accepted for reuse or recycling[5]

Car Batteries	Hardcore and Rubble
Cardboard	Large Household Appliances (white goods)
Cooking Oil	Low Energy Light Bulbs
Domestic Dry Cell Batteries	Paper
Drinks Cans and Food Tins	Plasterboard
Electrical Items	Printer Cartridges
Engine Oil	Scrap Metal
Fluorescent Tubes	Small Household Appliances
Foil, including food trays and packaging	Soil
Fridges and Freezers	Textiles and Clothes
Furniture	Televisions and Monitors
Garden Waste	Tyres
Gas Bottles and Cylinders	Wood and Timber
Glass Bottles and Jars	

Accepted for safe disposal[6]

Asbestos	General Household Waste
Large Bulky Waste (including carpets and mattresses)	Household and Garden Chemicals & Pesticides
Furniture (non-recyclable)	Paint (dried paint)

What happens to the waste?

The recycling rate for waste delivered to Kent HWRCs by residents, is approximately 70% (69.43% in 2015/16). KCC has numerous contracts with recycling outlets to ensure reuse, recycling and composting activities are achieved in accordance with the waste hierarchy (see 'Key legislative drivers' section p.28). Table 1 below explains what happens to the different types of waste types.

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[5] There is a limit on the amount of some materials which can be bought into sites (soil, rubble and hardcore, tyres and asbestos). Business/ commercial/ trade waste is not accepted at the HWRCs.
[6] Some of the bulky items e.g. mattresses, furniture and carpets are recovered for energy production, with recycling options proposed.

Waste that is not reused, recycled or composted is treated at the Allington Waste to Energy facility near Maidstone. The waste is burnt under controlled conditions to produce steam that is used to generate electricity. The facility is operated by Kent Enviropower[7].

A very small percentage of waste goes to landfill, due mainly to new ways to recycle these items being utilised by the County and its contractors.

Table 1: What happens to the waste

Material	What happens to it
Asbestos	Safely disposed of in hazardous waste landfill sites
Car Batteries	Specialist recycling processes recover the useful materials automotive lead acid batteries contain
Chemicals and Pesticides	Collected by specialist company for safe disposal
Cooking Oil	A specialist company collects used cooking oil for recovery into green electricity. Through natural settling and filtering, used cooking oil is transformed into a bio liquid, for use in eco-friendly power stations
Domestic Dry Cell Batteries	Specialist recycling processes recover the useful materials batteries contain
Electrical Items	Items are shredded and component materials extracted for onward recycling (metal, plastic, glass, textiles etc.)
Engine Oil	Used engine oil is blended into a processed fuel oil. Waste oil is also re-refined for reuse as base oils
Fridges and Freezers	All waste refrigerated units are processed under stringent ruling to remove harmful gases from the unit and the foam walls, prior to being recycled for their component materials (mainly metal and plastic)
Furniture	Currently recycled for the component materials (inc. wood and metal) where possible
Garden Waste	Composted at local composting facilities to make soil improver
Gas Bottles and Cylinders	Empty gas bottles and cylinders are repatriated with producer where possible, or recycled as metal
General household waste	General waste is burnt under controlled conditions to produce steam that is used to generate electricity. This powers the Waste to Energy facility and supplements the local supply network
Glass Bottles and Jars	Recycled into new glass bottles and jars, used in road construction and can be used to make many other new glass products such as jewellery and floor/wall tiles
Hardcore, Rubble and Soil	Shredded, sifted and graded often for use in landscaping applications and construction
Large Bulky Waste (carpets and mattresses etc.)	Large bulky waste is now shredded and recovered as a Refuse Derived Fuel for power stations
Light Bulbs	Lightbulbs are crushed and dismantled with the separated

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[7] http://www.fccenvironment.co.uk/kent-enviropower.html

(low energy light bulbs and fluorescent tubes)	glass and metal then being reused in the manufacture of various new glass and metal products. Mercury is safely extracted for reuse
Paint	Paint in plastic tubs is disposed of as general waste. Hardened paint in metal tins can be recycled with metal.
Paper and Cardboard	Recycled into new paper/cardboard products such as newspapers, toilet paper, cereal boxes and any other paper/card products
Plasterboard	Plasterboard and gypsum waste passes through a series of shredders, mills and screens which granulate and produce a recovered gypsum powder which can then be used to make new plasterboard products
Printer Cartridges	Refilled for reuse. Component parts recycled where reuse is not possible
Scrap Metal	Recycled and used in the manufacture of various metal products from drink cans and food tins to washing machines and cars
Textiles and Clothes	Reused in developing countries. Clothing that cannot be reused is used as industrial wipes
Televisions and Monitors	TVs are dismantled, and lead is extracted from Cathode Ray Tube (CRT) televisions. Component materials including glass, metal and plastic are recycled
Tyres	Tyres can be shredded and granulised, and can be used for equestrian purposes, play area flooring, cover for landscaping applications and to make items such as mouse mats and pencil cases
Wood and Timber	Wood is shredded and graded. Recycled woodchip is then destined for chipboard manufacture

Recent site improvements and development

Throughout history, human progress has been intrinsically tied to the management of waste due to its effect on public and environmental health. The modern waste management industry has come far, and with increased recycling and technological advances.

The majority of KCC's HWRCs and WTSs were designed and built some years ago, and were initially intended to manage small quantities of household waste produced by Kent residents in addition to 'black sack waste' collected by the WCAs.

Continued investment in the HWRC and WTS network infrastructure has been made in order to support waste growth, recycling advancements and legislative requirements. In recent years significant development has been realised with investment to the following facilities:

Ashford HWRC & TS

A brand new state of the art HWRC and WTS was built in 2013 replacing the old HWRC. This facility provides extensive recycling and waste disposal services for Kent residents, with the addition of the WTS for the acceptance and bulk loading of WCA collected household waste.

New Romney HWRC

The development of a new HWRC in New Romney serving the residents of Folkestone and Ashford. This facility was opened in 2011 and replaced the limited weekend freighter service which was operating at the time.

Pepperhill HWRC & TS

This HWRC serving residents of Gravesham and Dartford was redeveloped in 2008 providing a larger, state of the art undercover HWRC (the first of its kind in Kent). This facility was also expanded to include a WTS to enable bulk loading of locally collected domestic waste by WCAs.

However, further investment and changes to the HWRC network are likely to be required in the future, as population increases resulting in more waste being produced, adding pressure to the network where sites may already be operating at full capacity. More details are provided in 'HWRC network pressures' p.37.

HWRC Policies

On 1st October 2012, a number of operating policies came into effect across KCCs HWRC network. The policies were agreed through a Member[8] decision with the aim to reduce the number of traders illegally exploiting these facilities, at a cost of up to £500k per year for unnecessary disposal charges which are borne by the Kent tax-payer. The policies include limits and/or charges for certain material streams, and vehicle restrictions. Some small amendments were made in 2014 following a review. Details of these current policies are noted below.

Soil, rubble and hardcore:

The amount of soil, rubble and hardcore that could be delivered to the HWRC is limited to 90kgs (190lbs) per day by a single vehicle, or combined with a trailer. To put this amount into perspective, it represents approximately 3 sacks of soil, rubble and hardcore.

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[8] Elected county councillors

Asbestos:

Asbestos is limited to 5 sacks or the equivalent per month and is accepted at all HWRCs.

Tyres:

Tyres are limited to 2 tyres per visit (car and motorbike tyres only) at a charge of £5 for up to 2 tyres and are accepted at all HWRCs.

Vehicle restrictions:

Vehicle restrictions are in place to prevent trade waste from entering the HWRCs. Some vehicles may require vouchers to gain access.

Vehicles allowed without needing vouchers:

- Cars and estate cars with windows all the way round and seats throughout.
- People carriers, 4x4s and minibuses (excluding open backed vehicles) with windows all the way round and seats throughout (maximum 9 seats).
- Taxis and sign-written cars with windows and seats throughout.

Vehicles needing vouchers:

To get vouchers for the vehicle types noted below, it must be the only vehicle in the household, no more than 2m tall (unless a campervan or minibus) and have a maximum gross vehicle weight (GVW) of less than 3.5 tonnes.

- People carriers, 4x4s, minibuses with panels in place of windows and/or no rear seats.
- Pick-up trucks or open back vehicles (including those with a removable top).
- Minibuses with 10 seats or more.
- Van – car derived (at manufacture stage or modified). Panels in place of windows and/or no rear seats.
- Panel vans.
- Campervans or minibuses over 2m high (but less than 3.5 tonnes), with windows and seats throughout.

Vehicles not allowed:

- Vehicles with a maximum gross vehicle weight (GVW) of more than 3.5 tonnes.
- Vehicles more than 2m tall (unless a disability adapted vehicle or campervan/ minibus).
- Hire vehicles.
- Horseboxes and agricultural trailers.

Trailer size:

Trailers bodies of the following size are permitted:

- Maximum 2.05 metres (6ft 8inches) long.
- Not more than 1 cubic metre (35cubic feet) capacity.
- No wider than the domestic vehicle towing the trailer.
- No agricultural trailers or horse boxes are permitted.

Disability Adapted Vehicles:

Kent residents should contact KCC to make arrangements to access HWRCs in disability adapted vehicles. A height restriction of 2 metres (6ft 6 inches) applies at Sevenoaks, Swanley and Faversham HWRCs. At all other HWRCs the height barrier can be opened for over-height disability vehicles following arrangements made with KCC.

Material acceptance and charging

A range of materials are accepted across the KCC HWRC network for reuse, recycling or safe disposal. The HWRCs aim to deliver comprehensive, easy to access services for Kent residents, to enable responsible and safe management of household waste.

However, the requirement to separate more and more material streams in accordance with legislation and environmental best practice can prove quite challenging. Many KCC HWRCs are small and were built many years ago when waste management practices were not as extensive as they are today.

In the current economic climate many local authorities consider increased budget savings and income generation opportunities a critical requirement in order to provide continued, sustainable services.

With this in mind, local authorities seek options to support affordable service delivery including policies such as those outlined above ('HWRC Policies' p.19) with regards to material limits and charging, and robust site management practices including the prevention of illegal deposits of waste.

There has been widespread discussion of this issue and Government has issued guidance in respect of household wastes for which local authorities may levy a charge. It is appreciated that charges for certain material streams (mainly construction waste such as rubble, soil and

plasterboard, as well as tyres) can be applied to householders wishing to dispose of these wastes at HWRCs, and many authorities exercise this right.

Legislation does however stipulate that charging local residents a fee to use their local HWRC facilities is prohibited. The Governments recent consultation "Preventing 'backdoor' charging at HWRCs"[9] considered this issue as many authorities regard their position to be 'charge or close'. However, the decision to uphold the availability of 'free to use' facilities for local residents (as detailed in the Environmental Protection Act 1990 (EPA)) has been adopted, and local authorities are now forced to consider alternative solutions to remaining 'open'. For specific material charge details adopted by KCC, see 'HWRC Policies' p.19.

TEEP

Since January 2015, new regulations for public and private waste collectors require the 'separate collection' of paper, plastic, metals & glass for recycling. The aim is to increase the quality and quantity of recycled material by reducing contamination.

In order to collect the specified materials mixed together or within the residual waste stream, separate collections must be assessed as not being Technically Environmentally and Economically Practicable (TEEP). TEEP is primarily applicable to Waste Collection Authorities i.e. how waste is collected from the kerbside, however KCC considered it best practice to undertake its own TEEP assessment in relation to material collection at HWRC's, which returned a satisfactory compliance result.

With more WCAs offering easily accessible comprehensive kerbside collection services for these materials, KCC may wish to consider its position in relation to the acceptance of these material streams at HWRCs (as well as considering associated costs and any income) and if their acceptance at these facilities is still appropriate.

Vehicle restrictions at HWRCs

Height barriers have been in operation across all HWRCs since 1997 when they were first introduced to reduce the number of traders illegally exploiting these facilities for the free disposal of waste.

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[9]https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/414404/150304_Government_Response_to_the_consultation_preventing_backdoor_charging_at_HWRCs_Final.pdf

Height barriers are set at 2 metres (6ft 6 inches). The barriers remain firm and fixed and are only opened by site staff to enable waste collection vehicle access, or access by customers in disability adapted vehicles who have made prior arrangement with KCC. For specific vehicle restrictions, see 'HWRC Policies' p.19.

Customers wishing to use commercial type vehicles which are restricted from using HWRCs, are directed to trade waste disposal sites, or one of KCCs WTSs, for which a disposal charge will apply.

When HWRC vehicle vouchers are applied for, residents are required to accept terms and conditions including agreeing that the vehicle for which the vouchers are being applied for is the sole vehicle in the household. When the vehicle voucher scheme was first introduced in October 2012, as expected, the number of sets of vehicle vouchers issued each month was high (averaging about 400 per month), this dropped to between around 150 and 200 sets six months after the policy was introduced, and remains at this level currently. However, it should be noted that each month, a similar number of applications are rejected where criterion of the scheme are not met. Where complaints regarding the vehicle voucher scheme have been escalated to the Local Government Ombudsman[10], the results have found no evidence of administrative fault by KCC's decision making process.

Cross border use of HWRCs

Current legislation stipulates local authorities will provide 'free access for local residents to household waste recycling centres to deposit household waste and recycling'. However, the legislation enables local authorities to charge users not resident within the local authority area. See 'HWRC Policies' p.19.

Medway

KCC has an agreement to reimburse Medway Council for the waste delivered to Medway HWRCs by Kent residents. The calculation is based on a sample of customer postcode data which Medway Council collect during specific on-site customer surveys. For example, Cuxton HWRC experiences the highest volume of cross border customers with approximately 31% of site users being from the KCC administrative area. Using an agreed cost matrix, KCC pay Medway Council each year for the approximate disposal costs.

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[10] The Local Government Ombudsman looks at complaints about councils and some other authorities and organisations, including education admissions appeal panels and adult social care providers (such as care homes and home care providers). It is a free service.

Dartford permit scheme

In October 1998 KCC implemented a permit scheme system at the Dartford HWRC. The purpose of the permit scheme is to limit 'free use' of the site to Kent residents only. Dartford is bordered by Bexley and Bromley, and as such some non-Kent residents use Kent facilities, and vice-versa. Many authorities operate a permit scheme which provides free use to their residents, whilst cross border customers are required to pay a fee (£5 per visit at Dartford HWRC). This charge goes some way to offsetting the costs borne to the Kent tax payer, of paying for non-Kent waste disposal. Since the scheme has been in operation, usage by non-Kent residents has significantly reduced resulting in cost savings for KCC.

Future permit scheme options

A recent study was undertaken at other Kent HWRCs which may experience potential cross border usage. The results demonstrate that at most sites although there is some waste received by non-Kent residents, it is minimal, and the cost of implementing a permit scheme would outweigh any potential savings. However, the results for the Sevenoaks area (serviced by Dunbrik and Swanley HWRCs) suggest significant savings, to the value of approximately £100,000 per year, could be realised with the introduction of a permit scheme, should the network of HWRCs stay exactly as it is.

Health and safety

A number of Health & Safety activities are enforced across the HWRC network to ensure the safety of site users and contractors. These are in addition to operational Health & Safety requirements which ensure and monitor safe working practices. These activities are detailed below:

Children & animals: Children and animals (pets) are required to remain in vehicles whilst at the HWRCs.
Walking in waste: The walking (or wheel barrowing) in of waste is prohibited.
Smoking: Smoking at the HWRCs is discouraged due to Health and Safety implications; however this is not an enforceable policy. Designated smoking areas are identified for site staff.

> **Removal of waste by site users:**
>
> KCC adopts the policy that once items have been deposited at the HWRC by site users, the items become the property of KCC. Site users or staff may not remove any waste items from the HWRCs, at present.

Waste Disposal Contracts

KCC has numerous contracts with recycling outlets, for HWRC and kerbside collected waste, to ensure maximum reuse, recycling and composting activities are achieved in accordance with the waste hierarchy. Where possible this waste is sent to facilities within Kent.

There are a number of waste disposal contracts managed directly by KCC. In some circumstances, where material 'ownership' has been passed to our HWRC providers, they are responsible for procuring and managing those contracts and any associated risks and rewards. A number of these contracts will need to be renewed within the timeframe of the Waste Disposal Strategy.

Some of the main **recycling** contracts managed by KCC include;

a) Dry Recyclables e.g. card, plastic bottles and glass are sent to a Material Recycling Facility (MRF) which is a specialised plant that receives, separates and prepares recyclable materials for marketing to end-user manufacturers.
b) Organic Waste e.g. food and garden goes to various outlets around Kent to be composted.
c) Wood waste is shredded and graded.
d) Waste Electrical and Electronic Equipment (WEEE) is sent to various outlets for recycling and reprocessing and is managed through a specialised contract with a Producer Compliance Scheme.[11]

Waste that is not reused, recycled or composted is dealt with through one of two ways, as follows:

Recovery: A significant proportion of Kent's household waste is currently treated at the Allington Waste to Energy Facility operated by Kent Enviropower (see 'What happens to the waste' p.16). This recovery contract is long-term and runs out in 2030. The current contract will underpin KCC's

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[11] A producer compliance scheme (PCS) is a membership organisation. The members are producers of electrical and electronic equipment (EEE). A PCS is responsible for registering all its members every year and must ensure it meets its financial obligations under the WEEE regulations and fulfill its data reporting obligations.

waste management services between now and 2030. Therefore, through the Waste Disposal Strategy delivery, consideration and solutions will need to be found, to be able to deal with this waste beyond this time, and in line with national targets which are as yet unknown.

Final disposal: A very small percentage of waste goes to landfill due mainly to new ways to recycle these items being utilised by the County and its contractors.

It should be noted, the waste collection and disposal market is becoming increasing commercially volatile. In particular suppliers are finding it challenging to meet contract requirements, whilst becoming increasingly reluctant to take up new opportunities in the current waste market. This will require KCC to identify these market risks to local supply chains and service provision to plan accordingly.

Current performance

In 2015/16, 540,957 tonnes of waste was collected by Kent WCAs for disposal by KCC as the WDA. A further 175,239 tonnes of waste was collected at Kent's HWRCs, of which 69.9% was recycled or composted (Table 2).

Table 2: Waste tonnage data 2012-2016

	2012/13	2013/14	2014/15	2015/16
HWRC Collected	165,700	163,300	172,000	175,239
WCA collected (kerbside)	522,000	533,500	540,900	540,957
Total Collected	687,700	696,800	712,900	716,196

Table 3 below, shows how much of this waste was sent to landfill, sent for energy recovery and recycled or composted in 2015/16, compared with England.

Table 3: Waste sent to recycling, recovery and landfill

	Landfill %	Waste to Energy %	Recycling and Composting %
Kent (2015/16)	6.78%	49.12%	44.10%
England (2015/16)	19.6%	34.7%	42.4%

The graph below shows that the amount of waste being sent to landfill has decreased considerably over the last few years.

Graph 1: Waste sent to landfill
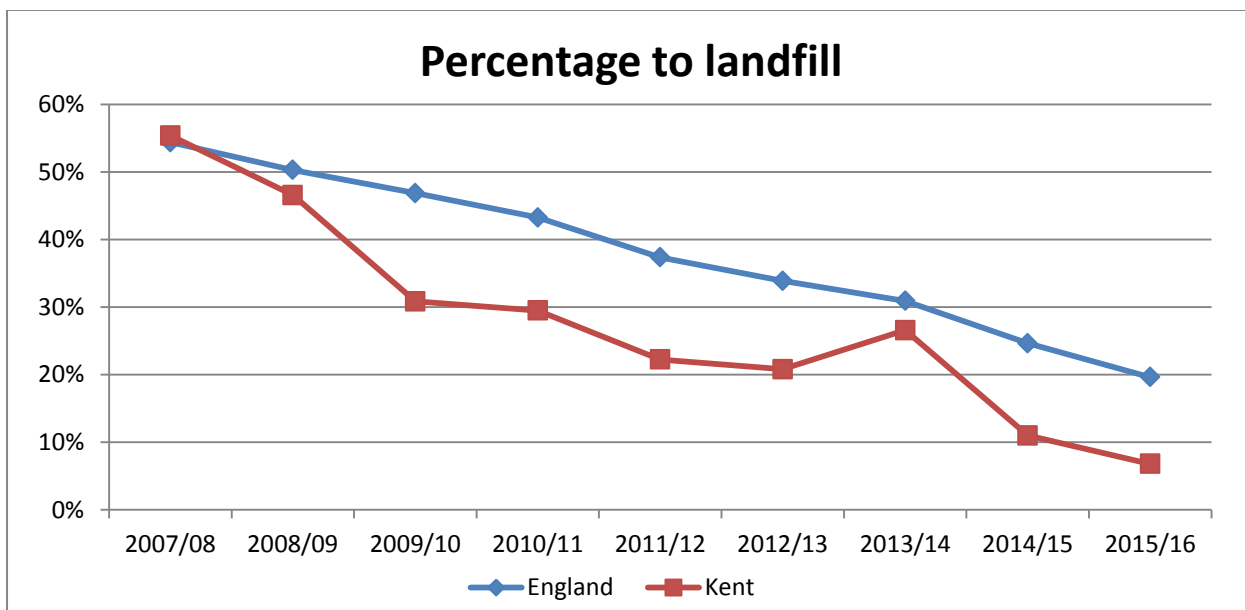
It should be noted that the percentage sent to landfill has decreased even further during the months of 2016/17, on occasion achieving less than 2% as a result of a new contract for dealing with waste materials that would have previously been sent to landfill. This has the potential for KCC to be one of the top performers in regards to the small amount of waste being sent to landfill; Table 4 below shows the authorities with the lowest percentage of waste sent to landfill in 2015/16. Further WDA benchmark data can be found in Appendix C.

Table 4: Lowest 5 local authorities % waste sent to landfill

Western Riverside Waste Authority	0.0%
Suffolk County Council	1.0%
Staffordshire County Council	2.2%
Lincolnshire County Council	3.6%
East Sussex County Council	5.3%

The percentage of waste sent to be burnt to recover energy or recycled or composted has increased considerably over the last few years (Graph 2 and 3 respectively).

Graph 2: Waste to energy
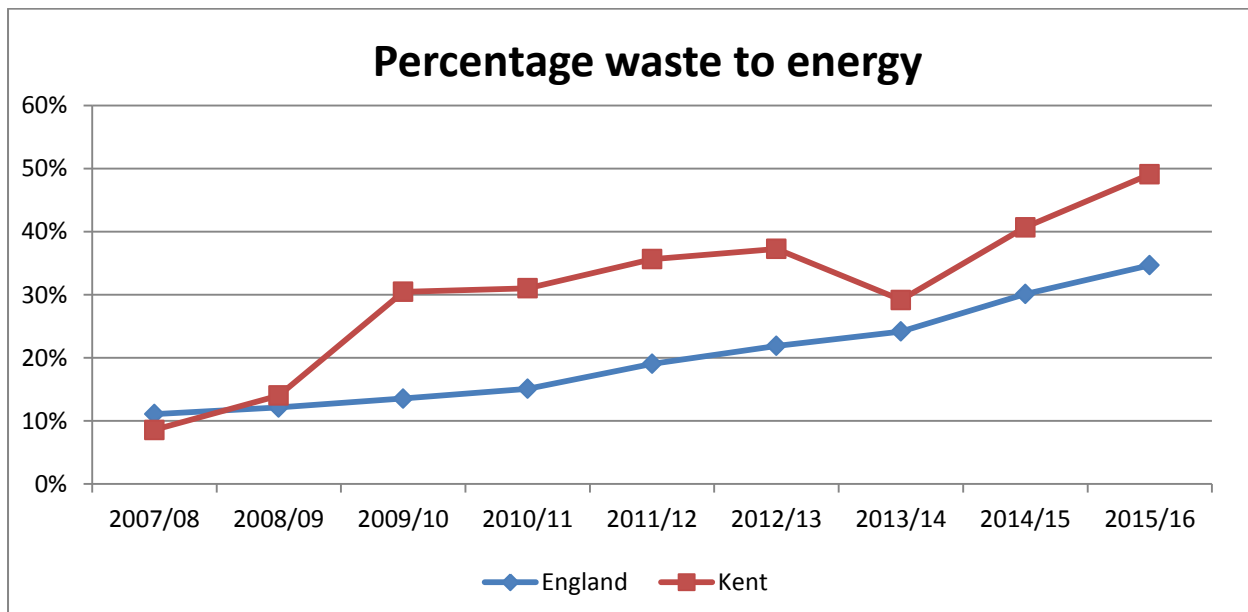
Graph 3: Recycled or composted
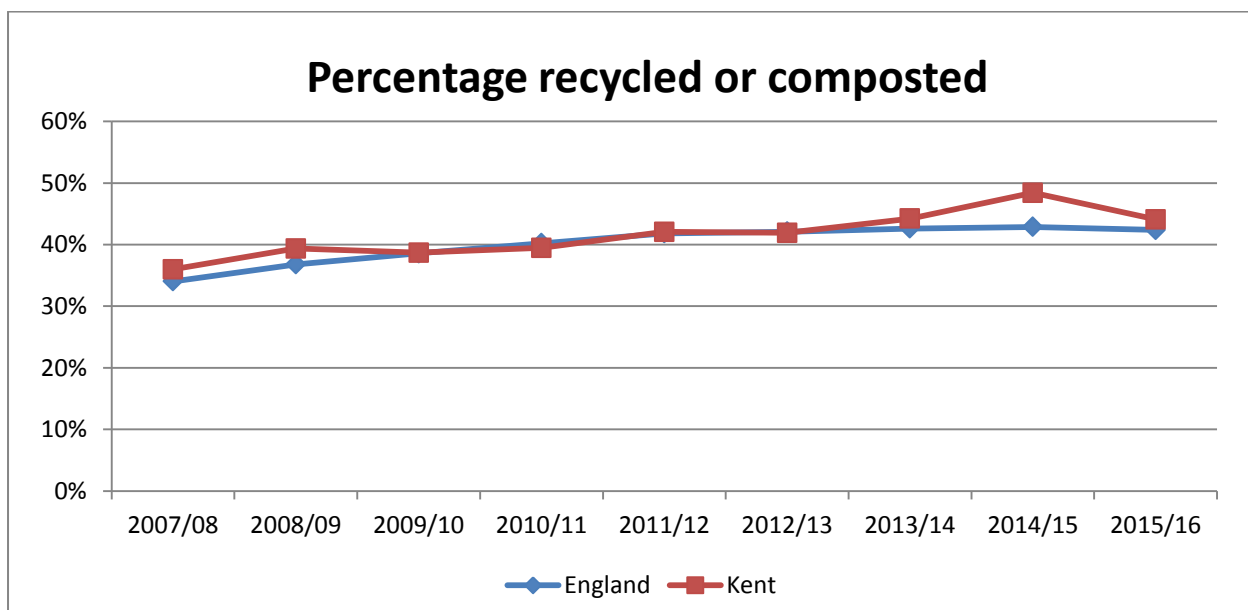
Key Legislative Drivers

The way waste is managed has evolved over the last couple of decades, with greater focus on reducing the amount produced and managing it in a more sustainable manner. Waste services are influenced primarily by legislation, targets and requirements that are currently passed down from the European Union and transposed in to national law, policies and strategies. As with all EU driven UK legislation, the specifics of what will happen to waste legislation and the impact upon KCC's waste management services specifically post Brexit remains uncertain. Given the long-term

outlook of this strategy, it will periodically be reviewed and updated, allowing sufficient flexibility to respond to a wide array of changes to the waste management landscape, including a shift in the UK's relationship with the EU. In the short term, the strategy recognises imminent EU legislation and outlines how these may impact on KCC.

A number of the key current and future legislations are identified and discussed below.

Waste hierarchy

The European Union's approach to waste management is based on the "waste hierarchy". The hierarchy ranks waste management options according to what is best for the environment.

It gives top priority to preventing waste in the first place. When waste is created, it gives priority to preparing it for re-use, then recycling, then recovery, and last of all disposal (e.g. landfill).

Waste Framework Directive

The principal legislation affecting waste management to come out of Europe over the last few years is the revised Waste Framework Directive (Directive 2008/98/EC on waste). The Directive sets the basic concepts and definitions related to waste management, such as definitions of waste, recycling, recovery. It explains when waste ceases to be waste and becomes a secondary raw material (so called end-of-waste criteria), and how to distinguish between waste and by-products.

The Directive also introduces the "polluter pays principle" and the "extended producer responsibility". It incorporates provisions on hazardous waste and waste oils, and includes two new recycling and recovery targets to be achieved by 2020:

- 50% preparing for re-use and recycling of certain waste materials from households and other origins similar to households; and,

- 70% preparing for re-use, recycling and other recovery of construction and demolition waste.

Interpretation of the Directives has been handed down to the devolved Governments in the UK. Within England the current strategy is the Waste Management Plan for England, which was released in December 2013. It is based on the Government Review of Waste Policy in England 2011 and the targets are as per the Waste Framework Directive requirements.

Waste (England and Wales) Regulations 2011/12

The Waste Framework Directive is implemented in England by the Waste (England & Wales) Regulations 2011. A key part of this regulation is, that from 1 January 2015, local authorities need to collect waste paper, metal, plastic or glass by way of separate collection where this is necessary to ensure that waste undergoes recovery operations in accordance with Waste Framework Directive and to facilitate or improve recovery; and where such separate collection is technically, environmentally and economically practicable (TEEP).

Given the Council currently collects these materials via its HWRC network it is important to understand the implication of this guidance. Many materials are already collected separately at the HWRCs. Under Regulation 13 where materials are not collected separately the collection system needs to be changed to provide all householders with separate collections for these materials. However, under the Regulations co-mingled collections may be permitted if:

- The quality and quantity of the material collected is the same or better than could be achieved by a separate collection (i.e. separate collection isn't necessary to improve or facilitate recovery of the material – the 'Necessity Test'); or
- Separate collection is not Technically, Environmentally or Economically Practicable (the 'TEEP Test').

European Directive on the Landfill of Waste

The European Directive 1999/31/EC on the Landfill of Waste (Landfill Directive had wide reaching implications for those producing, collecting and disposing of waste in the UK, as Landfill until recently has been the dominant waste management option in the UK for many years. The Landfill Directive's aim is to reduce reliance on landfill as a disposal option.

It seeks to decrease the environmental impacts of landfills and reduce the risk to human health while imposing a consistent minimum standard for landfills across the EU. The Landfill Directive:

- Sets minimum standards for the location, design, construction and operation of landfills.

- Sets targets for the diversion of Biodegradable Municipal Waste (BMW).
    - By 2010 reduce the biodegradable waste landfilled to 75% of that produced in 1995
    - By 2013 reduce the biodegradable waste landfilled to 50% of that produced in 1995
    - By 2020 reduce the biodegradable waste landfilled to 35% of that produced in 1995
- Controls the nature of waste accepted for landfill.
- It defines the different categories of waste (municipal waste, hazardous waste, non-hazardous waste and inert waste) and applies to all landfills, defined as waste disposal sites for the deposit of waste onto or into land.

In order to help achieve the targets two initiatives were established, firstly the Landfill Allowance Trading Scheme (LATS), which was revoked in 2014, and also the landfill tax. However, EU diversion targets for biodegradable waste are still in place for Member States and so there is a need to use alternative waste management techniques to landfill.

The national Landfill Tax is currently (financial year 2015/2016) levied at £82.60 on every tonne of waste sent to landfill. The government announced in the 2014 budget, that from April 2015 the standard and lower rates of landfill tax will increase in line with the Retail Price Index (RPI).

Material Recovery Facility (MRF) Code of Practice

A more recent regulation is the Materials Recovery Facility (MRF) Code of Practice Regulations, which was introduced by the Government to comply with the revised Waste Framework Directive and its objective to promote high quality recycling and separate collections. The requirements of these regulations began in October 2014 and are incorporated into the Environmental Permitting (England and Wales) (Amendment) Regulations 2013. They require that every MRF that accepts in excess of 1,000 tonnes of mixed recyclables a year to report on the quality of the input, output and residual waste every three months. The regulations intend to provide confidence to the reprocessing market of materials coming out of MRFs. This is a much more detailed form of measuring contamination than we have had previously and aims to address the concern that contamination levels (and thus recycling rates) were not being reported accurately. It is possible that as the data reporting improves we could see a fall in recycling rates for some local authorities with commingled collections, due to more accurate recording of contamination levels.

Future Legislation

There are new waste legislation proposals coming from Europe that may impact the longer term waste management services within the County dependent on post Brexit decisions. The proposals are to amend:

- Directive 2008/98/EC on waste.
- Directive 94/62/EC on packaging and packaging waste.
- Directive 1999/31/EC on the landfill of waste.
- Directive 2000/53/EC on end-of-life vehicles.
- Directive 2006/66/EC on batteries and accumulators and waste batteries and accumulators and;
- Directive 2012/19/EU on waste electrical and electronic equipment.

These form part of a Circular Economy Package which also includes a Commission Communication "Closing the loop – An EU action plan for the Circular Economy". The aim of the proposal is to help turn Europe into a circular economy[12], boost recycling, secure access to raw materials and create jobs and economic growth. It did so by setting ambitious targets and adding key provisions on the instruments to achieve and to monitor them. The proposal was presented as part of the circular economy package.

The main elements of the proposals to amend EU waste legislation are:

- A common EU target for recycling 65% of municipal waste by 2030.
- A common EU target for recycling 75% of packaging waste by 2030.
- A binding landfill target to reduce landfill to maximum of 10% of all waste by 2030.
- A ban on landfilling of separately collected waste.
- Promotion of economic instruments to discourage landfilling.
- Simplified and improved definitions and harmonised calculation methods for recycling rates throughout the EU.
- Concrete measures to promote re-use and stimulate industrial symbiosis – turning one industry's by-product into another industry's raw material.
- Economic incentives for producers to put greener products on the market and support recovery and recycling schemes (e.g. for packaging, batteries, electric and electronic equipment, vehicles).

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[12] A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life'. Definition from WRAP.

As defined within the Directive, the term "municipal waste" means:

> *"(a) mixed waste and separately collected waste from households including:*
> - o *paper and cardboard, glass metals, plastics, bio-waste, wood, textiles, waste electrical and electronic equipment, waste batteries and accumulators.*
> - o *Bulky waste, including white goods, mattresses, furniture.*
> - o *Garden waste, including leaves, grass clippings.*
>
> *(b) Mixed waste and separately collected waste from other sources that is comparable to household waste in nature, composition and quantity.*
>
> *(c) Market cleansing waste and waste from street cleaning services, including street sweepings and the content of litter containers.*
>
> *Municipal waste does not include waste from sewage network and treatment, including sewage sludge and construction and demolition waste".*

Therefore the proposed ban on the landfilling of separately collected waste could include any of the above 'municipal waste'. Further to this, the revised municipal landfill target includes "Member States shall take the necessary measures to ensure that by 2030 the amount of municipal waste landfilled is reduced to 10% of the total amount of municipal waste generated".

Future Targets

DEFRA has suggested that any obligations placed upon the UK at the time of exit will roll forward. This means that discussions on the circular economy must remain relevant to the UK as they could still be required to be implemented. If adopted, these new circular economy targets could have significant impact upon KCC as the WDA; whilst the target amount sent to landfill is more than achievable (indeed, we already meet the 2030 target), the amount of waste we currently send for burning for energy recovery would need to be reduced substantially to 30% and more waste sent for recycling or composting. An alternative target might be to increase reuse at the sites. WRAP research[13] has identified that 36% of items assessed at HWRCs were reusable rising to 51% if a slight repair taken into account increasing reuse and recycling at HWRCs would be complementary. In regards to recycling targets at the HWRCs, a target of 80% recycling should be achievable by 2030. Specific targets will be set as part of the refresh of the Kent Joint Municipal Waste Management Strategy due to be undertaken in 2017.

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[13] http://www.wrap.org.uk/sites/files/wrap/UK%20bulky%20waste%20summary.pdf

Material Markets

The markets for recyclable materials have been uncertain for several years, with low prices, market crashes and corresponding impacts on revenues for authorities and waste management companies. This uncertainty can be seen in material pricing data (from Letsrecycle.com) which show considerable market fluctuations in the last 5-10 years for a range of key materials. As these fluctuations can have a significant impact on revenue, it is necessary to take market uncertainty into account when developing a long-term waste and recycling strategy.

Table 5: Prices of key recyclable materials (Jan 2010 – Dec 2015)

Material	Highest average monthly price	Lowest average monthly price	Current average price (Jan 2015)	Average price since Jan 2010
Steel cans	£165	£22.2	£22.5	£122.5
Aluminium cans	£1040	£600	£645	£786.9
Natural plastic e.g. plastic bottles and containers	£415	£275	£315	£337.1
Mixed colour plastic e.g. plastic bottles and containers	£225	£135	£135	£171.8
Mixed papers	£100	£35	£51	£59.9
Old cardboard boxes	£114.5	£57	£70	£76.2
Newspapers and pamphlets	£135	£47.5	£68.5	£95.5
Clear glass	£40	£18	£19	£28.9
Green glass	£32.5	£4	£5	£14.3
Brown glass	£35	£11.5	£11.5	£24.1
Mixed glass	£27.5	£-10	£-10	£6.7

There are many causes of changes in the market, some of which may be specific to a small number of materials while others can influence a wide range of streams. Factors include:

Material quality

Whether market prices are high or low, quality is the key driver of price. High quality materials will achieve a greater market value than those of a low quality. Furthermore, high quality materials also appear to have greater protection from price fluctuations and market crashes.

Oil price

Oil market trends appear to mirror the plastics market.

Shipping prices

With the UK recycling markets experiencing difficulty, there is an increasing reliance on the export of materials to the global commodities market. Exports however, are affected by the cost of shipping (including transport to and from the port, port fees, and so on) which can also fluctuate. Combining low market prices for recyclable materials with high shipping costs can have a significant impact on material revenues.

Changing and uncertain export markets

High quality is crucial for recyclable material being exported from the UK and as a result, lower quality materials may attract reduced prices or may not be appropriate for export. There have been a number of prosecutions by the Environment Agency due to breaches of quality standards. For the European market, quality requirements are high and inspections are stringent therefore, only the highest quality material is likely to be purchased, leading to low prices for other material. The Chinese market has also seen a tightening of quality requirements, which had a considerable effect in the UK.

Changing waste composition

Composition of waste is changing in a number of ways and for a number of reasons. For example, the rise in digital media has resulted in a corresponding drop in the demand for newsprint. These trends in turn, have an impact on the markets. In the case of paper, the UK has seen some high profile closures of paper mills including Aylesford Newsprint, which made 100% recycled newsprint using paper from the largest paper recycling factory in Europe. As a result, demand from UK-based reprocessors for paper to be recycled has reduced, making it more challenging to secure sale of material at a high price.

These factors are likely to continue to influence the recyclable material markets for the foreseeable future and therefore it is necessary for a long-term waste and recycling strategy to mitigate against the impacts as far as possible, particularly by maximising recycling quality.

Future waste projections and capacity requirements

Population and Housing

It is forecast that an average of 8,600 houses will be built every year in Kent until 2031. This will result in a population growth of 23% over 20 years (from 2011) and 17% growth from 2015. The Table below shows the projected dwellings and population.

Table 6: Dwelling and population projections[14]

	2011	2016	2021	2031
Dwellings	633,300	656,700	701,400	785,800
Population	1,466,500	1,541,300	1,635,100	1,799,200

Table 7 below outlines the most significant areas of development taking place across Kent, as 'hotspots' where population is most likely to increase.

Table 7: Significant areas of development[15]

District	Development	Location	No. of new dwellings
Ashford	Chilmington Green	Great Chart with Singleton North	5,750
Canterbury	Site 1 Land at South Canterbury	Barton	4,000
Dartford	Castle Hill, Eastern Quarry	Greenhithe	6,100
Dartford	Ebbsfleet	Greenhithe	950
Dartford	Ebbsfleet	Swanscombe	2,320
Dover	Whitfield	Eastry	5,676

Projected population figures vary greatly from district to district, with some projected increases significantly higher than others. Appendix D shows the population forecasts from 2011 (actual census data) to 2031 (projections) by district. The graph below shows the projected percentage increase in population between 2016 and 2031 by district. The largest increase is expected in Dartford (37%) and the smallest increase projected in Shepway.

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[14] Source: KCC Housing Lead Population Forecast December 2016
[15] The major sites list is likely to change as not all districts have provided KCC detailed returns –Dec 16

Graph 4: Projected population increases by district between 2016 and 2031
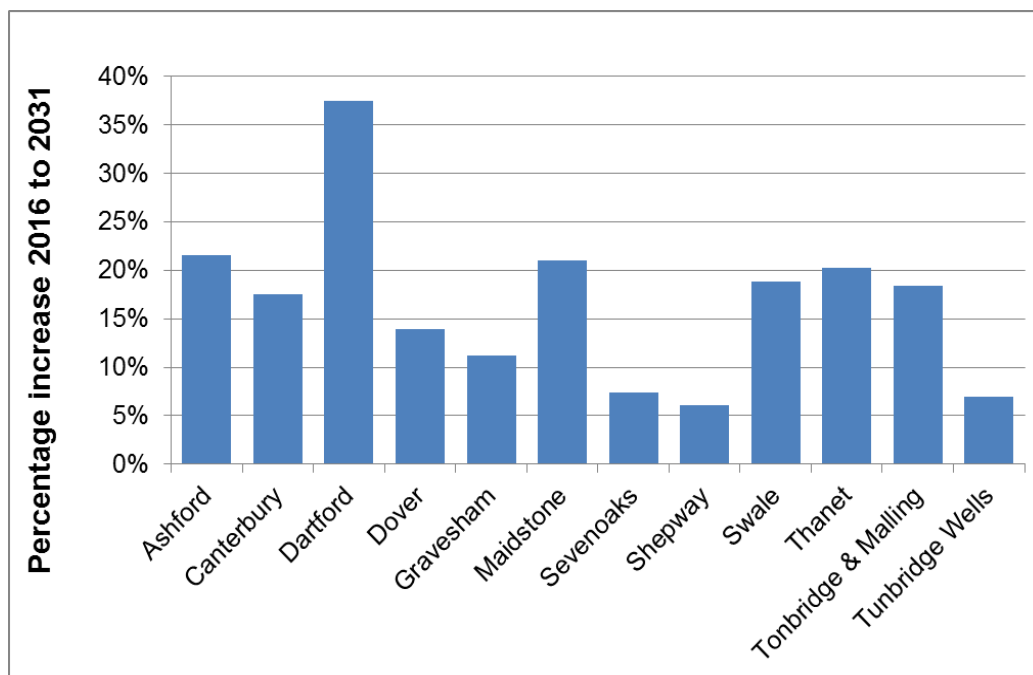
Waste Tonnage Projections

Waste tonnage produced per dwelling has been declining from some years but now appears to be more stable and may increase in the future.

The projected waste tonnage figures for the years 2021 and 2031 are shown below. The 2016 figures are an estimate based on best available data. These projections suggest an increase of 20% of waste between 2015 and 2031.

Table 8[16]: Waste tonnage projections

	2016	2021	2031
Waste Tonnage	726,000	775, 800	869,800

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[16] The table assumes that waste tonnage produced by household/dwelling remains the same between 2016 and 2031.

HWRC network pressures

Whilst there is currently capacity across the HWRC network to accommodate present waste tonnages and those projected for the near future (see 'Waste tonnage projections' p.37), this capacity is currently displaced. As such there are some significant pressures on a number of our HWRCs. The red dots on the map below shows the HWRCs that are the highest risk. It is clear that these pressures are focussed in the West Kent area.

Map to show current network pressures
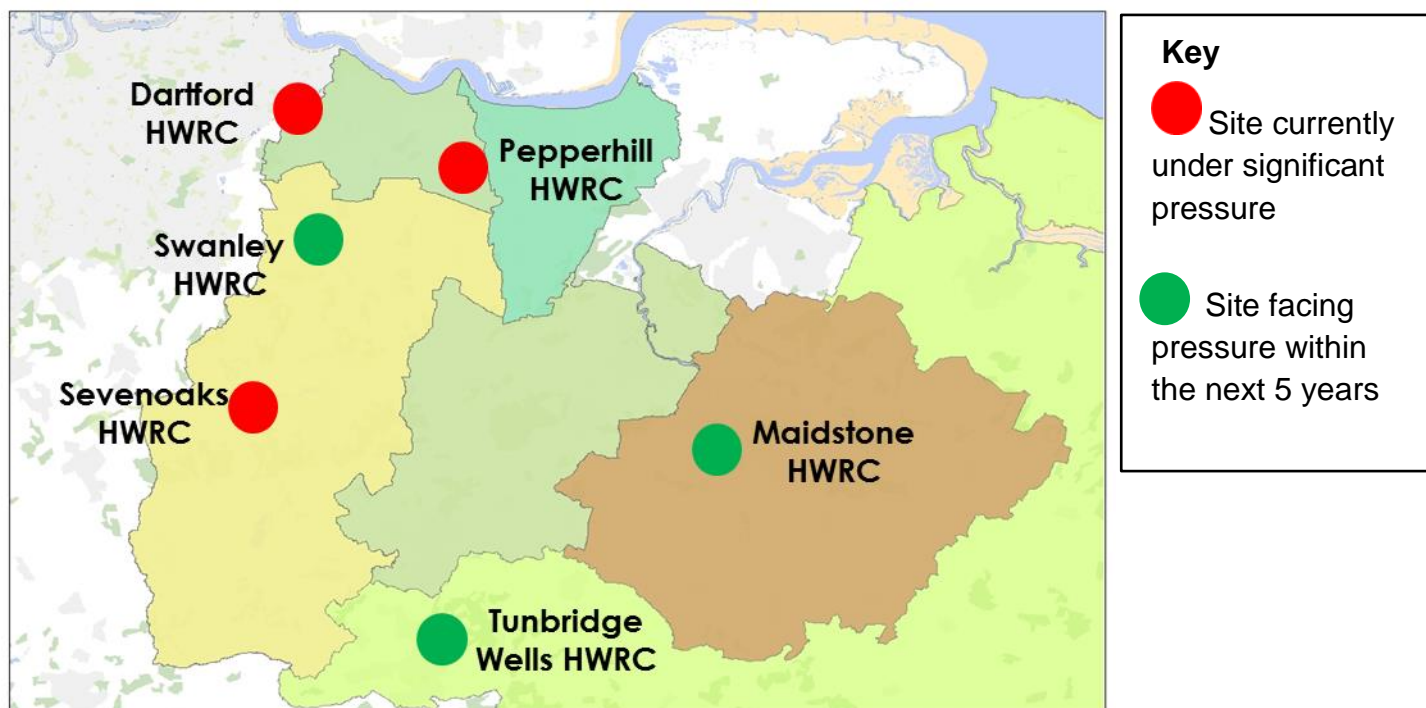
There are a number of factors affecting these sites which put them at risk;

- **Population growth-** West Kent is going to experience a large amount of population growth in the next 10 years. This puts pressure on these particular sites which are already operating at full capacity. Much of this growth can be attributed to the Ebbsfleet Garden City development. (See 'Population and housing' p.35)

- **Leases and land ownership-** The Council does not own the land a number of these sites currently sit on, and leases this from a third party. Land values in this area are high and moving forward, taking into account financial pressures, the Council may not be able to sustain paying these costs. Further details of site leasing and land ownership arrangements can be found in Appendix E.

- **Infrastructure-** A number of the sites require major improvement works in order to continue to operate effectively. Aside from the financial investment required to make these

improvements, issues of space and local infrastructure make a number of these improvements impossible.

It is also worth noting that whilst the surrounding HWRCs (those denoted with the green dots) are currently operating well, they themselves will have further pressures placed upon them in within the next 5 years, more so when taking into account the current issues outlined above.

Future waste infrastructure requirements

The Kent Minerals and Waste Local Plan (KMWLP) 2013-30 produced by KCC as the Waste Planning Authority identifies a number of requirements for waste infrastructure up to 2030. The KMWLP describes the overarching strategy and planning policies for waste management of all waste streams that are generated or managed in Kent.

The key points to note, which will have an impact on the development of the waste management service, are noted below;

- Move waste up the waste hierarchy and reduce the amount of non-hazardous waste sent to landfill.
- Make provision for a variety of waste management facilities to ensure solutions for all major waste streams.
- The plan states that priority will be given to facilities that will increase amounts of waste for re-use or recycling in a sustainable manner. Any plans put forward must demonstrate how any development will contribute to moving waste up the waste hierarchy.
- Any building and waste infrastructure developments must minimise the amount of construction waste produced. All plans submitted must outline how this construction waste will be dealt with, including details of end destinations.
- Kent should be net self-sufficient and able to deal with waste close to its source of production in a sustainable manner. It is noted that Kent should not be totally reliant on other Authorities to deal with its waste.
- The plan also states that it will safeguard existing waste management facilities, with permanent planning permission from non-waste management uses.
- A high standard of restoration of sites which involve the deposit of waste.

In addition to the above, the KMWLP has undertaken a needs assessment for waste, identifying a need for additional waste facilities up to 2030.

The plan also discusses the diminishing capacity to deal with waste in East London, due to the closure of the non-hazardous landfill site in Havering. This is estimated to close by 2018. As such,

Kent (and other surrounding authorities) has a duty to make provision to accept a share of this waste - approximately 87,000 tonnes a year between 2018 and 2030. This is a requirement of KCC as the Waste Planning Authority rather than as the Waste Disposal Authority.

In respect of identifying sites for HWRCs, the KMWLP recognises the established network and the role they play in meeting waste recovery and landfill diversion targets. It also recognises that during the lifetime of the KMWLP, there will be a need to rationalise facilities, whilst still meeting local population needs. Furthermore, as part of the Waste Disposal Strategy delivery and in-line with the KMWLP, consideration will need to be given to the requirement for enough capacity at transfer stations and final disposal points for the household waste managed by KCC as the WDA.

Customer feedback

KCC has a duty to ensure that all of its services are organised around the needs of their service users and residents. As such, KCC Waste Management is committed to providing the best possible service to our customers.

In order to ensure that we are meeting the needs of our customers, KCC Waste Management uses a number of tools to gain insight into their experiences and levels of satisfaction, as well as gathering important feedback to make improvements and identify when we are performing well.

Where possible, the results collected and feedback gathered is shared with our customers, so that they are able to understand how this data is used and we are able demonstrate that we value their comments and suggestions, and will work, as far as is possible, to use these to improve their services.

Customer Satisfaction Surveys (face-to-face)

KCC Waste Management undertake customer satisfaction surveys twice per year across all of its HWRCs. These are undertaken onsite, face-to-face with customers by a third party. Procured by KCC, in addition to undertaking the fieldwork, the third party are also responsible for analysing the results and feedback. This ensures the feedback is objective.

Feedback is gathered at two seasonal sample points in spring and autumn to allow for seasonality in results and gain an overall picture of the service. A minimum of 6,840[17] surveys/ interviews are required to be undertaken each year.

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[17] This is the minimum number required to ensure results are statistically valid within a 5% confidence rate. In 2015 a total of 7180 surveys were undertaken.

Customers are invited to give comment on a number of areas of the HWRC service, which reflect their experience on that particular visit, ranking their satisfaction with both the operational aspects of the service and the site staff. There is facility for customers to give open, honest feedback and make recommendations for improvement. The current satisfaction level across the network is high, at 94%[18].

In addition to understanding levels of satisfaction, the questionnaire also helps KCC Waste Management to understand our customer behaviours such as how often they visit and when, the types of waste that are being brought onto site, and how familiar they are with on-site policies and procedures. Data is also collected to reflect who our customers are and where they are coming from.

All of this data is integral in informing any changes to the service and helps us to determine the best way to communicate with our customers.

Customer Satisfaction Surveys (online)

Customers have the facility to provide feedback on the HWRC service online, via kent.gov[19]. As with on-site surveys, customers are asked to rate their levels of satisfaction and are able to provide verbatim comments on the HWRC service.

It is important that this facility is available for customers to feedback at their own convenience at any time of the year, minded that not everyone would be visiting site during the seasonal sampling points.

Mystery Shopping

A programme of mystery shopping is undertaken across the HWRC network in order to understand the customer experience. Unlike customer satisfaction surveys, mystery shopping provides 'real-life' feedback that paints a full picture of the customer journey. Used extensively in the private sector, mystery shopping is an important method for measuring both the quality of a service and ensuring that we are complying with regulations.

Mystery shopping at the HWRCs is undertaken by a third party, procured by KCC. The provider undertakes 4 'shops' per month at each HWRC and results are published live via an online portal which is accessible to both KCC and its HWRC providers to review.

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[18] Based on 2015 results- 94% of customers being 'satisfied' or 'very satisfied' overall with their visit to the HWRC.
[19] https://kentcc.firmstep.com/default.aspx/RenderForm/?F.Name=MhQSJwjYgp6&HideAll=1

A mystery shopper will look at a number of factors on their 'shop' including; entering the facility, site and colleague presentation (to include Health and Safety), compliance to HWRC operating policies, customer service and staff knowledge.

Mystery shopping is identified in KCC's Commissioning Framework as an effective analysis tool and it allows KCC to work with its service providers to drive operational and customer service standards and improve site staffs morale and productivity. Undertaking mystery shopping not only highlights areas for improvement but also enables us to celebrate successes.

Complaints, comments and compliments

KCC Waste Management closely manages all compliments, comments and complaints concerning the services it offers. This includes the HWRC service, issues with our policies and procedures, and general enquiries.

All complaints, comments and compliments which come into KCC Waste Management are logged onto a specialised system and assigned to the most appropriate officer for response.

In accordance with KCCs corporate policy, written complaints are acknowledged within 3 working days and a full response is provided within 20 working days.

Calls, which come in either directly or from the Contact Point[20], are also logged and monitored. Waste Management work closely with the Contact Point to ensure that they are provided with the most up to date information and able to provide full responses to any enquiries and issues.

Customer education and awareness

KCC has a strong track record of providing education and awareness campaigns to increase waste awareness, waste reduction and recycling activity amongst Kent residents. With a range of recycling services available to Kent residents, including HWRCs, bring banks and kerbside recycling, collecting a range of materials, further inroads to reduction, reuse and recycling will rely more on awareness campaigns.

Increased recycling and waste reduction habits amongst residents have become more the 'norm' as recycling services and 'good practice' communications and campaigns have been delivered. The KRP now takes the lead on delivering countywide campaigns.

Campaign messages are devised through an understanding of what drives residents' attitudes, and working to overcome existing barriers. The KRP seek a deepened understanding of

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[20] Contact Point is KCC's customer services centre, where initial calls from customers are taken.

motivators and barriers to people's recycling activity, to inform future services and campaigns to encourage greater responsible waste management practices by Kent residents.

Specific campaigns which have previously been undertaken by either KCC or the KRP include War on Waste, Recycle for Kent, and more recently Metal Matters (produced by the KRP) and Waste Electrical & Electronic Equipment (WEEE) recycling awareness messages (KCC led).

Reuse

Reuse sits higher in the waste hierarchy than recycling. It is where items are reused as they are, or undergo minor repair or refurbishment in order to be reused, rather than undergoing treatment or reprocessing into new items. At HWRCs, typical items that may be captured for reuse are: furniture, waste electrical & electronic equipment (WEEE), textiles and bicycles.

Reuse is an area which should be considered further by KCC as activities are currently limited. Some authorities currently take a light touch approach of directing householders to charities or online reuse networks, and/or providing containers on site to segregate furniture for reuse, whilst others take more in-depth approaches such as the provision of reuse shops.

In addition to meeting legislative drivers, there are a number of different benefits of increasing reuse, including; reduced disposal costs, diversion from landfill and associated carbon benefits, maximising value and use of resources already extracted, possible employment, training, reskilling and volunteering opportunities and availability of low cost goods.

There are however a number of other considerations including; available budget for development and ongoing running costs, the availability of suitable sites for reuse activities, availability of local reuse opportunities, assessing the sustainability of such projects, and the role of KCC, third sector organisations and waste management companies in any reuse activities.

Flytipping and litter

Flytipping

KCC Waste Management has no statutory responsibility to remove waste from public or private land, which includes both flytipping and litter. However, in accordance with the Environmental Protection Act (1990), as the Waste Disposal Authority (WDA), KCC has a duty to cover the disposal costs of waste collected by WCAs and provide a Household Waste Recycling Centre

service. In addition, the enforcement powers also remain with the WCA and the Environment Agency, not the WDA, in this case Kent County Council.

Despite having no statutory responsibility to enforce against flytipping, KCC are able to support district councils with enforcement against flytipping (through the sharing of legal powers), through consultation with our Waste Enforcement Advisor. KCC are working as part of the KRP to tackle flytipping in Kent.

KCC's Waste Enforcement Advisor, is able to provide training and advice, supporting districts with large scale/persistent offender investigation, cross border cases, covert surveillance, case file preparation and prosecution.

It is important to note that KCC Highways and Public Rights of Way (PROW) have a duty to ensure that the highway is safe for users (Highways Act 1980) and therefore has a responsibility to ensure that there is no danger to the travelling public as a direct result of fly-tipped material on the highway or a public right of ways e.g. by the use of traffic management. They will also assist with the clearance of large scale flytips.

Littering

KCC Waste Management has no statutory responsibility to clear litter as this falls to the WCAs. As with flytipped waste, waste management are still responsible for the disposal of this waste.

The KRP is working hard to tackle the issue of littering within Kent through numerous campaigns, recognising that this is an environmental anti-social behaviour. District and Borough Councils are able to apply Fixed Penalty notices to anyone who is caught littering.

Strategic Environmental Assessment

A Strategic Environmental Assessment (SEA) has not been completed for this Waste Strategy as it is not a statutory requirement to have one (but is being undertaken as best practice) and therefore does not fall under SEA regulations. The KJMWMS did require an SEA as under regulations there was a statutory requirement for 2-tier authorities to develop a joint municipal waste strategy.

Appendix A: Glossary of Terms

Term	Definition
Automatic Number Plate Recognition (ANPR)	A technology that uses optical character recognition to automatically read number plate characters.
Bring banks	Recycling facilities often provided by District and Borough Councils in public areas such as supermarket car parks
Circular Economy	A circular economy keeps resources in use for as long as possible, extracting the maximum value from them whilst in use, then recovering and regenerating products and materials at the end of each service life.
Commissioning	The process of planning how services are to be delivered, and the day-to-day management of these services.
Digital Delivery	Providing information and access to services primarily online.
Dwellings	A house, a flat or other place of residence.
Environmental Crime	The crime of flytipping and illegal deposit of trade waste at HWRCs.
GVW	Gross Vehicle Weight
Household Waste Recycling Centre (HWRC)	A building or site where household waste can be deposited by residents for recycling or disposal.
Kent Joint Municipal Waste Management Strategy (KJMWMS)	The strategy for the Kent Resource Partnership.
Kent Resource Partnership (KRP)	A Partnership between KCC and the 12 District/Borough/City Councils of Kent. The Partnership looks at how waste management services can be improved in Kent.
Low Carbon Economy	Reducing costs by cutting emissions.
Materials Recycling Facility (MRF)	A specialised plant that receives separates and prepares recyclable materials for marketing to end-user manufacturers.
Organic wastes	Organic waste, or green waste, is organic material such as food, garden and lawn clippings. It can also include animal and plant based material and degradable carbon such as paper, cardboard and timber.
Recyclate	Any material that is able to be recycled.
Recycling	Turning waste into a new product or substance, including composting.
Recycling outlets	A building or site for the treatment and processing of waste for recycling.
Refuse Derived Fuel	A fuel produced by shredding and dehydrating solid waste with a Waste converter technology.
Re-use	Checking, cleaning, repairing, and refurbishing whole items or spare parts.
TEEP – Technically Environmentally and Economically Practicable	Regulations for public and private waste collectors which require the 'separate collection' of paper,

	plastic, metals & glass for recycling. The aim is to increase the quality and quantity of recycled material by reducing contamination.
Trade Waste	Waste produced by businesses or commercial activities.
Unitary Authority	A council established in place of, or as an alternative to, a two-tier system of local councils e.g. Medway Council will act as the WCA and WDA.
Waste Collection Authority (WCA)	District, Borough and City Councils responsible for the collection of household waste from the kerbside and delivery to a nominated delivery point.
Waste Disposal	Landfilling waste.
Waste Disposal Authority (WDA)	Responsible for the receipt and onward processing/ disposal of household waste, providing a Household Waste Recycling Centre Service and monitoring closed landfills.
Waste Recovery	Includes burning waste to produce energy.
Waste Transfer Station (TS)	A building or site for the temporary holding of waste, where district/ borough councils will deposit waste prior to loading on to larger vehicles for transfer to final disposal point.

Appendix B: HWRC Materials Handled (tonnes)

Waste Type	2012/13	2013/14	2014/15	2015/16
Garden Waste	**33,209**	**32,854**	**32,219**	**28,112**
Bicycles	5	3	1	
Bric A Brac	68	4	28	31
Car Batteries	327	362	301	263
Cardboard	432	413	425	465
Cooking Oil	24	18	27	47
Engine Oil	110	118	121	76
Furniture	15	11	2	
Gas Bottles	0	0	35	61
Glass - Amber	160	27	34	36
Glass - Clear	470	85	66	60
Glass - Green	172	97	93	91
Glass - Mixed	1,162	1,446	1,193	1,267
Metal	7,876	8,637	9,293	10,457
Non Automotive Batteries	21	18	40	28
Paper & Card	6,220	5,916	6,433	6,874
Plasterboard	1,485	1,293	1,420	1,608
Soil Hardcore	36,048	34,035	36,526	35,245
Spectacles	1	1	0	
Textiles & Shoes	1,368	1,459	1,345	1,347
Toner Cartridges	1	1	3	1
Tyres	265	30	29	76
WEEE CRT	2,970	2,101	1,911	1,997
WEEE Fluorescent Tubes	21	23	25	26
WEEE Fridges & Freezers	1,081	1,311	1,465	2,027
WEEE LDA	51	267	157	686
WEEE SDA	2,558	2,788	2,657	3,165.50
Wood	23,043	24,453	25,585	27,650
Dry Recycling	**85,954**	**84,918**	**89,216**	**93,585**
Residual	**46,493**	**45,538**	**50,639**	**53,603**
Total	**165,656**	**163,311**	**172,076**	**175,300**

Appendix C: Disposal Authority Benchmarks – 2015/16

Top 5 recyclers:

Authority	Percentage Recycled
Oxfordshire County Council	58.5%
Cambridgeshire County Council	57.3%
Buckinghamshire	55.5%
Devon County Council	55.1%
Surrey County Council	55.0%

Lowest 5 landfill:

Authority	Percentage to landfill
Western Riverside Waste Authority	0.0%
Suffolk County Council	1.0%
Staffordshire County Council	2.2%
Lincolnshire County Council	3.6%
East Sussex County Council	5.3%

Highest 5 waste to energy:

Authority	Percentage Waste to Energy
Western Riverside Waste Authority	80%
North London Waste Authority	58%
Hampshire County Council	54%
East Sussex County Council	51%
Lincolnshire County Council	48%

Appendix D: Population projections by district to 2031

District	2011	2016	2021	2031
Ashford	118,400	126,500	135,300	152,800
Canterbury	150,600	162,100	173,100	191,600
Dartford	97,600	106,300	121,300	146,000
Dover	111,700	114,600	120,600	130,200
Gravesham	101,800	107,000	111,200	118,900
Maidstone	155,800	166,200	177,900	201,200
Sevenoaks	115,400	119,200	123,000	128,100
Shepway	108,200	110,800	113,100	117,700
Swale	136,300	143,500	152,900	168,400
Thanet	134,400	140,600	150,200	168,200
Tonbridge & Malling	121,100	127,800	135,700	151,300
Tunbridge Wells	115,200	116,800	120,800	124,800
Total	**1,466,500**	**1,541,400**	**1,635,100**	**1,799,200**

Appendix E: HWRC land leasing and ownership arrangements

HWRC	Land status
Ashford	KCC owned
Canterbury	Leased from 3rd Party
Dartford	Leased from 3rd Party
Deal	Part KCC owned/ Part leased from 3rd Party
Dover	KCC owned
Faversham	KCC owned
Folkestone	KCC owned
Herne Bay	Leased from 3rd Party
Maidstone	KCC owned
Margate	Leased from 3rd Party
New Romney	KCC owned
Pepperhill	KCC owned
Richborough	KCC owned
Sevenoaks	Leased from 3rd Party
Sheerness	Leased from 3rd Party
Sittingbourne	KCC owned
Swanley	KCC owned
Tunbridge Wells	KCC owned

Kent Waste Disposal Strategy

2017-2035

Evidence Base

Annex 5

EQUALITY IMPACT ASSESSMENT

KCC Waste Management Waste Disposal Strategy

(2017-2035)

March 2016
Revised: November 2016

Kent County Council
kent.gov.uk

KENT COUNTY COUNCIL

EQUALITY IMPACT ASSESSMENT

Directorate: Growth, Environment and Transport

Name of policy, procedure, project or service:
Waste Management Strategy

Assessment of service:

Kent County Council (KCC) operates as the Waste Disposal Authority (WDA). The 12 District/Borough/City Councils of Kent operate as the Waste Collection Authorities (WCAs). KCC arranges the recycling/disposal of waste collected from households by the WCAs. In addition KCC provide Household Waste Recycling Centres (HWRCs) in accordance with the Environmental Protection Act 1990 (EPA).

EPA Section 51: Functions of waste disposal authorities
> *(1) It shall be the duty of each waste disposal authority to arrange:*
>> *(b) For places to be provided at which persons resident in its area may deposit their household waste and for the disposal of waste so deposited.*

Responsible Owner/ Senior Officer

Hannah Allard, Business Development Team Leader

Date of Screenings:

A: Initial screening: 29th January 2016
B: Post consultation screening: 17th November 2016
C: Interim screening:
D: Final screening:

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Version	Author	Date	Comment
1	Casey Holland	29/01/2016	Initial draft
2	Casey Holland	25/02/2016	Second draft following feedback from equality and diversity team.
3	Hannah Allard	02/03/2016	Amendments
4	Casey Holland	04/03/2016	Further amends and additional information added
5	Casey Holland	17/11/2016	Updates made following the 2016 consultation to sections; Screening, Context, Aims and Objectives and Involvement and Engagement.

Date of Screening

1. **Initial screening:** 29th January 2016- To consider impacts of a Waste Management Disposal Strategy including its Ambition, principles and objectives, and to inform delivery of resultant customer engagement and consultation.

2. **Post consultation screening:** 17th November 2017 – to incorporate updates following the consultation.

Please note: The Strategy and therefore this EqIA do not attempt to set out the detail of how the ambition, priorities, and objectives will be achieved. However, following approval of the strategy an implementation plan and subsequent business cases will do this, with further public consultation and **supporting in-depth EqIAs** undertaken as required

Initial EqIA screening conducted for Waste Disposal Strategy: ambition, priorities and supporting-objectives

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	No	Yes	Low	None	There are several examples of promoting equal opportunities and positive impacts through the delivery of the strategy for customers who belong to this protected characteristic; **Priority 3- Innovation and Change:** The services we design and provide will be resilient through accommodating change and growth. *Objective B:* *Household Waste Recycling Centres and Waste Transfer Stations will be located where the evidence shows they need to be.* Where journey times and site locations have negatively affected elderly customers to date, a data led approach to infrastructure planning and minimising drive times to reasonable levels

will improve access to services.

Priority 4- HWRC Service Delivery:
We will provide a value for money service, which meets the needs of our customers.

Access and availability

Objective B:
HWRCs will be open when the evidence shows they need to be.

A data led approach to determining service operating times will ensure elderly residents are able to access these at a time that is reasonable and practical.

Priority 5- Customer service:
We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.

Customer Service and Feedback

Objective A:
Work with the companies that manage our HWRCs to ensure high levels of customer service and evaluate and monitor customer feedback.

| | | | | | As part of this Strategy, Waste Management will ensure that customers are able to feedback on its service in a variety of ways that are accessible and appropriate for those with age-related communication issues, such as through face-to-face surveys.

Equalities

Objective C:
Ensure that all residents are able to access our HWRCs and receive a positive and consistent service.

Through its implementation, the strategy seeks to ensure that staff will have the knowledge and skills to communicate and support customers at the HWRCs, who may need more help due to age related issues.

Communicating with our customers:

Objective G:
Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.

Customer communications will be data-led, to ensure that the methods used to deliver |
|---|---|---|---|---|---|

					messages and campaigns are directed to the correct people in the correct ways, appreciating the preferences of older customers and how they like to receive information. **Consultation considerations** It is recognised and understood that engagement materials and channels selected to communication the strategy, must meet the needs of older people – a one-size fits all approach is not sufficient or appropriate. Information will be available in large print and where appropriate in an audio format where older people have visual impairments.
Disability	No	Yes	Low	None	There are several examples of promoting equal opportunities for those that fall within this protected characteristic and positive impacts through the delivery of the strategy; **Priority 3- Innovation and Change:** The services we design and provide will be resilient through accommodating change and growth. ***Objective B:*** *Household Waste Recycling Centres and Waste*

Transfer Stations will be located where the evidence shows they need to be.

Where journey times and site locations have negatively affected disabled customers to date, a data led approach to infrastructure planning and minimising drive times to reasonable levels will improve access to services.

Priority 4- HWRC Service Delivery:
We will provide a value for money service, which meets the needs of our customers.

Access and availability

Objective B:
HWRCs will be open when the evidence shows they need to be.

A data led approach to determining service operating times will ensure disabled residents are able to access these at a time that is reasonable and practical.

Priority 5- Customer service:
We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.

					Customer Service and Feedback
					Objective A: *Work with the companies that manage our HWRCs to ensure high levels of customer service and evaluate and monitor customer feedback.* As part of this Strategy, Waste Management will ensure that customers are able to feedback on its service in a variety of ways that are accessible and appropriate for those with disability related communication issues or restrictions, such as online. **Equalities** **Objective C:** *Ensure that all residents are able to access our HWRCs and receive a positive and consistent service.* Through its implementation, the strategy seeks to ensure that staff will have the knowledge and skills to communicate with and support customers at the HWRCs, who may need more help due to a disability.

					Communicating with our customers: **Objective G:** *Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.* Customer communications will be data-led, to ensure that the methods used to deliver messages and campaigns are directed to the correct people in the correct ways, appreciating the preferences of disabled customers and how they like to receive information. **Consultation considerations** It is recognised and understood that engagement materials and channels selected to communication the strategy, must meet the needs of older people – a one-size fits all approach is not sufficient or appropriate. Information will be available in large print, braille and where appropriate in an audio format where disabled people have visual impairments. Easy read documents will also be made available to those who require them.

Gender	No	No	None	None	
Gender identity	No	No	None	None	
Race	No	**Yes**	**Low**	None	Equal opportunities may be promoted and positive impacts seen through the delivery of the strategy for customers that fall within this protected characteristic; **Priority 5- Customer service:** We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste. *Equalities* *Objective C:* *Ensure that all residents are able to access our HWRCs and receive a positive and consistent service.* Through its implementation, the strategy seeks to ensure that staff will have the knowledge and skills to communicate and support customers at the HWRCs.

					Communicating with our customers: **Objective G:** *Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.* Customer communications will be data-led, to ensure that the methods used to deliver messages and campaigns are directed to the correct people in the correct ways, appreciating the preferences of our customers and how they like to receive information, making sure it is available in a range of languages where appropriate. **Consultation considerations** It is recognised and understood that engagement materials and channels selected to communication the strategy, must meet the needs of older people – a one-size fits all approach is not sufficient or appropriate. Information regarding the strategy and its related documents will be available in alternative languages where requested.
Religion or belief	No	No	None	None	

Sexual orientation	No	No	None	None
Pregnancy and maternity	No	No	None	None

Part 1: INITIAL SCREENING

Context, aims and objectives

KCC Waste Management operates within a two-tier system as the WDA, for receiving and disposing or onward processing of Kent's household waste.

This waste is collected by the district and borough councils as the WCAs or delivered directly by householders to HWRC's around the County.

It is the statutory responsibility of the WDA to provide a Household Waste Recycling Centre service to residents in accordance with the Environmental Protection Act 1990;

EPA Section 51: Functions of waste disposal authorities
> *(1) It shall be the duty of each waste disposal authority to arrange:*
>> *(b) For places to be provided at which persons resident in its area may deposit their household waste and for the disposal of waste so deposited.*

KCC currently operate 18 HWRCs around the County.

In addition to providing a waste disposal service for Kent, KCC waste management also has responsibility for a number of other related activities.

The waste strategy outlines the ambition for KCC Waste Management for the next 20 years, and as such six major principles have been identified with a number of underlying key objectives, to help us to achieve this ambition.

The strategy will be supported by an evidence base document.

There are a number of key drivers, which have influenced and identified a need for a waste strategy;

- **Population and Housing**

The population in Kent has been predicated to increase by 17% from 2016 2031, resulting in a projected increase of 20% of household waste. This is likely to have impacts on services KCC provides county-wide including the functions of KCC as the WDA.

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- **Doing more with less**

Delivery of this strategy has the potential to find efficiencies, savings and income allowing the service to develop and evolve.

- **Legislation and targets**

Waste services are influenced primarily by legislation, targets and requirements that are passed down from the European Union and transposed in to national law, policies and strategies. Details of key legislation can be found in the Evidence Base document.

The KCC WDA Strategy will link to a number of other documents Some of these are Corporate documents and others Countywide. These are illustrated below;
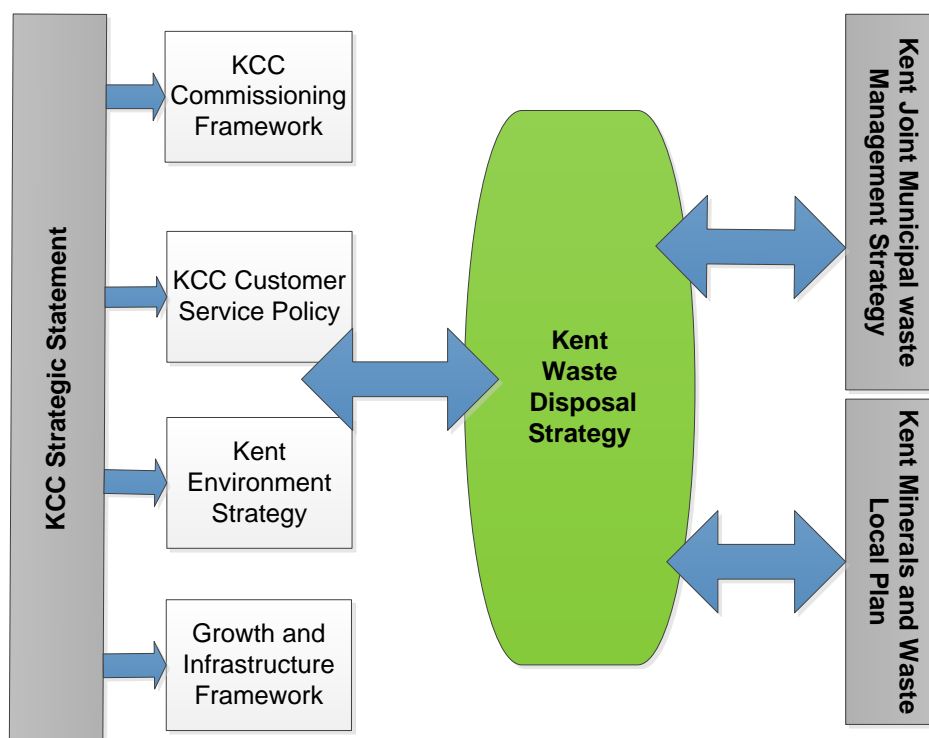
The Kent Minerals and Waste Local Plan is a separate strategy document produced by KCC as the Waste Planning Authority. It provides an overarching strategy and planning policies for the management of all waste streams, not just household waste.

This Strategy does not attempt to set out the detail of how the ambition and outcomes will be achieved but following approval of the strategy an

implementation plan and subsequent business cases will do this, with further public consultation and supporting EqIAs undertaken as required.

Beneficiaries:

- The residents of Kent through;
    - the services provided by KCC Waste Management being accessible, fit for purpose and provide value for money.
    - Reduced environmental and climate change impacts, with waste prevention as the ultimate outcome both environmentally and financially.
- Kent businesses and SMEs who will benefit from a more robust and intelligence led commissioning and procurement process for waste services.
- The district and borough councils as the WCAs who will benefit from enhanced joint working practices and improvements to services.
- Our current HWRC Contractors as providers of the customer facing services of KCC as the WDA, through optimised services and enhanced working relationships.
- Other Waste Disposal Authorities (WDAs) as we work collaboratively to understand where opportunities may exist for joint service provision or improvements to the mutual benefit of all.

Information and data

Kent Profile

The initial screening has recognised that Age, Disability and Race characteristics may be positively affected by the development of the Waste Disposal Strategy.

Kent is the largest non-metropolitan local authority area in England with a resident population of 1,463,740 people (2011 Census).

Over the past 10 years Kent's population has grown faster than the national average. The population of Kent has grown by 11% between 2004 and 2014, above the average both for the South East (9.2%) and for England (8.3%).

Age

Overall, the age profile of Kent residents is similar to that of England. However, Kent does have a greater proportion of young people aged 5 -19 years and of people aged 45+ years than the England average. Just under a fifth of Kent's population is of retirement age (65+). Kent has an aging population. Forecasts show that the number of 65+ year olds is forecast to increase by 55% between 2013 and 2033, yet the proportion of population aged under 65 is only forecast to increase by 6.9%.

Disability

81.6% of Kent residents describe their health as being very good or good and 17.6% of Kent's population have an illness or condition which limits their day to day activities in some way. The number of Kent residents who are claiming disability benefits is 115,306 (7.6%). This is higher than the South East region (6.4%) but slightly lower than the national figure (8%).

Race

The largest ethnic group in Kent is White. 93.7% of all residents are of white ethnic origin, and 6.6% are of Black Minority Ethnic (BME) origin. The largest single BME group in Kent is Indian representing 1.2% of the total population.

HWRC Customer Profile

This EqIA draws upon existing service delivery data and previous EqIA assessment examining particular aspects of customer service for the provision of HWRCs:

- Household Waste Recycling Centre Service (2/2015WM)

Customer satisfaction surveys are undertaken by a surveying company on behalf of KCC Waste Management across all 18 HWRCs (approx. 195 surveys per site). Surveys are carried out on a yearly basis at two seasonal sample points in April and October. 'About you', protected characteristic information is gathered from customers who wish to disclose age, gender, ethnicity and disability.

By collecting this information, it enables us to understand more about our customer base and helps to plan services and inform changes. The customer satisfaction survey also collects respondents' postcodes which is used to gain a better understanding of our customers through customer profiling software (MOSAIC) analysis.

The graph below reflects the overall profile of customers using the 18 HWRCs across the County.
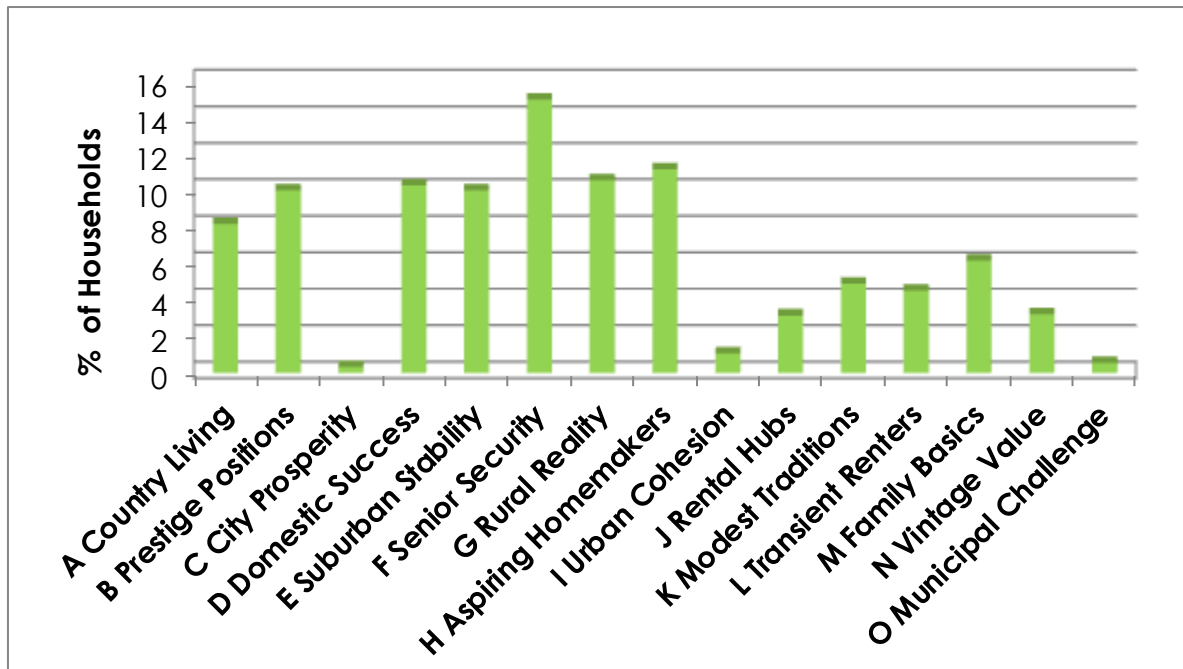
The Graph that the most common customer group using the HWRC are Group F- Senior Security.

Key Features
- Elderly singles and couples
- Homeowners
- Comfortable homes
- Additional pensions above state
- Don't like new Technology
- Low mileage Drivers

Communication preferences

 Telephone   Post

When undertaking changes at specific HWRCs as part of the implementation of the Waste Strategy, this customer data will be drawn upon to help inform any changes and communication requirements, and will be subject to specific EqIAs.

Involvement and engagement

Prior to public consultation, feedback on the strategy was gathered from a number of sources to assist in the development of the ambition, principles and objectives. These included;

- A waste consultancy company was appointed to contribute to the development of the Strategy, to help facilitate discussion and thinking, and to provide additional capacity and bring an independent perspective.
- Internal consultation with Waste Management officers, the strategy development group and the steering group.
- Through meetings and workshops with the district and borough councils, their officers and Members, in collaboration with the Kent Resource Partnership (KRP).
- Through the Member Task and Finish Group to consider approaches and draft recommendations to be made to the Cabinet Member and subsequently the Environment and Transport Cabinet Committee.
- Meetings with the HWRC providers to introduce the strategy and garner initial thoughts.

Consultation on the strategy will be undertaken in summer 2016, for a period of 12 weeks.

Information will be circulated through our key stakeholders and partners, which includes Kent residents, the district and borough councils, parish councils and our contractors. It will also be circulated through appropriate equality and diversity groups.

Other key consultees include; HWRC Providers (current), the market (potential providers), internal KCC Groups and service teams as appropriate, local business (regarding trade waste), parish councils, neighbouring local Authorities (including Medway), other WDAs, Environment Agency, Kent Fire and Rescue Service, Kent Police, and WRAP.

The consultation will need to ensure that the strategy is accessible for specifically disabled, age and race characteristics who may not have the opportunity to consult on the strategy through traditional methods.

Update Post-Consultation 2016 Screening

The draft strategy was open for a twelve-week consultation between 11th July 2016 and 2nd October 2016.

In accordance with the EqIA Action Plan (Page 23), an e-mail was sent to 100 equalities groups across the County to inform them of the consultation and to invite their organisation to comment.

Groups were also asked to disseminate the information to their service users, as appropriate and an electronic copy of the poster attached to the email to display, again where appropriate. The following groups were contacted:

- Age groups, including all age forums in Kent
- BME groups
- Health and Disability groups
- Religious groups

The KCC Staff Groups representing these groups above were also sent an e-mail with the consultation information, again encouraging them to circulate the information to their members.

Alterative formats of the questionnaire were available on request (alternative languages, Easy read, Large Print, Audio Format and Braille). However, no requests were received.

This EqIA was reviewed after the consultation to enable KCC to respond to any new issues that arose during the consultation and to ensure no groups were disadvantaged.

Feedback from the consultation has been incorporated into amends and changes to the strategy, and have informed the updates which have been made to this EqIA.

Potential Impact

Adverse Impact:

No adverse impacts were noted for the introduction of this Waste Disposal Strategy. Individual EqIAs will be undertaken as necessary for individual projects at implementation phase.

Positive Impacts:

It has been identified that Age, Disability and Race characteristics may be positively affected by the development of the Waste Disposal Strategy.

Specific projects at implementation will be subject to individual EqIAs at implementation phase.

Option 1 – Screening Sufficient - YES

Option 2 – Internal Action Required - YES

Option 3 – Full Impact Assessment - NO

Only go to full impact assessment if an adverse impact has been identified that will need to undertake further analysis, consultation and action

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: Name: Hannah Allard

Job Title: Business Development Team
Leader   Date: 25/11/2016

DMT Member

Signed: Name: David Beaver

Job Title: Head of Waste Management   Date: 25/11/2016

Director

Signed: Name: Roger Wilkin

Job Title: Director of Highways,
Transportation and
Waste   Date: 25/11/2016

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
All	Ensure all relevant projects as part of the strategy delivery implementation plan are subject to individual EqIA's prior to any further consultation in 2017	All EqIAs undertaken	All impacts identified and mitigated against	Project leads within the implementation plan – TBC in 2017	Commence in 2017	N/A
Age, Disability, Race and Belief	Barrier to accessing the information for the Consultation	The consultation will need to ensure the strategy is accessible for specifically disabled, age and race protected characteristics whom may not have the opportunity to consult on the strategy through	Everyone is able to respond to the consultation	Waste Management Team	July 2016	Accounted for within strategy development budget

		traditional methods. This will be through; a. Circulation of the consultation to relevant equality groups b. Alternative formats made available upon request e.g. large print, Easy Read, Braille, Audio, alternative languages				

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From: **Matthew Balfour, Cabinet Member for Environment & Transport**

                   Roger Wilkin, Director of Highways, Transportation & Waste

To: **Environment & Transport Cabinet Committee – 12 January 2017**

Subject: **Implementing our Approach to Asset Management in Highways**

Key Decision: **Yes**

Decision number   **16/00068(2)**

Classification: **Unrestricted**

Pathway: **N/A**

Future Pathway: Decision by Cabinet Member

Electoral Division: **All**

Summary:
The Government has changed its rules for funding local road maintenance to encourage local authorities to fully embed the use of asset management techniques into their management of highway maintenance and their decision making around funding and priorities. This report provides an update on Kent's work to maximise capital grant funding through the Incentive Fund introduced by the Department for Transport.

Recommendation:
The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision for the Implementation and Publication of Our Approach to Asset Management in Highways as shown in Appendix A.

1.   **Introduction**

1.1. Changes to Department for Transport (DfT) rules for funding highway maintenance of local roads have been introduced through its Incentive Fund. An increasing proportion of capital grant funding is dependent on local authorities being able to evidence that they fully use asset management techniques in highway maintenance. The main aim of the asset management approach being encouraged by DfT is that local authorities clearly link their investment decisions with an understanding of what that means in terms of service level and condition outcomes.

1.2. In January 2016, Kent assessed itself as a Band 1 authority for Incentive Fund purposes, the lowest rating. That is not to say that the County Council was poor at asset management, as good asset management practice has been utilised across our highway services to varying degrees for many years. For example, for our largest

asset groups we have good systems for assessing their condition and modelling renewal schemes.

1.3. Highway asset management is an ever-changing field and we need to further develop our approach in line with latest best practice, such as introducing an understanding of the lifecycle cost of our key highway assets and the effect different investment levels can have on that. If Kent cannot evidence it has fully adopted the use of asset management methodology and in doing so has progressed to Band 3, the highest rating, by January 2018, and remain at that level in the years that follow, we will receive £13m less in capital funding over the next four years.

2. Discussion

2.1. On 13 January 2016, the Environment and Transport Cabinet Committee (ETCC) resolved to support the further embedding of asset management principles. A Members' Task and Finish Group (T&FG), involving Members from each political group, was established and met six times during last year. Given that the effect of Incentive Fund assessments on capital allocations is gradual, ETCC and T&FG agreed that our target should be to get to Band 2 by January 2017 for financial year 2017/18 and Band 3 by the January 2018 for 2018/19.

2.2. In order to get to Band 2, the County Council needed to do two things: (1) develop and publish an asset management policy and strategy which describes how asset management principles will support our strategic objectives, and (2) introduce and adopt lifecycle planning for road assets only and manage investment in that asset group on that basis.

2.3. On 8 July 2016, ETCC approved *Our Approach to Asset Management in Highways*, a two-page document that describes the key principles adopted in applying asset management to achieve the authority's strategic objectives (see Appendix B). Since then, T&FG Members and officers have developed a detailed strategy document *Implementing our Approach to Asset Management in Highways*, (see Appendix C). Publishing this document will be sufficient for this authority to evidence a Band 2 Incentive Fund assessment.

2.4. Detailed analysis of lifecycle costs of our biggest asset groups, roads and footways, utilising the new Horizons Asset Management tool, has given us some good quality data on the condition of our 8,700km road and 6,300km footway networks. It has enabled the Authority to calculate our current investment backlog more accurately, and model the effect of different capital funding strategies both on backlog and lifecycle cost of maintaining these assets. This information is included in *Implementing Our Approach to Asset Management in Highways*.

3. Getting to Band 3

3.1. The financial consequence of not being able to evidence a self-assessment score of Band 3 significantly increases from 2018/19, hence our target to achieve Band 3 by

January 2018 to maximise our capital allocation in 2018/19 and beyond. Achieving Band 3 in that timeframe is achievable but more challenging than the work we have carried out during 2016 to evidence Band 2.

3.2. The Incentive Fund self-assessment questionnaire contains 22 questions covering asset management, resilience, customers, operational delivery, benchmarking and efficiency. In order to achieve an overall Band 3 rating, authorities must be able to evidence at least eighteen of these questions at Level 3. At present, Kent can evidence Level 3 for seven questions, mainly in the sections concerning resilience and customer service, which means that we need to improve at least eleven of the remaining fifteen questions. We have carried out an analysis of the activity needed to carry out this work, and from that have created a detailed project plan. Particular areas of focus during 2017 will include (but will not be limited to):

- introducing lifecycle planning for other major asset groups and managing investment in those groups on that basis;
- developing and implementing an asset management communications strategy;
- developing an asset management performance management framework to support the implementation of asset management;
- developing an asset management competence framework;
- reviewing asset data collection methods and requirements;
- reviewing our resilient network; and
- continuing to develop "Implementing our Approach to Asset Management in Highways".

4.   Financial Implications

4.1. There are no financial implications from adopting and publishing the attached strategy document *Implementing our Approach to Asset Management in Highways,* and therefore evidencing that we are a Band 2 authority. It is important to note that neither the strategy document nor the rules of the Incentive Fund compel the authority to make any particular decision in terms of investing in the network. The Incentive Fund mechanism recognises that local authorities have to balance a variety of factors such as asset condition, lifecycle costs, available funding, public expectation, the need to repair potholes and the need to fulfil their duties under the Highways Act. The Incentive Fund changes only seek to encourage local authorities to make funding decisions that are *informed* by an understanding of the outcomes associated with different maintenance strategies and associated funding scenarios.

4.2. Officers are confident that the additional cost of the work needed to achieve Band 3 by January 2018 will be limited to buying in some technical asset management expertise to support officers, using our current Technical and Environmental Services Contract. The cost of that support is around £35k in 2016/17 and £55k in 2017/18 to be funded by reducing our investment in our road and footway assets by doing less

capital resurfacing schemes. It should be noted, however, that the additional capital funding we will receive in 2018/19 as a result of this expenditure is around £1.4m (assuming we achieve a Band 2 Incentive Fund rating for 2017/18 and a Band 3 rating for 2018/19).

5.   Policy Framework

5.1. By further embedding asset management principles into our approach to maintaining highway assets we will be supporting the County Council's Strategic Outcomes outlined in "Increasing Opportunities, Improving Outcomes".   This link is clearly demonstrated in "Implementing Our Approach to Asset Management in Highways."

6.   Equalities Implications

6.1. An initial EqIA screening has been carried out. There were no significant implications to any group as a result of "Implementing Our Approach to Asset Management in Highways".

7.   Conclusion

7.1. Adopting and publishing "Implementing Our Approach to Asset Management in Highways" will enable Kent to submit a Band 2 Incentive Fund rating in January 2017 and increase our capital allocation from DfT by £681k in 2017/18. If Kent does not reach Band 2 by January 2017 and then further improve to Band 3 by January 2018, we will lose out on £3.2m of DfT capital funding for 2018/19. Remaining at Band 1 beyond that would also see Kent losing out on £4.1m of capital funding in 2019/2020 and £4.6m in 2020/21.

8.   Recommendation

8.1. The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision for the Implementation and Publication of Our Approach to Asset Management in Highways as shown in Appendix A.

9. Appendices and Background Documents

- Appendix A – Record of Decision
- Appendix B – Our Approach to Asset Management in Highways,
- Appendix C - Implementing our Approach to Asset Management in Highways
- EqIA - Implementing our Approach to Asset Management in Highways

10. Contact Details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY Matthew Balfour, Cabinet Member for Environment and Transport	DECISION NO:

For publication

Key decision*
Key

Subject: Implementation and Publication of Our Approach to Asset Management in Highways

Decision:
As Cabient Member for Environment and Transport, I agree to adopt and authorise publication of "Implementing Our Approach to Asset Management in Highways," in order to maximise capital fudning issued by the Department of Transport

Reason(s) for decision:
Changes to the department of Transport rules for funding highway maintenance have been introduced through its Incentive Fund to encourage local authorities to embed the use of asset management techniques into their management of highway maintenance and decision making around funding and priorities.

There are 3 bands for incentive funding purposes. In Janaury, Kent assessed itself as a Band 1 authority. If Kent cannot evidence that it has fully adopted the use of asset management methodology and in doing so has progressed to Band 3, it will receive £13m less in capital funding over the next 4 years.

Cabinet Committee recommendations and other consultation:
On 13 January, Members of the Environment and Transport Cabient Committee resolved to support the embedding of asset management principles and set up a Member Task and Finish Group to get to Band 2 for 2017/18 and Band 3 in 2018/19.

On 8 July, Members of the Environment and Transport Cabient Committee discussed and resolved to approve a top lelve document, "Our Approach to Assest Management in Highways." Since then, Members and officers have developed a detailed strategy document; "Implementing Our Approach to Asset Management In Highways."

Any alternatives considered:
N/A – the new approach is to comply with changes to funding of highway maintenance by Department for Transport. If changes are not made, Kent will receive less £13m capital fudning over the next four years

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

....
signed   date

Name:

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Introduction

Kent County Council maintains 8,700km (5,400 miles) of highway network and associated "assets".

Our roads, footways, street lights, street furniture, traffic signals, gullies and drains, trees, grass verges, signs, road markings, bridges and other structures are all different types of highway asset. These assets help to ensure that journeys around and through the County are safe and reliable.

The County Council has statutory obligations under the Highways Act 1980 to maintain the highway in a safe condition and appropriately safe and functioning state. In addition, the Traffic Management Act 2004 requires us to facilitate and secure the efficient movement of traffic on our highway network. Furthermore, the Climate Change Act 2008 obliges us reduce greenhouse gas emisions and prepare to adapt to longer term climate change.

If our highway assets are not maintained effectively they will deteriorate making sections of the highway network dangerous and journeys unreliable. If this happens a decision will have to be made, do we invest in our assets or do we close roads?

"Asset Management" describes a common sense approach to the maintenance and future investment decisions for all the parts (or what we call "assets") that make up our highway.

This short guide outlines how we use asset management principles to support and achieve the County Council's priorities.

Our Vision

The County Council has a five year strategic statement called "Increasing Opportunities, Improving Outcomes" and this sets out the following vision:

Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses

Effective Highway Asset Management is a key factor in upholding the County Council's vision. Highway Asset Management is about spending the right amount of money at the right time to keep our highway network safe and our assets working properly to meet the needs of Kent's people, businesses and visitors now and in the future. It is important that the decisions we make about maintenance priorities, levels of service and investment are shaped by an understanding of the current and future requirements of the County's residents, communities and businesses.

Our Strategic Outcomes

The County Council is committed to achieving its vision through three strategic outcomes which provide a simple an effective focus for everything we do.

Effective highway asset management is vital in supporting the delivery of the County Council's three strategic outcomes:

Children and young people in Kent get the best start in life

A safe and resilient highway network enabling reliable journeys will provide Kent's young people with access to work, education and training opportunities, supporting them to achieve their potential through academic and vocational education.

The requirements of Kent's children and young people now and in the future will inform the decisions we make about levels of service and maintenance priorities. Furthermore our long term view will enable us to maximise the benefits of the highway network for their future prosperity.

Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality life

Our highways play a vital role in Kent's economic prosperity. They provide safe and reliable access to shops, jobs, schools, friends, family and other opportunities. As well as connecting the County's towns and villages, Kent highways also provide a key strategic link between the Capital and ferry, air and rail services to mainland Europe.

Taking a long term view will enable us to deliver greater value for money. By making the right investment decisions we will be better able to maximise the benefits for future affluence and quality of life in Kent.

Older and vulnerable residents are safe and supported with choices to live independently.

Safe and reliable highways provide valuable access to services, amenities and social activities for older and vulnerable people supporting them to live with greater independence.

The demands of an aging population and the potential barriers to independent living will be recognised and inform decisions we make about levels of service and maintenance priorities.

Implementing Our Approach to Asset Management in Highways

Details of how the County Council intends to use asset management principles to deliver highway maintenance will be outlined in "Implementing our approach to asset management in highways".

Asset Management in Highways

Implementing our Approach to Asset Management in Highways

2017/18

Contents

Foreword

Our local highway network is the most valuable asset we own in Kent and it plays a vital part in delivering Our Vision in Kent County Council's Strategic Statement *Increasing Opportunities, Improving Outcomes* which sets out our ambitions towards 2020. Our roads enable safe and reliable journeys and in doing so support social and economic prosperity.

Like most local authorities we are facing significant challenges in maintaining a safe and reliable highway network during a time of diminishing resource, deteriorating condition and increasing public expectation. The rate at which local roads in England are deteriorating far exceeds the rate of investment from central government, and this is a constant theme of published reports. A respected industry report recently estimated that the cost of bringing local roads in England and Wales up to scratch is around £12bn.
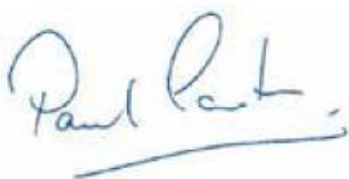
Most commentators will accept that capital investment in existing local roads throughout the country has been insufficient for decades. That has been further exacerbated by reduced funding from central government in recent years as the Government seeks to reduce public spending.

Whilst we accept that the country's 4,300 miles of motorways and trunk roads – managed by Highways England - fulfil an important national and local role and that they are more expensive to maintain that local roads, we do feel that funding for local roads – maintained by local authorities – has fallen behind. Highways England has been allocated £15bn of capital investment for the six years to 2020/21. That compares to around £6bn of capital funding for around 180,000 miles of local roads in England excluding London over the same period. Kent alone has 5,400 miles of roads, including 622 miles of A-roads.

The Government has changed the rules for funding local road maintenance. An increasing proportion of this funding is dependent on local authorities being able to show that they use asset management techniques in highway maintenance. As a forward thinking authority, we are already doing much of that and are committed to further embedding asset management principles into our day-to-day management of our roads. This includes understanding their lifecycle cost so that we can make informed investment decisions, maximise efficiency and value-for-money, and ensure that we have well-managed highway infrastructure that is fit for purpose, not only now but for future generations.

Asset management alone will not address the challenges ahead. Local roads in England carry around two thirds of all traffic. They are vital for the well-being of local communities, economic growth, jobs and housing. The country needs to reconsider the balance between local road maintenance spend and motorway/trunk road investment if we are to avoid a significant deterioration in local road condition in the next decade.

Leader, Kent County Council

Executive Summary

Introduction

Our highway network is the most valuable asset we own and we are committed to its effective management not only now but also, for future generations.

The County Council has a number of statutory obligations that are relevant to highway asset management. The Highways Act 1980 requires us to maintain the highway in a safe condition and appropriately functioning state. The Traffic Management Act 2004 obliges us to facilitate and secure the efficient movement of traffic on our highway network. The Climate Change Act 2008 compels us to reduce greenhouse gas emissions and prepare to adapt to longer term climate change.

Asset management has been widely accepted by central and local government as a way of using knowledge and forward planning to manage the highway network efficiently and effectively.

Our Approach to Asset Management in Highways is a brief statement that outlines how asset management principles can enable us to meet with our statutory obligations and in doing so, support the County Council's vision of:

"improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses."

This document, **Implementing Our Approach to Asset Management in Highways**, describes how we will embed asset management principles in the way that we deliver highway services and measure our success to ensure continuous improvement of our approach and a focus on the County Council's Strategic Outcomes.

Understanding The Assets We Manage

The highway network is made up of a diverse range of assets with an estimated value[1] in excess of £19.5bn. Understanding our highway assets is central to effective asset management and informed decision making. We continually collect information about our assets with priority given to high risk assets and the data required to fully support our approach to asset management. The content and means of storing this data is regularly reviewed and monitored to ensure accuracy and reliability.

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[1] The cost of a like for like replacement at 2016/17 prices

Developing Maintenance Plans

A four step approach is taken to developing maintenance plans for each asset group.

- First, lifecycle planning provides an understanding of whole life cost and the potential impact and cost of different maintenance strategies.
- Second, an amalgamation of our statutory obligations, strategic objectives and public expectations enable us to define our required level of service.
- Third, an assessment of the current service level against the required level of service determines where performance achieves, exceeds or fails to meet the required standard.
- Four, once we know where we are and where we want to be, a maintenance strategy can be developed.

We have to work within the constraints of our budget so it is important to identify the most efficient and affordable way of delivering services. When considering different maintenance strategies it is important to think about the future and keep costs to a minimum for the whole life of the asset. Moreover when the required level of service is not financially viable it is important to understand, document and manage the associated risks effectively and prioritise on this basis.

Forward Works Programming

Forward works programmes provide an effective and efficient way of delivering maintenance, repairs and improvements. They enable prioritisation and optimisation of schemes to meet available budgets.

We publish a lot of information about our programmes of work on our website so that members of the public can see where and when we plan to do works.

Measuring Success

It is important that we record and demonstrate that the intended benefits of Our Approach to Asset Management are being delivered. By routinely monitoring outcomes and reporting on their delivery we can ensure that we remain focused on the needs of Kent's residents, businesses, visitors and community, meeting with our legal obligations and responding to changes and financial challenges.

Clear performance measures and targets ensure that we are continuously improving the way we work and provide an opportunity to identify areas for further development. Equally, drawing a comparison between our own services and the services provided by others presents alternative ways of working at all levels and can inform the progression of our approach.

Preparing For The Future

The Climate Change Act places obligations on the County Council and others to reduce greenhouse gas emissions and prepare to adapt to longer term climate change. The effects of climate change on our highway assets have been particularly evident in recent years and our longer term approach will need to consider how investment priorities and lifecycle costs may be affected.

Critical Infrastructure refers to routes and assets where failure would result in a significant impact to the local, and potentially the national, economy. There are many potential risks and threats to the function of critical infrastructure and we need to ensure that they are managed effectively to maximise resilience now and in the future.

The Cities and Local Government Devolution Act provides the legislative basis for the current devolution agenda. Should highway services form part of future devolution discussions it will be imperative that service delivery mechanisms which support and enable effective asset management underpin the implementation of any changes.

Highway maintenance and asset management has been included as a Kent-wide priority in KCC's consultation paper on its next Local Transport Plan covering the next fifteen years. It explains that implementing an asset management approach will enable Kent to maximise funding from Government thereby helping Kent to deliver its wider Growth without Gridlock objectives.

What Our Approach To Asset Management In Highways Means For Each Of Our Asset Groups

The extent to which we have already implemented asset management principles varies across our asset groups. For some asset groups we have the information and tools to begin developing a more sophisticated approach to asset management. In other cases this is not the case and a more simplistic but equally valid approach is being adopted.

Although the complexity of our approach to asset management varies across the asset groups, the same three principals have been applied in all eight areas of the highway service:

Condition Assessments and Inspections

All of our asset groups are subject to condition assessments and inspections. The information collected is used to identify the maintenance and improvement works needed to meet the required service standard and to estimate maintenance backlogs and future investment needs.

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe. We also endeavour to make sure our road network is resilient and can support the communities and economy of Kent. We have to work within an overall budget and therefore we need to prioritise investment effectively. The methodology used to prioritise sites varies between the asset groups however in all cases; highway safety is our primary concern.

Levels of Service

When determining levels of service we consider a number of options in the context of our statutory obligations, the County Councils Strategic Objectives, customer expectations and the available budget. They are:

Asset/Service Level Enhancement

An approach that fulfils our statutory obligations and enables the overall condition of the asset group to be enhanced.

Steady State

A level of service and investment that fulfils our statutory obligations and preserves the overall condition of the asset in its current state. Any investment less than this would mean that a steady state condition or existing service level could not be achieved.

Service Level Reduction

A level of service that fulfils our statutory duties and facilitates a more controlled, optimised approach service delivery.

Statutory Minimum

The minimum level of service that fulfils our statutory duties.

It is widely accepted nationally that investment in local roads throughout the country has been insufficient for decades, and the rate at which local highway assets are deteriorating exceeds the level of investment. For example, the backlog of investment in our roads is estimated to be £584m and our footway backlog is £83m. In the current financial climate and given pressures on other County Council services, it is therefore important that we make maximum use of asset management techniques and lifecycle planning.

The cost of delivering the outcomes described above for each asset group is:

Asset Group	Cost to Deliver the Level of Service			
	Asset/Service Enhancement	Steady State	Service Level Reduction	Statutory Minimum
Roads	£52,300k	£39,500k	-	-
Footways	£6,100k	£5,500k	-	-
Drainage	£8,525k	£6,820k	£5,115k	-
Structures	-	£2,672k	£1,781k	£1,336k
Street Lighting	£5,375k	£4,300k	£3,225k	-
Intelligent Traffic Systems	£3,125k	£2,500k	£1,875k	-
Soft Landscape	£5,000k	£4,200k	£3,200k	£2,200k
Barriers, Signs, Lines & Road Studs	-	£3,500k	£2,775k	£2,100k

Introduction

Our highway network is the most valuable asset we own. It enables safe and reliable journeys and in doing so supports social and economic prosperity. We are committed to good management of our highway network not only now but also, for future generations.

As the Highway Authority, the County Council has legal obligations to keep adopted highway routes available and safe for the passage of the travelling public. Our statutory duties are outlined in a number of pieces of legislation including the following:

The Highways Act 1980 outlines our duty of care to maintain the highway in a safe condition and protect the rights of the travelling public to use the highway.

The Traffic Management Act 2004 conveys a network management duty whereby we are required to facilitate and secure the efficient movement of traffic on the highway network.

The New Roads & Street Works Act 1991 requires us co-ordinate road works and to make best use of the existing network.

The Road Traffic Act 1991 describes our statutory responsibility to promote road safety and take measures to prevent collisions.

The Construction (Design and Management) Regulations 2015 details our duties to ensure that the work we do is designed and built competently and that risks to the work force and road users are properly considered and effectively managed. This places particular controls on how and when works are carried out.

Asset management has been widely accepted by central and local government as a way of using knowledge and forward planning to manage the highway network efficiently and effectively. We already take a largely asset management based approach to maintaining our highway assets but there are still aspects that we want to develop to further enhance service delivery.

Our Approach to Asset Management in Highways outlines how asset management principles can enable us to meet with our statutory obligations and in doing so, support the County Council's vision of "improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses".

Successful implementation of Our Approach to Asset Management in Highways will deliver the following benefits to Kent:

A service that is shaped by the needs of Kent's residents, communities, visitors and businesses now and in the future.

The people of Kent will:

- → understand our levels of service and investment decisions.
- → be assured that the highway network is sustainable and able to meet the needs of future generations.

A service that makes best use of the available resources, maximising efficiency to meet with our legal obligations

The people of Kent will:

- → feel safe and be confident about their personal safety when using the highway network.
- → be confident that the journeys they make will be reliable and timely.
- → be satisfied that we are maximising the number of assets we repair each year.

A service that is resilient and able to respond to changes and financial challenges

The people of Kent will:

- → see that we are ready to deal with unforeseen events effectively.

Implementing Our Approach to Asset Management in Highways outlines how we will embed asset management principles in the way that we deliver highway services and measure our success to ensure continuous improvement and a focus on the County Council's Strategic Outcomes.

Background

The County Council is responsible for the maintenance of 5,400 miles of roads and associated assets and with an estimated value in excess of £19.5bn, our highway network is our most valuable asset. Despite significant investment over the years, our highway assets are continuing to deteriorate. An ever increasing number of repairs, renewals and improvements are required and the countywide maintenance backlog for our roads alone is estimated to be £584m.

Funding of highway maintenance

Funding of highway maintenance comes from two sources, the County Council's revenue budget and capital grant funding from the Department for Transport (DfT). In recent years, significant financial pressures have been masked by the availability of one-off funding steams such as grants for severe weather recovery and pothole repair campaigns. This funding has meant the full impact of reduced revenue support from central government, DfT base budget cuts and the subsequent need for KCC-led savings initiatives has not fully resonated at a time when demands on the highways network are at an all-time high.

As overall funding continues to be reduced it is vital that we invest the budget we have in the most effective way we can for the benefit of our customers now and in the future. In recent years our approach to delivering highway maintenance has evolved dramatically as we have sought innovation and efficiency, undertaken intelligent commissioning and procurement exercises and built productive and positive working relationships with partner organisations. Now changes to the way in which DfT funding is awarded has brought about a requirement to demonstrate that our approach to delivering highway maintenance services is underpinned by sound asset management principles.

The Incentive Fund

Changes to DfT rules for funding highway maintenance have been introduced through its Incentive Fund to encourage local authorities to embed the use of asset management techniques into their management of highway maintenance and decision making around funding and priorities. The main aim of the asset management approach being encouraged by DfT is to clearly link investment decisions with an understanding of what that means in terms of outcomes.

In 2016 a phased implementation of the Incentive Fund commenced. Local authorities are now required to complete annual self-assessment questionnaire which culminates in an overall score of 1 to 3. The completed questionnaire is submitted to DfT and the score achieved determines the level of funding received. By 2020/21, a little over 15% of the County Council's capital maintenance grant will be dependent on the County Council being able to demonstrate that we are practicing good asset management.

Year	Needs formula	Incentive formula	Challenge Fund	Total
2015/16	£901m	£0m	£75m	£976m
%	92.3%	0.0%	7.7%	100%
2016/17	£826m	£50m	£100m	£976m
%	84.6%	5.1%	10.2%	100%
2017/18	£801m	£75m	£100m	£976m
%	82.1%	7.7%	10.2%	100%
2018/19	£725m	£151m	£100m	£976m
%	74.3%	15.5%	10.2%	100%
2019/20	£725m	£151m	£100m	£976m
%	74.3%	15.5%	10.2%	100%
2020/21	£725m	£151m	£100m	£976m
%	74.3%	15.5%	10.2%	100%
Total	**£4.7bn**	**£578m**	**£575m**	**£5.8bn**

Reaching Band 3

Good asset management practice has been utilised across the County Council's highway services to varying degrees for many years. To meet with the requirements of the DfT and qualify for the Incentive Fund allocation it its entirety this needs to be developed further.

During a dry run of the Incentive Fund questionnaire in July 2015, we assessed service delivery in relation to 22 questions covering asset management, resilience, customers, operational delivery, benchmarking and efficiency. Whilst we scored highly in some areas including customer service and resilience, DfT guidance stated that if an Authority scores a Level 1 in any or all of the three questions relating to Asset Management Policy and Strategy, Communications or Lifecycle Planning they will automatically be placed in Band 1 overall.

In January 2016, Kent assessed itself as a Band 1 authority, principally because of a new requirement to introduce lifecycle planning for roads. If Kent cannot evidence that it has fully adopted the use of asset management methodology and in doing so has progressed to Band 3, it will receive £13m less in Capital funding over the next four years. This is illustrated in the graph and table below.

A breakdown of KCC's DfT Capital Funding since 2011/12

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
■ Additional Grant Funding	£0	£0	£4,075	£2,198	£0	£0	£0	£0	£0	£0
■ Incentive Fund - Band 3	£0	£0	£0	£0	£0	£0	£228	£1,371	£2,285	£3,200
■ Incentive Fund - Band 2	£0	£0	£0	£0	£0	£152	£681	£1,829	£1,829	£1,371
■ Incentive Fund - Band 1	£0	£0	£0	£0	£0	£1,362	£1,362	£1,371	£457	£0
■ Needs based Formula	£25,272	£23,986	£22,473	£21,328	£27,276	£25,006	£24,249	£21,949	£21,949	£21,949
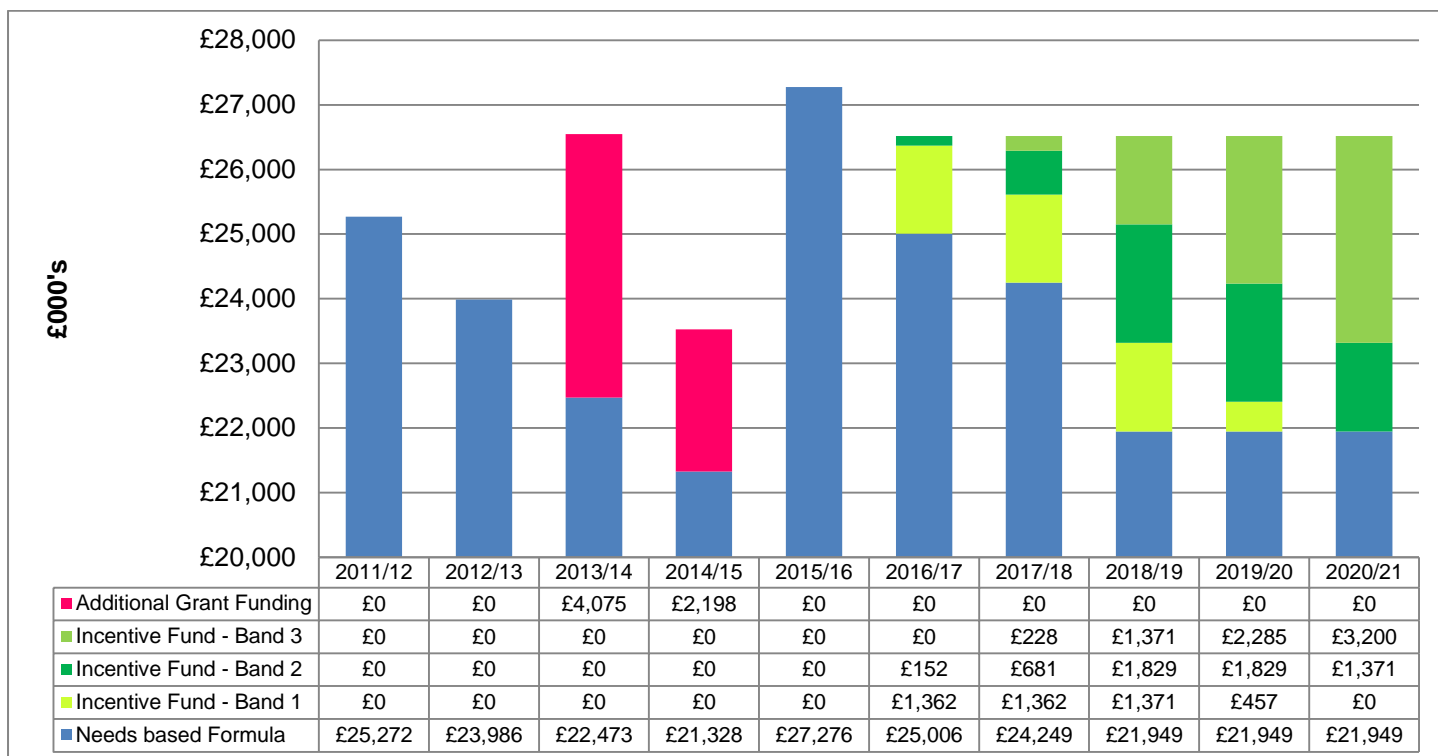
In January 2016 the County Council's Environment & Transport Cabinet Committee resolved to support further embedding of asset management principles in our approach to delivering highway maintenance. Throughout 2016 policy, strategy, communications and lifecycle planning for roads and footways were developed to meet with the requirements of Band 2. This work was supported by a Member Task and Finish Group which convened on the 31st March and met regularly throughout the year, and as resulted in the production of *Our Approach to Asset Management in Highways* and this document, *Implementing Our Approach to Asset Management in Highways*. Adopting the latter will enable the County Council to evidence Band 2 when we complete our Incentive Fund questionnaire for 2017/18.

In 2017 work will continue to further develop our approach to asset management in accordance with the requirements of Band 3 prior to the completion of the 2018/19 self-assessment submission. Particular areas of focus will include lifecycle planning for other major asset groups, the development of a performance management framework to support the implementation of asset management, the development of an asset management competence framework and the continued development of this document.

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Part 1: Implementing Asset Management Principles in Highways
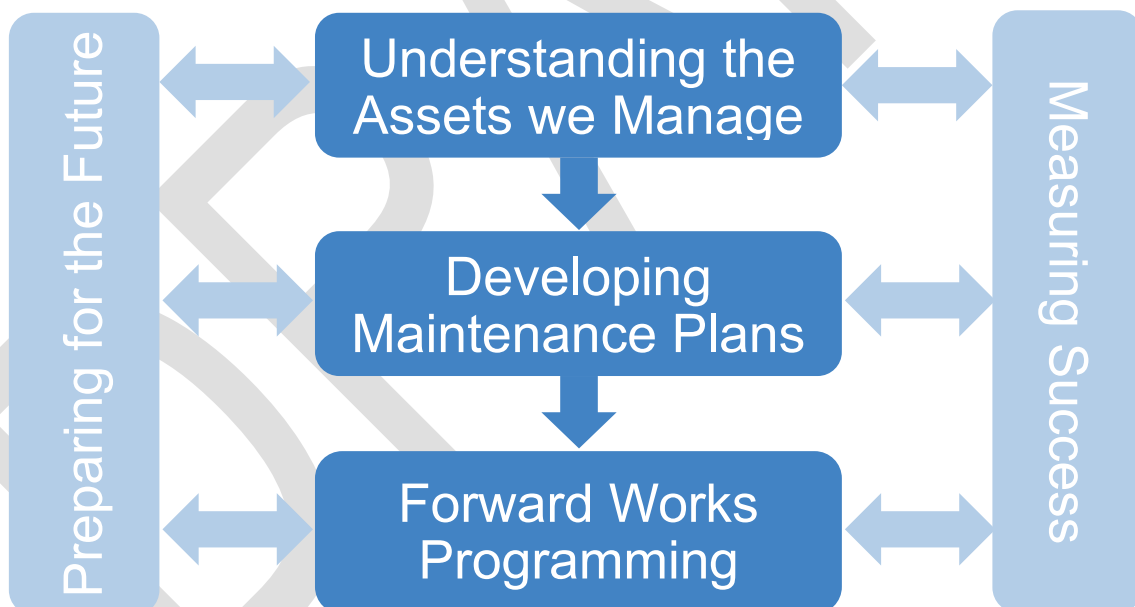
Understanding The Assets We Manage

Highway Assets in Kent

The highway network is made up of a diverse range of assets. Our highway assets are divided into key asset groups as follows:

Asset Group	Quantity	Estimated Value[2] (The cost of a like for like replacement)
Roads and Footways	→ 5,400 miles (8,700km) of roads; → 3,900 miles (6,300km) of footways → Associated lines & crash barriers	£9.9bn
Drainage	→ 250,000 roadside drains; → 8,500 soakaways → 250 ponds and lagoons;	
Structures	→ 1595 bridges and viaducts → 568 culverts → 537 other structures	£1.4bn
Street Lighting	→ 120,500 street lights → 20,000 lit signs → 4,600 lit bollards	£154m
Intelligent Traffic Systems	→ 696 traffic lights → 138 CCTV cameras → 351 interactive warning signs	£51m
Soft Landscape	→ 500,000 trees → 8,604,000 m^2 roadside verges → 54,000 m^2 urban hedges	-
Street Furniture	→ Non-illuminated signs → Pedestrian barriers → Salt bins	£58m
Land	→ 75km^2	£8.2bn
Total Estimated Value		**£19.763bn**

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[2] At 2016/17 prices

Asset Information

Understanding our assets is central to effective asset management and informed decision making. The information we need can be broken down into three categories:

Inventory and Condition Information

This data describes the full extent of an asset and can include location, age, size, construction and details of previous maintenance. Examples of how we collect this data include digitalisation of historic records, data collection exercises and as part of routine maintenance works.

Inventory and condition information helps us to plan maintenance activities and communicate with the people of Kent. It also helps us to understand the cost of replacing our assets with equivalent new assets. For example replacing a two year old Cosmopolis street light lantern with a new LED lantern; this cost is known as the "Gross Replacement Cost" (GRC).

Performance Information

This is the data we use to determine whether or not our assets are doing what we need them to do to keep the highway safe, reliable and meeting the needs of Kent's residents, businesses, visitors and local communities. Examples of how we collect this data include condition surveys, routine inspections and testing, customer enquiries, third party claims, crash records, traffic flows and energy bills.

This data helps us to understand where we need to carry out maintenance activities, where our assets are going to need replacing now or in the future and where we need to think about changing, adding or removing assets . It also helps us to understand the cost of replacing an asset with its modern equivalent less deductions for all physical deteriorations. For example replacing a two year old Cosmopolis street light with a new LED lantern minus the cost of two years deterioration; this cost is known as the "Depreciated Replacement Cost" (DRC).

Financial Information

This is the data we use to assess cost. For example how much it will cost to maintain or replace an asset or how much it will cost to deliver a certain level of service. Our schedule of rates for different maintenance activities is one example this kind of data.

Collection of Asset Information

We continually collect information about our new, replacement and improved assets. It is important that the data we collect is accurate, reliable and useful but data collection can be expensive. We therefore prioritise information associated with high risk assets and information that will support our approach to asset management.

The quality, appropriateness and completeness of our asset data are reviewed regularly by our Asset Managers to ensure that if fully supports our approach to asset management.

Storage of Asset Information

All asset data collected should be stored in an appropriate asset management system in a format that is cost effective, reliable and that enables it to be readily captured, transferred, accessed and

used. Effective asset management relies on systems that can be used to support decision making at all levels.

Our asset inventory, condition and defect data is currently stored and interpreted in a number of ways.

Asset Group	Systems Used
Roads and Footways	Horizons, Kent Gateway and Works and Asset Management System (WAMS)
Drainage	Works and Asset Management System (WAMS)
Bridges, Tunnels & Highway Structures	Works and Asset Management System (WAMS) together with a specialist database with details of inspection records.
Street Lighting	Works and Asset Management System (WAMS)
Intelligent Traffic Systems	Information Management for Traffic Control (IMTRAC)
Soft Landscape	Works and Asset Management System (WAMS)
Safety Barriers	Works and Asset Management System (WAMS)
Signs, Unlit Lines & Road Studs	We do not record details of this asset but do undertake regular inspections and respond to customer requests to carry out ad-hoc visits to specific locations.

The systems that we use are regularly reviewed and monitored by Asset Managers. This enables us to ensure that they are providing reliable information in a format that can be used to inform the delivery of our highway maintenance, renewals and improvements effectively.

Developing Maintenance Plans

We have a four step approach to developing maintenance plans for each asset group:

Life Cycle Planning

Firstly we need to understand the "life cycle" of our assets.

All of our assets are created, maintained and eventually replaced or removed. We need to understand what is involved at each stage, when it needs to happen and how much it will cost. If we understand the life cycle of our assets we can calculate the whole life cost i.e. how much the asset will cost to create, maintain throughout its life span and finally decommission. We can also predict the impact of different maintenance strategies and determine whether or not we can afford them.

Life Cycle Planning

Created → Maintained → Removed

Whole Life Cost
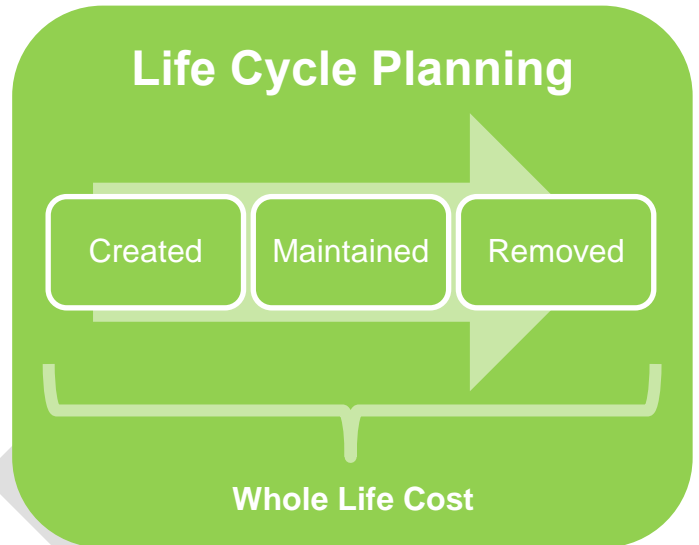
For example, we have found that cutting urban grass verges eight times per year is more cost effective than a lower frequency which would require different equipment, more operator time to carry out cuts and generate longer grass cuttings that can blow onto pavements, clog drains and in some cases require costly manual removal.

Levels of Service

Levels of Service

Statutory Obligations + Strategic Objectives + Public Expectations

Required Level of Service
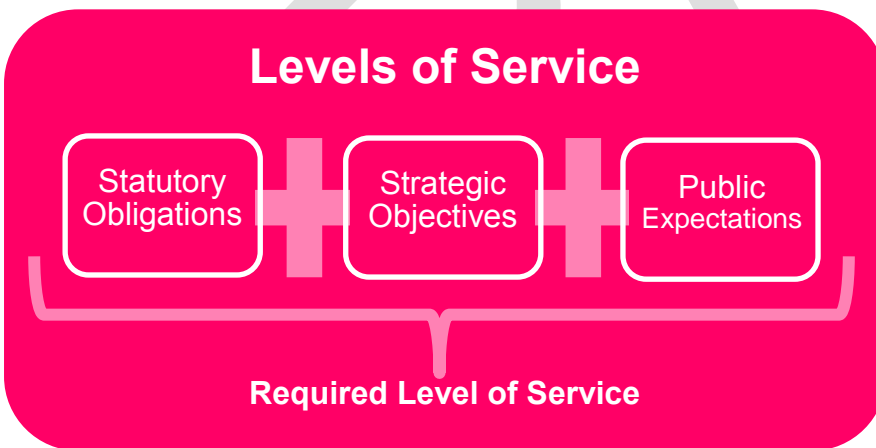
Secondly we need to determine the levels of service that are required.

Levels of service explain to Kent's residents, businesses, visitors and communities what they can expect from our assets. For example, the people of Kent should feel safe and be confident about their personal safety when using the highway.

To determine our required levels of service we have to think about a range of different things:

→ The County Council's statutory obligations: these are the things that we must do because they are a legal requirement. For example we have duties to maintain the highway in a safe condition and secure the efficient movement of traffic on our road network.
→ The County Council's Strategic Statement: this is the vision and outcomes that the County Council want to achieve as an organisation. For example putting the customer at the heart of everything we do.

→ Public expectations: the views of the County's residents, businesses, visitors and communities are very important to us; these are the things that we are not obliged to do but that are wanted by the people of Kent.

Assessing Performance

Thirdly we need to understand whether or not we are already delivering our required levels of service.

We can do this by measuring performance at three different levels:

Assessing Performance

Below the required standard

Achieving the required standard

← Above the required standard

LEVEL OF SERVICE

☐ EXISTING LEVEL OF SERVICE

┄┄┄ REQUIRED LEVEL OF SERVICE

SERVICE AREAS
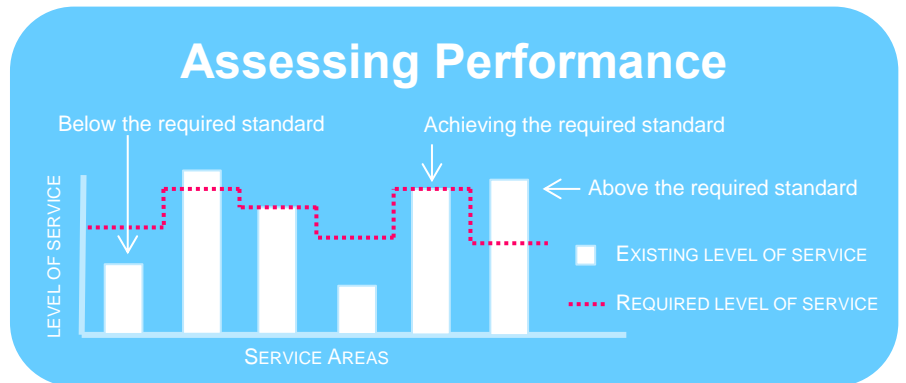
Type of Performance Measure	What are we measuring?	Example
Strategic Performance	A snapshot of overall performance which tells us whether or not we are delivering the intended benefits to the County's residents, businesses, visitors and communities.	**We want to**: Deliver services that are shaped by the needs of the County's residents, businesses, visitors and communities. **Strategic Performance Measure**: We report key measures to Cabinet and use surveys such as our annual satisfaction tracker and complaints monitoring to ask a sample of our customers whether or not they are satisfied with the services we are providing.
Asset Performance	More detailed information that tells us which asset groups are succeeding or failing to deliver the intended benefits to the County's residents, businesses, visitors and communities	**We want to**: Deliver services that are shaped by the needs of the County's residents, businesses, visitors and communities. **Asset Performance Measure**: We use monthly data to understand if our assets are performing in accordance with our asset management plans. For example our Customer 100 survey to ask a sample of our customers whether or not they are satisfied with the service provided by each asset group or customer enquiry demand about pothole or flooding problems.

Operational Performance	Operational information that tells us why a specific asset group is succeeding or failing to deliver the intended service standards/ benefits to the County's residents, businesses, visitors and communities.	**We want to**: Deliver services that are shaped by the needs of the County's residents, businesses, visitors and communities. **Operational Performance Measure**: We use monthly measures to ensure we are delivering our published service standards such as "the average time taken to fix a pothole".

Defining a Maintenance Strategy

Finally, once we know where we are and where we want to be we need to decide on our maintenance strategy.

We can adopt one of the following strategies:

→ **Reduce the level of service**: If the level of service exceeds the required standard or is unaffordable it should be reduced. For example the frequency of maintenance might be reduced or the intervention level might be increased.
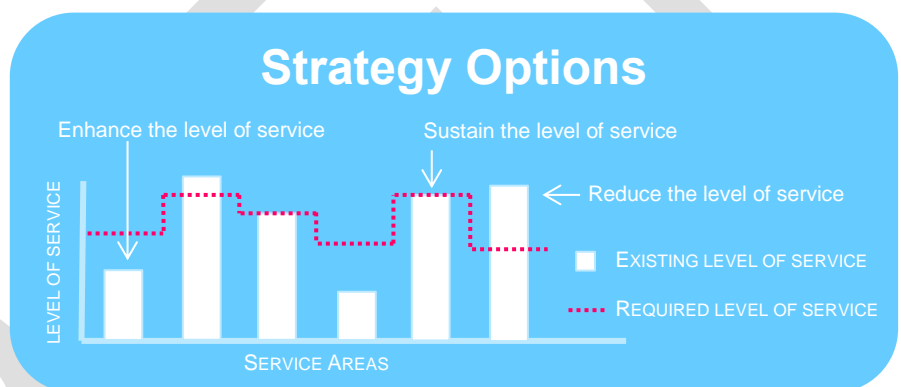
→ **Sustain the current level of service**: If the level of service meets the required standard and is affordable it should be sustained.

→ **Enhance the level of service**: If the level of service is below the required standard, investment to enhance the level of service should be found. For example the frequency of maintenance might be increased or the intervention level might be reduced.

We have to work within the constraints of our budget, particularly during the difficult financial times that this country is currently experiencing, so it is also important to identify the most efficient and affordable way of delivering services.

→ **Minimising whole life cost**: When considering different maintenance strategies it is important to think about the future and keep costs to a minimum for the whole life of the asset. For example repairing potholes might be cheaper than surface dressing a road in the short term but not if a consequence of this strategy is that the road deteriorates faster and needs to be reconstructed and resurfaced in five years' time.

When the required levels of service are not financially viable it is important that we know the risks and prioritise:

→ **Managing risk**: We need to understand and document the risks associated with different maintenance strategies and manage them effectively. For example, increasing the

intervention level for a road pothole from 50mm to 100mm will save money but may increase the safety risk to an unacceptable level.

→ **Enhance priority areas of the service**: Where it is not financially viable to enhance the level of service across all assets, key areas of the service should be prioritised. For example the frequency of maintenance on main roads might be increased whilst the current frequency is maintained or reduced on minor roads.

Our maintenance plans will be reviewed annually, summarised in **Our Service Levels** and reported to Members before the start of each financial year.

We publish information about how and when we do maintenance on the KCC website. Members of the public can see how we look after our assets, the levels of service they can expect and when the work will be carried out.

Forward Works Programming

Forward works programmes provide an effective and efficient way of delivering maintenance, repairs and improvements. They enable prioritisation and optimisation of schemes to meet available budgets.

Developing a works programme is a five stage process:

Identification

Potential schemes may be identified from a range of sources including inspections, surveys, local knowledge, customer enquiries, complaints and wider transport or corporate objectives. These schemes are collated into an initial works programme for each asset group.

Prioritisation

All schemes are prioritised to identify those that are highest risk and need to be done in the short term and those that can be done in the future. When prioritising assets the following things need to be considered:

- → The safety of road users.
- → The impact on the movement of traffic if the asset fails.
- → The cost of bringing forward or delaying works.
- → The lifecycle cost of our highway asset.
- → The impact on future use of the highway.
- → The environmental impact.
- → The impact on the community including damage to property or impacts on local businesses.

Selection

The lists of schemes of each asset group need to be combined, costed and listed in priority order. The "cut off" point then needs to be determined by totalling up the cost to the point where the budget is fully utilised.

Programming & Optimisation

Selected schemes can be optimised within the forward works programme. This is done by coordinating or combining works to minimise both cost and disruption.

Delivery

Finally, an annual works programme is confirmed and delivered from the available annual budget.

We publish a lot of information about our programmes of work on the KCC website so that members of the public can see where and when we plan to do works.

Measuring Success

We are implementing our approach to asset management to deliver the following benefits to Kent:

→ A service that is shaped by the needs of Kent's residents, communities, visitors and businesses now and in the future.
→ A service that makes best use of the available resources, maximising efficiency to meet with our legal obligations.
→ A service that is resilient and able to respond to changes and financial challenges.

It is important that we record and demonstrate that these benefits are being delivered. We can do so at a number of levels and in a number of ways:

Monitoring Outcomes

We need to ensure that our approach is being implemented as planned and is delivering the intended outcomes. For example, if our maintenance strategy for roads is to ensure that 85% of our main roads are in good or very good condition, we need to carry out condition assessments to determine whether or not this is being achieved.

By routinely monitoring outcomes and reporting on their delivery we can ensure that we remain focused on the needs of Kent's residents, businesses, visitors and communities, meeting with our legal obligations and responding to changes and financial challenges. Delivery of outcomes will be reviewed and reported on an annual basis.

Performance Measures and Targets

We use a range of metrics and targets to monitor our performance against our levels of service and determine how well we are delivering the intended benefits to Kent. Examples of these measures and targets include national indicators such as the Bridge Condition Index which measure the overall condition of our assets, the percentage of residents satisfied with street lighting repairs and the number of damage and personal injury claims upheld against the County Council.

By reviewing performance we can ensure that we are continuously improving the way we work. We routinely review the performance of the service, identify areas where performance is not where we would like it to be and understand why this is the case. Having recognised opportunities for improvement, options to address any issues are identified and implemented. Performance is reported on a regular basis to key decision makers, elected representatives and members of the public.

Benchmarking

By comparing our service with the services provided by others, we can identify better ways of working at all levels. For example we might compare the outcomes we are achieving using asset management with the outcomes other Councils are achieving. Equally we might compare two or our own services, for example local residents might be more satisfied with the street lighting service than they are with the drainage service. By comparing the two, lessons can be learnt and improvements can be implemented.

Preparing for the future

An Expanding Highway Network

The highway network increases in size year on year and so to do the number of assets we maintain.

Although we are not obliged to adopt new roads, the Highways Act 1980 gives the County Council the power to adopt highways by Agreement. In doing so, we support economic growth and are able to ensure that the roads and other highway assets constructed are installed to an acceptable standard that will benefit the residents, business and local communities. When a new section of highway is adopted, a commuted sum is paid to the County Council to fund future maintenance.

In some instances developers choose not to enter into an Agreement with the County Council and these streets remain under private ownership. Equally, if the developer fails to construct the adoptable highway assets to the required standard it will not be adopted.

Climate Change

The Climate Change Act 2008 places obligations on the County Council and others to reduce greenhouse gas emissions and prepare to adapt to longer term climate change. The same Act established an independent statutory body, the Committee on Climate Change to provide advice to the UK. The Committee's latest risk assessment concludes, as expected, that the trend of overall land warming leading to warmer summers and wetter windier winters will continue, and that this will likely affect transport infrastructure including our roads, drains and structures going forward. The effects of climate change on Kent's highway assets have already been seen during several wet and windy weather events in recent years. Our longer term approach to highway asset management will also need to consider what effect climate change may have on investment priorities and lifecycle costs of our highway assets. For example, one of the reasons why road surfaces deteriorate is that ultra-violet light and heat damages bitumen on the surface leading to oxidisation and a loss of strength. As such, we have already started thinking about what that may mean for roads surface material specification and road lifecycle cost estimates going forward.

Critical Infrastructure

Critical Infrastructure refers to routes and assets where failure would result in a significant impact to the local, and potentially the national, economy. Critical infrastructure assets form a crucial part of the highway network and can be divided into two types. Firstly, the critical infrastructure that we maintain, for example strategic routes such as the Thanet Way. Secondly, the critical infrastructure that others maintain but that is reliant on highway assets, for example Ramsgate Port is heavily reliant on access via the Ramsgate Tunnel. There are many potential risks and threats to the function of critical infrastructure, such as climate change, including impacts from flooding, rising temperature, changing sea levels, high winds and drought.

We need to ensure the adequate management of critical assets, including appropriate investment to ensure that they are sufficiently resilient to cope with potential threats.

It is important that critical assets are identified and that current performance and the impact of failure are understood. We need to ensure that this knowledge informs our maintenance priorities and investment decisions. Examples of where we take this approach include our Primary Winter

Maintenance Routes which are made up of the County's key link roads and the prioritisation of drainage cleansing on Strategic and Locally Important Routes.

Devolution

The Cities and Local Government Devolution Act received royal assent in January 2016 and provides the legislative basis for the current devolution agenda. The position taken by Kent Council Leaders, namely that there was little appetite for either a directly elected Mayor or a Combined Authority, laces greater emphasis on the need for Kent authorities to collectively show that existing two-tier arrangements can work as well, in terms of improvement in delivery of services at lower cost, as alternative governance arrangements such as combined authorities or unitary councils. This has been critical to the devolution debate in Kent and the position taken by the County Council.

At the same time work has been ongoing on the development of a Kent and Medway devolution bid, work has been ongoing within the three sub-county partnerships about improved joint working and devolution arrangements including what might be devolved, decentralized or co-commissioned. Should highway services form part of future devolution discussions it will be imperative that service delivery mechanisms which support and enable effective asset management underpin the implementation of any changes.

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

Highway maintenance and asset management has been included as a Kent-wide priority in KCC's consultation paper on its next Local Transport Plan covering the next fifteen years. It explains that implementing an Asset Management approach will enable Kent to maximise funding from Government thereby helping Kent to deliver its wider Growth without Gridlock objectives.

Part 2: What Our Approach To Asset Management In Highways Means For Each Of Our Asset Groups

Overview

The extent to which we have already implemented asset management principles varies across our asset groups. For some asset groups such as roads and footways, we have comprehensive data, a detailed understanding of the asset lifecycle and the tools needed to model different maintenance strategies and investment scenarios. In these instances we have been able to begin developing a more sophisticated approach to asset management. In other cases, such as drainage, the information we hold is more limited and although we have a good understanding of the asset lifecycle, we do not have the means to complete detailed modelling of different service levels. In these situations, a more simplistic but equally valid approach is being adopted.

Although the complexity of our approach to asset management varies across the asset groups, the same principles have been applied in all eight areas of the highway service:

The Asset

It is important to understand the type, quantity and value (at today's prices) of the assets we maintain as well as their purpose. For example, roads are our largest and most valuable asset. Our roads enable Kent's residents, businesses and visitors to complete journeys safely and efficiently thereby improving their outcomes and opportunities. By comparison, our bridges, tunnels and highway structures make up a much smaller asset group with a much smaller financial value however they form essential links that connect our roads and footways and are therefore intrinsic to our roads asset fulfilling its purpose.

By understanding the type, quantity, value and purpose of each asset group we can identify key interdependencies and make informed decision about the extent to which we need to develop our approach to asset management in respect to that asset group.

Condition Assessments and Inspections

All of our asset groups are subject to condition assessments and inspections. The information collected is used to identify the maintenance and improvement works needed to meet the required service standard and to estimate maintenance backlogs and future investment needs with varying degrees of accuracy.

The frequency and complexity of condition assessments and inspections is determined by the quantity, value and most importantly the criticality of the asset. For example, our road network is our largest highway asset and consequently we invest significant resources into understanding its condition but we do not take a "one size fits all" approach. We do mechanical condition surveys on our main and visual surveys on our minor roads. Similarly, higher risk areas such as high speed roads and main roads are inspected by our team of Highway Inspectors more often than minor roads because the risk to safety should a defect occur is greater. This principle applies to all of our asset groups with priority given to understanding the condition of our highest risk assets

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe. We also endeavour to make sure our road network is resilient and can support economic growth and local communities in Kent. However, we have to work within an overall budget and therefore, during a

time of diminishing resources and increasing customer expectations, we need to prioritise investment effectively.

The methodology used to prioritise investment varies between the asset groups but in all cases, the approach to deciding where to spend our money is largely risk based. Consideration is also given to the extent of the work required, whether or not the existing arrangement is meeting the needs of highway users, the impact on other highway assets and the practicalities of future maintenance. Finally, having assessed the investment needs for each asset group individually, they need to be considered in the context of the needs of other asset groups. This is how we currently allocate our Capital Maintenance Grant.

Significant Factors Affecting Maintenance

The number of highway assets in Kent is increasing year on year and we need to be mindful of the significant factors that affect those assets, how we maintain them and how they perform to meet the needs of road users in both the short and longer term. These factors very between the asset groups and include the materials that are used to construct them, the environment within which they are sited, the actions of third parties and the consequences of climate change.

Levels of Service

When determining levels of service we consider up to four options in the context of our statutory obligations, the County Council's Strategic Objectives, customer expectations and the available budget:

Asset/Service Level Enhancement

An approach that fulfils our statutory obligations and enables the overall condition of the asset group to be enhanced. Interventions such as maintenance, asset renewals and improvements are undertaken on a planned, prioritised basis with a view to increasing the proportion of the asset group in a very good or good condition.

Steady State

A level of service and investment that fulfils our statutory obligations and preserves the overall condition of the asset in its current state. Interventions such as maintenance and asset renewals are undertaken on a planned, prioritised basis with a view to keeping the same proportions of the asset group in a very good, good, poor and very poor condition. Any investment less than this would mean that a steady state condition or existing service level could not be achieved.

Service Level Reduction

A level of service that fulfils our statutory duties and facilitates a more controlled approach. Interventions such as maintenance and asset renewals are undertaken on a planned, optimised basis.

Statutory Minimum

The minimum level of service that fulfils our statutory duties. Asset condition is allowed to decline with interventions such as maintenance and asset renewals undertaken on a reactive basis if and only if they are necessary to fulfil our legal obligations. This is an extremely inefficient approach

and will cost the authority more over the lifecycle of our assets and therefore cannot be recommended.

The accuracy with which we can assess the cost and impact of providing each level of service varies depending on the quality of information and tools available to us. For example, in the case of roads and footways we have excellent condition data, a good understanding of deterioration and the technology to model the impact of differing levels of investment. For drainage, we do not have the same level of information or the modelling capabilities so a more simplistic approach based on past experience and engineering judgement has had to be made.

Our Levels of Service Summarised

The cost of delivering these outcomes for each asset group is detailed below:

Asset Group	Cost to Deliver the Level of Service			
	Asset/Service Enhancement	Steady State	Service Level Reduction	Statutory Minimum
Roads	£52,300k	£39,500k	-	-
Footways	£6,100k	£5,500k	-	-
Drainage	£8,525k	£6,820k	£5,115k	-
Bridges, Tunnels & Highway Structures	-	£2,672k	£1,781k	£1,336k
Street Lighting	£5,375k	£4,300k	£3,225k	-
Intelligent Traffic Systems	£3,125k	£2,500k	£1,875k	-
Soft Landscape	£5,000k	£4,200k	£3,200k	£2,200k
Barriers, Unlit Signs, Lines & Road Studs	-	£3,500k	£2,775k	£2,100k

Roads

The Road Asset

The road asset is made up of:

	Maintenance Hierarchy					Road Classification				
	MS	OS	LI	M	Total	A	B	C	U	Total
km	431	784	1,252	6,200	8,667	995	449	1,886	5,337	8,667
miles	269	490	782	3,875	5,416	622	280	1,179	3,335	5,416

→ Major Strategic (MS) – routes, or parts of routes, linking major urban centres where these are not linked by trunk roads.
→ Other Strategic (OS) – routes or part of routes, between other urban centres or centres of industry/commerce.
→ Locally Important (LI) – routes or part of routes, of local importance in distribution of goods or people.
→ Minor Roads (M) – all other routes, including estate roads and rural lanes.

The primary objectives of our road assets are:

→ Enable Kent's people, businesses and visitors to complete vehicular and cycle journeys safely and efficiently, thereby contributing to improving outcomes and opportunities for Kent's people and businesses,
→ Transfer vehicle weights from the road surface through to underlying ground without deformation of the road surface, to maintain road safety and minimise nuisance, and
→ Maintain their structural integrity and maximise their lifespan, to provide maximum value for money from investment.

The number of roads in Kent is currently increasing each year due to new housing and business developments.

The majority of our roads are of bituminous construction of varying age and specification. However, we also have 299 miles of roads that have concrete construction or have covered concrete. This equates to 5.5% of our road network. 116 miles (39%) is concrete and the remaining 183 km (61%) is made up of covered concrete. The majority of our concrete roads are unclassified roads in residential areas – 276 miles. Only 23 miles of our classified road network of 2,063 miles are concrete – around 1%.

Condition Assessments and Inspections

Our road network is our largest highway asset and consequently we invest significant resource into understanding its condition, maintenance backlogs and likely future deterioration. We check our roads on a regular basis, using both mechanical and visual means. There are two types of checks, condition surveys and safety inspections.

→ Our condition surveys conform to national standards and are processed by accredited systems. The surveys establish key characteristics of the network including the quality of the journey, tyre grooves in the road, the depth of the road's layers and skid resistance.

→ Our team of Highway Inspectors carry out visual checks to make sure the highway assets are in a safe condition. This includes checking for defects in the road surface that present a safety concern. We carry out this kind of check at least once every twelve months.

→ Reactive inspections are carried out in response to enquiries and generate ad-hoc and emergency works, for example repairing potholes and other surface failures.

Prioritisation of Investment

We have a statutory duty to ensure that our roads are safe, and we also want to ensure that our road network is resilient and can support economic growth and communities, so far as this is possible during a time of diminishing resource, growing backlogs, worsening asset condition and increasing customer expectation.

Data collected from the above processes is used to assess the condition of the entire network and to model and cost suggested maintenance schemes. We also use this data to calculate the percentage of the network requiring maintenance and estimate the backlog of maintenance. Furthermore, we have good data on road deterioration and can use that to estimate future deterioration and maintenance backlogs based on different investment options.

With the limited and decreasing funds KCC has available for highway maintenance and repair, it has to carefully prioritise the works it does to ensure the most benefit to Kent's road network. To do this it considers the condition of roads, alongside factors such as the cost of the works, the amount/type of traffic it carries, its importance to Kent's economy and any safety hazards that may be present. The data is then analysed and this gives us a ranking output such as worst first priority and economic ranking priory. KCC's asset management tool also recommends which treatment would be best suited to the road depending on the current condition. KCC also seeks where possible to address some local needs through liaison with its District Highway Managers.

The approach that KCC takes when deciding where to invest its finite resource is to use the most appropriate surfacing treatment for the condition and class of road, within the resource available. Budgets are not allocated on a district or regional basis.

Other Significant Factors affecting Road Maintenance

Concrete Roads

The maintenance of concrete roads presents significant challenges for local authorities. Many concrete roads in Kent were constructed in the 1950s and 1960s. They have stood the test of time, lasting 50 or 60 years, and have therefore provided great value for money. Whilst many are visually poor, they are structurally sound and not unsafe. Historically, we have often over-laid concrete roads with bituminous material in order to improve their visual appearance. That is unsustainable and is not effective asset management. Going forward, we will limit overlaying concrete roads to those sites where this is needed for structural or grip reasons.

Ageing concrete roads are very expensive to maintain/replace. They deteriorate unpredictably due to their ability to mask underlying foundation deterioration for a time by spanning voids or soft spots. Poor utility reinstatements can also shorten the life of concrete roads. Future deterioration can be reduced by introducing a regime of sealing the joints between concrete sections, but this is not something that has historically been resourced.

Full reconstruction of concrete roads is a very expensive procedure compared to replacing the top layers of bituminous roads. More and more industrial estates are starting to fail in Kent, due to large vehicles.

Specialist materials

A variety of specialist materials such as surface treatments, high friction surfacing and non-black asphalts have been laid on Kent's roads for a number of years. Surface treatments such as surface dressing and micro surfacing provide excellent value for money and represent very effective asset management. They are used to extend the life of road surfaces that have not yet deteriorated to the point where the surface would need to be completely replaced. They do this by sealing the surface to prevent potholes forming and add texture, and can extend the life of these roads by up to ten years, at a fraction of the cost of traditional resurfacing.

Other forms of specialist materials such as high friction surfacing and non-black asphalts are expensive when first laid and to maintain later. For example, high friction surfacing, designed primarily to prevent skidding and loss of control in wet conditions, is expensive and can sometimes last only five years. Non-black asphalts are more expensive than standard asphalts. In addition, as potholes occur later these are repaired using black asphalts as it is not economical to obtain non-black asphalts in small amounts.

Notwithstanding the cost of high friction surfacing and non-black asphalt and the challenges of maintaining them later, it is clear that they are required in some circumstances to address safety issues on our network. However, going forward, this will need to be balanced against the lifecycle cost of the asset, and alternative designs and materials considered, as the continued use of these materials on the scale that has been used in recent years is unsustainable in asset management terms. As such we will be considering whether evidenced safety issues can be satisfactorily addressed by a different design/solution such as changing the speed limit, introducing new road markings, changing kerb alignment etc., or using different, more cost-effective materials with greater grip properties.

Road Noise

Road noise is typically caused by roughness-induced vibration or air squeezing between road surface and tyre, and this will vary between different materials and resurfacing techniques. Because of their properties, surface treatments tend to be noisier than other materials such as hot-rolled asphalt, and stone mastic asphalt in particular.

Whilst the County Council recognises the distress that road noise can sometimes cause, it is not a factor that the County Council can afford to consider when deciding which material to use to maintain a road. That is because it is important that we choose the right materials for the condition of the road and to maximise value for money. In most cases, road noise following the

application of a surface treatment will subside over time once the material has had an opportunity to bed in.

The Geology of Kent

Every year in Kent, the County Council has to deal with a number of major failures in carriageways and footways. These failures are often caused by underlying geological features such as landslips, deneholes, sink holes and other subsidence, and this can result in unfunded pressures for the County Council. Kent's geological make-up varies throughout and therefore failures cannot be measured or predicted.

Carriageway failures can also be caused by damaged utility apparatus such as fresh water and sewage lines. To reduce the financial impact to the County Council, all major failures are now managed in a consistent manner so that utility companies are held to account in the event that their assets are found to be the cause, though this can be a costly and time-consuming process.

Other Highway Assets

Whilst the condition and lifecycle cost of our roads is principally affected by factors such as the level of maintenance investment, traffic volumes and weather, the level of investment in and condition of other highway asset groups can also have an effect. For example, if investment in the maintenance and cleansing of highway drainage assets is not sufficient to prevent ponding of water on road surfaces, that may lead to the road surface deteriorating more quickly. Similarly, if our weed spraying and verge cutting regimes are not sufficient to prevent growth in or over road surfaces that may lead to premature failure of the road surface. In both cases, this would lead to a shorter lifecycle and the surface needing to be replaced sooner, increasing the lifecycle cost of these road assets. As such, road condition is not just about the level of resource allocated for resurfacing roads, particularly if this is to the detriment of other asset groups.

Levels of Service

Considerations

When determining the levels of service that we will deliver it is vital that we consider our statutory obligations and the County Council's strategic objectives.

The County Council has statutory obligations to:

→ Maintain the adopted highway network in a safe condition and appropriately safe and functioning state (Highways Act 1980). This includes taking reasonable steps to manage the risks posed by road surface defects.
→ Facilitate and secure the efficient movement of traffic on our highway network (Traffic Management Act 2004). This includes taking reasonable steps to manage the asset in a way that minimises failures and therefore disruption.
→ Prepare to adapt to longer term climate change (Climate Change Act 2008). This includes preparing for more frequent and more intense rainfall events in years to come, and for the effects of increased UV exposure.

The County Council also has a five year strategic statement called "Increasing Opportunities, Improving Outcomes" and this sets out the following vision:

Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses

Maintenance Backlog

Most commentators will accept that investment in local roads throughout the country has been insufficient for decades. The rate at which local roads are deteriorating exceeds the rate of investment, and this is a constant theme of published industry and Government reports. A recent industry report estimated the cost of bringing local roads in England and Wales up to scratch at £11.8bn. The backlog of road maintenance in Kent, which is one of the largest road networks in England, is currently estimated to be around £584m.

Options

Historically, our approach to managing the condition of our road assets has been based on an assessment of the backlog of maintenance, essentially an estimate of the value of identified resurfacing schemes that have been identified as a result of our condition surveys. The principle limitation of that approach is that it only provides a snapshot in time; it does not enable local authorities to consider the effect of funding decisions on the lifecycle cost of roads. For example, a reduction in funding in one year may have the effect of increasing the total cost of road maintenance over the lifecycle of a road.

As a result of changes made to the way in which the Department for Transport allocates Capital funding for highway maintenance, an increasing share of this funding is based on local authorities' ability to evidence that they use asset management principles to manage highway maintenance and make investment decisions that are based on clearly linking investment to outcomes and service levels. For that reason, Kent has introduced lifecycle planning for roads this year, and this has improved the accuracy of modelling data and our estimate of backlog.

As mentioned earlier, our road assets are by far the largest highway asset by value and size and so it is important that investment decisions are made based on a robust understanding of what we will be getting in return in terms of future condition of the asset and lifecycle cost. When determining our outcomes/levels of service, we have considered two broad options:

→ Enhance the condition of the road network, essentially what it will cost to improve the overall condition of the asset.
→ Sustain the current condition of the road network, essentially a 'steady state' scenario. Any investment less than this would mean that a steady state condition could not be achieved.

Using data from our condition surveys and lifecycle and deterioration modelling, we have modelled these outcomes and associated investment levels – see below tables.

Enhance the Condition of our Road Network

The percentage of our road network considered to be of very poor condition is: 3% of A roads, 4% of B and C roads and 21% of unclassified roads. We have modelled the cost of improving the overall condition of our road network, by improving the percentage of A roads classed as being very poor to 1% in the next ten years, improving B & C roads to 2%, and unclassified roads from 16%. The estimated annual cost of this scenario is £52.3m[3]. The scenario would mean that our maintenance backlog would decrease from £584m now to £392m plus inflation in 2026. It is important to note that 'very poor' or 'poor' does not mean 'unsafe' as we regularly inspect our roads to identify any safety critical defects for repair.

Asset Enhancement - A Roads
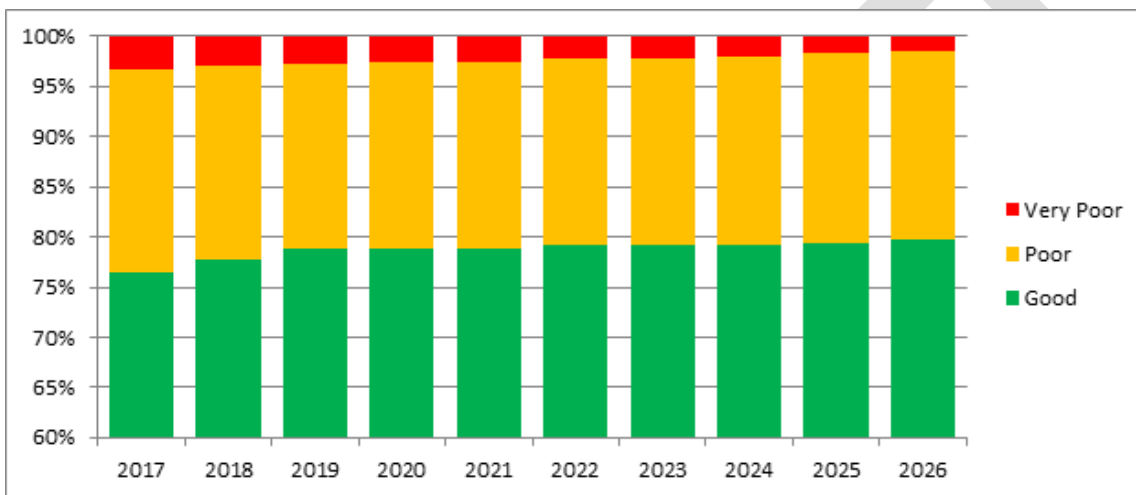
Asset Enhancement - B&C Roads

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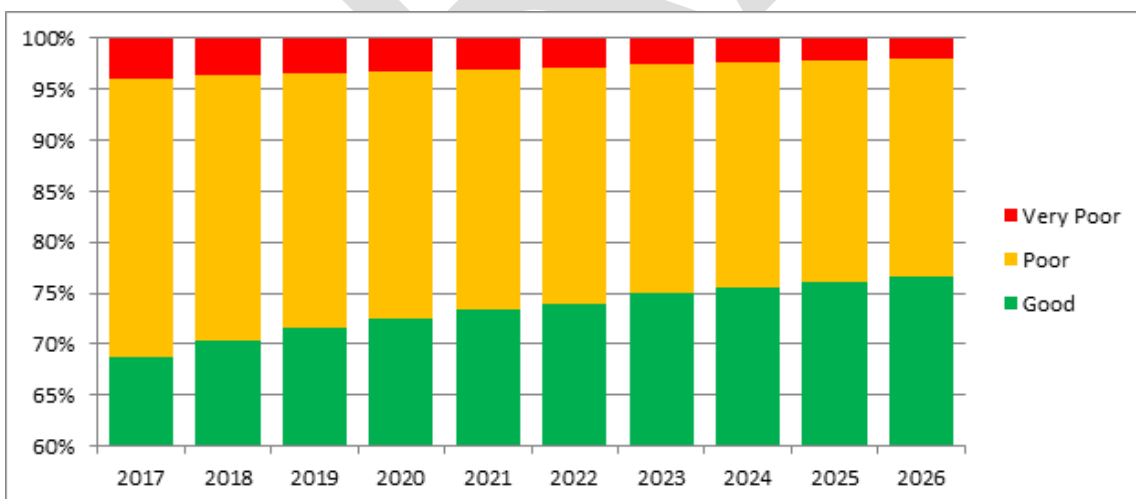
[3] At today's prices.

Asset Enhancement - Unclassified Roads
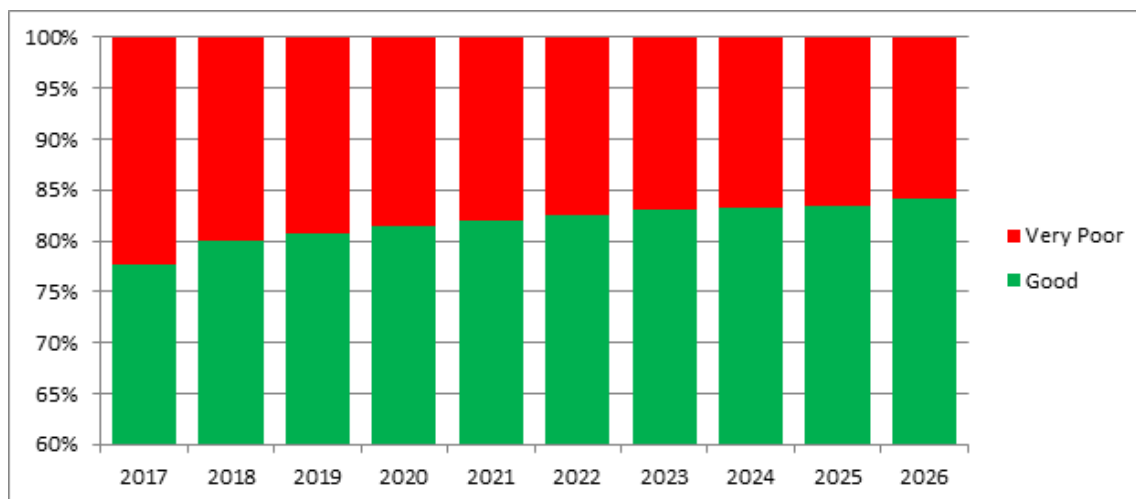
Maintaining our Roads at Steady State Condition

To keep our roads at their current condition level over the next ten years, an annual capital investment of £39.5m[4] is required. This will result in the backlog figure remaining at £584m plus inflation in ten years' time.

Steady State Condition - A Roads

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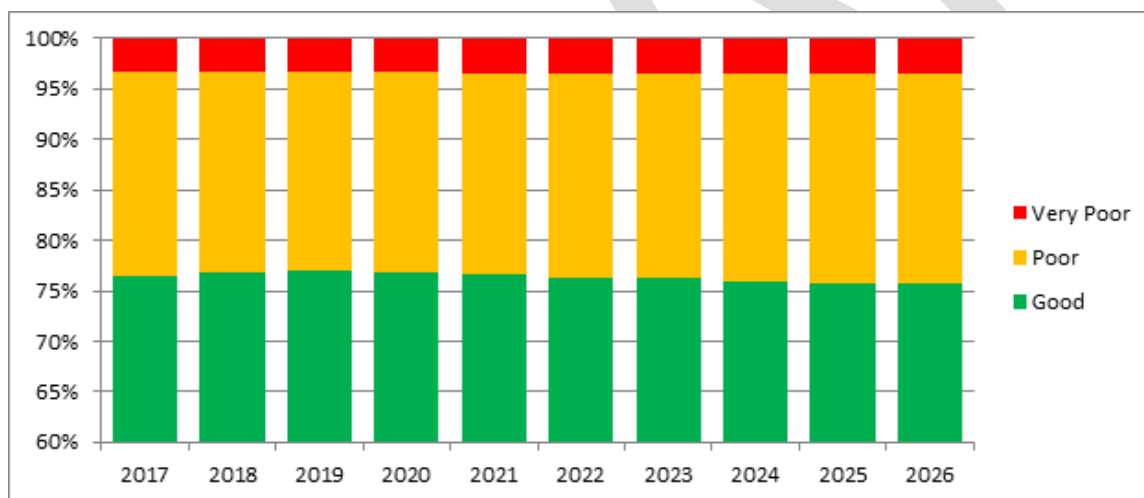
[4] At today's prices

Steady State Condition - B & C Roads
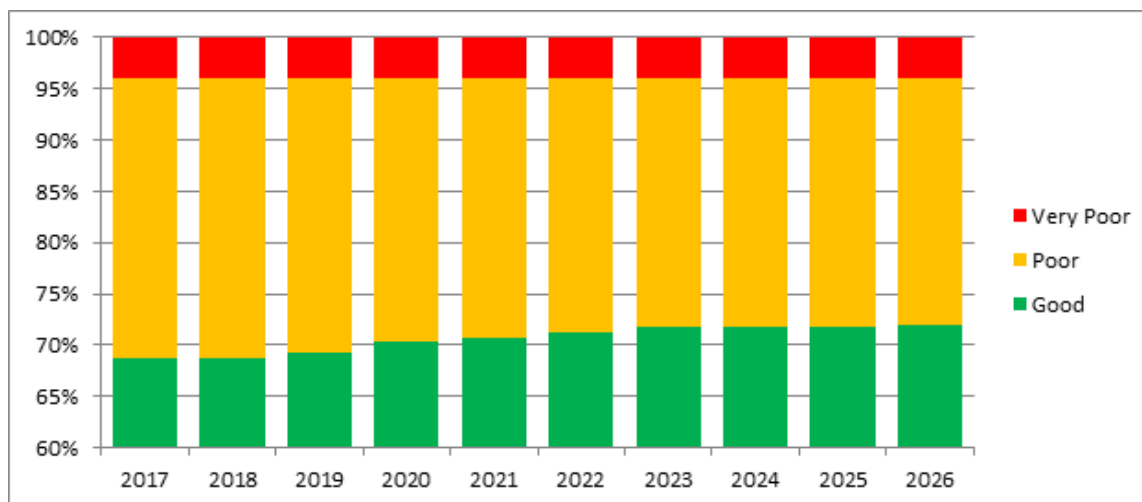
Steady State Condition - Unclassified Roads
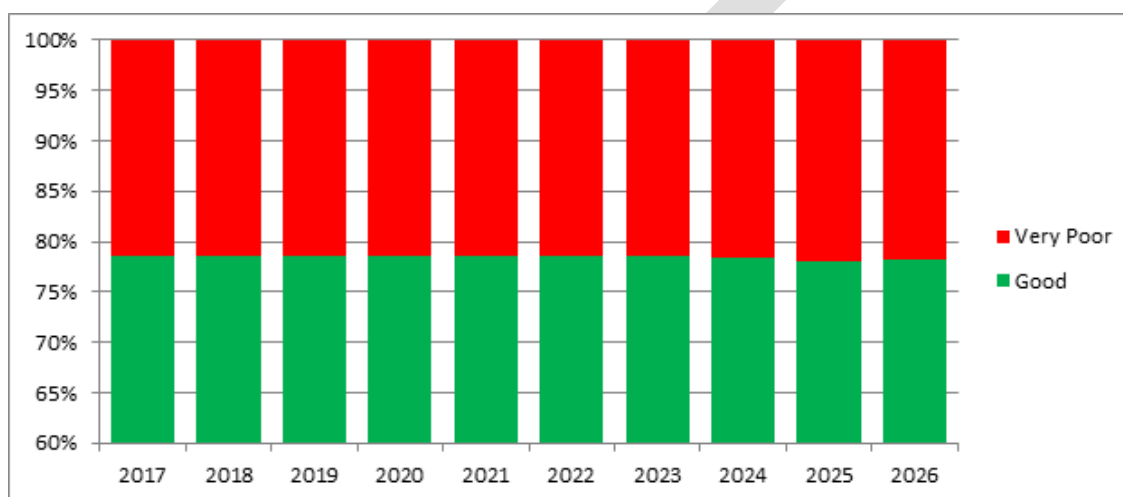
Reacting to Potholes

The figures mentioned above relate to proactive, planned capital investment in our road network. They do not include any allowance for the funds the County Council spends each year to reactively repair potholes and other road defects. Whilst potholes will always occur, and we have experienced a number of weather emergencies in recent years which have worsened the condition of our network, potholes and other road defects are primarily a symptom of a lack of planned investment in the network. The less resource invested in planned maintenance, the more potholes will occur. Potholes repairs are, on average, twice as expensive per square metre as planned resurfacing.

During the last few years, the amount we have spent reactively repairing potholes and other road defects is £21.5m (for 2013/14, 2014/15 & 2015/16) using a combination of revenue and capital funding. It is very difficult to accurately model the relationship between road condition (as modelled in the above graphs) and the number and cost of potholes and other defects that will occur. Investment less than that modelled to achieve a steady state condition would reduce in an increase in pothole numbers, increasing the pressure on revenue and capital funds.

Footways

The Footway Asset

The footway asset is made up of:

	High Usage	Other	Total
km	475	5,830	6,305
miles	295	3,622	3,917

The primary objectives of our footway assets are:

→ Enable Kent's people, businesses and visitors to travel the County on foot safely and efficiently, thereby contributing to improving outcomes and opportunities for Kent's people and businesses,

→ Withstand normal footway usage by foot or by vehicle (via appropriately constructed vehicle crossings) through to underlying ground without deformation of the surface, to maintain safety and minimise nuisance.

→ Maintain their structural integrity and maximise their lifespan, to provide maximum value for money from investment.

The number of footways in Kent is currently increasing each year due to new housing and business developments.

The majority of our footways are of bituminous construction of varying age and specification. However we also have footways that have block paving, slabs and concrete surfaces. The split of our network of these surface types is:-

→ Bituminous – 86.3 %
→ Modular Slabs – 7.8 %
→ Modular Block Paving – 3.6 %
→ Concrete – 2.3 %

The footway asset group has recently been extended to include "off-road cycleways". These pavements are those cycleways that whilst being appropriately constructed for the purpose they do not adjoin a carriageway section. The condition assessment and inspection criteria for these sections of our network are currently being developed. The footway asset group does not include Public Rights of Way, which are managed separately.

Condition Assessments and Inspections

Our footway network is a substantial highway asset and consequently we invest significant resource into understanding its condition, and likely future deterioration. We inspect our footways on a regular basis. We have introduced a regime to survey their condition, along similar lines to the way we do for roads.

To confidently deliver efficient asset management, enabling timely intervention and accurate data, Kent County Council carry out annual Footway Maintenance Surveys (FMS) which have been

developed over the last three years. The data collection methodology conforms to national standards and the data is processed by accredited systems.

The first complete footway condition survey was completed over two years – 2013/14 and 2014/15. We subsequently refined the survey process and criteria for the next complete County survey which started during the summer of 2015 and will be completed in 2016 for data delivery in March 2017.

In conjunction with this survey Kent County Council also carry out safety inspections.

→ Our team of Highway Inspectors carry out visual checks to make sure the highway assets are in a safe condition. This includes checking for defects in the footway surface that present a safety concern. We carry out this kind of check at various frequencies dependant on the nature of the section of footway concerned. These frequencies could be either monthly, quarterly or annually.

→ Reactive inspections are carried out in response to enquiries from the public or other stakeholders and generate ad-hoc and emergency works, for example repairing footway potholes and other surface failures.

Prioritisation of Investment

We have a statutory duty to ensure that our footways are safe, and we also want to ensure that our network is resilient and can support economic growth and communities, so far as this is possible during a time of diminishing resource, growing backlogs, worsening asset condition and increasing customer expectation.

We also are facing an increasing need to ensure that our footway network is maintained to protect from insurance claims resulting from injuries or damage caused by incidents on our network as well as maintaining the confidence and positive perceptions of the travelling public using our asset.

Data collected from the above processes is used to assess the condition of the entire network and to model and cost suggested maintenance schemes. We also use this data to calculate the percentage of the network requiring maintenance and estimate the backlog of maintenance.

With the limited and decreasing funds KCC has available for highway maintenance and repair, it has to carefully prioritise the works it does to ensure the most benefit to Kent's footway network. To do this it considers the condition of footways from the survey data. The type of treatment required will depend of the type of defects that are present. We also prioritise based on usage.

Schemes identified in this way are assessed and verified by our engineers. KCC also seeks where possible to address some local needs through liaison with its District Highway Managers. Budgets are not allocated on a district or regional basis.

Other Significant Factors affecting Footway Maintenance

Specialist materials

A variety of specialist materials such as slurry seal have been laid on Kent's footways for a number of years. Some provide excellent value for money and represent very effective asset

management. Slurry seal is used to extend the life of a footway that has not yet deteriorated to the point where the surface would need to be completely replaced. It does this by sealing the surface to prevent potholes forming and add texture, and can extend the life of these footways by up to ten years, at a fraction of the cost of traditional resurfacing. This treatment is generally only able to be used on footways with a bituminous surface.

Other specialist materials, such as concrete imprint and coloured asphalts, are expensive to install and maintain. Moving forward, it is important that the lifecycle of footways and their future maintenance is considered when decisions around the use of these materials are made.

Conservation

The way in which we maintain our footway assets can also be affected by conservation areas. All conservation areas that we are required to work within are looked at on a case-by-case basis, balancing our duties under the Highways Act 1980, available resource, the nature of the work involved, and the nature and character of the area. We look to engage with the relevant District Authority to discuss options with their conservation teams and where possible find a mutually agreeable solution to the work required.

This approach, whilst respectful of conservation restrictions, can be time consuming, however usually a mutually acceptable solution can be agreed. Any such agreement must represent a fair and appropriate balance between our duties under the Highways Act, the costs of the works required, and the nature of the conservation being sought.

The Geology of Kent

Every year in Kent, the County Council has to deal with a number of major failures in footways. These failures are often caused by underlying geological features such as landslips, deneholes, sink holes and other subsidence, and this can result in unfunded pressures for the County Council. Kent's geology makeup varies throughout and therefore failures cannot be measured or predicted.

Footway failures can also be caused by damaged utility apparatus such as fresh water and sewage lines. To reduce the financial impact to the County Council, all major failures are now managed in a consistent manner so that utility companies are held to account in the event that their assets are found to be the cause, though this can be an expensive and time-consuming process.

Parking

Our substantial footway network is increasingly becoming a concern in maintenance terms, principally because of parking and vehicle over-run issues. This particularly affects older residential urban areas that were not designed to accommodate the quantity of vehicles per household that is now typical. The narrow nature of many of these locations does lead to residents parking either wholly or partly on the footway.

It should be noted that footways generally deteriorate at a slower rate than roads, primarily because vehicles are not normally travelling on footways. The consequences of poor maintenance are less pronounced than that for roads. The principle risk on footways is from trip hazards, particularly in high footfall locations. However, where vehicles do regularly park on or traverse over

our footways, even small defects can escalate quickly. This both increases the replacement costs and shortens the lifecycle of the asset.

Other Highway Assets

The level of investment in and the condition of other highway asset groups can also have an effect. For example, if our weed spraying and verge cutting regimes are not sufficient to prevent growth in or over footway surfaces, or maintenance and coppicing of tree lined streets is not sufficient it may lead to premature failure of the footway surface by being undermined by root damage.

Levels of Service

Considerations

When determining the levels of service that we will deliver it is vital that we consider our statutory obligations and the County Council's strategic objectives.

The County Council has statutory obligations to:

→ Maintain the adopted highway network in a safe condition and appropriately safe and functioning state (Highways Act 1980). This includes taking reasonable steps to manage the risks posed by surface defects.

→ This includes taking reasonable steps to manage the asset in a way that minimises failures and therefore disruption.

→ Prepare to adapt to longer term climate change (Climate Change Act 2008). This includes preparing for more frequent and more intense rainfall events in years to come, and for the effects of increased UV exposure.

The County Council also has a five year strategic statement called "Increasing Opportunities, Improving Outcomes" and this sets out the following vision:

Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses

Maintenance Backlog

In general terms, investment in planned footway maintenance has fallen behind that for roads. That is principally because we have not previously had sufficient condition data to inform investment decisions, but also because road maintenance has understandably been prioritised, given that the safety implications of not maintaining roads is much more significant than that for footways. However, as explained above, we re-introduced footway condition surveys a few years ago, and now better understand the condition of this asset group.   Furthermore, we have introduced lifecycle planning for footways this year, and this has improved the accuracy of modelling data and our estimate of backlog, though this will need to be refined in the coming years. The backlog of footway maintenance in Kent is currently estimated to be around £83m, at today's prices.

Options

Our footways are a significant highway asset by value and so it is important that investment decisions are made based on a robust understanding of what we will be getting in return in terms

of future condition of the asset and lifecycle cost. When determining our outcomes/levels of service, we have considered two broad options:

→ Enhance the condition of the footway network, essentially what it will cost to improve the overall condition of the asset.
→ Sustain the current condition of the footway network, essentially a 'steady state' scenario. Any investment less than this would mean that a steady state condition could not be achieved.

Using data from our condition surveys and lifecycle and deterioration modelling, we have modelled these outcomes and associated investment levels – see below tables.

Enhance the Condition of our Footway Network

The percentage of our footway network considered to be of poor condition is 37%. We have modelled the effect of improving this to 32% in the next ten years. The estimate annual cost of this scenario is £6.1m[5]. The scenario would mean that our maintenance backlog would decrease from £83m now to £77m plus inflation in 2026. It is important to note that 'poor' does not mean 'unsafe' as we regularly inspect our footways to identify any safety critical defects for repair.

Asset Enhancement – Whole Footway Network
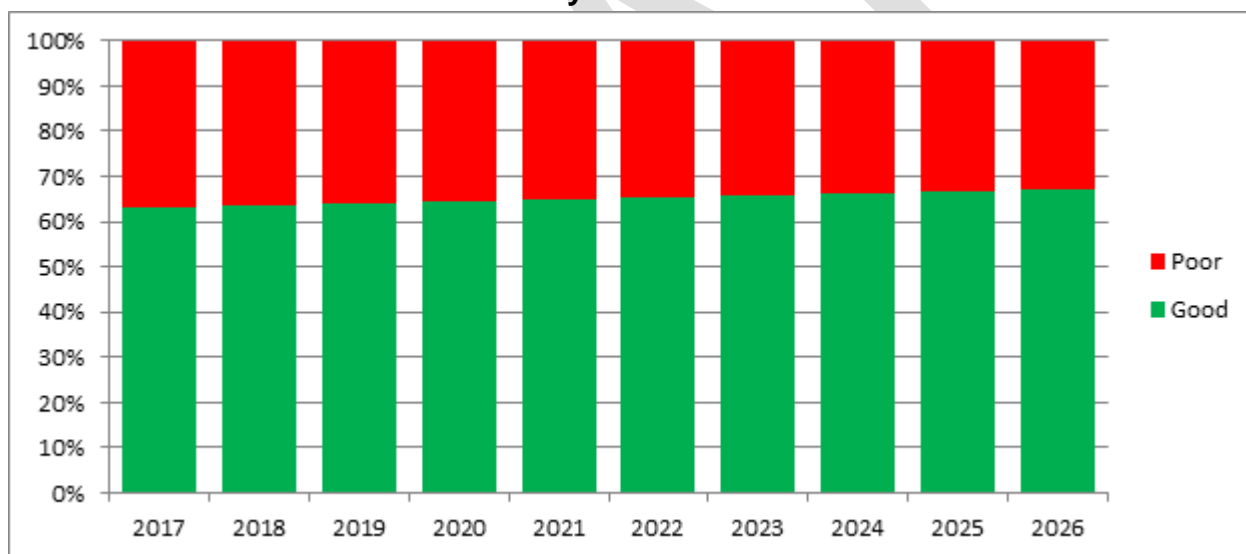
Maintaining our Footways at Steady State Condition

To keep our footways at their current condition level over the next ten years, an annual capital investment of £5.5m at today's prices is required. This will result in the backlog figure remaining at £83m plus inflation in ten years' time. Any investment less than this would mean that a steady state condition could not be achieved.

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[5] At today's prices.

Steady State Condition – Whole Footway Network
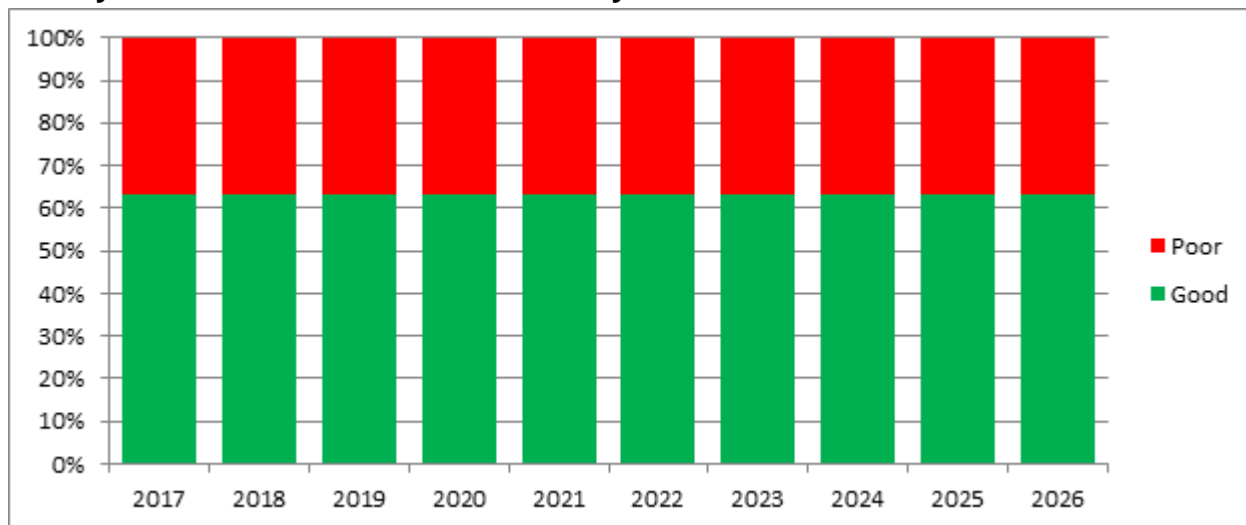
Reacting to Potholes

The figures mentioned above only relate to proactive, planned capital investment in our footway network. They do not include any allowance for the funds the County Council spends each year to reactively repair potholes and other footway defects. During the last few years, the amount we have spent reactively repairing these defects is £4.5m (for 2013/14, 2014/15 & 2015/16) using a combination of revenue and capital funding.

Drainage

The Drainage Asset

The drainage asset is made up of:

Asset	Quantity*
Roadside drains	250,000
Ponds and Lagoons	250
Pumping Stations	15
Soakaways	8,500

* Based on available asset data

The primary objectives of the highway drainage system are:

→ Removal of highway surface water (from our roads) to maintain road safety and minimise nuisance,

→ Effective sub-surface drainage to prevent damage to the structural integrity of the highway and maximise its lifespan, and,

→ Minimise the impact of highway surface water on the adjacent environment including properties

The number of drainage assets in Kent is currently increasing each year due to new housing and business developments.

Condition Assessments and Inspections

There are two types of checks, planned inspections and reactive inspections.

Planned inspections include highway safety inspections and condition checks carried out as part of our cyclical maintenance regime:

→ Our team of Highway Inspectors carry out visual checks to make sure that highway assets are in a safe condition. This includes checking that drain covers are not broken or missing. We carry out this kind of check at least once every twelve months.

→ Our drainage cleansing crews look at the condition of the drains on main roads and test each one by filling it with water and checking that it is able to flow away. We carry out these kinds of checks at least once every twelve months.

→ Our pumping stations are serviced annually to check they are working properly and ensure that any faults or damage are repaired quickly.

We do not undertake planned inspections on our other drainage assets (underground pipes, culverts, soakaways, ponds, lagoon and ditches). These are all checked on a reactive basis.

Reactive inspections are carried out in response to enquiries and generate ad hoc and emergency works, for example cleaning blocked drains that are causing the road to flood and repairing collapsed road drains. They may also result in us serving notice under the Highways Act 1980 requesting the landowner maintain their ditch or prevent water flowing from their land onto the

highway. Where this is not completed in the required time we may undertake the work and seek to recover the costs from the landowner.

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe. We also endeavour to make sure that our road network is resilient and can support communities and the economy of Kent. However, we have to work within an overall budget.

Firstly we need to prioritise where to invest our budget.

We take a risk based approach to deciding where to invest our money and the information we have about drainage assets helps us to do this. Some of the things we consider include the following:

→ What is the risk to road users if the road floods?
  o Is the road a high speed road, a main road, an estate road or a country lane?
  o Is the road used by high volumes of traffic?
  o Does the road layout affect the risk for example; is the flooding on a blind bend?
  o Does the speed of traffic affect the risk?
→ How much disruption is caused if the road floods?
  o Is the road a high speed road, a main road, an estate road or a country lane?
  o Is the road used by high volumes of traffic?
  o Are there suitable alternative routes available to road users?
  o Is access to critical infrastructure such as powers stations or hospitals affected?
→ How are homes and businesses affected by the flooding?
  o Are buildings internally flooded?
  o Are businesses prevented from operating?

Investment is prioritised where the risk is highest.

Secondly we need to consider how to invest our budget.

By knowing what condition our assets are in we can determine how much work is needed to restore them and whether or not it is more cost effective to replace them completely. For example if a pipe has been damaged by tree roots we could invest £300 cutting the roots out of the pipe. However, if the pipe is old and damaged, that £300 would be better spent disconnecting the damaged, root filled pipe and installing a new one.

It is also important to understand whether or not our assets are doing their job effectively and the practicalities of maintenance in both the short and longer term. If an asset is in the wrong place or is the wrong size there is no point simply patching it up or replacing it like for like. We also endeavour to undertake the right repairs at the right time in the life cycle of our drainage assets. For example if a soakaway has failed we could invest £30,000 replacing the soakaway with a new chamber that is the same size. However, if the drainage system has not been working because it needs more capacity, it would be better to spend £40,000 installing a larger chamber.

Finally we need to consider our investment in the wider context of the highways service.

Having assessed each site, we are able to collate a prioritised list of works. This is compared with the lists for other asset groups when we consider allocating our capital budget.

We do not normally undertake works to mitigate nuisance factors. We prioritise works at locations where highway surface water presents a risk to highway safety or a risk of internal flooding to inhabited areas of property.

Other Significant Factors affecting Drainage Maintenance

Damaged and Ageing Infrastructure

Much of the County's drainage infrastructure was installed when the roads were originally constructed, some of which date back to late 1800s/early 1900s. Over the years, settlement of the soil, ingress of tree roots and roadworks by third parties has caused widespread damage. Years of underinvestment have exacerbated this problem.

Limited Capacity

In recent years prolonged and heavy rainfall events appear to have become a more frequent occurrence. Development and changes in land use have resulted in increased volumes of surface water being discharged into the drainage system which is designed to cope with moderate to heavy rainfall. In many places the sewers are now running at capacity.

Where capacity is insufficient the only options are to divert the highway drainage elsewhere or install an entirely new, larger, system. This requires significant investment and in the past, cost had tended to make this kind of scheme unaffordable. Instead, the impact of flooding has been managed by installing permanent warning signs and increasing the height of kerbs and re-profiling the road to divert water away from properties.

Reliance on Third Party Infrastructure

In many places the highway is drained into public sewers which are owned and maintained by the Sewerage Authority or privately owned third party assets such as ditches or ponds. In these instances, the County Council's influence over maintenance regimes and improvements is limited.

Land Drainage

Water being discharged from adjacent land onto the road is also becoming an increasingly common cause of highway flooding. A more stringent enforcement process utilising our Highways Act powers has been developed. However, to date, the vast majority of cases have been resolved via constructive discussion with the land owner.

Reductions in other services

A frequent cause of highway flooding is debris obstructing drainage covers, particularly during autumn and winter. The need for financial savings have necessitated reductions in services such as street sweeping, delivered by District and Borough Councils, and soft landscaping services, which have resulted in increased debris collecting on the highway and finding its way to the roadside drains.

Levels of Service

Considerations

When determining the levels of service that we will deliver it is vital that we consider our statutory obligations and the County Council's strategic objectives.

The County Council has statutory obligations to:

→ Maintain the adopted highway network in a safe condition and appropriately safe and functioning state (Highways Act 1980) this includes taking reasonable steps to manage the risks posed by surface water on the highway.
→ Facilitate and secure the efficient movement of traffic on our highway network (Traffic Management Act 2004) this includes taking reasonable steps to minimise the disruption caused by flooding.
→ Prepare to adapt to longer term climate change (Climate Change Act 2008) this includes preparing for more frequent and more intense rainfall events in years to come.

The County Council also has a five year strategic statement called "Increasing Opportunities, Improving Outcomes" and this sets out the following vision:

Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.

We monitor customer enquiry volumes and satisfaction on a monthly and annual basis. The 2015 Tracker Survey Indicated that customer satisfaction with the Drainage Survey was as follows:

	2014	**2015**
Enquiries Received	10,103	6,611

	% Satisfied - 2014	**% Satisfied - 2015**
Residents	71	66
County Members	19	30
Parish Councils	8	14

Current Levels of Service

The current levels of service for Drainage are as follows:

Drainage Cleansing

→ We will respond to incidents of flooding that pose an immediate high risk to highway safety or a risk of internal property flooding within two hours of the initial report.
→ We will clean roadside drains at known hotspots on a cyclical basis once every six months.
→ We will clean roadside drains on main roads on a cyclical basis once every twelve months.
→ We will carry out targeted cleansing of all other drainage assets where there is a risk to highway safety or a risk of internal property flooding within two hours – ninety days (depending on the severity of risk).

Ironwork Repairs
→ We will repair and replace damaged drain covers that pose a risk to the safety of highway users within two hours – ninety days (depending on the severity of risk).

Pumping Station Servicing and Repairs
→ We will service our pumping stations and prioritise maintenance on the basis of the risk to highway safety and the risk of internal property flooding once every twelve months.

Drainage Investigations
→ We will investigate highway drainage problems that pose a risk to highway safety or a risk of internal property flooding within two hours – ninety days (depending on the severity of risk).

Drainage repairs and improvements
→ We will prioritise repairs and improvements on the basis of the risk to highway safety and the risk of internal property flooding and deliver them on the basis of the highest risk first

Options

When determining our levels of service we can consider three options:

→ Sustain the existing level of service.
→ Reduce the level of service.
→ Enhance the level of service.

The impact of each of these three options has been assessed with respect to each service provided and the following outcomes:

→ Reduced incidents of highway flooding requiring an immediate or urgent response.
→ Improved customer satisfaction and confidence in service provision.
→ A robust defence against increased claims for damage and personal injury.
→ Roads and footways that are protected from the adverse effects of standing water.
→ Reduced disruption caused by road flooding.
→ Greater resilience against increasingly frequent intense rainfall events.

In each instance the following scale has been applied:

Very Unlikely	Unlikely	Likely	Very Likely	Not Applicable

Option:	Sustain the existing level of service			Budget:	Current Budget
The likelihood that we will…	Drainage Cleansing	Ironwork Repairs	Pumping Stations	Investigations	Repairs and Improvements
…reduce incidents of highway flooding requiring an immediate or urgent response	Unlikely	Not Applicable	Likely	Likely	Likely
…improve customer satisfaction and confidence in service provision	Likely	Likely	Likely	Likely	Likely
…have a robust defence against increased claims for damage and personal injury	Likely	Likely	Likely	Likely	Likely
…effectively protect roads and footways from the adverse effects of standing water	Unlikely	Not Applicable	Not Applicable	Likely	Likely
…reduce disruption caused by road flooding	Unlikely	Not Applicable	Not Applicable	Likely	Likely
…have greater resilience against increasingly frequent intense rainfall events.	Unlikely	Not Applicable	Likely	Likely	Likely

Option:	Enhance the existing level of service			Budget:	Current Budget + 25%
The likelihood that we will…	Drainage Cleansing	Ironwork Repairs	Pumping Stations	Investigations	Repairs and Improvements
…reduce incidents of highway flooding requiring an immediate or urgent response	Likely	Not Applicable	Likely	Very Likely	Very Likely
…improve customer satisfaction and confidence in service provision	Very Likely	Likely	Likely	Very Likely	Very Likely
…have a robust defence against increased claims for damage and personal injury	Very Likely	Likely	Likely	Very Likely	Very Likely
…effectively protect roads and footways from the adverse effects of standing water	Very Likely	Not Applicable	Not Applicable	Very Likely	Very Likely
…reduce disruption caused by road flooding	Very Likely	Not Applicable	Not Applicable	Very Likely	Very Likely
…have greater resilience against increasingly frequent intense rainfall events.	Likely	Not Applicable	Likely	Very Likely	Very Likely

Option:	Reduce the existing level of service			Budget:	Current Budget – 25%
The likelihood that we will…	Drainage Cleansing	Ironwork Repairs	Pumping Stations	Investigations	Repairs and Improvements
…reduce incidents of highway flooding requiring an immediate or urgent response	Very Unlikely	Not Applicable	Unlikely	Very Unlikely	Very Unlikely
…improve customer satisfaction and confidence in service provision	Very Unlikely	Unlikely	Very Unlikely	Very Unlikely	Very Unlikely
…have a robust defence against increased claims for damage and personal injury	Very Unlikely	Very Unlikely	Unlikely	Unlikely	Unlikely
…effectively protect roads and footways from the adverse effects of standing water	Very Unlikely	Not Applicable	Not Applicable	Very Unlikely	Very Unlikely
…reduce disruption caused by road flooding	Unlikely	Not Applicable	Not Applicable	Unlikely	Unlikely
…have greater resilience against increasingly frequent intense rainfall events.	Very Unlikely	Not Applicable	Very Unlikely	Very Unlikely	Very Unlikely

Bridges, Tunnels & Highway Structures

The Bridges, Tunnels & Highway Structures Asset

The bridges, tunnels and highway structures asset is made up of:

Asset	Quantity*
Bridges	1,494
Viaducts	6
Footbridges	95
Culverts	568
Gantries	7
Retaining Walls	313
Tunnels	2
Subways	38
Special Structures	177

* Based on available asset data

Bridges and other highway structures form essential links in the highway network; their purpose is to connect roads and footways to facilitate safe and efficient travel around the County.

The number of highway structures in Kent is currently increasing each year due to new housing and business developments.

Condition Assessments and Inspections

There are two types of checks, planned inspections and reactive inspections.

Planned inspections are carried out as part of our cyclical maintenance regime:

→ General Inspections: Visual inspection of the asset based on a two year rolling programme.
→ Principal Inspections: Very detailed inspection of the asset based on a twelve year rolling programme.
→ Underwater Inspections: Annual inspection of those bridges which are sensitive to scour action.
→ Trackside Inspections: Biennial inspection of our structures that cross Network Rail lines.
→ Boat Inspections: Biennial inspection of our structures that require access via a boat. These inspections are done alternately with Trackside Inspections.

The result of these inspections is captured in our database and this data is analysed to determine the condition of each individual asset and the overall condition of the asset stock. This information is used to identify the maintenance and repair works required for each individual structure and creates the forward programme.

Reactive inspections are carried out in response to enquiries and generate ad hoc and emergency works, for example repairs to brickwork and parapets.

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe. We also endeavour to make sure that our road network is resilient and can support communities and the economy of Kent. However, we have to work within an overall budget.

Firstly we need to prioritise where to invest our budget.

We take a risk based approach to deciding where to invest our money and the information we have about bridges, tunnels and highway structures helps us to do this. Some of the things we consider include the following:

- → Where is the defect?
  - o Is a "critical element" (a part of the asset that is vital to its structural integrity) affected?
- → What is the risk to road users?
  - o Does the structure carry/support a high speed road, main road, minor road or footway?
  - o Does the structure span a high speed road, main road, minor road or footway?
  - o Does the structure carry high volumes of traffic?
  - o Are there suitable alternative routes if the structure fails?
- → What is the risk to third party assets?
  - o Does the structure support or span a railway, river, watercourse or other third party asset?
  - o Is access to critical infrastructure such as powers stations or hospitals affected?

Investment is prioritised where the risk is highest.

Secondly we need to consider how to invest our budget.

By knowing what condition our assets are in we can determine how much work is needed to restore them and whether or not it is more cost effective to replace them completely. In many cases we can protect our bridges, tunnels and highway structures and maximise their lifespan by cleaning them, painting them and waterproofing them. This work requires a commitment to repeat investment but can save more significant costs in the longer term. Nevertheless, in some instances the asset has been damaged beyond repair or simply reached the end of its useful life. In these instances renewal is the only option.

It is also important to understand whether or not our assets are doing their job effectively and the practicalities of maintenance in both the short and longer term. If an asset is in the wrong place or is the wrong size there is no point simply patching it up or replacing it like for like. For example, if a culvert has failed we could invest £50,000 replacing it with a new pipe of the same size. However if there is a need for greater capacity, it would be better to spend £65,000 installing a larger one.

Finally we need to consider our investment in the wider context of the highways service.

Having assessed each site, we are able to collate a prioritised list of works. This is compared with the lists for other asset groups when we consider allocating our capital budget.

We do not normally undertake works to mitigate nuisance factors or improve aesthetics nor do we carry out works on privately owned or third party assets. We prioritise works at locations where the condition of the bridge, tunnel or highway structure presents a risk to safety.

Other Significant Factors Affecting Bridge, Tunnel and Highway Maintenance

Access

In order to maintain many of our bridges and highway structures we need to access the assets via private land. In many cases this can be arranged via a simple discussion with the land owner, however in some instances gaining access is more challenging. Access may be dependent on naturally occurring factors such as tide times, river levels or weather conditions. Equally, access may be dependent on the closure of a railway line or a section of a motorway which is subject to the consent of a third party.

Levels of Service

Considerations

When determining the levels of service that we will deliver it is vital that we consider the following:

The County Council has statutory obligations to:

- → Maintain the adopted highway network in a safe condition and appropriately safe and functioning state (Highways Act 1980). This includes taking reasonable steps to ensure that our bridges, tunnels and highway structures are in a safe and useable condition.
- → Facilitate and secure the efficient movement of traffic on our highway network (Traffic Management Act 2004). This includes ensuring that our bridges, tunnels and structures are able to reasonably accommodate the movement of traffic and provide suitable links between our roads and footway.
- → Prepare to adapt to longer term climate change (Climate Change Act 2008). This includes preparing for more frequent and extreme events in years to come.

The County Council also has a five year strategic statement called "Increasing Opportunities, Improving Outcomes" and this sets out the following vision:

Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.

Current Levels of Service

The current levels of service for Bridges, Tunnels and Highway Structures are as follows:

Inspections
- → We will carry out a visual inspection of all of our bridges, tunnels and structures on a cyclic basis in accordance with the Code of Practice "Well Managed Structures".

Asset Operation
- → We will monitor our tunnels 24 hours per day, 365 days per year.
- → We will open Sandwich Toll bridge within one hour of any request.

Maintenance
→ We will clean the drainage on highway structures once every two years.
→ Minor maintenance including painting, vegetation clearance and small repairs will be prioritised on the basis of the risk to highway safety Repairs and improvements.

Renewals and Improvements
→ We will prioritise renewals and improvements on the basis of the risk to highway safety deliver them on the basis of the highest risk first.

Options

When determining our levels of service we can consider three options:

→ Reduce the level of service.
→ Sustain the existing level of service.
→ Enhance the level of service.

The impact of each of these three options has been assessed with respect to each service provided and the following outcomes:

→ Effectively operated and managed bridges, tunnels and structures to ensure highway safety is maintained.
→ Improved customer satisfaction and confidence in service provision.
→ A robust defence against claims for damage and personal injury.
→ Proactive maintenance regimes protecting our assets from the adverse effects of weather, erosion and ingress of vegetation.
→ Reduced disruption caused by asset failures and the implementation of structural weight limits.
→ Greater resilience against increasingly frequent extreme weather events.

In each instance the following scale has been applied:

Very Unlikely	Unlikely	Likely	Very Likely	Not Applicable

Option:	**Sustain** the existing level of service		**Budget:**	Current Budget	
The likelihood that we will…	Inspections	Asset Operation	Maintenance	Renewals and Improvements
…effectively operate and manage bridges, tunnels and structures to ensure highway safety is maintained	**Not Applicable**	**Very Likely**	**Unlikely**	**Unlikely**
…improve customer satisfaction and confidence in service provision	**Unlikely**	**Very Likely**	**Unlikely**	**Unlikely**
…have a robust defence against increased claims for damage and personal injury	**Very Unlikely**	**Not Applicable**	**Unlikely**	**Unlikely**
…have proactive maintenance regimes protecting our bridges, tunnels and structures	**Very Unlikely**	**Not Applicable**	**Unlikely**	**Unlikely**
…reduce disruption caused by asset failures and the implementation of weight limits	**Not Applicable**	**Not Applicable**	**Unlikely**	**Unlikely**
…have greater resilience against increasingly frequent extreme weather events	**Not Applicable**	**Not Applicable**	**Unlikely**	**Unlikely**

Option:	**Enhance** the existing level of service		**Budget:**	Current Budget + 50%	
The likelihood that we will…	Inspections	Tunnel Monitoring	Maintenance	Renewals and Improvements
…effectively operated and managed bridges, tunnels and structures to ensure highway safety is maintained	**Not Applicable**	**Very Likely**	**Likely**	**Likely**
…improve customer satisfaction and confidence in service provision	**Likely**	**Very Likely**	**Likely**	**Likely**
…have a robust defence against increased claims for damage and personal injury	**Likely**	**Not Applicable**	**Likely**	**Likely**
…have proactive maintenance regimes protecting our bridges, tunnels and structures	**Likely**	**Not Applicable**	**Likely**	**Likely**
…reduce disruption caused by asset failures and the implementation of weight limits	**Not Applicable**	**Not Applicable**	**Likely**	**Likely**
…have greater resilience against increasingly frequent extreme weather events	**Not Applicable**	**Not Applicable**	**Likely**	**Likely**

Option:	**Reduce** the existing level of service		**Budget:**	Current Budget – 25%	
The likelihood that we will…	Inspections	Tunnel Monitoring	Maintenance	Renewals and Improvements
…effectively operated and managed bridges, tunnels and structures to ensure highway safety is maintained	**Not Applicable**	**Likely**	**Very Unlikely**	**Very Unlikely**
…improve customer satisfaction and confidence in service provision	**Very Unlikely**	**Likely**	**Very Unlikely**	**Very Unlikely**
…have a robust defence against increased claims for damage and personal injury	**Very Unlikely**	**Not Applicable**	**Very Unlikely**	**Very Unlikely**
…have proactive maintenance regimes protecting our bridges, tunnels and structures	**Very Unlikely**	**Not Applicable**	**Very Unlikely**	**Very Unlikely**
…reduce disruption caused by asset failures and the implementation of weight limits	**Not Applicable**	**Not Applicable**	**Very Unlikely**	**Very Unlikely**
…have greater resilience against increasingly frequent extreme weather events	**Not Applicable**	**Not Applicable**	**Very Unlikely**	**Very Unlikely**

Street Lighting

The Street Lighting Asset

The street lighting asset is made up of:

Asset	Quantity
Street Lights	120,552
Lit Signs	17,692
Belisha Beacons	600
Centre Island Beacons	1,480
Lit Bollards	4,578
School Warning Signs	285

Street lighting assets form a highly visible and vital part of the streetscape. Whilst there is no legal requirement to provide street lighting, it is considered important in enabling the safe use of the highway for road users and pedestrians and also helps to promote strong and safe communities.

Each year we adopt more street lighting assets due to new housing and business developments. To ensure we keep control of energy consumption and carbon emissions we constantly assess our asset and look to remove surplus lights where they are no longer required. We also look to apply adaptive lighting which defines the operation of lighting at different levels during periods of darkness. This may include adjusting lighting class based upon highway use at certain times of the night (dimming), trimming or part night lighting. Our objective is to provide the most efficient lighting solution possible to promote the concept of 'right light in the right place at the right time'.

Condition Assessments and Inspections

Where street lighting is provided, the County Council must take reasonable action to ensure that lighting assets do not pose a risk to the highway user. There are two types of checks: planned inspections and reactive inspections.

Planned inspections include structural and electrical testing and night patrols:

→ Structural testing is carried out by specialist contractors at no more than twelve yearly intervals. Testing is programmed on the basis of the previous structural test result.
→ Electrical testing is carried out by specialist contractors every six years.
→ Night patrols are visual checks to see that street lighting assets on main routes are operational and safe. They are carried out on a monthly basis.

The results of these inspections are captured in our asset management system and this data is analysed to determine the condition of the asset stock. This information is used to identify the maintenance and repair works required for each individual asset.

Reactive inspections are carried out in response to enquiries and emergencies and generate ad hoc works, for example lantern bollard replacements. Every time the asset is visited under these circumstances, a visual survey is carried out and information about its condition is reported back.

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe. We also endeavour to make sure that our road network is resilient and can support communities and economy of Kent. However, we have to work within an overall budget.

When we are deciding where to spend our money, we think about the risk to road users and residents and if there is still a requirement for the asset:

→ If the asset fails will it create a hazard to road users or residents?
→ If the asset fails will it cause a lot of disruption?
→ Is the existing asset energy efficient?
→ Is the existing asset still needed?
→ Does the existing lit sign or bollard still need to be lit?

We do not normally undertake works to mitigate nuisance factors. We prioritise works at locations where there is a risk to safety.

We use the information we have about our street lighting assets to help us answer these questions and decide where we need to spend our money.

We decide how much money to spend by thinking about where the risk to road users and residents is the highest.

Some of the things we think about include the following:

→ The type of road, for example, whether it is a high speed road, a main road, an estate road or a country lane.
→ The amount of traffic that uses the road at night time for example is it a main route in and out of a town or is it a minor road only used by a handful of drivers each night?
→ The impact if the road is closed, for example, the road might only be used by a handful of people but it may be the only route to get to their homes.
→ Road safety statistics.
→ Requirements of the Traffic Signs Regulations and General Directions (TSRGD) 2016.

By knowing what condition our assets are in we can determine how much work is needed to restore them and whether or not it is more cost effective to replace them completely.

It is important that we do the right work at the right time. The results of structural testing are utilised to plan the replacement of those columns most at risk of failing. We refer to the Institution of Lighting Professional's 'Technical Report 22: Managing a Vital Asset' for guidance on the timescales for the replacement of columns following structural testing.

Finally we need to think about the ongoing and future maintenance of the asset. A bespoke style of street light will be no good if future maintenance and planned inspections are not practicable. We therefore try to standardise on materials used and encourage third parties, such as

developers, to use our approved materials. Approved materials now include a suite of LED luminaires which will reduce future maintenance and energy costs.

We assess each site using a risk based approach and have a prioritised list of improvements. This is compared with the lists for other asset groups when we consider allocations for improvements.

Other Significant Factors affecting Street Lighting Maintenance

Ageing Infrastructure

A robust structural testing programme has resulted in the provision of additional capital funding for the replacement of life expired steel street lights in the last three years (2013 to 2016). This has enabled Kent to make sure that this type of street light now poses a low risk of failure. However, the on-going programme of testing will identify further steel assets which will require replacing. Based on the industry average it is anticipated that every year a minimum of 1,200 steel street lights will need replacing following their programmed structural re-test. The cost of replacing these is estimated at £1.32m per year (2016 rates).

The focus on steel assets has been to the detriment of concrete street lights which have received no funding in the last three years. There are currently approximately 5,300 concrete street lights which are coming to the end of their life and require replacing. If a concrete street light were to suddenly fail, this would pose a significant danger to road users. The cost of replacing these is estimated at £5.83m (2016 rates).

Energy and Carbon Emissions

The cost of energy is the subject of concern for all lighting authorities. Whilst increases in the cost of energy have steadied in recent years, the future is not predictable. In addition, the introduction of the CRC Energy Efficiency Scheme has added to the financial pressure surrounding street lighting.

The County Council has taken measures to reduce the impact of these by introducing LED technology. By 2019, all County owned street lights will be converted to LED thus significantly reducing energy costs and carbon emissions. The project incorporates a central management system which enables actual energy consumption to be monitored and the County Council will no longer pay energy based on unmetered supply calculations. This project covers the conversion of lanterns only, and the structural testing and replacement programme will need to continue.

Non-recoverable damage by third parties.

Damage by third parties is very common place and recovery of costs is an increasing challenge. Damage to a street light as a result of a RTC frequently results is significant damage to the vehicle involved which means there is often the opportunity to recharge the cost of replacement. However, this is not the case for lit signs and bollards. The street lighting team spends in excess of £200,000 per year on replacing these assets that have been damaged by third parties.

Adoption of assets

Whilst the County Council owns the majority of street lights in Kent there are approximately 10,000 additional street lights which are owned by District, Parish and Town Councils. These assets are typically in a poor condition, not having benefitted from a planned inspection regime or

replacement programme. There is increasing appetite from the District, Parishes and Town Councils for the County Council to adopt these lights which, if progressed, will add to the financial pressure to ensure that the assets are in an appropriate condition.

In addition, the asset base is added to each year by approximately 2-3% through new developments and improvements to the existing road network.

Levels of Service

Considerations

When determining the levels of service that we will deliver it is vital that we consider our statutory obligations and the County Council's strategic objectives.

The County Council has statutory obligations to:

→ Maintain the adopted highway network in a safe condition and appropriately safe and functioning state (Highways Act 1980).
→ Facilitate and secure the efficient movement of traffic on our highway network (Traffic Management Act 2004) this includes taking reasonable steps to secure the expeditious movement of traffic on the authority's road network.

The County Council does not have a statutory obligation to provide lighting, however, where it is provided the Council is under a duty of care to ensure that it is maintained in accordance with good industry practice:

→ An electrical test must be carried out every six years.
→ A programme of structural testing should be carried out.

The County Council also has a five year strategic statement called "Increasing Opportunities, Improving Outcomes" and this sets out the following vision:

Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.

Current Levels of Service

The current levels of service for Street Lighting are as follows:

Reactive Maintenance:
→ We will respond and attend site within two hours in an emergency situation.
→ We will attend site within seven days of reports of faulty street lighting assets.
→ We will carry out minor replacement works, e.g. replace a lantern, within 28 days.
→ Faults with the distribution network are reported to UK Power Networks and are subject to Ofgem's 'Guaranteed Standards of Performance'.

The total annual cost of delivering these levels of service in 2016 is £3m revenue (this excludes energy and carbon emissions costs).

Replacement and Refurbishment:
- → Capital refurbishment of street lighting assets will be identified and programmed by the street lighting team based on age and condition information.
- → Life expired assets will be replaced based on safety critical grounds.

Options

When determining our levels of service we can consider three options:

- → Sustain the existing level of service
- → Reduce the level of service.
- → Enhance the level of service.

The impact of each of these three options has been assessed with respect to each service provided and the following outcomes:

- → Improve customer satisfaction and confidence in service provision.
- → Greater resilience against obsolescence of equipment.
- → Reduce the backlog of life expired assets.

In each instance the following scale has been applied:

Very Unlikely	Unlikely	Likely	Very Likely	Not Applicable

Option:	**Sustain** the existing level of service		Budget:	Current Budget
The likelihood that we will…	Routine Maintenance	Minor repairs		Replacement
…improve customer satisfaction and confidence in service provision	Likely	Likely		Likely
…have greater resilience against obsolescence	Not Applicable	Not Applicable		Likely
…reduce the backlog of life expired assets	Not Applicable	Not Applicable		Very Unlikely

Option:	**Enhance** the existing level of service		Budget:	Current Budget + 25%
The likelihood that we will…	Routine Maintenance	Minor repairs		Replacement
…improve customer satisfaction and confidence in service provision	Very Likely	Very Likely		Likely
…have greater resilience against obsolescence	Not Applicable	Not Applicable		Likely
…reduce the backlog of life expired assets	Not Applicable	Not Applicable		Very Unlikely

Option:	**Reduce** the existing level of service		Budget:	Current Budget – 25%
The likelihood that we will…	Routine Maintenance	Minor repairs		Replacement
…improve customer satisfaction and confidence in service provision	Very Unlikely	Very Unlikely		Unlikely
…have greater resilience against obsolescence	Not Applicable	Not Applicable		Very Unlikely
…reduce the backlog of life expired assets	Not Applicable	Not Applicable		Very Unlikely

Intelligent Traffic Systems (ITS)

The ITS Asset

The ITS asset is made up of:

Asset	Quantity
Traffic signal junctions	325 sets (including wig-wags)
Traffic signal crossings	371 sets (pelican, puffin, toucan & pegasus)
CCTV cameras	138
Roadside message signs	104
Bus real time information signs	57
Interactive warning signs	351
Access control systems	1

The purpose of ITS assets is to monitor, manage and control vehicle movements on the highway network.

The number of ITS assets in Kent is currently increasing each year due to new housing and business developments as well as third party requests for safety reasons.

Condition Assessments and Inspections

There are two types of checks, planned inspections and reactive inspections.

Planned inspections include highway safety inspections and condition checks carried out as part of our cyclical maintenance regime:

→ Our teams carry out visual checks to make sure the ITS assets are in a safe condition. This includes checking that interactive warning signs are facing the correct direction and pedestrian crossing push buttons are working. We carry out this kind of check at least once every four months.

→ Our term maintenance contractor carries out an electrical safety test of all ITS assets once every twelve months.

Reactive inspections are carried out in response to enquiries and generate ad hoc and emergency works, for example replacement of traffic lights damaged by third parties during a road traffic crash or modifications to signal timing plans.

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe. We also endeavour to make sure that our road network is resilient and can support communities and economy of Kent. However, we have to work within an overall budget.

When we are deciding where to spend our money, we think about the risk that system failures pose to road users and residents:

- → What do we need to do to make sure that the ITS equipment does not fail?
- → If it fails, does it create a hazard to road users?
- → If it fails, does it cause congestion/disruption?

We use the information we have collected about our ITS assets to help us answer these questions and decide where we need to spend our money.

Some of the things we think about include the following:

- → The type of road, for example, whether it is a high speed road, a main road, an estate road or a country lane and the risk presented by the volume of conflicting traffic movements.
- → The amount of traffic that uses the road, for example is it a main route in and out of a town or is it a minor road only used by a handful of drivers each day?
- → The impact if the road is closed, for example, the road might only be used by a handful of people but it may also be the only route to get to their homes.
- → The number of pedestrians affected, for example, if the traffic signal crossings fail is there an alternative safe route?

By knowing what condition are assets are in we can determine how much work is needed to restore them and whether or not it is more cost effective to replace them completely.

For example, a damaged traffic signal pole near a pavement presents an immediate risk to pedestrians. Within four hours of becoming aware of the problem we will make the site safe and put barriers around the area with signs to warn people of the hazard. Within seven calendar days we will replace the damaged pole and return the site to safe operation for drivers and pedestrians.

It is important to understand whether or not our assets are doing their job effectively. If an asset is in the wrong place or is the not providing a useful function there is no point simply patching it up or replacing it like for like. We also endeavour to undertake the right repairs at the right time in the life cycle of our ITS assets.

We regularly manage issues through our fault management system. These range from significant congestion problems affecting busy roads to faulty interactive warning signs that fail to remind drivers of excessive speed.

Whilst we know we need to react and fix dangerous situations quickly, this is not a cost effective way of working as we have to send engineers specifically to these locations and more time is spent travelling rather than fixing. We can clearly get more done for our budget if we plan the work that needs to be done.

We assess each site using a risk based approach and have a prioritised list of improvements. This is compared with the lists for other asset groups when we allocating budgets for improvements.

Other Significant Factors affecting ITS Maintenance

Ageing Infrastructure

As technology progresses older equipment becomes obsolete and no longer supported by the manufacturer. Components can be repaired which will prolong the effective life of the asset. As sites are refurbished any re-usable equipment is made available for use in routine maintenance.

Limited Capacity

With the increase in population there are additional demands on the network. Often changes are made to existing assets which do impact on the efficiency and capacity of the junctions.

Where there is a significant impact on the network there is limited possibilities to mitigate them by changing the method of operation. However, with multiple developments in a small area, consideration should be made to effects on the whole transportation system with the possibility of greater contributions to increase capacity.

Reliance on Third Party Infrastructure

The asset can have equipment which is installed within assets that are maintained separately from the ITS team, such as detector loops in the road surface. When these assets fail, alternatives are considered but there are cases where this is not possible.

External Factors

There are short notice demands made of the ITS team from external third parties which can potentially divert valuable resources and disrupt their long term maintenance plan. When considering third party requests for equipment such as interactive warning signs, these will be assessed based on their safety benefits and likely whole lifecycle costs. This may result in some proposals being rejected and alternative physical mitigation or engineering solutions promoted.

Specialist materials

Consideration will be given to minimising the use of any specialist equipment or materials such as high friction surfacing which is expensive and costly to maintain. During the design and approval stage the location, quantity and type of traffic signal detection equipment will be scrutinised to minimise the long term maintenance liabilities, some of which may affect other asset groups.

Levels of Service

Considerations

When determining the levels of service that we will deliver it is vital that we consider our statutory obligations and the County Council's strategic objectives.

The County Council has statutory obligations to:

→ Maintain the adopted highway network in a safe condition and appropriately safe and functioning state (Highways Act 1980).
→ Facilitate and secure the efficient movement of traffic on our highway network (Traffic Management Act 2004). This includes taking reasonable steps to secure the expeditious movement of traffic on the authority's road network.
→ A complete site inspection of each installation must be carried out at least every twelve months as per TD 24/97 Inspection and Maintenance of Traffic Signals and Associated Equipment.
→ An Earth Loop Impedance test at every site at least every twelve months as part of the Electricity at Work Regulation 1989.

The County Council also has a five year strategic statement called "Increasing Opportunities, Improving Outcomes" and this sets out the following vision:

Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.

We monitor customer enquiry volumes and satisfaction on a monthly and annual basis, although enquiry volumes are much lower for ITS than many other assets. The annual Tracker Survey does not contain any specific ITS related questions but does ask for any congestion "hotspots" to be identified, which forms part of the strategically important site assessment.

Current Levels of Service

The current levels of service for ITS are as follows:

Routine Maintenance
→ We will respond and attend site within two hours of a traffic light fault on strategically important sites and complete the repair within four hours of attendance.
→ We will respond and attend site within four hours of a fault report for all other traffic signals or other ITS assets and complete the repair within four hours of attendance.
→ We will attend site within 48 hours of reports of minor, non-urgent repairs.
→ There is also the possibility of urgent attendance at any faulty traffic signals within two hours, at the discretion of the ITS team with an additional cost.
→ We will carry out an annual inspection, clean and safety test with two supplementary inspections during this period.
→ We will maintain and operate other traffic management and control systems from the Highway Management Centre, including:
   o Urban Traffic Control & SCOOT*
   o Communications lines
   o CCTV equipment
   o Bus Real Time Information
   o Kent Traffic & Travel website
   o Journey time monitoring equipment (ANPR and Bluetooth)

* - SCOOT is 'Split Cycle Offset Optimisation Technique', a system we use for managing and controlling traffic signals in urban areas. It co-ordinates junctions to make the most efficient use of the road space by adjusting signal timings based on live traffic data collected using vehicle detection equipment on the approaches.

Non-Routine Maintenance
→ We will attend site within seven calendar days for the replacement of signal poles or cabling and ducting repairs. This will occur after the site is attended on routine maintenance.
→ Detectors repaired within thirty calendar days after the initial attendance on routine maintenance.
→ We will attend site to bag up signals if requested. ten days' notice is required to guarantee attendance. Less than ten days' notice will not be guaranteed.
→ Modifications to signals will be attended within sixty days of receipt of the request.

→ We will repair other damaged ITS assets used by the Highway Management Centre such as CCTV, electronic bus information signs and communication equipment.

The total annual cost of delivering these levels of service is £500,000 of revenue funding.

Replacement and Refurbishment

→ Capital refurbishment of signals will be identified and programmed by the ITS team based on age, fault history and equipment type.
→ Life expired assets will be replaced based on safety critical grounds.

The total annual allocation for obsolete and life expired equipment renewal is £500,000 of capital funding.

Options

When determining our levels of service we can consider three options:

→ Sustain the existing level of service.
→ Reduce the level of service.
→ Enhance the level of service.

The impact of each of these three options has been assessed with respect to each service provided and the following outcomes:

→ Reduced incidents of traffic light failure requiring an immediate or urgent response.
→ Increased levels of road safety and inclusion for vulnerable groups.
→ Improved customer satisfaction and confidence in service provision.
→ Greater uptime of systems.
→ Better resilience against obsolescence of equipment.

In each instance the following scale has been applied:

Very Unlikely	Unlikely	Likely	Very Likely	Not Applicable

Option:	Sustain the existing level of service			Budget:	Current Budget

The likelihood that we will…	Routine Maintenance	Non Routine Maintenance	Refurbishment	Investigations
…reduce incidents of traffic light failure requiring an immediate or urgent response	Unlikely	Not Applicable	Not Applicable	Unlikely
…improve customer satisfaction and confidence in service provision	Likely	Likely	Likely	Likely
…increase up time of systems	Likely	Likely	Likely	Likely
…have greater resilience against obsolescence	Unlikely	Unlikely	Unlikely	Likely
…meet contractual targets for maintenance	Likely	Likely	Not Applicable	Not Applicable
…reduce the backlog of life expired assets	Not Applicable	Not Applicable	Unlikely	Not Applicable

Option:	Enhance the existing level of service			Budget:	Current Budget + 25%

The likelihood that we will…	Routine Maintenance	Non Routine Maintenance	Refurbishment	Investigations
… reduce incidents of traffic light failure requiring an immediate or urgent response	Likely	Not Applicable	Not Applicable	Very Likely
…improve customer satisfaction and confidence in service provision	Very Likely	Likely	Likely	Very Likely
… increase up time of systems	Very Likely	Likely	Very Likely	Very Likely
… have greater resilience against obsolescence	Very Likely	Likely	Very Likely	Very Likely
…meet contractual targets for maintenance	Very Likely	Very Likely	Not Applicable	Not Applicable
…reduce the backlog of life expired assets	Not Applicable	Not Applicable	Likely	Not Applicable

Option:	Reduce the existing level of service			Budget:	Current Budget – 25%

The likelihood that we will…	Routine Maintenance	Non Routine Maintenance	Refurbishment	Investigations
reduce incidents of traffic light failure requiring an immediate or urgent response	Very Unlikely	Not Applicable	Not Applicable	Very Unlikely
…improve customer satisfaction and confidence in service provision	Very Unlikely	Unlikely	Very Unlikely	Very Unlikely
… increase up time of systems	Very Unlikely	Very Unlikely	Unlikely	Unlikely
… have greater resilience against obsolescence	Very Unlikely	Unlikely	Very Unlikely	Very Unlikely
…meet contractual targets for maintenance	Very Unlikely	Unlikely	Not Applicable	Not Applicable
…reduce the backlog of life expired assets	Not Applicable	Not Applicable	Very Unlikely	Not Applicable

Soft Landscape

The Soft Landscape Asset

The Soft Landscape asset is made up of:

Asset	Quantity*
Highway Trees	55,000 individual urban trees within the highway boundary 450,000* within tree belts, woodland fringes and tree groups in rural and urban areas also within the highway boundary
Urban Grass Verges	3,840,000m^2
Rural Roadside Verges	4,764km
Visibility splays (grass)	763,000m^2
Shrubs	347,000m^2
Hedges (KCC owned)	54,000m^2 urban hedges 102km* rural hedges
Hard surfaces requiring weed spraying	4,500km of roads + associated footways
High Speed Roads	Central reservations: 269,000m^2 Grass verges: 130km Hedges: 15.5km

* Based on available asset data

Soft landscaping assets are important for amenity and nature conservation.

Trees play an important role in the landscape and help make Kent's roads and footways a more attractive place. In addition to their visual role, trees can remove a range of atmospheric pollutants, provide shelter and shade, reduce glare, stabilise banks, reduce perception of noise and contribute to ecological diversity. Kent does not plant trees to reduce noise or for screening purposes.

Grass verges, shrubs and hedges soften the hard look of roads and are planted in some places to discourage parking at inappropriate locations.

There are a large number of trees, hedges and shrubs located on private land adjacent to our 8,700km of public highway. These are privately owned and we work with the local community to encourage land owners to maintain them appropriately. If necessary, we have powers under the Highways Act to notify landowners of their responsibilities. If they do not carry out necessary maintenance work we may exercise powers to carry out the works and recover costs from the landowner.

The number of soft landscape assets in Kent is currently increasing each year due to new housing and business developments.

Condition Assessments and Inspections

There are two types of checks or inspections, planned and reactive:

Planned inspections include general highway safety inspections and five yearly safety inspections:

→ Our team of Highway Inspectors carry out driven and walked highway inspections. They have a basic understanding of arboriculture and check for trees that are clearly leaning towards the highway and may cause a hazard, identify visible loose branches and encroachment onto roads and footways, obstructions and trip hazards. They also inspect grass, shrubs and hedges for encroachment and obstruction which may affect visibility and safe use of the highway network. The frequency of inspections is dictated by road category ranging from annual for minor roads to monthly for major roads.

→ Planned inspections of trees in the highway take place on a five year cycle and are carried out by qualified arboriculturists. KCC tree assets are recorded in our Highway Database and the Inspector will update the asset details including the tree condition at each inspection. When we carry out planned tree inspections we also take note of private trees within falling distance of the highway. This is a ground level, basic visual inspection undertaken from the confines of the highway boundary only and therefore limited in its scope.

If immediate hazards are identified in private trees (within falling distance of the highway) that pose an imminent danger to the highway user, and our discretionary enforcement powers are not considered appropriate for this purpose, we raise emergency works as soon as reasonably practicable to remove the hazard in accordance with our duty to assert and protect the rights of the public to the use and enjoyment for any highway to which KCC are the highway authority (Section 130 of the Highways Act 1980).

We do not undertake planned inspections on our other soft landscape assets (grass, hedges and shrubs) as they are subject to planned maintenance activity which is then subject to a sample quality control inspection.

Reactive inspections of trees, grass verges, shrubs and hedges are carried out in response to customer enquiries. They may generate ad-hoc or emergency works or result in us serving notice under Section 154 of the Highways Act 1980 requesting the landowner to trim/deal with a vegetation issue. Where this is not completed in the stated time we will undertake the work and seek to recover the costs from the landowner.

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe. We also endeavour to make sure that our road network is resilient and can support communities and economy of Kent. However, we have to work within an overall budget.

When we are deciding where to spend our money, we think about the risks posed to road users and residents, the impact on the surrounding environment and the age and condition of the asset:

→ Is the tree or vegetation creating a hazard to road users or residents?
→ Is the tree or vegetation having an adverse effect on the surrounding environment?

$\rightarrow$ Is the tree or vegetation damaged, diseased or dying?

We use the information we have about our soft landscaping assets to help us answer these questions and help us decide where we need to spend our money. Trees are the highest risk assets within the soft landscaping group of assets. Some trees are given a higher priority because of their size, age, history or legal status. We do not normally undertake pruning or felling of heathy, well-formed trees to mitigate nuisance factors or their natural characteristics such as shedding of leaves, seeds or fruit or because they cast shade or block light.

Some of the things we think about include the following:

$\rightarrow$ The type of road, for example, whether it is a high speed road, a main road, an estate road or a country lane and the risk presented by the volume of conflicting traffic movements.

$\rightarrow$ The amount of traffic that uses the road, for example is it a main route in and out of a town or is it a minor road only used by a handful of drivers each day?

$\rightarrow$ The impact if the road is closed, for example, the road might only be used by a handful of people but it may also be the only route to get to their homes.

$\rightarrow$ The number of pedestrians affected, for example, if a tree falls down is there an alternative safe route?

By knowing what condition our assets are in we can determine how much work is needed to restore them and whether or not it is more cost effective to replace them completely. For example, a damaged tree near a pavement may present an immediate risk to pedestrians. Within four hours of becoming aware of the problem we will make the site safe and put barriers around the area with signs to warn people of the hazard. Within seven calendar days we clear any remaining debris and make safe.

It is important to understand whether or not our assets are doing their job effectively. If an asset is in the wrong place or is the not providing the required amenity outputs, change or replacement is considered.   We also endeavour to undertake the right maintenance at the right time in the life cycle of our soft landscape assets to maximise safe useful life expectancy.

We regularly manage issues through our fault management system. These range from safety critical problems affecting busy roads to nuisance and quality of life complaints.

Whilst we know we need to react and fix dangerous situations quickly, this is not a cost effective way of working as we have to send landscape officers specifically to these locations and more time is spent travelling rather than fixing. We can clearly get more done for our budget if we plan the work that needs to be done.

We assess each site using a risk based approach and have a prioritised list of improvements. This is compared with the lists for other asset groups when we consider allocations for improvements.

Other Significant Factors affecting Soft Landscape Maintenance

Soft Landscape assets are natural living organisms in their own right. As such, they grow and are subject to disease or even death. Where this occurs on a large scale there can be unforeseen

impacts on maintenance budgets. A good example of this is Ash dieback (Chalara fraxinea) which affects tree populations.

Another key driver moving forward will be climate change. Global warming affecting native species and their ability to grow and thrive in the local environment. Imbalance in this regard also has the potential impact on landscape safe useful life expectancy and life cycle planning when planting new schemes. The above factors need to be balanced with available funding when planning future services.

Levels of Service

The table below provide an overview of the history of soft landscape maintenance frequencies. The notable reductions since 2009/10 are a result of ongoing financial pressures.

Item No	Service provision	Historical Service Levels (2009/2010)	Current Provision (2016/17)	Proposed Provision (2017/18)
1	Urban Grass Cutting	10-16	8	5/6
2	Shrub Bed Maintenance	2-12	1	1
3	Urban Hedges	2	1	1
4	Weed spraying (Hard Surfaces)	2-3	1	1
5	Rural Swathe Cutting	2-3	1	1
6	Visibility cuts	3	3	3
7	Rural Hedge Cutting	1-2	1-3	1-3
8	High Speed Roads (HSR)	2	1	1
9	Bus Routes	Ad-Hoc Safety Critical Work only		
10	Tree Maintenance	Ad-Hoc Safety Critical Work only		

Maintenance frequencies are reviewed periodically in accordance with available funding. We are aware that both the current frequencies and proposed fall short of what is required to prevent both medium and long term asset deterioration. In this example the long term deterioration of landscape assets can impact on surrounding assets. Established weed growth and tree roots in hard surfaces can cause hundreds of thousands of pounds worth of damage in subsequent repairs to ensure a safe highway. Moreover, unmaintained overhanging vegetation can block street lighting, visibility at junctions; obstruct the safe passage of vehicles and pedestrians. Such issues have the potential to become legal claims from third parties.

Options

The condition of the soft landscape infrastructure and its ability to negatively impact adjoining assets is directly associated with the level of maintenance carried out. Our experience of the

asset impacts since 2009/10 has enabled us to predict with some accuracy the effects of maintenance frequencies going forward. For the purpose of this exercise four costed scenarios have been identified to inform future impacts on the asset and associated decision making.

Asset/Service Level Enhancement

Good quality outputs maintaining the asset proactively to ensure above average amenity value and increased levels of customer satisfaction. This option will have a positive effect on the quality of life of Kent residents, property prices and economic investment. The condition of the asset will cease to deteriorate and improve slowly over the long term. A migration to this level of service will limit the volume of "bring to standard" capital investment work required.

Steady State

Maintenance levels that meet the minimum requirements of the asset, preventing any further decline from the point of implementation. This option provides a higher level of service than that currently provided. Average outputs ensuring acceptable levels of amenity value and customer satisfaction. This option will improve the quality of life of Kent residents. The condition of the asset will cease to deteriorate. A migration to this level of service will limit the volume of "bring to standard" capital investment work required.

A Reduced Service

This is effectively the current service level. A very basic maintenance provision with low quality outputs which provides low levels of customer satisfaction and limited resilience to meet excessive fluctuations in seasonal growth (e.g. 2016 service). The continued use of this option will have a negative effect on the quality of life of Kent residents, property prices and economic investment. The condition of the asset will continue to deteriorate requiring increased levels of "bring to standard" capital investment at some point in the future.

A statutory minimum service

This level of service was considered by Members (4th July 2016 Corporate Board) to accommodate MTFP savings of £1m. This option was not progressed due to the significant negative impacts it would have.

This is effectively the lowest level of service that could be provided dealing with highways safety issues only. Town centre areas would be maintained at a reduced level to match the current approach to rural areas. Accordingly, there would be no visual difference between the two areas from an amenity perspective. Very low quality outputs and very high levels of customer dissatisfaction would be expected. There would be no resilience to meet excessive fluctuations in seasonal growth. A further reduction in services to this level will have a significant negative impact on the quality of life of Kent residents, property prices and economic investment. The condition of the asset will deteriorate at a progressive rate. Significant levels of "bring to standard" capital investment will be required in the future. A significant increase in claims would arise.

Estimated Maintenance Visits Per Annum For Programmed Work By Asset Type

Item No.	Service Provision	Service Enhancement	Steady state Service	Reduced Service	Statutory Minimum
1.	Urban Grass Cutting	10/12	8	6	1/3
2.	Shrub Bed Maintenance	¾	2	1	0
3.	Urban Hedges	¾	2	1	0
4.	Weed Spraying (Hard surface)	¾	2	1	0
5.	Rural Swathe Cutting	3	2	1	1
6.	Visibility cuts	3	3	3	3
7.	Rural Hedge Cutting	¾	2/3	1/3	1/3
8.	High Speed Road (HSR)	3/2	2	1	1
9.	Bus Routes	Safety & amenity		Safety critical only	
10.	Tree Maintenance	Safety, amenity & nuisance		Safety critical only	

Safety Barriers

The Safety Barrier Asset

The safety barrier asset is made up of:

Asset	Quantity*
Steel safety barriers	350 km
Wire cable safety barrier	5 km
Terminal sections	2500 no.

* Based on available asset data

Safety barriers are an important element in maintaining the safety of Kent's highway network for road users. Objects on or next to the road can present a significant hazard to the road user and there is a clear need to ensure that they are reasonably protected. Example of such objects would be structures, large signs, lamp posts, or where there is a large difference in level near to the road edge.

The main purpose of pedestrian guardrails is to improve safety by trying to prevent pedestrians from crossing the road at an inappropriate place or from straying into the road inadvertently. Guard railing can also be used to keep pedestrians away from the swept path of large vehicles such as buses and heavy goods vehicles.

Condition Assessments and Inspections

There are two types of checks, planned inspections and reactive inspections.

Planned inspections include general highway safety inspections and are carried out as part of our cyclical maintenance regime:

→ Our team of Highway Inspectors carry out visual checks to make sure the highway assets are in a safe condition. This includes visually checking that barrier components are not broken or missing. We carry out this kind of check at least once every twelve months.
→ Our Highway Structures team carry out cyclic inspections of highway structures and inspect safety barrier which is adjacent to the structure for the purpose of the protection of that structure.
→ Our Contractor undertakes five yearly principal inspections of the safety barriers on A and B roads. This information is collated and barriers graded from one to five for priority repair.
→ Pedestrian guardrails are visually inspected as part of the highway inspection and this is carried out at least once every twelve months.

Reactive inspections are carried out in response to enquiries and generate ad hoc and emergency works orders for repair. These enquiries may be initiated by colleagues within partner organisations such the Police or District Councils and also from members of the general public.

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe. We also endeavour to make sure that our road network is resilient and can support communities and the economy of Kent. However, we have to work within an overall budget.

When we are deciding where to spend our money, we think about the risks posed to the road users and residents:

→ If the safety barrier fails does it create a hazard to road users?
→ If the barrier is breached is there likely to be a secondary event i.e. a river, another road or railway?
→ If the pedestrian guardrail fails are pedestrians more likely to cross the road in an inappropriate place?
→ If the pedestrian guardrail fails are pedestrians more likely to stray into the road?
→ If the pedestrian guardrail fails are pedestrian likely to trip or fall within the highway?

We decide how much money to spend by thinking about where the risk to road users and residents is the highest.

Some of the things we think about include the following:

→ The type of road, for example, whether it is a high speed road, a main road, an estate road or a country lane.
→ The amount of traffic that uses the road, for example is it a main route in and out of a town or is it a minor road only used by a handful of drivers each day?
→ The existing collision history of the road.
→ The impact if the road is closed, for example, the road might only be used by a handful of people but it may be the only route to get to their homes.
→ Is the site a high pedestrian trip generator such as school or public building?

By knowing what condition our assets are in we can determine how much work is needed to restore them and whether or not it is more cost effective to replace them completely.

It is important to understand whether or not our assets are doing their job effectively. If an asset is in the wrong place or is the wrong size there is no point simply patching it up or replacing it like for like. We also endeavour to undertake the right repairs at the right time in the life cycle of our safety barrier assets.

We assess each site using a risk based approach and have a prioritised list of improvements. This is compared with the lists for other asset groups when we bid for our improvements budget.

Other Significant Factors affecting Safety Barrier Maintenance

Proportion of asset at end of life

Safety barrier and guard railing has not been asset managed for some time and as a result a significant proportion of the asset is considered to be at the end of its life (twenty years). Although sections are replaced after crash damage, condition surveys carried out on the A and B road network suggests that some of the asset could be in excess of 45 years of age.

RTC damage and non-recoverable costs

Damage by third parties accounts for the majority of reactive repairs. It is becoming increasingly difficult to recover costs from third parties especially as in most cases safety barrier keeps errant vehicles on the carriageway and drivers are able to leave the site without police involvement.

Backlog of repairs

A lack of maintenance investment in this asset has resulted in over 12% of the asset needing total replacement within two years.

Vegetation and inspection

Reductions in service levels for vegetation clearance has resulted in less safety barrier defects being identified as part of driven inspection as barriers are significantly covered.

High Speed Roads

The most critical safety barriers are on the high speed road network. This network is difficult to access without creation of local congestion and can be costly. Kent operate an annual High Speed Road programme as a series of planned closures to undertake works on this part of the network, however each closure offer limited time to undertake any significant repairs.

Removal of pedestrian guardrail

In the 1960s and 1970s pedestrian guardrail was used extensively as urban highways were developed and expanded. There was no guidance at the time on where it should be used but this has left a legacy of over-use of this asset. The DfT recognised this in 2009 and published its document on pedestrian guardrailing LTN 2/09 which provided an assessment framework to look to reduce guardrailing on the highway network. KCC undertook a full assessment of town centre guardrailing across the county but local concerns about residual safety meant that the majority of local Joint Transportation Boards decided against implementing any removal of pedestrian guardrail.

In order to support both the amenity value of the highway network particularly in town centres and the desire to balance pedestrian and vehicular traffic through shared spaces and well-designed streets, LTN 2/09 should be fully implemented.

Levels of Service

Barrier type	Description	Response time
Safety Barrier	Crash damage	Make safe within two hours of notification. Permanent repair within six months.
	Cyclic Re-tensioning	A and B roads Programmed annually on a two yearly cycle.
	End of life replacement	Programmed annually on a priority risk assessment basis.
	Specialist general condition inspections	A and B road safety barriers are condition inspected on a five yearly cycle.
Pedestrian Guardrail	Damage which causes either obstruction to traffic /pedestrians or may result in a pedestrian trip or fall from height	Emergency two hour attendance to make safe. Repair within 28 days for standard panels, repair within ninety days for special panels
	End of life	Attend within seven days of notification. Repair within 28 days for standard panels, repair within ninety days for special panels
	Improvement to appearance in public realm	Attend within seven days of notification. Non safety critical repair to be prioritised for action as appropriate.
	Provision of new pedestrian guardrail as part of a new scheme or as a casualty reduction measure	Install within ninety days.

Total annual cost of delivering the current level of service for safety barriers is £1m of capital funding and £100k of revenue funding. There is no dedicated budget for pedestrian guardrail repairs, however in 2015/2016 a total of £600k of was spent on this activity using general reactive revenue funds.

Options

When determining our levels of service we can consider three options:

- → Sustain the existing level of service.
- → Reduce the level of service.
- → Enhance the level of service.

The impact of each of these three options has been assessed with respect to each service provided and the following outcomes:

- → Reduce road casualties on A and B roads.
- → Reduce casualties on other roads.
- → Have a robust defence against increased claims for damage and personal injury.
- → Protection of other highway assets i.e. structures, signs etc.
- → Deliver greater cost efficiencies in managing the asset.
- → Upgrade the asset to use improved technology and minimise future maintenance costs.
- → Increase public satisfaction of asset.

In each instance the following scale has been applied:

Very Unlikely	Unlikely	Likely	Very Likely	Not Applicable

Barriers

Option:	Sustain the existing level of service			Budget:	Current Budget

The likelihood that we will…	Crash damage	Cyclic re-tensioning	End of life replacement	Specialist general condition inspections
Reduce road casualties on A and B roads	Likely	Likely	Unlikely	Likely
Reduce road casualties on other roads	Likely	Unlikely	Unlikely	Unlikely
Have a robust defence against increased claims for damage and personal injury	Likely	Unlikely	Unlikely	Unlikely
Protection of other highway assets i.e. structures, signs etc.	Likely	Likely	Unlikely	Unlikely
Deliver greater cost efficiencies in managing the asset	Unlikely	Unlikely	Highly unlikely	Unlikely
Upgrade the asset to use improved technology and minimise future maintenance costs	Highly Unlikely	Highly unlikely	Highly unlikely	Highly unlikely
Increase public satisfaction of asset	Likely	Highly Unlikely	Unlikely	Highly Unlikely

Option:	Enhance the existing level of service			Budget:	Current Budget + 25%

The likelihood that we will…	Crash damage	Cyclic re-tensioning	End of life replacement	Specialist general condition inspections
Reduce road casualties on A and B roads	Likely	Likely	Likely	Likely
Reduce road casualties	Likely	Likely	Likely	Likely
Have a robust defence against increased claims for damage and personal injury	Very Likely	Likely	Likely	Very Likely
Protection of other highway assets i.e. structures, signs etc.	Likely	Likely	Likely	Likely
Deliver greater cost efficiencies in managing the asset	Likely	Likely	Unlikely	Unlikely
Upgrade the asset to use improved technology and minimise future maintenance costs	Unlikely	Unlikely	Unlikely	Unlikely
Increase public satisfaction of asset	Likely	Unlikely	Unlikely	Unlikely

Option:	Reduce the existing level of service			Budget:	Current Budget – 25%

The likelihood that we will…	Crash damage	Cyclic re-tensioning	End of life replacement	Specialist general condition inspections
Reduce road casualties on A and B roads	Highly Unlikely	Highly Unlikely	Highly Unlikely	Highly Unlikely
Reduce road casualties	Highly Unlikely	Highly Unlikely	Highly Unlikely	Highly Unlikely
Have a robust defence against increased claims for damage and personal injury	Highly Unlikely	Highly Unlikely	Highly Unlikely	Unlikely
Protection of other highway assets i.e. structures, signs etc.	Highly Unlikely	Highly Unlikely	Highly Unlikely	Unlikely
Deliver greater cost efficiencies in managing the asset	Highly Unlikely	Highly Unlikely	Highly Unlikely	Unlikely
Upgrade the asset to use improved technology and minimise future maintenance costs	Highly Unlikely	Highly Unlikely	Highly Unlikely	Unlikely
Increase public satisfaction of asset	Highly Unlikely	Highly Unlikely	Highly Unlikely	Highly Unlikely

Pedestrian Guardrail

Option:	Sustain the existing level of service		Budget:	Current Budget

The likelihood that we will…	Damage	End of life replacement	Improvement to appearance in public realm	Provision of new pedestrian guardrail
Reduce road casualties on A and B roads	Likely	Likely	Not applicable	Unlikely
Reduce road casualties on other roads	Likely	Unlikely	Not applicable	Unlikely
Have a robust defence against increased claims for damage and personal injury	Likely	Unlikely	Not applicable	Unlikely
Protection of other highway assets i.e. structures, signs etc.	Not applicable	Not applicable	Not applicable	Not applicable
Deliver greater cost efficiencies in managing the asset	Unlikely	Unlikely	Highly unlikely	Unlikely
Upgrade the asset to use improved technology and minimise future maintenance costs	Highly Unlikely	Highly unlikely	Highly unlikely	Unlikely
Increase public satisfaction of asset	Unlikely	Unlikely	Unlikely	Unlikely

Option:	**Enhance** the existing level of service		Budget:	Current Budget + 25%

The likelihood that we will…	Damage	End of life replacement	Improvement to appearance in public realm	Provision of new pedestrian guardrail
Reduce road casualties on A and B roads	Likely	Likely	Not applicable	Likely
Reduce road casualties	Likely	Likely	Not applicable	Likely
Have a robust defence against increased claims for damage and personal injury	Likely	Likely	Not applicable	Likely
Protection of other highway assets i.e. structures, signs etc.	Not applicable	Not applicable	Not applicable	Not applicable
Deliver greater cost efficiencies in managing the asset	Likely	Likely	Likely	Likely
Upgrade the asset to use improved technology and minimise future maintenance costs	Unlikely	Unlikely	Unlikely	Likely
Increase public satisfaction of asset	Unlikely	Unlikely	Likely	Likely

Option:	Reduce the existing level of service			Budget:	Current Budget – 25%
The likelihood that we will…	Damage	End of life replacement	Improvement to appearance in public realm	
Reduce road casualties on A and B roads	Unlikely	Highly Unlikely	Not applicable	Highly Unlikely
Reduce road casualties	Unlikely	Highly Unlikely	Not applicable	Highly Unlikely
Have a robust defence against increased claims for damage and personal injury	Unlikely	Highly Unlikely	Not applicable	Highly Unlikely
Protection of other highway assets i.e. structures, signs etc.	Not applicable	Not applicable	Not applicable	Not applicable
Deliver greater cost efficiencies in managing the asset	Highly Unlikely	Highly Unlikely	Highly Unlikely	Highly Unlikely
Upgrade the asset to use improved technology and minimise future maintenance costs	Highly Unlikely	Highly Unlikely	Highly Unlikely	Highly Unlikely
Increase public satisfaction of asset	Highly Unlikely	Highly Unlikely	Highly Unlikely	Highly Unlikely

Unlit Road Signs

The Unlit Sign Asset

The unlit sign asset is made up of:

Asset	Quantity*
Non illuminated signs	140,000*

* Based on available asset data

Traffic Signs are provided to convey messages to all types of road and footway users including equestrians, cyclists and pedestrians. The message must be clearly and at the right time for users travelling at the normal speed for the road, footway or cycle facility. They are therefore sited at appropriate distances for the speed of the road and the message it conveys and should be reflective or lit as required.

All signs shall be designed and installed in accordance with Traffic Signs Regulations and General Directions (TSRGD) 2016 and amendments thereof. Kent County Council has set up a Departmental working group to review the recent changes to TSRGD and how these changes can be implemented to improve effective and efficient management of the signs asset. In 2010 Kent County Council also produced a guidance document 'KCC Signs Technical Directive 2010' showing any adopted variances and to assist Engineers and Practitioners in achieving a consistent approach throughout the County.

Road signs are categorised into four types:

- → **Warning signs** draw the driver's attention to possible hazards on the road ahead.
- → **Regulatory signs** such as speed-limit signs inform drivers of the traffic restrictions and enforcement.
- → **Directions signs** show Destination information
- → **Other information signs** include signs for local facilities.

Partner agencies are also responsible for some signing on the Public Highway network. Kent County Council liaises closely with Highways England, District and Borough Councils to influence a consistent approach within the County.

Kent County Council is mindful that redundant signs and street furniture work against inclusive mobility in the street environment and can cause access problems for pedestrians. There is a committed to rationalising existing signing on the highway to reduce "clutter" where possible. Removal of unnecessary signing is carried out as part the assessment when reviewing plans for new developments to optimise what is required.

Condition Assessments and Inspections

There are two types of checks, planned inspections and reactive inspections.

Planned inspections include highway safety inspections and electrical testing both of which are carried out on a cyclic basis:

→ Our team of Highway Inspectors do visual checks to make sure the highway signs are in good working condition. This includes checking that signs are not broken, missing or faded; posts are in a sound stable condition. We carry out this kind of check at least once every twelve months, with major routes being checked monthly.

Reactive inspections are carried out in response to enquiries we receive and may generate ad-hoc or emergency works. For example the re-positioning of a twisted sign or replacement of a damaged post could be done as a result of information received from the public.

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe. We also endeavour to make sure that our road network is resilient and can support the communities and economy of Kent. However, we have to work within an overall budget.

When we are deciding where to spend our money, we think about the risk to safety and the benefit the sign provides:

→ Is the sign in a safe condition?
→ Is the sign sufficiently visible to drivers?
→ Is the sign communicating the correct message effectively?
→ If the sign was not there, would road users be unaware of a potential danger?
→ If the sign was not there, would road users be unaware of a traffic restriction?
→ Will a new sign improve highway safety?

We decide what work is needed and when it should be done by thinking about where the risk to road users and residents is the highest.

Some of the things we think about include the following:

→ The type of road and the speed of the traffic that uses it, for example, whether it is a high speed road, a main road, an estate road or a country lane.
→ The amount of traffic that uses the road, for example is it a main route in and out of a town or is it a minor road only used by a handful of drivers each day?
→ The surrounding area, for example, is it a built up town centre or a rural area.

By inspecting our signs and knowing what condition they are in, we can determine how much work is needed.

It is important to understand whether or not our assets are doing their job effectively. If an asset is in the wrong place or is not providing correct, easily understood information, there is no point in simply replacing it like for like. It may be that the sign is no longer needed and therefore it can be removed complete to reduce the amount of sign clutter.

We assess each site using a risk based approach and prioritise repairs on the basis of safety.

Other Significant Factors affecting Unlit Sign Maintenance

Damaged and Ageing Asset

Although road signing is now designed with the environment in mind, the need to reduce unnecessary street clutter and weather resistant materials; the past has left the County with many ageing and deteriorating signs. Plastic coated sign were developed in the 1950s closely followed by posts and have been widely used across the County. Due to problems of internal rusting many today are in a poor or unknown condition. Budget pressures have historically aired towards other asset groups and signage has been proportionately funded relative to the cost of repairs. In many circumstances wholesale replacement is more cost effective than repairing the existing sign unit. Sign maintenance has now become a reactive process with little or no proactive approach in relation to preventative or cyclic maintenance.

Lack of detailed asset information of non-illuminated signs

Having a detailed asset database of non-illuminated signs would allow better planning and use of funding for this asset group. Details of sign type, size and reference number would enable efficient ordering of replacement signs and provide consistency across the County with any saving enabling cyclic maintenance to warning and regulatory signs to be carried out. Unfortunately asset collection would have a high initial cost which is difficult to justify against a reactive maintenance principle.

Passive Sign Assessment

The use of passive posts systems can have a very high initial cost associated with it. There can however be longer term cost benefits and safety improvements at specific identified locations where habitual incidents are linked to vehicles leaving the carriageway. Passive post systems are not always easily identified and therefore continuity can be problematic between initial installation and future maintenance.

Increased theft/ RTC damage and non-recoverable costs

Damage by third parties is very common place with the increasing problem of recovering costs related to damage. Tagging and street graffiti also requires an immediate response for some regulatory and warning signs. This increases the burden on existing highway budgets and restricts the potential to carry out cyclic and preventative maintenance such as cleaning.

Ownership of Sign Strategies

There has been a number of signing strategies across the County that deal with cross District and Agency issues (lorry management etc). There is a risk that ownership of these strategies is lost and their effectiveness diminishes over time. This in turn can then work against the Counties aspiration of LTP4, growth without gridlock.

Reductions in other services

With the reduction in rural verge maintenance rural signs can become significantly overgrown and fall into disrepair. Warning signs can become obscured causing increased risk of collisions.

With the focus on safety critical repairs the Council can be under greater external and political pressure to respond to damaged non safety critical signing such as village gateways.

Levels of Service

Current levels of service for signing are as follows.

Description	Response time
Damage which causes an obstruction to traffic or pedestrians.	Emergency two hour attendance to make safe. Repair within 28 days
Unserviceable regulatory, mandatory or warning signs. Standard from stock.	Attend within seven days of notification. Repair within 28 days
Unserviceable regulatory, mandatory or warning signs. Non stock.	Attend within 7/28 days of notification. Repair within ninety days.
Reflectorised type regulatory, mandatory or warning sign with poor reflective performance.	Attend within seven days of notification. Repair within ninety days.
Obstruction to all non-illuminated signs causing an immediate hazard.	Remove within seven days of notification.
Obstruction to all non-illuminated signs causing nuisance.	Remove within 28 days of notification.

Levels of funding

When determining the levels of service that we will deliver it is vital that we consider our statutory obligations and the County Council's strategic objectives. The County Council has statutory obligations to:

Maintain the adopted highway network in a safe condition and appropriately safe and functioning state (Highways Act 1980). Variations in funding would have the below effect on asset management of signs.

Total annual cost of delivering the current level of service for unlit signs around £250k consisting of around £20k of capital funding and £230k of general reactive revenue funds.

Option:	Sustain existing level of service		Budget:	Current budget	

The likelihood that we will…….	Maintain Existing signs	De cluttering	New/enhanced signs	Maintain route management strategy
Be able to maintain visibility of warning/regulatory signs in rural areas	Unlikely	Not applicable	Unlikely	Not applicable
Improve customer satisfaction and confidence in service provision	Unlikely	Unlikely	Unlikely	Highly Unlikely
Keep people safe	Unlikely	Not applicable	Unlikely	Unlikely
maintain journey times on the road network due to appropriate signing in place.	Unlikely	Not applicable	Unlikely	Highly Unlikely
Improve customer experience of the environment.	Unlikely	Unlikely	Unlikely	Highly Unlikely
Provide better pedestrian routes for the disabled	Unlikely	Unlikely	Unlikely	Not applicable

Option:	Reduce existing level of service		Budget:	Current budget – 25%	

The likelihood that we will…….	Maintain Existing signs	De cluttering	New/enhanced signs	Maintain route management strategy
Be able to maintain visibility of warning/regulatory signs in rural areas	Highly Unlikely	Not applicable	Highly Unlikely	Not applicable
Improve customer satisfaction and confidence in service provision	Highly Unlikely	Highly Unlikely	Highly Unlikely	Highly Unlikely
Keep people safe	Highly Unlikely	Not applicable	Highly Unlikely	Highly Unlikely
Improve journey times on the road network due to appropriate signing in place.	Highly Unlikely	Not applicable	Highly Unlikely	Highly Unlikely
Improve customer experience of the environment.	Highly Unlikely	Highly Unlikely	Highly Unlikely	Highly Unlikely
Provide better pedestrian routes for the disabled	Highly Unlikely	Highly Unlikely	Highly Unlikely	Not applicable

Option:	Increase existing level of service		Budget:	Current budget +25%	

The likelihood that we will…….	Maintain Existing signs	De cluttering	New/enhanced signs	Maintain route management strategy
Be able to maintain visibility of warning/regulatory signs in rural areas	Likely	Not applicable	Likely	Not applicable
Improve customer satisfaction and confidence in service provision	Unlikely	Likely	Likely	Unlikely
Keep people safe	Likely	Not applicable	Likely	Likely
Improve journey times on the road network due to appropriate signing in place.	Unlikely	Not applicable	Likely	Unlikely
Improve customer experience of the environment.	Unlikely	Likely	Unlikely	Unlikely
Provide better pedestrian routes for the disabled	Unlikely	Likely	Likely	Not applicable

Road Markings & Studs

The Road Markings & Studs Asset

The Road Marking and Road Studs asset is made up of:

→ Centre line white Lane markings (Extrusion)
→ White edge lines (Extrusion)
→ Rib Edge Lining (Spray for refresh sites)
→ Pedestrian crossing and Junction Markings (Screed)
→ Yellow Box Junction Markings (Screed)
→ Lettering and Arrows Markings (Screed)
→ Road Studs (Milled, Stick on and intelligent)

Since August 2014 KCC have only used Milled Road Studs for all new and replacements where this is feasible.

All yellow parking restriction markings are the responsibility of the Borough and District Councils.

The primary objectives of Road Markings and Road Studs are:

→ Assist with the safe movement of traffic on the highway network.
→ Protect road users by guiding, warning, directing and informing them.
→ Define features on the highway such as junctions, road edges and traffic lanes.

Condition Assessments and Inspections

There are two types of checks; planned inspections and reactive inspections:

Planned inspections include highway safety inspections and condition checks carried out as part of our maintenance regime:

→ Our team of Highway Inspectors carry out visual checks to make sure the highway assets are in a safe condition. This includes checking that Road Markings are sufficiently visible during the day time. We carry out this kind of check at least once every six months.
→ Our team of Highway Stewards respond to issues highlighted to them from our customers. When they arrive on site they survey the surrounding area so that any other Road Markings that require refreshing can be collated for more efficient delivery. The Stewards can also assess the condition of Road Markings while they are on route to sites. The site visit includes reports from the Police and Teams investigating injury crashes.

Reactive inspections are carried out in response to enquiries and generate ad hoc and emergency works.

Prioritisation of Investment

All assets are important and we have a statutory duty to ensure that the highway is safe to use. We decide what work is needed and when it should be done by thinking about where the risk to road users and residents is the highest.

When deciding where to spend our money, we think about the risk associated with the condition of the asset so that they provide sufficient guidance, warning, direction and informing highway users.

We use the following questions as part of our risk assessment matrix to prioritise our response:

→ What do we need to do to make sure that the Road Markings and Studs are sufficiently visible before they should be considered for refreshing?
→ Review whether existing Road Markings and Studs should be replaced?
→ If the Road Markings or Studs are not reflective does it increase the hazard to drivers?

We decide what work is needed and when it should be done by thinking about where the risk to road users and residents is the highest.

Some of the things we think about include the following:

→ The type of road, for example, whether it is a high speed road, a main road, an estate road or a country lane.
→ The amount of traffic that uses the road, for example is it a main route in and out of a town or is it a minor road only used by a handful of drivers each day
→ High risk areas such as Pedestrian Crossings and Stop Lines.

By knowing what condition our assets are in we can determine how much work is needed.

It is important to understand whether or not our assets are doing their job effectively. If a line is in the wrong place for example, there is no point in simply refreshing it. We also endeavour to undertake the right repairs at the right time.

We assess each site using a risk based approach and have a prioritised list of improvements. This is compared with the lists for other asset groups when we consider allocating budgets for improvements.

Other Significant Factors affecting Road Markings and Studs Maintenance

Life Cycle of Asset

Thermoplastic marking where is constantly over-run can last as little as 18 months before it requires refreshing. This is a particular problem in busy town centres especially on transverse lining such as junctions and zebra crossing markings. Small patching and pot hole repairs often require relining and this leads to sections of road having varying condition of lining.

Traffic Management

High Speed roads are considered most risk as they carry the highest volumes of traffic at speeds in excess of 50mph. This network is difficult to access without creation of local congestion and can be costly. Kent operates an annual High Speed Road programme as a series of planned closures to undertake works on this part of the network. However, each closure offer limited time to undertake any significant lining works.

Strategic Approach

The asset is currently only maintained on a risk basis. There are no strategic plans in place to cyclically refresh the network. This means that lining works are difficult to programme and deliver effectively on an ad hoc basis.

New methods and materials are available on the market and opportunities to explore these are limited without a countywide strategy.

Heavy Good Routes

Road studs are more likely to be removed by the constant overrunning of heavy good vehicles. Routes with a high proportion of heavy goods vehicles are likely to require frequent replacement. Alternative forms of increasing carriageway visibility should always be considered before road studs at these locations especially in areas which are likely to be over-run.

Noise

Road studs in locations which are frequently over-run particularly by heavy and large goods vehicles can create a significant noise nuisance to residents. Placement of road studs within 30mph urban environments should be discouraged unless there is a clear safety need.

Levels of Service

Current levels of service for road marking and road studs are as follows.

Road Markings	Description	Response time
Road marking refresh – safety critical	Road marking is identified through inspection or enquiry as being more that 50% faded.	Make safe within two hours. Permanent refresh within seven to 28 days.
Road marking refresh – Non safety critical	Road marking is identified through inspection or enquiry as being more that 50% faded.	Refresh within 28 to ninety days.
New road markings	Requirement for new road marking is identified as part of the scheme or casualty reduction measure.	Install within ninety days.

Road Studs	Description	Response time
Road stud – Stick on or milled missing safety critical	Road stud is identified as missing through inspection or enquiry at a high risk site such as a junction or high speed road.	Make safe within two hours. Permanent repair within 28 days.
Road stud – Stick on or milled missing - Non safety critical	Road stud is identified as missing through an inspection or enquiry at a lower risk site such as edge of carriageway.	Replace within 28 to ninety days.
Road Stud – Intelligent missing	Intelligent road stud is identified as missing through an inspection or enquiry - highly likely to be a safety critical site.	Make safe within two hours and replace within 28 to ninety days.
New Road Studs	Requirement for new road stud is identified as part of the scheme or casualty reduction measure.	Install within 90 ninety days.

Levels of funding

When determining the levels of service that we will deliver it is vital that we consider our statutory obligations and the County Council's strategic objectives. The County Council has statutory obligations to:

Maintain the adopted highway network in a safe condition and appropriately safe and functioning state (Highways Act 1980). Variations in funding would have the below effect on asset management of signs.

The key outcomes for Road markings and Road studs are:

- → Reduce Road casualties.
- → Ensure clear highway visibility in unlit areas.
- → Ensure clear highway visibility on high speed roads.
- → Support directional information at busy junctions and traffic systems.
- → Improve the street environment by having well maintained Road Markings and Road Studs

Total annual cost of delivering the current level of service for road markings and studs is around £825k consisting of around £100k of capital funding and £725k of general reactive revenue funds.

Road Markings

Option:	Sustain existing level of service		Budget: Current budget
The likelihood that we will…….	**Road marking refresh – safety critical**	**Road marking refresh – Non safety critical**	**New road marking**
Reduce Road casualties	**Likely**	**Unlikely**	**Likely**
Ensure clear highway visibility in unlit areas	**Unlikely**	**Unlikely**	**Unlikely**
Ensure clear highway visibility on high speed roads	**Likely**	**Unlikely**	**Unlikely**
Support direction information at busy junctions and traffic systems	**Unlikely**	**Highly Unlikely**	**Unlikely**
Improve the street environment by having well maintained road markings and road studs	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**

Option:	Reduce existing level of service		Budget: Current budget - 25%
The likelihood that we will…….	**Road marking refresh – safety critical**	**Road marking refresh – Non safety critical**	**New road marking**
Reduce Road casualties	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**
Ensure clear highway visibility in unlit areas	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**
Ensure clear highway visibility on high speed roads	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**
Support direction information at busy junctions and traffic systems	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**
Improve the street environment by having well maintained road markings and road studs	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**

Option:	Increase existing level of service		Budget: Current budget + 25%
The likelihood that we will…….	**Road marking refresh – safety critical**	**Road marking refresh – Non safety critical**	**New road marking**
Reduce Road casualties	**Likely**	**Likely**	**Likely**
Ensure clear highway visibility in unlit areas	**Unlikely**	**Likely**	**Likely**
Ensure clear highway visibility on high speed roads	**Likely**	**Likely**	**Likely**
Support direction information at busy junctions and traffic systems	**Likely**	**Unlikely**	**Likely**
Improve the street environment by having well maintained road markings and road studs	**Unlikely**	**Unlikely**	**Unlikely**

Road Studs

Option:	Sustain existing level of service			Budget: Current budget
The likelihood that we will…….	**Road stud – Stick on or milled missing safety critical**	**Road stud – Stick on or milled missing Non safety critical**	**Road Stud – Intelligent missing**	**New Road Studs**
Reduce Road casualties	**Likely**	**Unlikely**	**Likely**	**Likely**
Ensure clear highway visibility in unlit areas	**Unlikely**	**Unlikely**	**Likely**	**Unlikely**
Ensure clear highway visibility on high speed roads	**Likely**	**Unlikely**	**Likely**	**Unlikely**
Support direction information at busy junctions and traffic systems	**Unlikely**	**Highly Unlikely**	**Unlikely**	**Likely**
Improve the street environment by having well maintained road markings and road studs	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**

Option:	Reduce existing level of service			Budget: Current budget - 25%
The likelihood that we will…….	**Road stud – Stick on or milled missing safety critical**	**Road stud – Stick on or milled missing Non safety critical**	**Road Stud – Intelligent missing**	**New Road Studs**
Reduce Road casualties	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**
Ensure clear highway visibility in unlit areas	**Highly Unlikely**	**Highly Unlikely**	**Unlikely**	**Unlikely**
Ensure clear highway visibility on high speed roads	**Unlikely**	**Unlikely**	**Unlikely**	**Unlikely**
Support direction information at busy junctions and traffic systems	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**
Improve the street environment by having well maintained road markings and road studs	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**	**Highly Unlikely**

Option:	Increase existing level of service			Budget: Current budget + 25%
The likelihood that we will…….	**Road stud – Stick on or milled missing safety critical**	**Road stud – Stick on or milled missing Non safety critical**	**Road Stud – Intelligent missing**	**New Road Studs**
Reduce Road casualties	**Likely**	**Unlikely**	**Likely**	**Likely**
Ensure clear highway visibility in unlit areas	**Unlikely**	**Unlikely**	**Likely**	**Likely**
Ensure clear highway visibility on high speed roads	**Likely**	**Unlikely**	**Likely**	**Likely**
Support direction information at busy junctions and traffic systems	**Likely**	**Unlikely**	**Unlikely**	**Likely**
Improve the street environment by having well maintained road markings and road studs	**Unlikely**	**Highly Unlikely**	**Highly Unlikely**	**Unlikely**

Appendix A: Our Levels of Service Summarised

Service Wide Summary[6789]

(left margin: Page 261)

Asset Group	Asset/Service Level Enhancement			Steady State			Reduced Service			Statutory Minimum		
	Example	Impact	Annual Cost of Delivery	Example	Impact	Annual Cost of Delivery	Example	Impact	Annual Cost of Delivery	Impact	Risk	Annual Cost of Delivery
Roads			£52,300k			£39,500k	-		-	-		-
Footways			£6,100k			£5,500k	-		-	-		-
Drainage			£8,525k			£6,820k			£5,115k	-		-
Bridges, Tunnels & Highway Structures	-		-			£2,672k			£1,781k			£1,336k
Street Lighting			£5,375k			£4,300k			£3,225k	-		-
Intelligent Traffic Systems			£3,125k			£2,500k			£1,875k	-		-
Soft Landscape			£5,000k			£4,200k			£3,200k			£2,200k
Barriers, Unlit Signs, Lines & Road Studs	-		-			£3,500k			£2,775k			£2,100k

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[6] Each asset group has modelled at least two outcome options, one group that has considered four options.
[7] All amounts mentioned on this and subsequent pages are at this year's prices, and will increase in line with industry price inflators going forward.
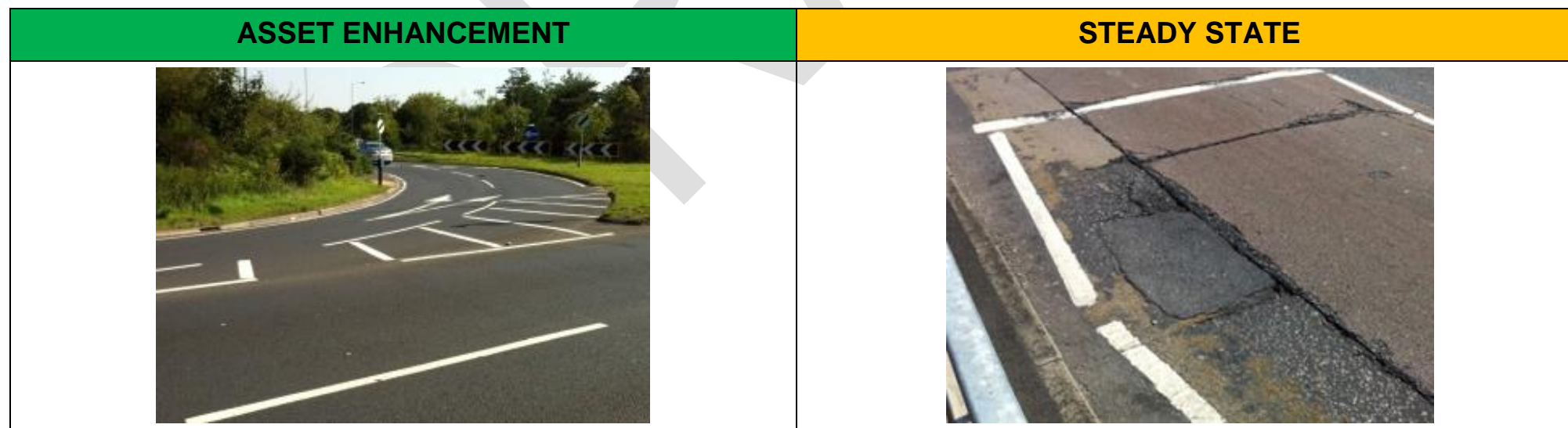[8] The figures mentioned for road and footway maintenance does not include the annual cost of reactively repairing potholes and other surface defects. We have spent around £26m of revenue and capital funds on that activity over the last three years.
[9] The figures mentioned above relate to capital funding for Road and Footway asset groups, revenue funding for the Soft Landscape asset groups, and a combination of revenue and capital for all remaining asset groups.
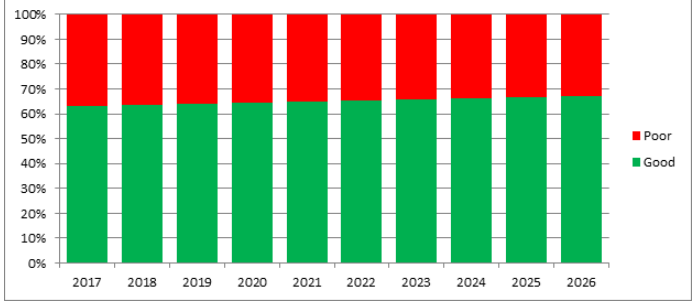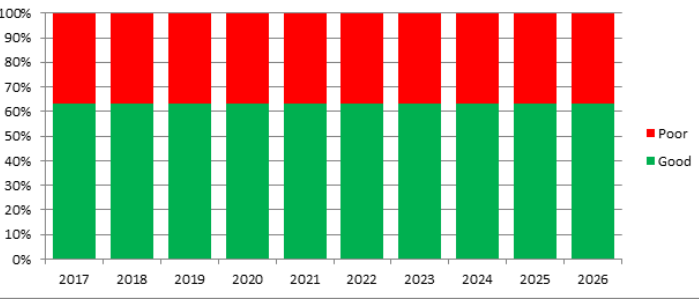
Detailed Summary – Roads

Level of Service	Condition			Outcomes	Cost
	A Roads	B & C Roads	Unclassified Network		
ASSET ENHANCEMENT				Enhance the condition of our road network. Our maintenance backlog would decrease from £584m now to £392m plus inflation in 2026.	£52.3m
STEADY STATE				Maintaining our road network in a steady state condition. Our maintenance backlog figure would remain at £584m plus inflation in ten years' time. Any investment less than this would mean that a steady state condition could not be achieved.	£39.5m

ASSET ENHANCEMENT	STEADY STATE

Detailed Summary – Footways

Level of Service	Condition	Outcomes		Cost
ASSET ENHANCEMENT		Enhance the condition of our footway network. Our maintenance backlog would decrease from £83m now to £77m plus inflation in 2026.	■	£6.1m
STEADY STATE		Maintaining our footway network in a steady state condition. Our maintenance backlog figure would remain at £83m plus inflation in ten years' time. Any investment less than this would mean that a steady state condition could not be achieved.	■	£5.5m

ASSET ENHANCEMENT	STEADY STATE

Detailed Summary - Drainage

	Levels of Service	Outcomes		Cost
SERVICE ENHANCEMENT	Flooding that is safety critical or flooding properties internally is responded to in 2 hours Drains at known hotspots are cleaned twice a year Drains on main roads are cleaned every 12 months Drains on minor roads are inspected and cleaned on a targeted basis Missing or damaged drain covers are repaired or replaced Pumping stations are serviced annually and repaired as required All drainage problems posing a moderate to high risk to safety or a moderate to high risk of internal property flooding are investigated Repairs and improvements are prioritised on the basis of the risk to highway safety and the risk of internal property flooding	Reduced incidents of highway flooding requiring an immediate or urgent response	🟩	£8,525k
		Improved customer satisfaction and confidence in service provision	🟩	
		Robust defence against increased claims for damage and personal injury	🟩	
		Effectively protect roads and footways from the adverse effects of standing water	🟩	
		Reduce disruption caused by carriageway flooding	🟩	
		Have greater resilience against increasingly frequent intense rainfall events	🟩	
STEADY STATE	Flooding that is safety critical or flooding properties internally is responded to in 2 hours Drains at known hotspots are cleaned twice a year Drains on main roads are cleaned every 12 months Drains on minor roads are inspected and cleaned on a targeted basis Missing or damaged drain covers are repaired or replaced Pumping stations are serviced annually and repaired as required All drainage problems posing a moderate to high risk to safety or a high risk of internal property flooding are investigated Repairs and improvements are prioritised on the basis of the risk to highway safety and the risk of internal property flooding	Reduced incidents of highway flooding requiring an immediate or urgent response	🟧	£6,820k
		Improved customer satisfaction and confidence in service provision	🟩	
		Robust defence against increased claims for damage and personal injury	🟩	
		Effectively protect roads and footways from the adverse effects of standing water	🟧	
		Reduce disruption caused by carriageway flooding	🟧	
		Have greater resilience against increasingly frequent intense rainfall events	🟧	
SERVICE REDUCTION	Flooding that is safety critical or flooding properties internally is responded to in 2 hours Drains at known hotspots are cleaned annually Drains on main roads are cleaned every two years Drains on minor roads are inspected and cleaned if safety critical Missing or damaged drain covers are repaired or replaced Pumping stations are not routinely serviced and maintained on a targeted basis All drainage problems posing a high risk to safety are investigated Repairs and improvements are prioritised on the basis of the risk to highway safety only	Reduced incidents of highway flooding requiring an immediate or urgent response	🟥	£5,115k
		Improved customer satisfaction and confidence in service provision	🟥	
		Robust defence against increased claims for damage and personal injury	🟥	
		Effectively protect roads and footways from the adverse effects of standing water	🟥	
		Reduce disruption caused by carriageway flooding	🟧	
		Have greater resilience against increasingly frequent intense rainfall events	🟥	

Detailed Summary - Bridges, Tunnels & Highway Structures

	Levels of Service		Outcomes		Cost
STEADY STATE	Visual inspection of all of our bridges, tunnels and structures are carried out on a cyclic basis once every 2 years in accordance with the National Code of Practice Detailed inspections of bridges, tunnels and structures are carried out on a cyclic basis at risk based frequencies in accordance with the National Code of Practice Our tunnels are monitored 24 hours per day, 365 days per year Sandwich Toll bridge is opened within an hour of any request in accordance with our legal obligations Drainage on highway structures is cleaned once every 2 years. Minor maintenance including painting, vegetation clearance and small repairs is carried out where there is a moderate to high risk to safety or a critical element of the highway structure Asset renewals and improvements are prioritised on the basis of the where there is a moderate to high risk to safety or a critical element of the highway structure		Effectively operated and managed structures to ensure highway safety is maintained	🟩	£2,672k
			Improved customer satisfaction and confidence in service provision	🟩	
			Robust defence against increased claims for damage and personal injury	🟧	
			Proactive maintenance regimes protecting our bridges, tunnels and structures	🟧	
			Reduced disruption caused by asset failures and the implementation of weight limits	🟩	
			Have greater resilience against increasingly frequent extreme weather events	🟩	
SERVICE REDUCTION	Visual inspection of all of our bridges, tunnels and structures are carried out on a cyclic basis once every 2 years in accordance with the National Code of Practice Detailed inspections of bridges, tunnels and structures are carried out on a targeted basis and prioritised on the basis of current condition and the risk to safety. Our tunnels are monitored 24 hours per day, 365 days per year Sandwich Toll bridge is opened within an hour of any request in accordance with our legal obligations Drainage on highway structures is cleaned once every 2 years. Minor maintenance including painting, vegetation clearance and small repairs is carried out where there is a high risk to safety or a critical element of the highway structure Asset renewals and improvements are prioritised on the basis of the where there is a high risk to safety or a critical element of the highway structure		Effectively operated and managed structures to ensure highway safety is maintained	🟧	£1,781k
			Improved customer satisfaction and confidence in service provision	🟧	
			Robust defence against increased claims for damage and personal injury	🟥	
			Proactive maintenance regimes protecting our bridges, tunnels and structures	🟥	
			Reduced disruption caused by asset failures and the implementation of weight limits	🟧	
			Have greater resilience against increasingly frequent extreme weather events	🟧	
STATUTORY MINIMUM	Visual inspection of all of our bridges, tunnels and structures are carried out on a cyclic basis once every 2 years in accordance with the National Code of Practice Detailed inspections of all our bridges, tunnels and structures are carried out on a targeted basis where there is deemed to be a risk to safety. Our tunnels are monitored 24 hours per day, 365 days per year Sandwich Toll bridge is opened within an hour of any request in accordance with our legal obligations Drainage on highway structures is cleaned on a targeted basis if safety critical. Minor maintenance including painting, vegetation clearance and small repairs is carried out where there is a very high or immediate risk to safety or a critical element of the highway structure Asset renewals and improvements are prioritised on the basis of the where there is a very high or immediate risk to safety or a critical element of the highway structure		Effectively operated and managed structures to ensure highway safety is maintained	🟥	£1,336k
			Improved customer satisfaction and confidence in service provision	🟥	
			Robust defence against increased claims for damage and personal injury	🟥	
			Proactive maintenance regimes protecting our bridges, tunnels and structures	🟥	
			Reduced disruption caused by asset failures and the implementation of weight limits	🟥	
			Have greater resilience against increasingly frequent extreme weather events	🟥	

Detailed Summary - Street Lighting

	Levels of Service	Outcomes		Cost
SERVICE ENHANCEMENT	Emergency situations will be responded to and attended within 2 hours Reports of faulty street lighting assets will be attended within 7 days Minor replacement works, e.g. replace a lantern, will be carried out within 28 days. Faults with the distribution network will be reported to UK Power Networks Capital refurbishment of street lighting assets will be identified and programmed on the basis of age and condition information. Life expired assets will be replaced based on safety critical grounds.	Improved customer satisfaction and confidence in service provision	🟩	£5,375k
		Greater resilience against obsolescence	🟩	
		Reduced the backlog of life expired assets	🟥	
STEADY STATE	Emergency situations will be responded to and attended within 2 hours Reports of faulty street lighting assets will be attended within 7 days Minor replacement works, e.g. replace a lantern, will be carried out within 28 days. Faults with the distribution network will be reported to UK Power Networks Capital refurbishment of street lighting assets will be identified and programmed on the basis of age and condition information. Life expired assets will be replaced based on safety critical grounds.	Improved customer satisfaction and confidence in service provision	🟩	£4,300k
		Greater resilience against obsolescence	🟩	
		Reduced the backlog of life expired assets	🟥	
SERVICE REDUCTION	Emergency situations will be responded to and attended within 2 hours Reports of faulty street lighting assets will be attended within 7 days Minor replacement works, e.g. replace a lantern, will be carried out within 28 days. Faults with the distribution network will be reported to UK Power Networks Capital refurbishment of street lighting assets will be identified and programmed on the basis of age and condition information. Life expired assets will be replaced based on safety critical grounds.	Improved customer satisfaction and confidence in service provision	🟧	£3,225k
		Greater resilience against obsolescence	🟥	
		Reduced the backlog of life expired assets	🟥	

Detailed Summary - Intelligent Traffic Systems (ITS)

	Levels of Service	Outcomes		Cost
SERVICE ENHANCEMENT	Traffic light faults are attended and repaired with priority given to strategically important sites Other traffic management and control systems are controlled from our Highway Management Centre We attend sites for the replacement of signal poles or cabling and ducting repairs. This will after the site is attended on routine maintenance. Detectors are repaired after the initial attendance on routine maintenance. We attend site to bag up signals if requested. We repair other damaged ITS assets used by the Highway Management Centre such as CCTV, electronic bus information signs and communication equipment. Capital refurbishment of signals will be identified and programmed by the ITS team based on age, fault history and equipment type. Life expired assets will be replaced based on safety critical grounds.	Reduced incidents of traffic light failure requiring an immediate or urgent response	🟩	£3,125k
		Improved customer satisfaction and confidence in service provision	🟩	
		Increased up time of systems	🟩	
		Greater resilience against obsolescence	🟩	
		Contractual targets for maintenance routinely met	🟩	
		Reduced backlog of life expired assets	🟩	
STEADY STATE	Traffic light faults are attended and repaired with priority given to strategically important sites Other traffic management and control systems are controlled from our Highway Management Centre We attend sites for the replacement of signal poles or cabling and ducting repairs. This will after the site is attended on routine maintenance. Detectors are repaired after the initial attendance on routine maintenance. We attend site to bag up signals if requested. We repair other damaged ITS assets used by the Highway Management Centre such as CCTV, electronic bus information signs and communication equipment. Capital refurbishment of signals will be identified and programmed by the ITS team based on age, fault history and equipment type. Life expired assets will be replaced based on safety critical grounds.	Reduced incidents of traffic light failure requiring an immediate or urgent response	🟧	£2,500k
		Improved customer satisfaction and confidence in service provision	🟩	
		Increased up time of systems	🟩	
		Greater resilience against obsolescence	🟧	
		Contractual targets for maintenance routinely met	🟩	
		Reduced backlog of life expired assets	🟧	
SERVICE REDUCTION	Traffic light faults are attended and repaired with priority given to strategically important sites Other traffic management and control systems are controlled from our Highway Management Centre We attend sites for the replacement of signal poles or cabling and ducting repairs. This will after the site is attended on routine maintenance. Detectors are repaired after the initial attendance on routine maintenance. We attend site to bag up signals if requested. We repair other damaged ITS assets used by the Highway Management Centre such as CCTV, electronic bus information signs and communication equipment. Capital refurbishment of signals will be identified and programmed by the ITS team based on age, fault history and equipment type. Life expired assets will be replaced based on safety critical grounds.	Reduced incidents of traffic light failure requiring an immediate or urgent response	🟥	£1,875k
		Improved customer satisfaction and confidence in service provision	🟥	
		Increased up time of systems	🟥	
		Greater resilience against obsolescence	🟥	
		Contractual targets for maintenance routinely met	🟥	
		Reduced backlog of life expired assets	🟥	

Detailed Summary - Soft Landscape

		Levels of Service			Cost
	Service	**Maintenance Frequency**			
ASSET ENHANCEMENT	Urban Grass Cutting	10/12			£5m
	Urban Hedges and Shrub Bed Maintenance	3/4			
	Weed Spraying (Hard surface)	3/4			
	Rural Swathe Cutting	3			
	Visibility cuts	3			
	Rural Hedge Cutting	3/4			
	High Speed Road (HSR)	3/2			
	Bus Routes	Safety & Amenity			
	Tree Maintenance	Safety, Amenity & Nuisance			
STEADY STATE	Urban Grass Cutting	8			£4.2m
	Urban Hedges and Shrub Bed Maintenance	2			
	Weed Spraying (Hard surface)	2			
	Rural Swathe Cutting	2			
	Visibility cuts	3			
	Rural Hedge Cutting	2/3			
	High Speed Road (HSR)	2			
	Bus Routes	Safety & Amenity			
	Tree Maintenance	Safety, Amenity & Nuisance			
SERVICE REDUCTION	Urban Grass Cutting	6			£3.2m
	Urban Hedges and Shrub Bed Maintenance	1			
	Weed Spraying (Hard surface)	1			
	Rural Swathe Cutting	1			
	Visibility cuts	3			
	Rural Hedge Cutting	1/3			
	High Speed Road (HSR)	1			
	Bus Routes	Safety Critical Only			
	Tree Maintenance	Safety Critical Only			

STATUTORY MINIMUM	Urban Grass Cutting	1/3		£2.2m
	Urban Hedges and Shrub Bed Maintenance	0		
	Weed Spraying (Hard surface)	0		
	Rural Swathe Cutting	1		
	Visibility cuts	3		
	Rural Hedge Cutting	1/3		
	High Speed Road (HSR)	1		
	Bus Routes	Safety Critical Only		
	Tree Maintenance	Safety Critical Only		

DRAFT

Detailed Summary – Barriers, Unlit Signs, Lines & Road Studs

	Levels of Service	Outcomes		Cost
STEADY STATE	<u>Safety Barriers</u> Damage is made safe within 2 hours of notification and a permanent repair is completed on a programmed basis. Cyclic re-tensioning is undertaken on a programmed basis. End of life replacement is programmed annually and prioritised on the basis of risk. Specialist inspections are carried out on a cyclic basis and prioritized on the basis or road classification. <u>Pedestrian Guard Rail</u> Damage is made safe within 2 hours of notification and a permanent repair is completed on a programmed basis.	Improved road safety	🟩	£3,500k
		A robust defence against increased claims for damage and personal injury	🟩	
		Provision of protection to other highway assets	🟩	
		Assets upgraded to use improved technology and minimise future maintenance costs	🟧	
		Improved customer satisfaction and confidence in service provision	🟩	
		Improved pedestrian routes for the disabled	🟩	
		Efficient journey times on the road network due to appropriate signing in place.	🟩	
		Improved street scene Improved street scene	🟩	
CONTROLLED ASSET DETERIORATION	End of life replacement is programmed in response to incidents of failure and prioritised on the basis of risk. Non safety critical repairs are inspected and prioritised for action on the basis of risk. <u>Unlit Signs</u> Damaged signs are repaired on a reactive basis and prioritised on the basis of risk. Obstructions to signs are removed on a reactive basis and prioritised on the basis of risk. <u>Road Markings</u> Safety critical road markings more than 50% faded are made safe within 2 hours of notification and refreshed within 28 days.	Improved road safety	🟧	£2,775k
		A robust defence against increased claims for damage and personal injury	🟧	
		Provision of protection to other highway assets	🟧	
		Assets upgraded to use improved technology and minimise future maintenance costs	🟥	
		Improved customer satisfaction and confidence in service provision	🟧	
		Improved pedestrian routes for the disabled	🟧	
		Efficient journey times on the road network due to appropriate signing in place.	🟧	
		Improved street scene Improved street scene	🟧	
STATUTORY MINIMUM	Non safety critical road markings more than 50% faded are refreshed on a programmed basis. The installation of new road markings is prioritised on the basis of risk. <u>Road Studs</u> Road studs identified as missing at a high risk site such as a junction or high speed road are made safe within 2 hours Road studs identified as missing at a lower risk site such as edge of carriageway are replaced on a programmed basis Requirement for new road studs are identified as part of the scheme or casualty reduction measure and installed on a programmed basis.	Improved road safety	🟥	£2,100k
		A robust defence against increased claims for damage and personal injury	🟥	
		Provision of protection to other highway assets	🟥	
		Assets upgraded to use improved technology and minimise future maintenance costs	🟥	
		Improved customer satisfaction and confidence in service provision	🟥	
		Improved pedestrian routes for the disabled	🟥	
		Efficient journey times on the road network due to appropriate signing in place.	🟥	
		Improved street scene Improved street scene	🟥	

KENT COUNTY COUNCIL

EQUALITY ANALYSIS/IMPACT ASSESSMENT (EqIA)

Directorate:

Growth, Environment & Transport

Name of policy, procedure, project or service:

Implementing Our Approach to Asset Management in Highways

What is being assessed?

The impact of the proposed strategy document

Responsible Owner/Senior Officer:

Roger Wilkin, Director – Highways, Transportation & Waste

Date of Initial Screening:

19th October 2016

Date of Full EqIA:

NA

Version	Author	Date	Comment
1.0	Alan Casson	17th October 2016	Draft

Equality Analysis/Impact Assessment

Growth Environment & Transport

Highways Transportation & Waste – Implementing Our Approach to Asset Management in Highways

Responsible Owner: Roger Wilkin

Version: 1.0   Date: October 2016

Part 1: Initial Screening

Proportionality

Based on the answers in the screening grid at Appendix A what weighting would you ascribe to this function – see Risk Matrix.

Low	Low relevance or insufficient information/ evidence to make a judgement	**Medium**	Medium relevance or insufficient information/ evidence to make a judgement	**High**	High relevance to equality or likely to have an adverse impact on a protected group

Based on the individual assessments the overall assessment is **Low**.

Context

The County Council is responsible for the maintenance of 8,700km of roads and associated assets. These assets include 5,400km of footway, 250,000 roadside drains, 120,000 street lights, 2,700 highway structures and 500,000 trees. We have legal obligations to maintain the public highway in a safe condition and facilitate the movement of traffic around the County.

Our highway assets are estimated to be worth £11.5bn (excluding land value) making them one of the County Council's most valuable assets. The highway network provides a key strategic link between the Capital and mainland Europe and is the only alternative for motorists when the County's motorways are closed due to roads works, incidents or Operation Stack.

In recent years our approach to maintaining and improving highway assets has been driven by the ever increasing need to make savings against a back drop of high customer expectations and aging infrastructure. This has made us reactive in the way we work, "patching up" deterioration and responding to asset failures instead of utilising our asset knowledge and forward planning to take a more long term approach.

The rate at which our highway assets are deteriorating far exceeds the rate of investment and the countywide maintenance backlog for our roads alone is estimated to be in excess of £584m. This excludes unfunded emergencies such as the road collapse in Leeds in 2013 which can run into millions of pounds each year.

Changes to DfT funding rules have brought asset management to the fore. In 2016/17 a phased implementation of the Incentive Fund commenced. By 2020/21, a little over 15% of the County Council's Capital Maintenance Grant will be dependent on the Authority being able to demonstrate that we are practicing good asset management. Reactive maintenance will always be necessary but in future, we need to take a more balanced, long term approach, managing the network more efficiently and effectively now and for future generations.

Equality Analysis/Impact Assessment

Growth Environment & Transport

Highways Transportation & Waste – Implementing Our Approach to Asset Management in Highways

Responsible Owner: Roger Wilkin

Version: 1.0   Date: October 2016

Aims and Objective

Our Approach to Asset Management in Highways is a short and concise document that describes the principles adopted in applying asset management to achieve the authority's strategic objectives detailed in "Increasing Opportunities, Improving Outcomes": This was adopted and published in July. To implement those overarching principles, a strategy document entitled "Implementing Our Approach to Asset Management in Highways" has been produced and this is the subject of this screening.

Children and young people in Kent get the best start in life

Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality life

Older and vulnerable residents are safe and supported with choices to live independently.

Information and Data

This assessment has been informed by Mosaic data.

Involvement and Engagement

Consultation with a Member Task & Finish Group has been undertaken.

Potential impact

Implementing Our Approach to Asset Management in Highways will impact on all service users.

Adverse Impact

There is not anticipated to be any adverse impact on service users.

Positive Impact

The beneficiaries of Implementing Our Approach to Asset Management in Highways are residents, road users and businesses in Kent.

Part 2: Judgement

Option 1 – Sufficient Screening   Yes X   No

Justification: There is potential for adverse impact on older people and the disabled and scope to improve the documents has been found

Option 2 – Internal Action Required   Yes   No X

Details of the internal action plan and mechanisms for monitoring and review can be found at Appendix A

Option 3 – Full Impact Assessment Required   Yes   No X

A Full Impact Assessment is not required for the following reasons:
- o   The Approach does not have the potential to affect large numbers of residents in Kent

Equality Analysis/Impact Assessment

Growth Environment & Transport

Highways Transportation & Waste – Implementing Our Approach to Asset Management in Highways

Responsible Owner: Roger Wilkin

Version: 1.0   Date: October 2016

- o The Approach does not have a significant impact on any groups or individuals with particular characteristics

Action Plan

NA

Monitoring & Review

NA

Equality & Diversity Team Comments

Part 3: Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact (s) that have been identified

Senior Officer and DMT Member

Signed:

Job Title:

Date:

Equality Analysis/Impact Assessment

Growth Environment & Transport

Highways Transportation & Waste – Implementing Our Approach to Asset Management in Highways

Responsible Owner: Roger Wilkin

Version: 1.0   Date: October 2016

Appendix A – Screening Grid

Proportionality

Low	Low relevance or insufficient information/ evidence to make a judgement	Medium	Medium relevance or insufficient information/ evidence to make a judgement	High	High relevance to equality or likely to have an adverse impact on a protected group

Screening Grid

Characteristic	Could this policy, procedure, project or service or any proposed changes to if affect this group less favourably than others in Kent?	Assessment of the potential impact: High/Medium/Low/Unknown		Provide details Is internal information required? If yes what? Is further assessment required? If yes, why? Internal action plan must be included	Could this policy, procedure, project or service or any proposed changes promote equal opportunities of this group? Yes/ No – explain how good practice and promote equal opportunities If yes, detail must be provided
		Positive	Negative		
Age	Yes – Our Approach to Asset Management in Highways supports the County Council's strategic objectives: ○ Children and young people in Kent get the best start in life ○ Older and vulnerable residents are safe and supported with choices to live independently	Low	Low	Implementing Our Approach to Asset Management in Highways describes the principles adopted in applying asset management to achieve the authority's strategic objectives detailed in "Increasing Opportunities, Improving Outcomes", and describes in full how this approach can be implemented, to inform decision making going forward. Asset Management describes a commons sense approach to highway maintenance and future investment decisions. Statutory service delivery will be protected.	No
Disability	Yes – Our Approach to Asset Management in Highways supports the County Council's strategic objectives: ○ Older and vulnerable residents are safe and supported with choices to live independently	Low	Low	As above	No
Gender	No – this policy does not affect this group less favourably	Low	Low	No internal action or further assessment required. If any issues currently unknown are revealed then this will be revisited.	No
Gender Identity	No – this policy does not affect this group less favourably	Low	Low	No internal action or further assessment required. If any issues currently unknown are revealed then this will be revisited.	No
Race	No – this policy does not affect this group less favourably	Low	Low	No internal action or further assessment required. If any issues currently unknown are revealed then this will be revisited.	No
Religion or Belief	No – this policy does not affect this group less favourably	Low	Low	No internal action or further assessment required. If any issues currently unknown are revealed then this will be revisited.	No

Equality Analysis/Impact Assessment

Growth Environment & Transport

Highways Transportation & Waste – Implementing Our Approach to Asset Management in Highways

Responsible Owner: Roger Wilkin

Version: 1.0   Date: October 2016

Sexual Orientation	No – this policy does not affect this group less favourably	**Low**	**Low**	No internal action or further assessment required. If any issues currently unknown are revealed then this will be revisited.	No
Pregnancy & Maternity	No – this policy does not affect this group less favourably	**Low**	**Low**	No internal action or further assessment required. If any issues currently unknown are revealed then this will be revisited.	No
Marriage & Civil Partnership	No – this policy does not affect this group less favourably	**Low**	**Low**	No internal action or further assessment required. If any issues currently unknown are revealed then this will be revisited.	No
Carers Responsibilities	No – this policy does not affect this group less favourably	**Low**	**Low**	No internal action or further assessment required. If any issues currently unknown are revealed then this will be revisited.	No

From: **Matthew Balfour, Cabinet Member for Environment and Transport**

                Barbara Cooper Corporate Director for Growth, Environment and Transport

To: **Environment and Transport Cabinet Committee -12 January 2017**

Subject: **Revision of KCC Environment Policy – 16/00147**

Key Decision: **Yes**

Classification: **Unrestricted**

Pathway: **N/A**

Future Pathway: **Decision by Cabinet Member**

Electoral Division: **All**

Summary:
This paper proposes a revision to the KCC Environment Policy (see Appendix B) setting out the Council's commitment to delivering Kent Environment Strategy priorities and to take account of the environmental impact of its activities and services.

Recommendation:
The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to approve the revised KCC Environment Policy at shown in Appendix A.

1.   Introduction

1.1   The KCC Environment Policy is our public commitment to deliver environmental outcomes for Kent as defined by the Kent Environment Strategy and sets out what is to be delivered by the organisation. The current Environment Policy was published on the KCC website in May 2012 and is now out of date, no longer reflecting the Council's or Kent priorities.

1.2   There have been two changes, which further prompt a revision of the policy:

- The Kent Environment Strategy was revised and approved by Kent Leaders in January 2016; this confirms the environmental outcomes to be delivered for Kent and the KCC Environment Policy needs to reflect these priorities.
- The ISO14001 Standard, which the Council has been assessed against since April 2009 was also revised in 2015. This Standard requires KCC to have an environment policy and the revision includes new criteria,

including some specific requirements regarding its published policy. We are required to meet the new criteria by summer 2018.

2. Financial Implications

2.1 The policy revision directly supports the implementation of the Kent Environment Strategy and will have no direct impact on the Council's spending plans. The programme which implements the policy is well established and resourced through GET with the support of all KCC services. The main benefit of the programme is delivering cost reductions by focusing on and implementing energy, water, waste and travel efficiencies and opportunities.

3. Policy Framework

3.1 The policy contributes to achieving the following outcomes in KCC's 2015-20 Strategic Statement 'Increasing Opportunities, Improving Outcomes':

> **Strategic Outcome 2:** Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life.
> **Supporting Outcome:** Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors.

This policy outlines more specifically, how KCC will implement the priorities set out in the *Kent Environment Strategy – a strategy for environment, health and economy 2016*.

4. Process for the review of the KCC Environment Policy

4.1 In redrafting the policy the aim was to:

- Simplify to a more succinct document, written to Plain English standards
- Align with the revised Kent Environment Strategy priorities
- Ensure commitments were realistic, achievable and easily evidenced
- Incorporate new requirements due to the revision of the ISO14001 Standard
- Take account of staff feedback, incorporating these views, where possible

4.2 The current policy is very detailed and contains 28 commitments grouped under seven headings, over four pages making it a lengthy and complex document.

4.3 The new draft policy has been structured to reflect what we want to achieve from our environmental programme, as well as providing clarity on how the organisation will take account of the environment in carrying out its day to day business and delivering services.

4.4 Consultation within KCC has been completed and consisted of:

- First draft circulated to staff directly involved in leading on or delivering on Kent Environment Strategy priorities in GET Directorate, for initial comments in September 2016
- Request for feedback on a second draft to the KCC Environment Board on 30th September

- Request for feedback on a third draft to sustainability leads and Green Guardians in October
- Invite to all staff to comment via K-Mail and KNet (2 weeks to 11th Nov)
- Review by GET Directorate Management Team (DMT) on 30th November
- Review by Corporate Management Team (CMT) on 20th December

4.5   Following the open invite to all staff, 13 additional responses were received from staff across all Directorates but not all divisions/services:

    4.5.1   GET – 7 responses across all divisions
    4.5.2   ST – 3 responses from Infrastructure, Governance & Law and Finance & Procurement
    4.5.3   SC – 2 responses from Commissioning and Specialist Children's Services
    4.5.4   EY – 1 response from Education Planning & Access

    A table summarising the responses received and action taken is included below the draft policy at Appendix 1.

4.6   All staff responding were provided with specific feedback on how their comments were being acted upon or given additional information.

4.7   The majority of requested changes by staff have been incorporated into the final draft, with some additional editing by the author.

4.8   Corporate Management Team reviewed the final draft and made a few suggestions for more appropriate wording, which are reflected in the latest revision in Appendix B.

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5.   Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to approve the revised KCC Environment Policy at shown in Appendix A.

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6.   Appendices and Background Documents

- Appendix A: Proposed Record of Decision
- Appendix B: Draft Kent County Council Environment Policy
- Appendix C: Equality Impact Assessment
- Kent Environment Strategy – a strategy for environment, health and economy 2016.

7.   Contact details

Report Author	Relevant Director:
Deborah Kapaj	Barbara Cooper
Sustainable Estates Programme Manager	Director of Growth Environment & Transport
Tel: 03000 410237	Barbara.cooper@kent.gov.uk
Deborah.kapaj@kent.gov.uk	

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BETAKEN BY: **Matthew Balfour, Cabinet Member for Environment & Transport**	DECISION NO: 16/00147

For publication [

Key decision: YES

KCC Environment Policy redraft

Decision:

As Cabinet Member for Environment & Transport, I agree to:

The revised policy wording being adopted and published on the KCC website to replace the existing policy.

The designated officer working with all services in KCC to ensure the policy is implemented in practice and can be evidenced.

Governance:
The Executive Scheme of Delegation for Officers set out in Appendix 2 Part 4 of the Constitution (and the directorate schemes of sub-delegation made thereunder) provides the governance pathway for the implementation of this decision by officers as it assumes at 1.9 of the scheme that once a Member-level decision has been taken, the implementation of that decision will normally be delegated to officers, so that multiple Member decisions are not required in respect of the same matter.
In this instance, the Head of Sustainable Business & Communities (EPE) will be the lead officer seeking to ensure that all such steps as are necessary to implement the decision are undertaken.

Reason(s) for decision:

Current policy is out of date (issued May 2012) and not aligned with new Kent Environment Strategy

Cabinet Committee recommendations and other consultation:

Internal KCC consultation with staff who are delivering on the environmental agenda and general staff consultation (via K-Mail request)

The matter will also be considered by the Environment and Transport Cabinet Committee at its meeting on 12 January 2017

Any alternatives considered and rejected:

Remove the policy – this is a specific requirement of KCC's certification to ISO14001 (International Standard for Environmental Management) and would mean we lose this status held by full council

since April 2009.

Leave current policy as is – out of date, does not reflect current Kent Environment Strategy or corporate priorities

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

....
signed

....
date

Appendix B: Kent County Council Environment Policy (DRAFT)

Kent County Council has an important role in ensuring Kent's residents and businesses benefit from sustainable growth and a competitive, innovative and resilient economy. This should be balanced with protecting and improving our natural and historic assets, for their unique value and positive impact on our society, economy, health and wellbeing.

We know that the Council's activities and services have an impact on the environment. We have a responsibility to make sure environmental risks and opportunities are managed positively and our use of natural resources is minimised for the benefit of future generations.

This policy contributes to achieving the following outcomes in KCC's 2015-20 Strategic Statement, *'Increasing Opportunities, Improving Outcomes'*:

  ➢ **Strategic Outcome 2:** Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life.
  ➢ **Supporting Outcome:** Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors.

This policy also supports the priorities set out in the *Kent Environment Strategy – a strategy for environment, health and economy 2016*.

What we want to achieve is to:

• Deliver positive change for Kent's environment, health and economy by working with our Kent partners to deliver the Kent Environment Strategy priorities;
• Maintain essential services and keep Kent moving during periods of severe weather;
• Minimise our use of natural resources and reduce our reliance on fossil fuels in order to contribute to the county's energy security;
• Minimise the impacts of our existing assets and new developments on the environment;
• Protect and enhance biodiversity and the natural and historic assets on Council owned land or land managed in partnership with others;
• Minimise air, light, noise, odour and other forms of pollution from our activities.

To deliver this we will:

• Engage with Kent's communities, businesses and partners to understand their expectations, minimise risks and maximise opportunities for innovation and shared resources, and raise awareness of our environmental priorities;
• Make sure Kent's environmental priorities and the risks and opportunities of a changing climate are taken into account when setting strategy and policy, taking key decisions and designing, planning and delivering services;
• Set environmental targets and provide public information about our performance, including our plan to reduce greenhouse gas emissions;

- Effectively plan for and manage the impacts of severe weather on our services, estate and roads;
- Work with our partners and communities in Kent to understand flood risk and deliver appropriate flood risk management measures;
- Seek and invest in new technologies and approaches that deliver environmental benefits, reduced costs and lower risks, including meeting more of our energy and heat needs from local or renewable sources;
- Minimise waste from our activities by reducing our use of materials and re-using and recycling where possible;
- Support KCC's active travel strategy[1] by reducing our members' and employees' need to travel. This includes promoting healthier options such as walking, cycling and public transport and providing the technologies, workspaces and opportunities to work in new ways;
- Inform and encourage our staff to take positive action and contribute ideas, to improve our environmental performance and reduce our costs;
- Work with our supply chain partners, encouraging them to deliver innovation and social value in order to reduce the environmental impacts of providing goods and services;
- Maintain and continually improve an Environmental Management System certified to ISO 14001:2015, comply with relevant environmental legislation and prevent pollution.

This policy will be implemented and monitored through the council's environmental management system. This system is a structured approach to making environmental improvements, which is assessed against the ISO14001:2015 Standard by the British Standards Institute.

A progress report on the policy will be reviewed annually by the Council's corporate management team.

Matthew Balfour

Cabinet Member for Environment & Transport

Barbara Cooper

Corporate Director for Growth, Environment & Transport

Note 1: KCC's Active Travel strategy is scheduled for approval in Spring/Summer 2017

This leaflet is available in alternative formats and can be explained in a range of languages. Please call 03000 41 71 71 for details.

KCC staff consultation feedback:

Main Points of Feedback	Action Taken
Several positive comments: 'New draft clearer and easier to read', 'It seems to hit the right mark', 'the document is a good set of high-level commitments', 'I like the aspirations in this document' and 'I read through the policy and thought it was easy to read and contained useful information'.	N/A
Concerns raised about how the policy commitments will be put into practice and lack of measurable targets	Included an additional statement in the policy regarding implementation through the environmental management system and measured through ISO14001 assessments and internal reporting KCC targets have been agreed and published KPIs at service level are in process of being agreed
Suggested rewording and additional/separate phrases such as making reference to flooding a separate point linked to community impacts. Retain existing commitment to reduce the need to travel	Has been adopted in most cases with some wording discussed at GET DMT and agreed
Some points missing such as air quality improvements	These are reflected in KES as this is partnership activity not KCC specific activity
Some specific concerns raised about staff suggestions for improving buildings not being taken forward	Advised the correct route for raising these ideas ie via TFM helpdesk or area contracts team in Gen^2

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KENT COUNTY COUNCIL
EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)

This document is available in other formats, Please contact
alternativeformats@kent.gov.uk **or telephone on 03000416863**

Directorate: Growth Environment and Transport

Name of policy, procedure, project or service

KCC Environment Policy

What is being assessed?

The revised KCC Environment Policy.

Responsible Owner/ Senior Officer

Carolyn McKenzie and Deborah Kapaj Sustainable Business and Communities

Date of Initial Screening

The initial screening was undertaken in December 2016. This identified no adverse impacts from the delivery of the policy. In line with KCC Equalities Policy, new projects, which are initiated in support of the policy will require an additional EqIA screening.

Date of Full EqIA:

The full EqIA assessment was started on the 13th December 2016

Version	Author	Date	Comment
1	Deborah Kapaj	13/12/2016	Initial draft to accompany CMT paper

Screening Grid
Project level EqIA will be carried out where relevant

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	No – the policy is expected to positively affect this group	MEDIUM	LOW	No	Yes, there are several example of promoting equal opportunities and positive impacts through the delivery of the policy; - By reducing the Council's use of energy and fuel, the resulting emissions will contribute to reduced air pollution which influences health, particularly for younger and older residents. - Building community resilience and planning effectively for severe weather (flooding for example) will positively benefit the older generations and the very young who are impacted more significantly than other groups. - Promoting the use of walking, cycling and public transport for business travel may enable young people who cannot afford a car to access or apply for a wider range of Council jobs.
Disability	No – the policy is expected to positively affect this group	MEDIUM	LOW	Yes – when publishing the policy on the KCC website the document needs to be accessible to all including people who	The following aspects of the policy will positively affect disabled residents, in particular addressing the employment gap between employed disabled (53.3%) and employed non-disabled (79.9%) in Kent. The majority of relevant benefit claimants are physically disabled (72.4%) and so are more likely to experience barriers in travelling to and from a place of work and

					use assistive access software (see action plan)	travelling for work; - Through the use of mobile and remote technologies; disabled people may have more opportunities to work for the Council at home or a workplace closer to home. - By promoting the use of walking, cycling and public transport for business travel may enable and encourage some disabled people who cannot drive a car (e.g. Visually impaired) to access or apply for a wider range of Council jobs. - By planning effectively and supporting communities to minimise the impacts of flooding will reduce the likelihood of longer term mental health arising from flood events.
Gender	No	NONE	NONE			No specific protected characteristic benefits
Gender identity	No	NONE	NONE			No specific protected characteristic benefits
Race	No	NONE	NONE			No specific protected characteristic benefits
Religion or belief	No	NONE	NONE			No specific protected characteristic benefits
Sexual orientation	No	NONE	NONE			No specific protected characteristic benefits
Pregnancy and maternity	No	MEDIUM	LOW	No		The following aspects of the policy will positively affect thoise that are pregnant or mothers returning to work: - Through the use of mobile and remote technologies; mothers may have more opportunities to work for the Council at home or a workplace closer to home and enable them to balance work and childcare. - By planning effectively and supporting communities to minimise the impacts of flooding will reduce the likelihood of health impacts on mothers and their children arising from flood events.
Marriage and Civil Partnerships	No	NONE	NONE			No specific protected characteristic benefits
Carer's responsibilities	No	MEDIUM	LOW	No		The following aspects of the policy will positively affect carers: - Through the use of mobile and remote technologies; carers may have more opportunities to work for the Council at home or a workplace closer to home and enable them to balance work and their caring responsibilities.

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid the weighting is of high relevant for positive impacts on protected groups.

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

Context and Aims and Objectives

The KCC Environment Policy is the Council's public commitment to reducing its environmental impact, ensuring services are more resilient to severe weather and a changing climate to deliver positive environmental benefits for Kent's communities.

The policy directly supports delivery of the Kent Environment Strategy (KES), a five-year strategy detailing the themes and priorities representing the major challenges and opportunities for Kent.   The strategy ensures we have the evidence and data to make smart and informed decisions to live within our environmental limits and ensure our natural, historic and living environment is valued and protected.

Central to the revised Kent Environment Strategy is the realisation that our environment, society and economy are interdependent and it is by recognising and promoting those links that will serve to help Kent manage challenges and make the most of the opportunities available.

The vision of the strategy is to ensure that our environment, economy and society takes into account the challenges and opportunities and benefits Kent's residents. Practically this means communities, individuals, businesses, policy makers and public sector working together. To enable this, the strategy addresses how we;

- Effectively manage and use our resources now and in the future in a sustainable way
- Enhance and protect our natural and historic environment,
- Ensure sustainable growth
- Develop resilient and healthy communities.

The Strategy is supported by the Kent State of the Environment report which is one example of the evidence being gathered.   The report gives an overview in terms of the quality of the natural environment, resources it provides, the economic value of the environment and its role in our health and wellbeing.

Beneficiaries

The end beneficiaries are the residents of Kent through the services provided and the efficiencies gained from consuming less such as energy, fuel and water and avoiding

waste will enable the Council to operate with lower back office costs. The policy promotes sustainable access for its employees providing Kent's residents access to work opportunities with the Council. It also requires effective planning for severe weather events ensuring essential services are maintained and assistance to communities is provided, particularly older, younger and disabled people who are more vulnerable and less likely to be able to cope.

Information and Data

The policy supports the implementation of the Kent Environment Strategy (KES), which also had an Equality Impact assessment completed. This EqIA is a revision of the one produced for KES, which was supported by;

1. Kent's State of the Environment report (SOTE), which gives an overview for Kent providing the data for example on Kent's demographics alongside environmental indicators measuring the quality of Kent's environment. The report demonstrates residents who may be particularly vulnerable to the impacts of severe weather for example the elderly and children. The policy implements certain priorities which are shown to directly benefit the disabled and elderly. Measures to tackle a changing climate for example more frequent severe weather impacts, will with a projected ageing population make the actions to implement the policy even more relevant.

Data on Kent demographics and protected characteristics

Age and Disability protected characteristics are specifically positively affected by the policy.

Disability

Using data published by KCC in Sept 2016:

- 257,038 residents in Kent (17.6%) have a health problem or disability which limits their day-to-day activities
- 7.9% are claiming a disability benefits – Disability Living Allowance, Personal Independence Payment (PIP) or Attendance Allowance (AA) – equivalent to 121,001 claimants with a higher proportion of women (7.4%) claim disability benefits in Kent than men (6.7%)
- A higher proportion of people aged 65 or over (19.1%) claim disability benefits than those aged 16-64 (5.5%) or those aged 15 and under (4.2%)
- A physical disability or health condition is the most common reason for acclaim for disability benefit. Accounting for 72.4% of all claims in Kent.
- The employment rate for people who are disabled in Kent is 53.3%. This is lower than the employment rate for people without a disability, which is 79.9% in Kent.

Age

- With an aging population the over 50s will grow by 30.7 per cent in the next 20 years (Source - *Unlocking Kent's potential – KCC's framework for*

regeneration). This is important when developing and delivering services to ensure older people have access to public transport services and are supported by services during severe weather events.

- By 2027 the UK population aged 50 to 69 is predicted to reach 15.8 million. In 2007 it was 13.3 million. (Source- *DWP Report 'People on the border between work and retirement', 2008*)
- The mean age of residents in Kent is 40.8 years. This is slightly higher than the national average of 39.7 years. The mean age of a Kent female is 41 years and the mean age of Kent males is 39.4 (Source - *Office for National Statistics published in KCC Business Intelligence bulletin July 2016*)
- There are slightly more female than male residents in Kent. 51% (777,300) residents are female and 49%(747,400) are male. (Source - *Office for National Statistics published in KCC Business Intelligence bulletin July 2016*)

Sexual Orientation, marriage and civil partnerships, race, religion and belief

In regards to the protected characteristics above, these will not be impacted by the commitments made in the policy specifically.

Flooding and Mental Health
[Information from the factsheet issued by Public Health England](#)

Flooding can have profound effects on people's mental health and well-being that may continue over extended periods of time. Distress is a common reaction for people following a flood.

Some examples of the stressors that occur during this time (with particular impacts for older people, those with health conditions and younger people.) are:

- health-related stressors, such as lack of access to healthcare, new or continuing health concerns or conditions, and lack of access to prescription medications
- family and social stressors, such as a breakdown in household activities and separation from friends
- stress relating to education and schooling, such as loss of education facilities and loss of socialisation associated with attending school

Involvement and Engagement

A full and thorough consultation process was completed for the Kent Environment Strategy. The Policy is an internal KCC document and consultation was limited to managers and staff with the feedback informing edits to the commitments and wording of the policy.

Consultation within KCC has been completed and consisted of:
- First draft circulated to staff directly involved in leading on or delivering on Kent Environment Strategy priorities in GET Directorate, for initial comments in September 2016
- Request for feedback on a second draft to the KCC Environment Board on 30th September
- Request for feedback on a third draft to sustainability leads and Green Guardians in October

- Invite to all staff to comment via K-Mail and KNet (2 weeks to 11th Nov)
- Review by GET Directorate Management Team (DMT) on 30th November
- Review by Corporate Management team (CMT) on 20th December

Potential Impact

Overall there is expected to be a positive impact for the protected groups age and disability related to:

- Enabling access to wider employment opportunities within KCC
- Influencing health outcomes by contributing to reducing air pollutants
- Maintaining essential services during periods of severe weather
- Influencing the prevention of mental health issues arising amongst flood victims

Adverse Impact:
No adverse impacts were noted. Individual EqIA's will be undertaken for individual projects.

Positive Impact:

To ensure we maximise on the positive impacts monitoring of the Kent Environment Strategy outcomes in partnership with Public Health and other Kent agencies will be monitored and evaluated.

JUDGEMENT

Option 1 – Screening Sufficient   **YES**

Justification:

Option 2 – Internal Action Required   **YES**

Option 3 – Full Impact Assessment   **NO**

With public consultation, a full impact assessment will be undertaken on the draft strategy.

Action Plan

The plan details the recommended actions to ensure equal opportunity through the consultation phase and promotion of and positive impacts for the protected groups highlighted through strategy delivery.

Monitoring and Review

There will be annual review and monitoring of the policy delivery.

The projects implemented as a result of this policy will be subject to regular monitoring and review, and where appropriate, equality monitoring information should be gathered and used to improve outcomes for protected groups.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: Name: Carolyn McKenzie

Job Title: Head of Sustainable Business and Communities

Date:

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Disability - Sensory impairment (visual), Learning disability	The published policy could be inaccessible to people using assistive access software	The published document must be in line with the KCC Inclusive Communication Guidance available on kent.gov.uk The policy includes the standard statement on how to request alternative formats	The policy is accessible to all	Digital Services (Agilisys)	At time of publication	N/A
All	Ensure all relevant projects are subject to individual EqIA's and subsequent reviews as relevant.			Sustainable Estates Programme Manager	As detailed by specific project plan	Within project budget

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From: Matthew Balfour, Cabinet Member for Environment and
                 Transport

                 Barbara Cooper, Corporate Director for Growth, Environment
                 and Transport

To: Environment and Transport Cabinet Committee - 12 January
                 2017

Subject: **New South Eastern Franchise: key points for Kent County
                 Council response to Department for Transport public
                 consultation**

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: N/A

Electoral Division: All

Summary:
This report sets out the key points for Kent County Council's response to the Department for Transport's public consultation on the new South Eastern franchise. The new franchise title is referred to throughout as "South Eastern", to distinguish it from the current franchise operator "London and Southeastern Railway" (trading as Southeastern).

The public consultation is now expected to commence in February 2017 and will last for 60 days. The new schedule for the new franchise process is detailed in the report.

Recommendation:
The Cabinet Committee is asked to consider and endorse the key issues to be included in KCC's response to the Department for Transport's public consultation on the new South Eastern franchise.

1.   **Introduction**

1.1   The South Eastern franchise is the primary rail service in Kent. The franchise is to be re-tendered in 2017, and a consultation will be launched by the Department for Transport (DfT) in February 2017. Following the decision of the Secretary of State for Transport not to approve the proposed transfer of Metro services from the DfT franchise to Transport for London (TfL), the scope of the new franchise will now comprise the same High Speed, Mainline and Metro services as the existing franchise.

1.2   The Secretary of State has also extended a specific invitation to Kent County Council (KCC) and TfL to be involved in the determination of the new

franchise specification. KCC will take up this offer to ensure that the interests of Kent's rail passengers are represented in the decision-making process led by the DfT.

2.   Financial Implications

2.1   There are no financial implications arising from this report.

3.   Policy Framework

3.1   The Council approved the 'Rail Action Plan for Kent' in April 2011. This plan set out the Council's rail policy, and was designed to inform the new Southeastern and Thameslink franchises which were then due to be awarded, although the timetable for franchise renewal has since then been delayed. The new South Eastern franchise will reflect the infrastructure benefits arising from the Thameslink Programme, most notably the re-building of London Bridge Station.

3.2   The Council's new Local Transport Plan (LTP4) is currently in preparation following a full public consultation process. The draft LTP4 sets out the Council's rail and transport policies, and acknowledges the significant opportunity presented by the new franchise consultation in which KCC will be fully engaged with the DfT.

3.3   The Growth and Infrastructure Framework (GIF) published by KCC sets out the projected growth to 2031 in housing and employment in the county. These projections indicate a substantial increase in demand for rail passenger services between Kent and London for access to employment, education and leisure purposes. The proposals in this report for enhancements to the rail service in Kent reflect this planned increase in population and demand for rail transport.

4.   Schedule for New Franchise Consultation

4.1   The new franchise consultation is now expected to run in accordance with the schedule below:

DfT stakeholder consultation opens	Feb 2017
Issue of franchise EOI	Feb 2017
Draft KCC response prepared	Feb 2017
Draft KCC response to member briefing	Mar 2017
Draft KCC response to E&T Committee	Mar 2017
Approval by KCC Cabinet	Mar 2017
KCC response sent to DfT	Apr 2017
DfT consultation completed	Apr 2017
ITT notice published	Sep 2017
Award of new franchise	Aug 2018
Start of new franchise	Dec 2018

5.   The New South Eastern Franchise: Determination of Key Issues

5.1   Principal requirements

KCC will propose that the principal requirements for the new rail franchise should include:

- The provision of sufficient capacity (on both the High Speed and Mainline services)
- A reduction in journey times
- Delivering higher quality and additional rolling stock (on both the High Speed and mainline services)
- Improving punctuality / reliability of service provision and response to disruption
- Improving connectivity to destinations within and beyond the county
- Improving the Stations
- Willingness to work in partnership with stakeholders Commitment to Smart Ticketing
- Roll out of unified communications to passengers
- Offering options relating to first-class accommodation
- A commitment to support and engage in Community Rail Partnerships

An explanation on each of these principal requirements is given below.

5.2   Sufficient capacity

5.2.1   There are several key locations on Kent's rail network where there is insufficient capacity provided by the existing service. Some of these locations will be identified in Network Rail's draft Kent Route Study, to be published in February 2017, the final version of which will determine the infrastructure enhancements required on the Kent Route. The GIF identifies several locations where significant increases in houses and employment are planned, and the rail network's capacity will need to meet this demand through both infrastructure and service level improvements. .

5.2.2   There will be significant drivers of passenger demand during the period of the new franchise, provision for which is included in the additional rolling-stock requirements. Significant passenger demand is expected at:

- Ebbsfleet Garden City (EGC) and Swanscombe Peninsula, including the proposed entertainment resort
- Tunbridge Wells, Tonbridge and Sevenoaks (continual growth in demand)
- Dartford and Gravesend (continued demand)
- Maidstone (growth in town and environs)
- Ashford (growth in town and environs)
- Canterbury (continuous growth in City and environs)
- Folkestone (growth in town and identified potential at Otterpool Park)

- Dover (growth in town and Whitfield)
- Sittingbourne and Faversham (growth in towns)
- Thanet towns (growth around new business parks)

High Speed

5.2.3 The need for growth in High-Speed rail provision has been identified at these principal locations:

- Canterbury West
- Dover Priory
- Folkestone Central
- Folkestone West
- Ashford International
- Ebbsfleet International
- Maidstone West

5.2.4 There will be a specific proposal for the inclusion of enhancements to the Marshlink route between Ashford and Hastings in the funding allocation for Network Rail's Control Period 6 (CP6). With a working presumption that this upgrade will be delivered during CP6, the new South Eastern franchise will be expected to include the operation of High Speed services on this route using new hybrid-powered High Speed rolling stock.

5.2.5 The following stations in East Sussex should therefore also be included here, the first two of which are also included in Network Rail's Kent Route:

- Rye
- Hastings
- Bexhill

Mainline

5.2.6 The need for growth in Mainline rail provision has been identified at these principal locations:

- Faversham
- Sittingbourne
- Maidstone East*
- West Malling*
- Borough Green & Wrotham*
- Otford*
- Tunbridge Wells
- Tonbridge
- Sevenoaks

There will be significant easement at these stations when the New Thameslink franchise service from Maidstone East to the Thameslink core stations commences in 2018

The list of stations where capacity improvements are required excludes those located within the Medway Council area. The capacity needs of these stations will be addressed by Medway Council's submission to the DfT for the new franchise.

5.2.7   Any increase in the provision of Mainline services will be dependent on two key factors:

- The provision of sufficient paths to the London termini
- The provision of additional Mainline rolling-stock for peak period operation

5.2.8   At present, the peak paths to and from London termini are full (with the exception of some limited spare capacity on the route from Lewisham to Victoria via Nunhead). In practice, therefore, the greatest opportunity for any Mainline service enhancement in the new franchise will be in the strengthening of existing services in the off-peak and weekend periods.

5.2.9   There is significant overcrowding on "shoulder-peak" services on Mainline routes, and also on late evening departures from London. These issues will need to be addressed by the new franchise operator to ensure the delivery of a better Mainline service at these times for rail passengers.

5.3   Reduction in journey times

5.3.1   All opportunities to reduce journey times for travel within and beyond Kent should be included in bids to operate the new franchise. Journey Time Improvement (JTI) schemes deliver significant benefits in terms of passenger time saved and more efficient use of rolling-stock and crews, and act as an incentive to deliver economic growth.

5.3.2   Kent already has one JTI scheme in progress: Ashford via Canterbury West to Ramsgate. This is a joint project between KCC, Network Rail, London and Southeastern Railway and the Department for Business, Energy & Industrial Strategy (BEIS). It is being delivered in part with grant from the Regional Growth Fund (RGF), and in part from within the funding allocation for Network Rail's Control Period 5 (CP5). It is planned to deliver up to 5 minutes journey time saving, including the saving already delivered at Ashford by the removal of joining and dividing of High Speed trains.

5.4   Higher quality and additional rolling stock

5.4.1   There is a critical need for both a higher quality and an additional quantity of rolling-stock in Kent. The existing Southeastern fleet operating in Kent comprises Class 395 High Speed stock, Class 375 Mainline stock, Class 377 ex-Thameslink stock (x6), and Class 465/466 'Networker' stock.

<u>High Speed</u>

5.4.2 There will be a requirement for Government to place an order for the following new Class 395 (or successor) High Speed units:

- 12 new 6-car sets for uplift to Ashford / Canterbury / Dover service
- 3 new 6-car sets for new Ashford / Rye / Hastings service
- 5 new 6-car sets for uplift to Ebbsfleet service*

this requirement will also be included by Ebbsfleet Development Corporation in their response to the DfT, and will reflect the need for a dedicated service to provide the additional capacity required for the planned housing development at Ebbsfleet Garden City

Total: 20 new 6-car sets (includes operational spares)

<u>Mainline</u>

5.4.3 There is a DfT plan to cascade stock from Thameslink from 2017 onwards, whereby the new Class 700 stock on that franchise will release 36 x 4-car Class 377 Electrostars to Southeastern. These should in turn release all the Class 465/466 stock, which would transfer to the Metro network to strengthen existing workings and thus deliver additional capacity there.

5.4.4 KCC supports this cascade plan, as it will at last enable the removal of most of the Networker trains from Kent where they are not fit for purpose. The Mainline Kent network requires Mainline trains with appropriate facilities for mid to long distance journeys, and the DfT cascade proposal should deliver this enhancement by the time the new franchise commences.

5.4.5 Beyond 2018, the following enhancements will be required in the new franchise:

- Class 375 stock refurbishment to be completed, with partial transfer of some First Class to Standard Class seating included
- Class 377 stock to be refurbished and re-liveried
- Class 465/466 stock to be mostly removed to Metro services, and replaced with transferred stock as above.

The Mainline Kent network should then be served as follows:

- Class 375: London - Chatham – Ramsgate / Dover
- Class 375: London – Tonbridge – Ashford – Ramsgate / Ramsgate
- Class 377: London – Maidstone East – Ashford – Canterbury West
- Class 375: London – Tonbridge – Tunbridge Wells - Hastings
- Class 377: London – Tonbridge – Tunbridge Wells

The two Community Rail Partnership (CRP) lines should be served as follows:

- Class 375/3: Strood – Maidstone West – Tonbridge
- Class 375/3: Sittingbourne – Sheerness-on-sea

5.5   Improved punctuality / reliability of service provision and response to disruption

5.5.1   During the previous year, there has been a general improvement in punctuality and reliability by the existing operator. This is partly due to the changes introduced in the January 2015 timetable, and partly due to a significant improvement in operating performance.

5.5.2   The one performance element still in need of improvement in this area is the ability to respond to, and recover from, disruption. Service disruption can be caused by a range of incidents, many of which are outside the control of the operator. However, the new franchise award must require the chosen operator to establish robust procedures to restore the service as quickly as possible with the support of accurate passenger information.

5.6   Improved connectivity to destinations within and beyond the county

5.6.1   The requirements for service enhancements in the new franchise have been set out above. There is also a need for improved connectivity, both within and beyond the county, at these specific stations:

- Strood, for passengers between Maidstone West and Medway Towns
- Tonbridge, for passengers between Maidstone West and Redhill / Gatwick
- Otford, for passengers between Sevenoaks and Maidstone East
- Dover Priory, for passengers between Sandwich / Deal and Canterbury East

5.7   Improvements to Stations I would suggest that the following bullets are better shown as 2 paras

5.7.1   In general stations and their environments should be recognised as gateways to the towns, villages and environments they serve. Stations should be clean, tidy and efficient, and as far as is practicable those close to major employment areas should reflect their business location.

5.7.2   Furthermore, rail travel should be integrated with other sustainable modes, such as bus, river, walking and cycling. There should be appropriate interchange infrastructure improvements and through ticketing initiatives with other service providers. The development of station travel plans with stakeholders should be encouraged for principal stations.

5.7.3   Additional aspirations for all stations would be to include, where not already in existence:

- **Cycle parking:** improved quantity and security of cycle parking at all stations, and where it exists already upgrades to covered provision.

- **Ticket machines:** ticket vending machines offering the full range of tickets available from that station.

- **Access for all:** while good progress has been made at many stations in Kent, there are many which still do not offer level access to all platforms. As funding permits, provision should be made to extend this facility to as many stations in Kent as practicable.

5.8 Partnership working

5.8.1 Good partnership working is one of the hallmarks of modern franchise operation. KCC regards such partnership working as key to delivering an excellent rail service for all its residents and visitors.

5.8.2 The principal elements of good partnership working for the new franchise will be:

- Commitment to attend and participate in KCC's annual Rail Summit at County Hall, Maidstone
- Clarify local channels of communication with identified personnel as contact officers and project managers

5.9 Smart Ticketing

5.9.1 The new franchise operator should be required to continue the development of the Smart Ticketing initiative developed by Southeastern, and to extend it to cover individual as well as season tickets.

5.9.2 This Smartcard scheme should also incorporate an option for flexible ticketing, whereby commuters can choose to travel on fewer days of the week, reflecting modern office / home working practices.

5.9.3 The new franchise operator should also adopt a collaborative approach with KCC to jointly deliver a 'Kent Smartcard' scheme which would incorporate travel by bus and rail in the county.

5.10 Passenger Information

5.10.1 The new franchise operator should be required to develop the existing joint working arrangements with Network Rail (South East route) to ensure unified communications to passengers. The provision of smart phones for station staff needs to be supported by a unified approach to the provision of on-screen train displays and PA announcements.

5.10.2 This approach is especially important in responding to disruption in service, when a unified approach with clear information becomes an even greater need for the travelling public.

5.11 First Class Accommodation

5.11.1 The public consultation for the new franchise should offer the option of either retention of existing First Class seating on the Mainline stock, or converting it to Standard Class so as to increase capacity. There is still a demand for First Class travel, although this is only significant in the peak periods on Mainline services and virtually disappears outside the peak periods.

5.12 Community Rail Partnerships

5.12.1 The new franchise operator should be required to commit to financial support for, and engagement with, the Kent Community Rail Partnership (CRP). This CRP has been successfully supported by the existing franchise operator, and this work should continue.

5.12.2 There are currently two routes in Kent supported by the Kent CRP:

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

5.12.3 The new franchise operator would be expected to continue the current high level of support for both routes associated with the Kent CRP, including the provision of an all-day extension of the Medway Valley service to and from Tonbridge to improve connectivity with the rest of the rail network.

6. Conclusions

6.1 This report sets out key points for KCC's response to the DfT's public consultation on the new South Eastern franchise. The public consultation is now expected to commence in February 2017 and will last for 60 days. The new schedule for the new franchise process is detailed above.

6.2 The new South Eastern franchise offers a unique opportunity to enhance the rail service in Kent. KCC will take up the offer of the DfT to engage fully in the determination of the new franchise, with regular meetings between KCC's principal rail planner and the DfT's new South Eastern franchise team.

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7. Recommendation

The Cabinet Committee is asked to consider and endorse the key issues to be included in KCC's response to the Department for Transport's public consultation on the new South Eastern franchise.

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8. Contact Details

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From: **Matthew Balfour, Cabinet Member for Environment and Transport**

               Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: **Environment and Transport Cabinet Committee – 12 January 2017**

Subject: **Local Transport Plan 4: Delivering Growth without Gridlock – consultation results**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All divisions

Summary:
Kent County Council (KCC) has a statutory duty to have a Local Transport Plan (LTP). The current LTP3 (2011-16) needs replacing and so a new draft LTP, Local Transport Plan 4: Delivering Growth without Gridlock, has been produced that incorporates a refresh of 2010's Growth without Gridlock. The draft LTP4 was taken to Cabinet Committee on 8th July, and has since been subject to a full 12 week public consultation. The consultation comments are still being reviewed before potential changes are made to the LTP4 but a high-level summary of the consultation results is provided in this report. The intention is to revise LTP4 prior to adoption by County Council.

Recommendation:
Members are asked to note the summary of consultation comments on the draft LTP4.

1.   Background

1.1   Kent County Council (KCC) is in the process of replacing its current Local Transport Plan (LTP3), which is dated 2011-16. Under the Local Transport Act 2008, it is a statutory requirement for KCC to have a Local Transport Plan (LTP) in place, although the Act allows Local Transport Authorities (LTAs) the freedom to replace LTPs as and when they see fit rather than having a five year planning cycle as stipulated in the previous legislation (Transport Act 2000). The LTP is a critical tool in supporting and facilitating appropriate growth and in assisting Kent to attract investment from Government to its priority transport schemes. It is thus vital that KCC has a robust LTP in place.

1.2   The current refresh provides an opportunity for KCC to produce a new longer-term plan, enabling the Council to take a strategic view of transport along the

same timescales as those that have been used to set out the county's growth ambitions. The new LTP4 therefore spans the period 2017 to 2031 to align with the planning horizon of the Kent and Medway Growth and Infrastructure Framework (GIF).

1.3   It also integrates LTP4 with Kent's transport delivery plan, *Growth without Gridlock* (GwG). GwG was produced in December 2010 setting out the strategic aims for transport to support economic growth in Kent over a 20-year period. As many of the ambitions of this original plan have been achieved, these have been incorporated in the 'Strategic Transport Priorities' section of LTP4. KCC therefore has one document covering strategic and local transport priorities.

2.   The consultation process

2.1   For a 12-week period from August to October, the consultation documents and questionnaire for LTP4 were available to view and respond to online, with hard copies available on request. Hard copies were available in all libraries, Gateways and district council offices across Kent. In addition, all KCC Members received a hard copy. The consultation draft LTP4 is attached in Appendix B. A report on LTP4 was also offered to each Joint Transportation Board (JTB), with only Ashford not including the item in one of their meetings. Six JTBs were attended by officers: Canterbury, Maidstone, Sevenoaks, Swale, Thanet, Tonbridge and Malling, and Tunbridge Wells. The Maidstone Business Partnership meeting was also attended.

2.2   A total of 486 completed questionnaires were received. A further 41 letters and 39 emails were received making representations for the consultation. Twenty one emails and 2 letters were received as part of a campaign in Canterbury regarding access to Canterbury West Station. A further 6 emails were sent with supplementary information to a main response, and 2 letters were duplicates of online submissions – therefore there was a total of 16 unique email responses and 37 unique letters.

2.3   The profile of respondents was monitored throughout the consultation with publicity targeted to encourage underrepresented groups to respond. Analysis of the profile of those who responded as an individual shows that the LTP4 consultation was similar to other County Council consultations in that the older, more affluent groups were overrepresented and that the young and more deprived groups were underrepresented. More men than women responded but in terms of ethnicity and disability the profile was broadly similar to the Kent population as a whole.

2.4   A total of 36 parish councils responded online, with a further 4 parish councils and the Kent Association of Local Councils responding by letter. All of the district councils, Medway Council and the London Borough of Bromley, responded to the consultation. In addition, a range of other stakeholders responded including the Kent Downs Area of Outstanding Natural Beauty (AONB), High Weald AONB, Port of Dover, Port of London, Freight Transport Association, Highways England, and Natural England.

3   Overview of consultation responses

3.1   The draft consultation report is attached in Appendix A. Overall, the draft Local Transport Plan 4: Delivering Growth without Gridlock was well received. There were a substantial number of responses for a consultation of this type, and this can at least partly be attributed to a number of significant transport infrastructure projects that have been in the media over the last year (for example, the proposed Lower Thames Crossing, Operation Stack lorry area, Heathrow's 3rd runway) as well as a number of substantial development sites across the county. The consultation was also used as a platform to raise a range of transport concerns.

3.2   The consultation responses showed broad agreement with the draft LTP4, in particular for the strategy elements of the plan – the Ambition, Outcomes and Supporting Policies. The named transport priorities at all levels (strategic, Kent-wide and district) proved more contentious but nevertheless there was a lot of agreement and calls for swift action to address transport problems in the county. The 12 district councils and Medway were all supportive of the plan, although all made suggestions for changes and additional priorities.

4   Summary of consultation responses - questionnaire

4.1   **The Ambition:** The majority of respondents (63%) agreed with the overall Ambition as set out in the draft LTP4: "*To deliver safe and effective transport, ensuring that all Kent's communities and businesses benefit, the environment is enhanced and economic growth is supported.*" Only 23% disagreed. Comments made by those disagreeing generally related to specific schemes or transport issues, or a disagreement with the draft LTP4 as a whole rather than the Ambition specifically. Twenty-four comments were received that suggested some rewording of the Ambition; the most common requests were the inclusion of sustainable transport and greater emphasis on the environment and affordability. However, these form the individual Outcomes in LTP4 and adding further to the Ambition risks it becoming a 'catch all' and losing its meaning.

4.2   **The Outcomes and Supporting Policies:** Again, the majority of respondents agreed with the draft Outcomes and Supporting Policies, which are set out below:

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

2.   Affordable and accessible door-to-door journeys:
      Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.

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

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

5.   Better health and wellbeing:
     Promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.

Over 70% of respondents agreed with each Outcome (except Outcome 4 where 66% of respondents agreed). Like the Ambition, most of the comments received related to a specific scheme or geographical area. Other common themes raised in response to the Outcomes were the need for modal shift, improvements to public transport, and active travel (mainly cycling). Other comments related to the challenge of enhancing transport and the environment simultaneously, the balance of the Outcomes and if they should be in priority order, and the feasibility of achieving growth without gridlock.

4.3   **The Strategic Priorities:** 53% of respondents either agreed or strongly agreed with the Strategic Priorities, 20% neither agreed nor disagreed and 24% disagreed. These priorities are located across the county, with some being controversial and currently in the public eye. Some respondents agreed with some priorities but not all, which may be the reasoning behind selecting 'neither agree nor disagree' or 'don't know' (13%). The Strategic Priorities are:

- Enabling growth in the Thames Gateway
- New Lower Thames Crossing
- Bifurcation of port traffic
- Port expansion
- A solution to Operation Stack
- Provision for overnight lorry parking
- Ashford International Station signalling (Ashford Spurs)
- Journey Time Improvements and Thanet Parkway Station
- Rail and bus improvements

Further analysis shows that respondents disagreeing with specific priorities tended to be from the area affected. By far the most common theme coming from the comments related to the Rail and Bus priority, which although this priority is supported, respondents want it split into two separate priorities, one for bus and one for rail. There were also specific issues with services, such as integration between bus and rail and the affordability of fares. Where respondents commented on specific priorities, there was generally an even split between support and disagreement, for example 7% of comments were in agreement with the proposed Lower Thames Crossing priority whereas 6% disagreed. There were 20 suggestions for new strategic priorities, such as a

Medway Parkway on the HS1 line, Active Travel, Park and Ride, and air transport (Lydd and Manston).

4.4 **The Kent Wide Priorities:** Again, the majority of respondents agreed with the Kent Wide Priorities (55%) and only a small percentage disagreed (17%). These are:

- Road safety
- Highway maintenance and asset management
- Home to school transport
- Active travel
- Aviation

Analysing the comments made by those that selected 'disagree' or 'strongly disagree' shows that they tended to have a specific reason; for example concern about the use of Killed and Seriously Injured data to determine Crash Remedial Measures schemes was a recurring comment. The most common themes from the comments were the support of the Active Travel priority and the importance of highway maintenance. In relation to highway maintenance, there was concern around pot holes as well as acknowledgement that government funding reductions compromise maintenance, and a feeling that maintenance of existing assets should have a higher priority. The aviation policy proved controversial because of the Development Consent Order and planning application at Manston. This section requires updating following the Heathrow announcement.

4.5 **The District Priorities:** Each district has a page describing transport in the area and a map with priority schemes that were agreed with the district councils in advance of the public consultation. The highest number of comments was made regarding the district priorities, including suggestions for new priorities. There was a spread across the responses to this question, which asked if respondents agreed or disagreed with the district priorities. A total of 42% of respondents agreed, 23% neither agreed nor disagreed and 31% disagreed. This is possibly because the priorities at this local level are more 'personal' to individuals; consequently, where respondents disagreed with only a minority of priorities, they nevertheless decided to select on the 'disagree' side of the scale or 'neither agree nor disagree'. All new scheme suggestions will be collated and assessed and considered for inclusion in the revised LTP4. Overall, respondents were much more likely to comment if they disagreed with the priorities rather than agreed so the comments were weighted toward disagreement.

4.6 **Equalities and Environmental Assessment:** The consultation also asked for comments on the draft Equality Impact Assessment (EqIA) and Strategic Environmental Assessment (SEA). A number of additional considerations were raised, such as the impact of congestion on carers for the EqIA and the impact of road building on the environment for the SEA. Comments are informing the revised versions of these documents.

4.7 **Any other comments:** For the final 'Any Other Comments' question, comments included concern about the scale of development in Kent, 36 comments on the future of Manston Airport, requests for more detail, and similarly that the plan is too high-level. In this section, 29 comments were made in support of the plan and 38 were made to the contrary, however, given the tendency for negative comments to be made this is a good ratio. Finally, some respondents chose to comment on the consultation itself in this section, including suggesting that it had not been publicised enough and conversely others welcoming the opportunity to comment.

4.8 **Letters/emails received:** Some respondents opted to send written representation rather than complete the online questionnaire. These tended to be from organisations or specific interest groups. Comments made broadly reflected the points raised in the questionnaire responses. A total of 22 emails and 2 letters were made on the subject of the Canterbury Independent Traders Alliance request for sufficient affordable car parking in Canterbury, extended facilities at Canterbury West station from the north in Roper Road, and a second access from Roper Road.

5 Summary of consultation responses – districts and other key stakeholders

5.1 All district councils, and Medway, were supportive of the Ambition and the majority also supported the Outcomes and Supporting Policies, particularly the need to help drive economic growth and support development. However, Maidstone Borough Council felt there was too much emphasis on the achievement of Outcome 1 (economic growth and minimised congestion) and that LTP4 would benefit from clarification on how the other Outcomes were intended to be achieved. Gravesham Borough Council disagreed with Outcome 2 as they felt the wording implied a car-based solution and instead emphasis should be on increasing public transport provision.

5.2 Most councils agreed with the Strategic Priorities, but there was a feeling that active travel should receive more emphasis. Gravesham was the only authority to disagree with the Strategic Priorities due primarily to the proposed Lower Thames Crossing. The Kent-Wide priorities were supported but Tunbridge Wells suggested they should be set out in order of importance, with active travel being of a higher priority. Medway were concerned at the insufficient reference to London commuter travel, and Dartford felt that an additional priority for modal shift should be included.

5.3 Owing to the pre-consultation engagement with the districts, most agreed with the district transport priorities; however, the London Borough of Bromley expressed disappointment and considered that there should be greater reference to the London Plan. Dartford and Gravesham requested the inclusion of Fastrack as a new Strategic Priority.

5.4 Consultation responses were received from a range of other key stakeholders, including Kent Police, Highways England, Port of Dover, Kent Wildlife Trust, Kent Downs Area of Outstanding Natural Beauty (AONB), High Weald AONB,

Thames Gateway Kent Partnership, CPRE Kent, Natural England, Historic England, Freight Transport Association, Ebbsfleet Development Corporation and Kent Association of Local Councils (KALC). Most stakeholders were supportive of the overall Ambition of the Plan. However, KALC felt there was a lack of detail with regards to how the Plan will be delivered, timescales and where the funding will come from. CPRE Kent expressed very strong concerns over major aspects of the plan, including that there is insufficient emphasis on sustainable modes of travel. However, generally stakeholders were supportive of the Outcomes and Supporting Policies although most wished to see more on Active Travel and enhancing the environment.

5.5 Stakeholders tended to agree with the Strategic Priorities with several (including the Port of Dover, Thames Gateway Kent Partnership and Kent Police) expressing strong support for the Lower Thames Crossing, a solution to Operation Stack, provision for overnight lorry parking, and bifurcation. Ebbsfleet Development Corporation, like the two boroughs in which it sits, asked for the ambition to radically enhance Fastrack to be reflected in LTP4. Kent Wildlife Trust was opposed to any scheme that is potentially harmful to wildlife and provided comments for each of the Strategic Priorities. Most stakeholders supported the Kent-Wide Priorities but tended not to comment on the most local-scale District Priorities.

6   Next Steps

6.1 Consideration will be given to all of the comments made in the consultation as the plan is revised. All of the suggestions for new transport priorities will be assessed to determine if there is a basis to include them in the revised LTP4. The comments made in the consultation about the SEA have been given to Amey, the consultant undertaking the work, and the SEA has been updated accordingly. Once LTP4 is itself revised, the SEA will be revisited again and revised where necessary. Likewise, the EqIA has been updated following the consultation comments and will be updated again to reflect the final version of LTP4.

7   Financial Implications

7.1 The cost of the consultation was £3,330 (excluding officer time). This includes the cost of printing the consultation materials: LTP4 drafts, questionnaires, posters and postcards.

8   Legal Implications

8.1 There is a legal requirement for KCC to have a Local Transport Plan and a legal requirement for KCC to consult on the proposed plan.

9   Equalities Implications

9.1 The draft LTP4 has been subject to an Equalities Impact Assessment (EqIA), which has demonstrated that it will not have an adverse impact on any group with protected characteristics. This will be revised alongside the plan.

10   Other Corporate Implications

10.1 The Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031) meets the objectives of '*Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement (2015-2020)*' in that it helps to achieve a number of the supporting outcomes:

- supporting Kent business growth by enabling access to jobs through improved transport;
- supporting well planned housing growth;
- protecting and enhancing Kent's physical and natural environment;
- helping children and young people have better physical and mental health;
- giving young people access to work, education and training opportunities; and
- helping older and vulnerable residents feel socially included.

11   Governance

11.1 A revised LTP4 will be adopted by County Council as specified in the Constitution.

12   Recommendation

12.1 Members are asked to note the summary of consultation comments on the draft LTP4.

13   Background Documents
- Appendix A: Draft LTP4 Consultation Report
- Appendix B: Local Transport Plan 4: Delivering Growth without Gridlock (Consultation Draft)

14   Contact details

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**KENT
COUNTY
COUNCIL**

LOCAL TRANSPORT PLAN 4: DELIVERING GROWTH WITHOUT GRIDLOCK

DRAFT Consultation Report
December 2016

Consultation Report

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

Executive Summary

Overall the draft *Local Transport Plan 4: Delivering Growth without Gridlock* (LTP4) was well-received. The number of responses was substantial for a consultation of this type and it was likely boosted by the prominence of large-scale transport projects in the public eye over the last year (Lower Thames Crossing, Operation Stack lorry area, Heathrow 3rd runway), development sites across the county, and the recent Active Travel Strategy consultation. Consequently, the consultation was also used as a platform to raise general transport concerns.

The consultation responses showed general agreement with the draft LTP4, particularly the strategy parts of the document – the Ambition, Outcomes and Supporting Policies. Of the questionnaire responses, 63% agreed with the Ambition and over 70% agreed with each of the Outcomes and Policies (except Outcome 4 where 66% of respondents agreed). The named transport priorities in the plan at all levels (strategic, Kent-wide and district) proved more contentious but nevertheless there was a greater extent of agreement than disagreement. Analysis has shown that where respondents disagreed with a Strategic Priority they tended to be from an area that would be directly affected, and the same effect is likely for the district priorities.

There were many suggestions for new strategic or district priorities, which will all be assessed and considered for inclusion in the revised LTP4. There were also a number of running themes throughout the consultation questionnaire where specific concerns were repeatedly raised. These included the future of Manston Airport, the inclusion of the Sevenoaks Cycling Strategy, and the Alkham Valley Road, amongst others.

Stakeholders, including the district councils, were broadly supportive of LTP4 but a range of comments were made that related to their specific area of interest. For example, Gravesham Borough Council do not support the Lower Thames Crossing proposals so they requested that this is made clearer in LTP4, the Kent Downs Area of Outstanding Natural Beauty (AONB) requested that more reference is made to the environmental impact on AONBs, and Kent Police wanted regard to be given to self-enforcing speed limits where these schemes are implemented.

The results of the consultation will be considered in detail as the plan is revised.

1. Introduction and Background

A Local Transport Plan is a critical tool in supporting and facilitating sustainable growth and in assisting Kent to attract investment from national government to priority transport schemes. It is a statutory requirement under the Transport Act 2000, as amended by the Local Transport Act 2008, for Kent County Council (KCC) to have a plan in place.

The previous plan, *Local Transport Plan 3 (2011 – 2016)*, sat alongside KCC's other key transport policy document *Growth without Gridlock (2010)*. This 20-year transport delivery plan set out the strategic transport priorities for the county and how they should be delivered. However, since both these documents were published many of the ambitions have been achieved and the political, and funding, landscape has changed; for example, the introduction of the Local Growth Fund and significant progress with the Lower Thames Crossing and Operation Stack lorry area. A decision was therefore taken to integrate the two documents into a new Local Transport Plan – *Local Transport Plan 4: Delivering Growth without Gridlock 2016 – 2031* (LTP4) – so that all of KCC's transport policy is easily accessible.

LTP4 does not seek to replicate the range of specific transport policies that KCC has in place or is currently developing, such as the *Casualty Reduction Strategy*, the *Freight Action Plan* and the emerging *Active Travel Strategy*. It therefore signposts readers to these documents and LTP4 itself can take a high-level outcomes based approach for transport projects to follow. It also sets out the local transport priorities in each district (although does not seek to replicate the detail of each districts' transport strategies which are separate documents detailing the transport interventions required to support planned growth in Local Plans), countywide priorities such as highway maintenance, and strategic priorities that KCC will seek to influence. The evidence base for LTP4 is the *Kent and Medway Growth and Infrastructure Framework* (GIF), which is constantly updated with input from the district councils in their roles as Local Planning Authorities.

2. The Decision Making Process

This Consultation Report will be taken to Environment and Transport Cabinet Committee in January 2017 to provide an update on the responses to the draft LTP4. Following this, LTP4, the Equalities Impact Assessment (EqIA) and Strategic Environmental Assessment (SEA) will be revised and presented to Environment and Transport Cabinet Committee in March 2017. It will then be reviewed taking into account discussion at that Committee, presented to Cabinet, and then taken to full County Council for adoption.

3. The Consultation Process

LTP4 was developed in consultation with a number of internal stakeholders at KCC, including officers from Highways, Transportation and Waste, Education, Public

Health, and Environment, Planning and Enforcement. An informal Member Task and Finish Group was established, comprising one representative from each political party sitting on the Environment and Transport Cabinet Committee. This was to give a political steer on the development of the plan. District councils were extensively consulted regarding their own transport priorities and the presentation of information on their specific areas in LTP4. In addition, the views of the Kent and Medway Economic Partnership (KMEP) were taken into account. KMEP is a federated area of the South East Local Enterprise Partnership (SELEP) consisting of district council, local business, and local educational representatives designed to drive forward economic growth.

The final draft of LTP4 was available for public consultation for a twelve-week period between Monday 8th August and Sunday 30th October 2016. The consultation was due to close at midnight but due to a technical issue caused by the end of British Summer Time, it ended at 11pm. Therefore, consultation responses were accepted for the following two days for people who had contacted KCC about this issue.

The public consultation sought to gather the views and opinions of a range of stakeholders on the draft LTP4, including whether they agree with the priorities or think additional priorities should be included, and whether they have any comments on the EqIA and SEA. All consultation documents were available online and hard copies could be requested.

4. Stakeholder Identification

Stakeholders were identified using a variety of sources. In the first instance, the *Guidance on Local Transport Plans* (Department for Transport, 2009) provides a suggested list of stakeholders to consult. The consultee list from the development of the previous Local Transport Plan was checked against the guidance and updated so that it could form the basis of the contact list when the consultation launched. These stakeholders include neighbouring local authorities (East Sussex, Surrey, London Borough of Bromley, London Borough of Bexley), transport operators (e.g. Arriva, Southeastern, Gatwick Airport), transport interest groups (e.g. Cyclists Touring Club, Freight Transport Association, Ramblers Association), environmental organisations (e.g. Natural England, Kent Downs Area of Outstanding Natural Beauty), business groups (e.g. Kent Invicta Chambers of Commerce, KMEP), and a range of voluntary and community organisations (e.g. Ashford Youth Hub, Dartford BME Community, Polish Association in Kent, Royal National Institute for the Blind).

As part of the development of the draft LTP4 the district councils and Medway Council were directly engaged in the pages for each of their areas. The officers who attended these meetings were then sent notification of the consultation so that an official response from each authority co uld be produced.

The Voluntary and Community sector was engaged through use of the Consultation Team's Equalities database and directly emailing groups to make them aware of the consultation and so that they might encourage members/contacts to also respond.

A number of members of the public had contacted KCC some time prior to the launch of the consultation enquiring when the new plan would be published. They were therefore added to the consultee list so they could be notified with other stakeholders. Similarly, the KCC consultation database enables users to register for alerts about consultations that might be of interest of them. Those who had expressed a relevant interest were notified by email that the LTP4 consultation was launching.

5. Promotion – Publicity

A range of promotional activities were undertaken to publicise the consultation and reach a diverse range of stakeholders.

- A press release was issued at the launch of the consultation and was picked up in ten newspapers (see list below)
- An invitation was sent to members of the KCC consultation database.
- An email was sent the Equalities Groups mailing list.
- Deputy Cabinet Member for Environment and Transport, Clive Pearman, was interviewed by BBC Radio Kent and KMFM on 9th August to publicise LTP4 and the consultation.
- Promotional posters and postcards were supplied to all libraries, Gateways and district council officers (see images below).
- Representatives from the Transport Strategy Team attended events to present LTP4 and encourage responses to the consultation:
  - o Kent Youth County Council
  - o Joint Transportation Boards (seven)
  - o Maidstone Economic Business Partnership Breakfast
- The consultation was promoted via a banner on the kent.gov.uk homepage, linking through to the LTP4 consultation page.
- KCC's social media channels were extensively used. Seven Facebook updates were planned for varying stages of the consultation plus an additional 3 reminders when they could be accommodated with other updates. On Twitter, 13 tweets were used with an additional 5 when possible. Examples are shown below and a timetable of social media posts is available in Appendix A.
- Direct email was sent to many stakeholders (including Southeastern, Network Rail, Arriva, and Stagecoach) at the launch of the consultation.
- Direct email was sent to the Kent Association of Local Councils and separately to all parish councils who are not KALC members.

- KCC's Community Wardens and Community Liaison Officers were given promotional materials to distribute at the local meetings they attend.
- Promotion to KCC staff through email newsletters, intranet homepage and building television screens.

Newspaper coverage of LTP4 consultation

| **Plans of action and get county to tackle gridlock on the move again**	**26/08/2016 Kent Messenger (Malling) page 8**
Your chance to have say on future of transport	24/08/2016 Sittingbourne News Extra page 21
Chance to have say on transport plan	**24/08/2016 KM Sheerness Times Guardian page 18**
Whitfield may get own rail station	18/08/2016 Dover Express page 9
Wishlist to put county on route to prosperity	**14/08/2016 Kent on Sunday page 9**
New station could improve rail links	11/08/2016 East Kent Mercury page 4
£393 MILLION PLAN TO REORGANISE PORT TRAFFIC	**11/08/2016 East Kent Mercury page 4**
Have your say on county transport plan	11/08/2016 Gravesend Messenger page 13
Growth, not gridlock – new plan to cut jams	**11/08/2016 Dover Mercury page 4**
It's all aboard for Whitfield	11/08/2016 Dover Mercury page 4

Example social media updates

Twitter 'back to school update'

Do you use our roads or public transport? Visit kent.gov.uk/localtransportplan and have your say in our consultation #localtransportplan

Facebook 'consultation last warning'

Sunday 30th is your last chance to have your say on our draft Local Transport Plan. Visit kent.gov.uk/localtransportplan to read the draft and share your views on our transport priorities and outcomes #localtransportplan

<u>Promotional postcard and poster available at locations across the county.</u>
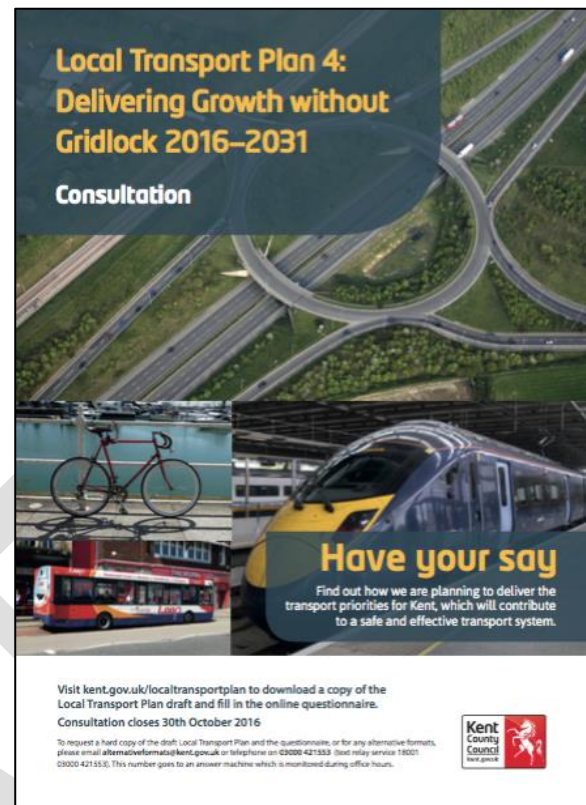
6. Accessibility and Interest

- The consultation documents and questionnaire were available to view and respond to online. Hard copies were available on request and all promotional materials included details of how these could be requested.

- Hard copies were available in all libraries, Gateways and district council offices across Kent, as per the table below.

- All KCC Members were given a hard copy, questionnaire, poster and postcard (included in County Hall figures on the table below).

- A paper was offered to each Joint Transportation Board. Only Ashford did not request the paper, and eight districts additionally requested attendance by a Transport Strategy Officer; these were Canterbury, Dover (although it was not possible to attend this one), Maidstone, Sevenoaks, Swale, Thanet, Tonbridge and Malling, and Tunbridge Wells.

- Microsoft Word versions of the consultation materials were provided online to ensure accessibility to consultees using audio transcription software. Other formats and languages were available on request. One easy read format was requested but on discussion with the consultee it was decided that owing to the length of the document an easy read format would not make it accessible. An officer offered to meet with the group but ultimately they were happy to receive some hard copies instead.

- In total, 67 additional hard copies were requested and sent out.

- The table below shows the number of times the documents were downloaded from the website. Even accounting for multiple downloads from the same person; the high figures suggest that more people were interested in the Plan than responded. A total of 700 people participated in the consultation online and there were 486 completed responses (including hard copies of the questionnaire sent in).
- A further 41 letters and 39 emails were sent responding to the consultation but not in the questionnaire format. Of the emails, 19 were in relation to specific concerns in Canterbury where a small campaign encouraged people to make the same representation to the LTP4 consultation. A further 6 emails were from people or organisations submitting additional information to supplement their response. Therefore, in total there were 15 unique email responses.
- The profile of consultees responding to the consultation was monitored throughout and other measures used to try to promote uptake by underrepresented groups, such as attending Kent Youth County Council and sending reminder emails to particular equalities/representative groups.

Initial allocation of hard copies

Location	Number of hard copy LTP4s	Number of questionnaires	Number of posters	Number of postcards
County Hall	107	81	309	2050
All libraries	99	990	99	1980
Ashford Borough Council	2	5	3	100
Ashford Gateway	2	2	5	100
Canterbury City Council	2	2	10	50
Dartford Borough Council	1	10	1	0
Dover District Council	3	10	10	10
Dover Gateway	1	25	2	25
Eden Centre	1	20	1	100
Gravesham Borough Council	1	0	0	50
Gravesham Gateway	2	50	2	100
Maidstone Borough Council	2	15	0	0
Maidstone Gateway	2	15	1	40
Sevenoaks District Council	2	12	1	40
Sheppey Gateway	1	10	50	0

Swale Borough Council	2	10	0	50
Swanley Gateway	1	50	2	50
Tenterden Gateway	2	25	3	25
Thanet District Council	2	20	0	0
Thanet Gateway	2	50	3	50
Tonbridge and Malling Borough Council	5	20	2	20
Tonbridge Gateway	2	30	0	30
Tunbridge Wells Borough Council	2	10	0	50
Tunbridge Wells Gateway	1	10	1	50

Key document downloads (as of 9th November):

Key document downloads (as of 9th November):

	Number of downloads
LTP4 consultation draft (pdf)	2,690
LTP4 consultation draft (Word)	219
LTP4 consultation draft text only version (Word)	215
Equalities Impact Assessment	283
Strategic Environmental Assessment (pdf)	188
Strategic Environmental Assessment non-technical summary (pdf)	185
Questionnaire (pdf)	318
Questionnaire (Word)	316
Promotional postcard	108
Promotional poster	103

7. Respondents

In total, 486 people or organisations completed the questionnaire, of which 32 were hard copies sent in and manually entered on the online database. Four of the online responses were from district councils whereas the other 8 district councils in Kent and Medway Council sent their responses separately. The tables below show the distribution of responses.

Respondent profile: responding on behalf of…

	Number of questionnaire responses	Percentage
Yourself as an individual	387	79%
Yourself as a member of KCC staff	4	1%
A district/town/parish council	41*	9%
A charity, voluntary or community sector organisation (VCS)	26	5%
A business	12	2%
Other	14	3%

From Q1: Are you completing this questionnaire on behalf of…

*Including four district council responses sent online. However, these will be assessed alongside the other district council responses so do not form part of the statistics from this point forward. Note: percentages do not total 100 due to rounding error.

Examples of the 'other' respondent category include the Royal Tunbridge Wells Town Forum, County Council Members and NHS England.

Analysis of the individuals that responded to the consultation shows that a range of Mosaic profile types are represented. However, in common with many consultations the older, more affluent groups are overrepresented and the young and more deprived are underrepresented. Geographically, Thanet and Dover districts had the highest number of respondents, which is likely due to the large proposals in these areas and the ongoing debate surrounding Manston Airport. Further analysis comparing the populations in each district to those responding shows that Gravesham and Sevenoaks were also overrepresented. Again, this is likely due to the Lower Thames Crossing and in Sevenoaks there has been lobbying to include the Cycling Strategy in the final LTP4. A map showing the location of respondents from Kent is appended to this report (Appendix B), and in addition 28 were received from people outside of the KCC area.

Respondent profile: gender

	Respondents	Kent population
Male	61%	49%
Female	35%	51%
Prefer not to say	4%	N/A

From Q11: Are you…?

There was an overrepresentation of males in the respondents compared to the Kent population as a whole.

Respondent profile: disability

	Respondents	Kent population
Yes	8%	18%
No	84%	82%
Prefer not to say	8%	N/A

From Q13: Do you consider yourself to be disabled as set out in the Equality Act 2010?

The reported data suggests that the respondents underrepresented disability, although 8% of people preferred not to answer the question.

Respondent profile: age
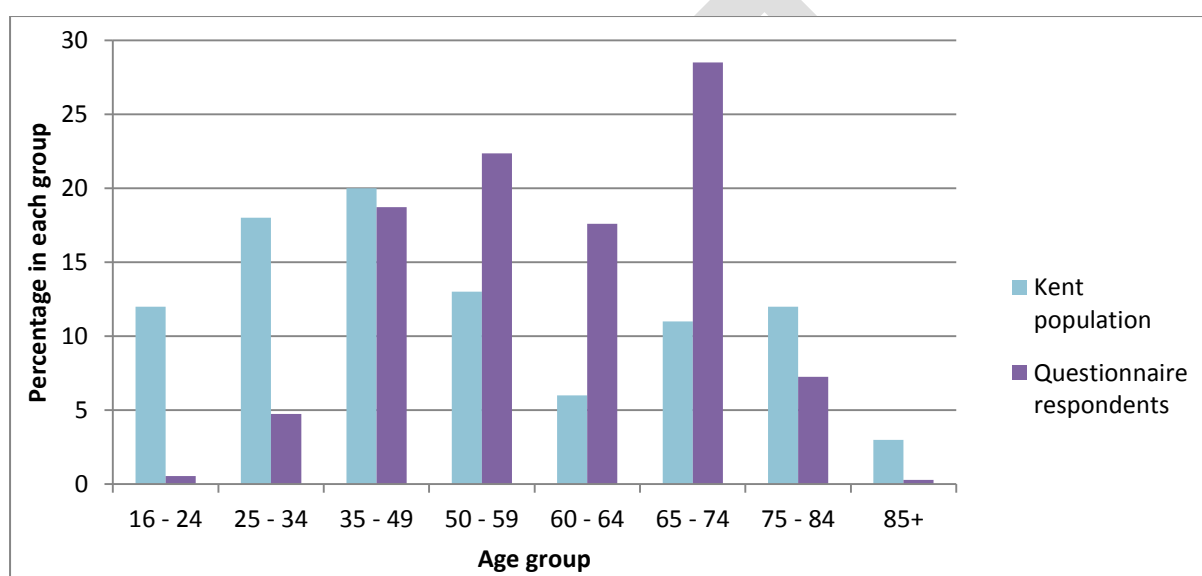
From Q12: Which of these age groups applies to you?

Note: Population aged 16 and over used for comparison, 1 respondent was 15 or under and 25 respondents preferred not to answer the question.

The data shows that there was a large underrepresentation of younger people in the 16 – 24 and 24 – 35 age groups. Conversely, there was a large overrepresentation of older people responding to the consultation in the age groups of 50 – 74. This is not atypical of consultation respondents who tend to be older.

Respondent profile: ethnicity

	Respondents	Kent population
White English	81%	89%
White Scottish	1%	
White Welsh	1%	
White Northern Irish	<1%	
White: Irish	1%	<1%
White: Gypsy/Roma	0%	<1%
White: Irish Traveller	0%	
White: Other	3%	4%
Mixed: White and Black Caribbean	0%	<1%
Mixed: White and Black African	0%	<1%
Mixed: White and Asian	<1%	<1%
Mixed: Other	<1%	<1%
Asian or Asian British: Indian	0%	1%
Asian of Asian British: Pakistani	0%	<1%
Asian or Asian British: Bangladeshi	0%	<1%
Asian or Asian British: Other	0%	1%
Black of Black British: Caribbean	0%	<1%
Black or Black British: African	0%	<1%
Black of Black British: Other	0%	<1%
Arab	0%	<1%
Chinese	<1%	<1%

From Q14: To which of these ethnic groups do you feel you belong?

Note: 47 respondents preferred not to answer the question.

In general, the response rates from different ethnic groups are broadly representative of the Kent population as a whole. However, there was underrepresentation of Asian and Black groups, despite the consultation promotion being targeted to encourage participation.

Respondent profile: organisations

There were 41 questionnaire responses submitted on behalf of a district/town/parish council, 37 when discounting the 4 district councils that submitted online but will be analysed alongside the other district council responses. Three submissions were not the official response from the organisation named so were recoded and analysed as an individual response instead. The organisations that responded online were as follows:

- Alkham Parish Council

- Aylesford Parish Council

- Bekesbourne with Patrixbourne Parish Council
- Borden Parish Council
- Boxley Parish Council
- Chart Sutton Parish Council
- Chilham Parish Council
- Cobham Parish Council
- Crockenhill Parish Council
- Deal Town Council
- Hadlow Parish Council
- Harbledown Parish Council
- Hawkinge Town Council
- Higham Parish Council*
- Hoath Parish Council
- Iwade Parish Council
- Littlebourne Parish Council
- London Borough of Bromley
- Manston Parish Council
- Minster-on-Sea Parish Council
- Monkton Parish Council
- New Romney Town Council
- Ripple Parish Council
- Riverhead Parish Council
- Rusthall Parish Council
- Shorne Parish Council
- Snodland Town Council
- Southfleet Parish Council
- Swanscombe and Greenhithe Town Council
- Teynham Parish Council
- West Malling Parish Council
- Westerham Town Council
- Westwell Parish Council
- Whitfield Parish Council
- Wickhambreaux Parish Council
- Wouldham Parish Council

*Two responses were received from Higham Parish Council

There were 26 responses submitted on behalf of CVS groups. The organisations that responded online were as follows:

- Bean Residents Association
- Crab and Winkle Line Trust
- Deal and Walmer Chamber of Trade
- Dover Big Local*
- Friends of the Earth Tonbridge and Malling
- Gravesend Service User Forum
- HOPE
- Langton and Nackington Residents Association
- Lower Road Campaign*
- Marshlink Community Rail Partnership
- Oaten Hill and District Society
- Save Manston Airport
- Sevenoaks Cycle Forum
- South Ashford Community Forum
- Spokes East Kent Cycle Campaign
- St Michael's Road Area Residents Association, Canterbury
- Swale Seniors Forum
- The Alkham Valley Society
- The Dover Society
- The Travel Plan workgroup of Sevenoaks Primary School's Parent Council
- Tonbridge Line Commuters
- Tunbridge Wells Bicycle Users' Group
- U3A Cycle Group
- Voluntary Organisation representing rail travellers from Sevenoaks, Otford, Kemsing, Shoreham, Eynsford, Dunton Green, Borough Green and surrounding area

* There were two different responses on behalf of these organisations.

Organisations that responded outside of the questionnaire by letter or email were:

- Remembrance Line Association
- Gravesham Joint Transportation Board
- The Sittingbourne Society
- Kent Wildlife Trust
- Sandwich Town Council
- The Faversham Society
- Medway Council
- Dover District Council
- Kent Association of Local Council
- Kent Police
- Barton Wilmore
- Chaucer Education
- Campaign to Protect Rural England – Kent
- Dover and Deal Labour Party
- East Malling and Larkfield Parish Council
- Ebbsfleet Development Corporation
- Freight Transport Association
- Historic England
- High Weald AONB
- Institute of Civil Engineers South East
- Kent Downs AONB
- LRM Planning
- Natural England
- Port of Dover
- RiverOak
- Savills
- Sevenoaks Town Council
- Stonehill Park
- Thames Gateway Kent Partnership
- The Canterbury Society
- Tonbridge and Malling Green Party
- Canterbury Independent Traders Alliance
- Highways England
- Kent and Medway Air Quality Partnership
- Medway Council's Strategic Environmental Protection Team
- Teston Parish Council

8. Consultation Responses

The consultation questionnaire is available in Appendix C of this report.

8.1 Joint Transportation Boards

Joint Transportation Boards (JTB) are comprised of County Council Members and district Members, and meet quarterly to discuss transport issues in the district. They are an advisory body to make recommendations to the relevant authority to progress schemes and are also forums to discuss concerns and emerging plans. As such, an information item report about the consultation on LTP4 was prepared and tailored to each JTB area so that the profile of the consultation could be raised and to give the option of individual JTBs submitting their own responses.

At the Tunbridge Wells and Canterbury JTBs there were public speakers making representation on LTP4. These were noted by the officer attending the JTB and the

individuals had also submitted their responses to the consultation separately. The discussions at each JTB are summarised below.

Canterbury

There were three public speakers for this item. One of the public speakers was from the Chaucer Education Project who asked the JTB and officers to support the principle of reinstating the Canterbury Loop railway line and for £1 off-peak rail fares for bus pass holders. A request for improved access to Canterbury West railway station was also discussed. Ultimately the report and the opportunity to respond to the consultation were noted.

Maidstone

The paper on the draft LTP4 was presented, including the point that the inclusion of schemes in LTP4 would strengthen the case for future funding applications, though not guarantee delivery. The Maidstone Borough Council Planning Policy Manager stated that the Borough Council's response had been agreed but that individual responses could be submitted. The Chairman requested an update on all consultation responses at the January meeting.

Sevenoaks

The Board noted that they could make submissions to the consultation either individually, as a member of the Board through the Chairman or the District Councillors could pass comments to the Portfolio Holder for Planning who responded formally on behalf of Sevenoaks District Council.

County Councillor Chard requested that the Chairman write to the KCC Cabinet Member for Environment and Transport requesting that a wide-ranging assessment of traffic management in Sevenoaks town could be considered as part of LTP4. However, concerns were raised on account of cost and time involved and ultimately the motion was lost. The report was noted.

Swale

The JTB discussed transport issues affecting the borough in detail, including urging KCC to use '20's plenty' to provide safer travel in towns and villages; M2 widening at Faversham; completion of the Northern Relief Road; school transport options; concerns about the road network on the Isle of Sheppey; and more frequent train services. The concern was also raised that '20's plenty' increases pollution.

The Chairman proposed that delegated powers be given to him, the Vice-Chairman, and the Swale Cabinet Member for Environment and Rural Affairs to report back to the consultation with issues raised at the JTB. This was seconded and the report was noted.

Thanet

It was noted that LTP4 is intended to be a higher level than the district transport strategy; that Thanet District Council proposed the inclusion of 'Ramsgate Port Investment'; a scheme to improve signage for walkers would be in keeping with Outcome 5; and that the 'Journey Time Improvement project' should also be shown in LTP4 in addition to 'Thanet Parkway Railway Station'. The report was then noted.

Tonbridge and Malling

The report was presented and the Board were invited to respond to the consultation. Reference was made to the proposals affecting Tonbridge and Malling.

Tunbridge Wells

There were two public speakers at this JTB – a representative from the Town Forum Transport Working Group and the former Borough Councillor, David Scott. The Town Forum felt strategic transport was too focused on north Kent, and that the west of the county should have better links to East Sussex. They also asked for devolution of funding to local communities, for example for street lighting. David Scott asked for more emphasis on technology and presented the idea of rapid transit pods as alternative public transport in Tunbridge Wells. The Board members discussed the draft plan and remarked that it was of a high-level and did not do much for Tunbridge Wells specifically, also that making Kent a pioneer in terms of active travel needs evidencing.

8.2 Questionnaire Analysis

For the analysis of each question, the four district council responses that were submitted online have been excluded and will be considered separately alongside the other district councils', and Medway Council's, responses.

8.2.1   Question 3: the Ambition

The majority of respondents agreed with the overall Ambition "*To deliver safe and effective transport, ensuring that all Kent's communities and businesses benefit, the environment is enhanced and economic growth is supported*" of LTP4 with 63% of respondents selecting either 'agree' or 'strongly agree'. In comparison, 23% of respondents either disagreed or strongly disagreed with the Ambition. Comments made by those disagreeing generally related to specific schemes or transport issues, or a disagreement with the draft LTP4 as a whole rather than the Ambition in particular.

Q3: To what extent to you agree or disagree with the overall Ambition set for the Local Transport Plan?

Legend:
- ■ Strongly agree
- ■ Agree
- ■ Neither agree nor disagree
- ■ Disagree
- ■ Strongly disagree
- ■ Don't know
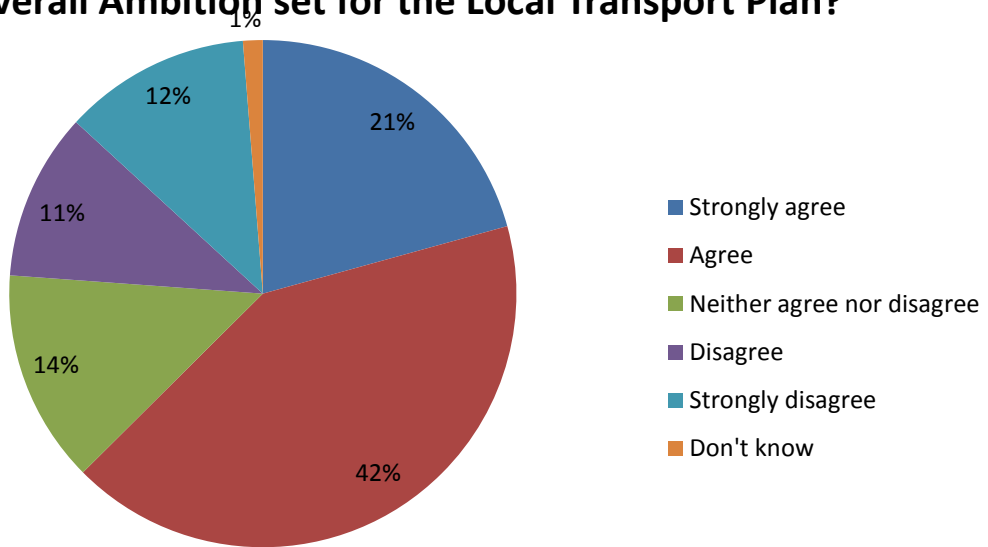
From Q3: To what extent do you agree or disagree with the overall Ambition set for the Local Transport Plan?

A cross-tabulation of the type of respondent with the extent of agreement shows that the distribution is similar across all groups, i.e. it is not the case that individuals and organisations have responded differently to this question.

A total of 301 respondents made comment on the Ambition (62%). Many of the comments for this question did not relate specifically to the Ambition but rather to a specific scheme or geographical area of concern. Other comments pertained to the draft LTP4 as a whole, rather than the Ambition specifically. The top 10 most frequent themed comments are shown on the graph below, making up 85% of all comments for this question. The second most frequent comment was agreement with the Ambition, which is a positive endorsement of the wording as proposed in the draft LTP4. However, 24 comments were received that suggested some rewording of the Ambition, including:

- "The local transport ambition statement should have included aspects of PUBLIC transport or AFFORDABLE transport."
- "The cost and ease of travel isn't referred to, merely that it's effective."
- "I think the ambition needs to specify reduction of congestion in key locations and around towns and cities."
- "The ambition needs to be amended to: 'To deliver safe, effective and efficient transport, ensuring that all Kent's communities and businesses benefit from an improved quality of life and the environment is enhanced.'"

- "The ambition would more closely reflect the stated outcomes and the KCC strategic statement is there were also reference to protecting the health of the public *[sic]*."
- "I would have added to the phrase: '…the environment is enhanced…', the words 'is PROTECTED and enhanced…'"
- "It is suggested that the ambition be expanded to include 'sustainable' transport, to maximise sustainable transport solutions consistent with paragraph 29 of the National Planning Policy Framework."
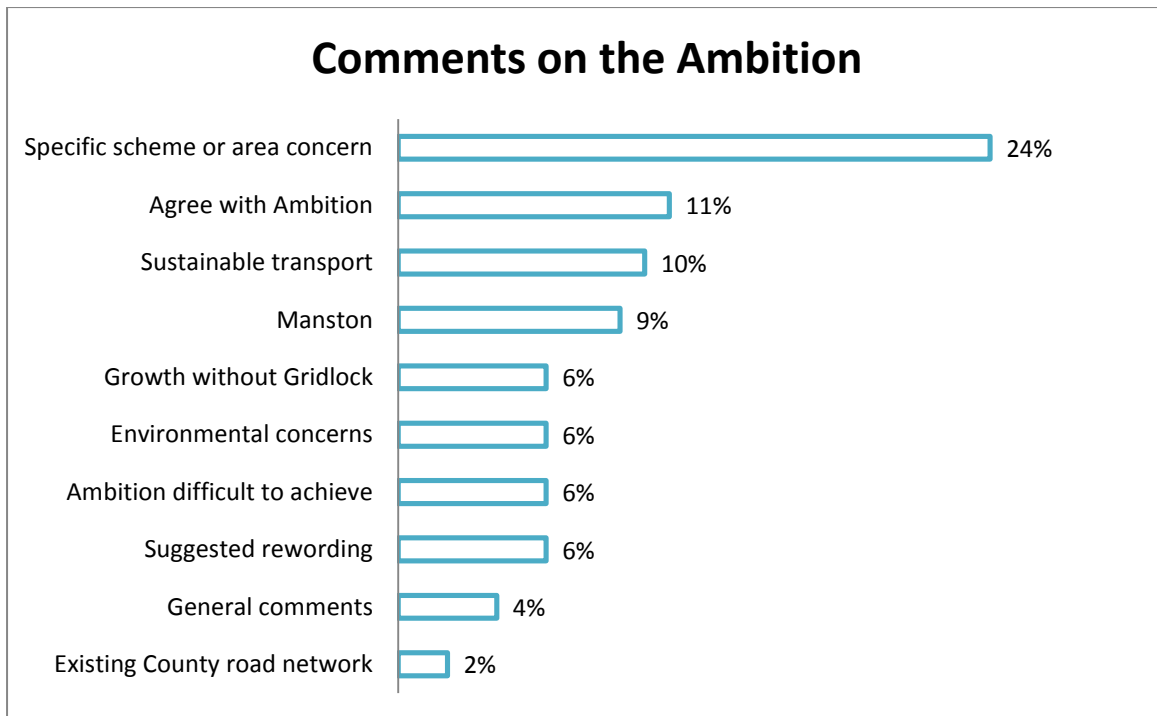
Common themes were the addition to the Ambition of sustainable transport, greater emphasis on the environment, and affordability. However, these elements each form individual Outcomes that collectively should achieve the Ambition as set out in LTP4.

Respondents also recognised that the Ambition is difficult to achieve and/or expressed support but questioned how realistic it is. Linked to this, there was an underlying feeling that congestion is inevitable with the scale of growth expected in Kent and the South East, and that the environment is not given due consideration in transport policy. The tenth most common theme was that the existing transport network (County roads not the motorways) should be of higher priority. This collective group of ideas is well summed up by one respondent:

> "In essence the ambition for Kent sounds fine, but it misses one vital aim – that in carrying out this ambition must be done in a manner that preserves, at all costs, the current green spaces that are here in Kent. We are not looking for new roads, but that the vast existing network be enhanced and run efficiently."
>
> Anonymous individual

Although not one of the most frequent comments, 7 were received about the need for funding to ensure the Ambition is realised, with 1 calling for the Ambition to be "moderated by the actual circumstances that the County finds itself in."

Comments on the Ambition

Category	Percentage
Specific scheme or area concern	24%
Agree with Ambition	11%
Sustainable transport	10%
Manston	9%
Growth without Gridlock	6%
Environmental concerns	6%
Ambition difficult to achieve	6%
Suggested rewording	6%
General comments	4%
Existing County road network	2%

From Q3a coded responses to open question.

A range of specific transport concerns were recorded in this open question. As can be seen from the graph, 9% of comments were about the Manston Airport site (37 individual respondents) – the majority calling for a return to aviation uses and a disagreement with the current planning application for housing. Similarly, coded within the 'specific scheme or area concern' category there were multiple comments on:

- Alkham Valley Road related to a housing allocation at Whitfield;
- The A228 related to the recent Issues and Options consultation as part of the Tonbridge and Malling Borough Council Local Plan;
- The inclusion of Sevenoaks Cycling Strategy as a district transport priority;
- The problems associated with the Dartford Crossing/the Lower Thames Crossing proposals;
- Transport problems in Canterbury.

Other comments made under this code were regarding particular junctions, the potential effect of Brexit, rail issues (mainly relating to commuting to London), and congestion within particular towns/villages. Although these do not answer the question or directly inform the Ambition statement they do give a good indication of the transport concerns that residents and organisations have in Kent.

Interestingly, one respondent wrote that "it should not be seen as an ambition" but rather LTP4 should be initiated straight away to prevent gridlock. Other titles were considered in drafting the Plan (including "Vision") but had similar connotations. As LTP4 is designed to be achieved up to 2031, and the Strategic Priorities in particular

are ambitious in their scale, it still seems fitting to retain the proposed title. However, the Plan makes it clear that these priorities are to address current and future needs and implementation begins immediately.

Adding further wording to the Ambition risks it becoming unwieldly or appearing to be a 'catch all' and losing its meaning.
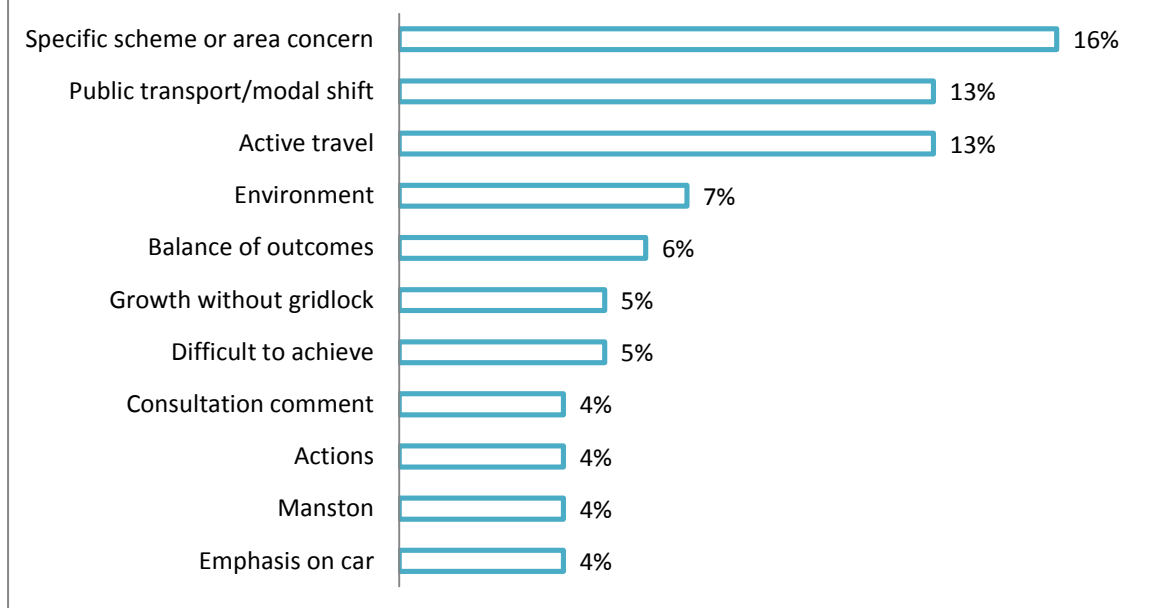
8.2.2   Question 4: the Outcomes and Supporting Policies

	Outcome 1: Economic Growth and Minimised Congestion	Outcome 2: Affordable and accessible door to door journeys	Outcome 3: Safer travel	Outcome 4: Enhanced environment	Outcome 5: Better health and wellbeing
Strongly agree	40%	43%	42%	39%	41%
Agree	33%	36%	30%	27%	30%
Neither agree nor disagree	11%	9%	16%	16%	14%
Disagree	5%	5%	4%	9%	3%
Strongly disagree	9%	6%	6%	7%	9%
Don't know	3%	2%	2%	2%	3%

From Q4. This Ambition will be realised through five overarching Outcomes and Supporting Policies. To what extent do you agree or disagree with each of the Outcomes and Policies?

The majority of respondents agreed with the draft Outcomes and Supporting Policies, with around 70% either agreeing or strongly agreeing with each one.

Comments on the Outcomes and Policies

Theme	Percentage
Specific scheme or area concern	16%
Public transport/modal shift	13%
Active travel	13%
Environment	7%
Balance of outcomes	6%
Growth without gridlock	5%
Difficult to achieve	5%
Consultation comment	4%
Actions	4%
Manston	4%
Emphasis on car	4%

From Q4a coded responses to open question.

A total of 247 respondents answered Q4a (51%). The graph above shows the 11 most common themes that the comments encompassed. The profile is similar to the comments received on the Ambition in that rather than focusing on the wording or the content of the proposed Outcomes and Policies the majority of comments related to a specific scheme or geographical area. The second most common type of comment related to the need to for modal shift or public transport improvements and comments on active travel (mainly pertaining to cycling). Within the 'active travel' code there were a lot of comments on the Sevenoaks Cycle Strategy, but this would be best addressed under the District Priorities section and will be discussed later. Similarly, there were 15 comments about the Manston Airport site.

Of those comments that directly related to the Outcomes and Policies proposed in the draft LTP4, the most common themes were the environment, the balance of the Outcomes (or their priority order), comments around congestion and the reality of achieving growth without gridlock/the burden of more growth in Kent, and the difficulties of achieving the Outcomes/respondents not believing they will be achieved. Some illustrative comments on these themes are:
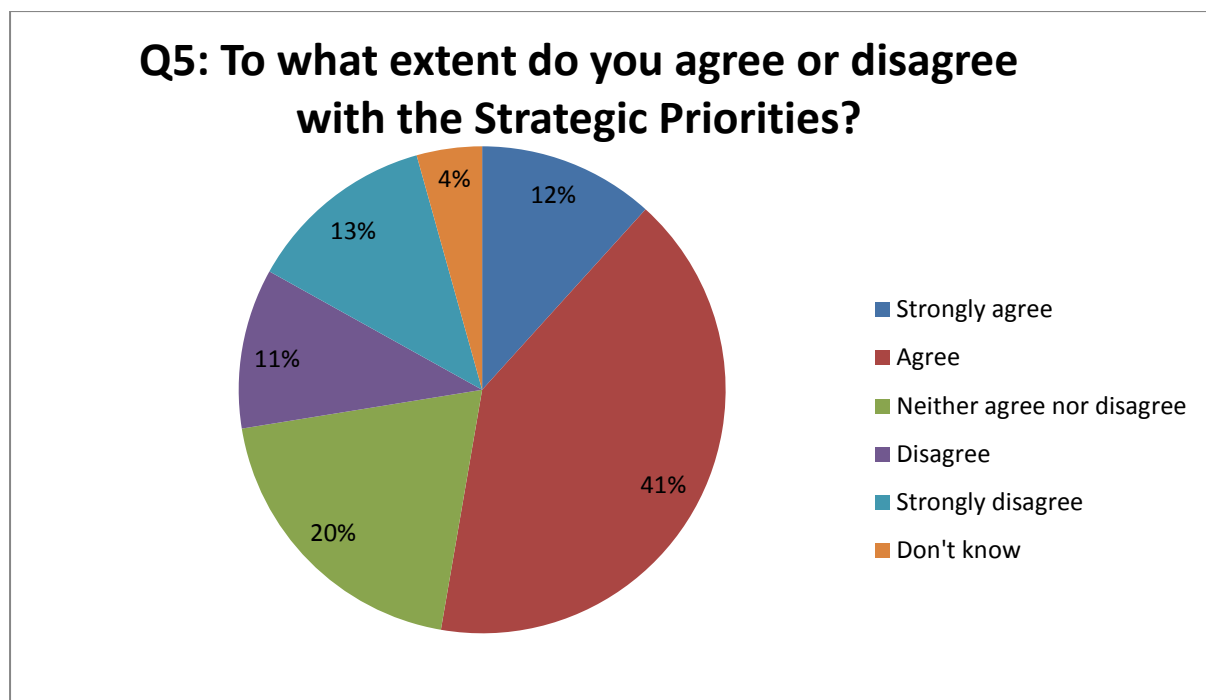
- Environment:
  - "Not sure that enhancing transport and environment can be achieved at the same time."
  - "…Outcome 4 should be amended to have a greater emphasis on climate change."
  - "It is not the priority or job of transport planning to 'enhance the historic or natural environment' – that is the concern of other agencies, will cost

public money society can ill afford and take away the importance of economic success."

- Balance of Outcomes:
    - o "The outcomes are all very desirable. We hope that the outcomes are all treated with equivalent importance."
    - o "The Council supports outcomes 1 to 5 as the means of delivering the stated ambition. However it is the balance between these outcomes when delivering the plan which is vital including the need for flexibility in this balance as the plan looks at different areas."
    - o "Surely the safety and health of Kent residents should come before economic considerations. And why have five outcomes when you skew so much of the funding to outcome 1."
- Growth without gridlock:
    - o "The last hundred years have shown that you can't build your way out of congestion, stop trying."
    - o "Unrealistic that cycling and walking will make inroads into car usage. Car vehicle parking should be a priority as people will not give up their cars."
    - o "Outcome number one lumps together two probably competing aims, they should be disaggregated. We agree with minimising congestion, but we challenge the usually unchallenged assumption that economic growth is a 'good thing'."
- Difficult to achieve:
    - o "The policies themselves are very ambitious and unlikely to be achievable."
    - o "One cannot in truth disagree with the philosophy of the desired outcomes and the policies that might deliver them however the proposed developments in North West Kent mean that these outcomes will not be achieved there."
    - o "All of the outcomes are well meaning, but I doubt that they can be fully achieved in the current circumstances."

In summary, the majority of respondents agreed or strongly agreed with all five of the draft Outcomes and Policies. The majority of concerns expressed were in relation to specific schemes or areas of the county (from the scale of East Kent to named towns to individual junctions) and with the emphasis needed on modal shift.

Q5: To what extent do you agree or disagree with the Strategic Priorities?

Pie chart:
- Strongly agree: 12%
- Agree: 41%
- Neither agree nor disagree: 20%
- Disagree: 11%
- Strongly disagree: 13%
- Don't know: 4%

From Q5: To what extent do you agree or disagree with the Strategic Priorities for the Local Transport Plan?

The majority of respondents agreed or strongly agreed (53%) with the Strategic Priorities set out in the draft LTP4. There was a high proportion who neither agreed nor disagreed with the priorities (20%) and 24% who disagreed. As the Strategic Priorities are located across the county, and some are controversial and currently in the public eye (for example Operation Stack lorry area and the Lower Thames Crossing), respondents may have agreed with certain priorities but not others. This may be the reasoning behind the 20% of respondents who neither agreed nor disagreed with the Strategic Priorities.

A total of 260 respondents made a comment on the strategic priorities (54%). There were a range of views expressed but in common with responses to other questions a number of recurring themes relating to current issues emerged, for example the Manston Airport site and the Sevenoaks Cycling Strategy. By far the most common theme was the Rail and Bus strategic priority, including support for the priority, a desire to split it into two separate priorities for each mode, and specific issues with services (such as integration between bus and rail, bus connection times, and the prohibitive cost of getting to a station before even considering the train fare).

Where specific priorities were commented on there was generally a relatively even split between support and disagreement. As shown on the graph below, 7% of comments agreed with the Lower Thames Crossing priority whereas 6% disagreed and similar was found for Bifurcation with 3% agreeing and 4% disagreeing. Not

shown on the graph, 2% of comments agreed with the solution to Operation Stack and 2% also disagreed, and 1% did not support Thanet Parkway and again 1% did.

There were also concerns about the scale of growth for Kent and the impact on transport infrastructure, as well as the need to ensure the infrastructure is in place before the development. Freight was another recurring issue, including a desire for more to travel by rail. These views are represented by the quotes below.

"Kent is uniquely positioned as the Gateway to Europe, and I understand the need to focus on Dover, and Thames Gateway, but some parts of Kent are still rural. We need something more clever and radical than simply improving roads. What are you doing to encourage freight by boat up the Thames?"

Anonymous individual, Maidstone borough

"Whilst it is understood that KCC have no direct control over rail they should be pushing for more to be done in this area, especially regarding freight."
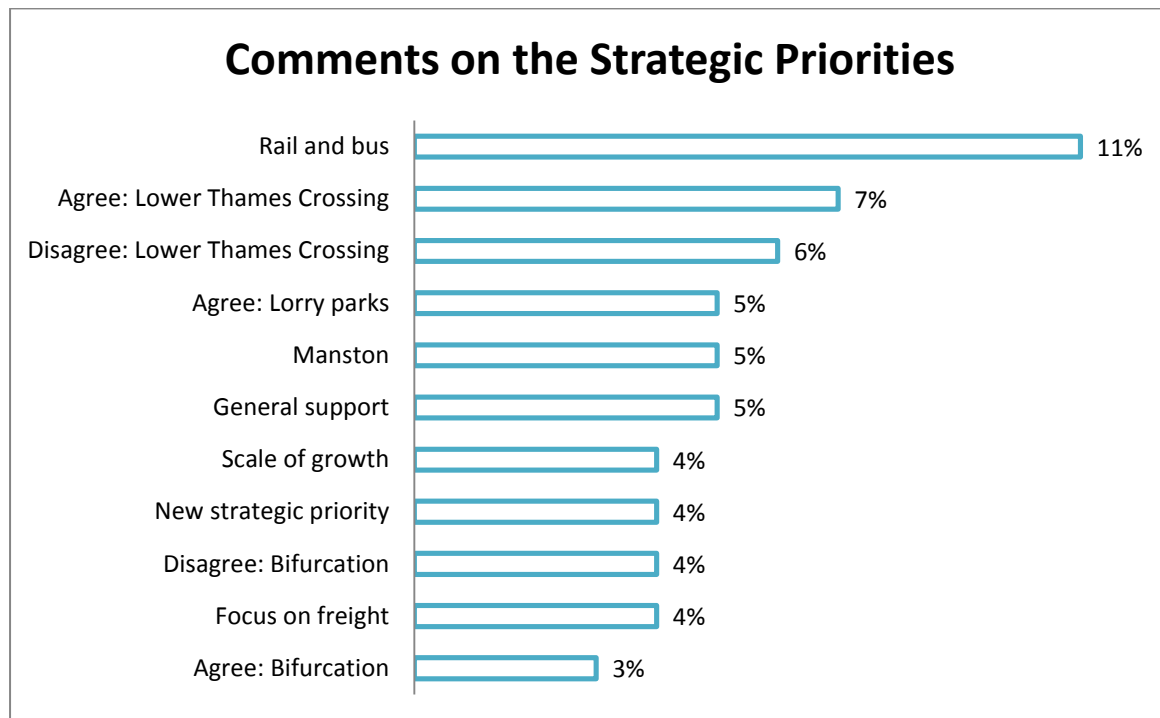
Iwade Parish Council

There were 20 suggestions from 19 respondents for a new Strategic Priority. These were:

- M25/Dartford junctions
- New road from A2 to Alkham Valley Road
- Re-opening Lydd branch line to Lydd Airport
- Medway Parkway on HS1 line
- A229 upgrade (2 respondents)
- A249 roundabout at Detling Showground entrance
- Walking and cycling/active travel (2 respondents)

- Congestion due to new housing (3 respondents)
- Leeds and Langley Relief Road
- Park and Ride
- Rail freight
- East to west railway connectivity around London
- A228 upgrade
- Air transport – Lydd and Manston
- River transport for freight
- Medway Towns Southern Peripheral Route

Many of these are encompassed in other parts of LTP4, and Active Travel, Congestion, Freight and Rail have their own dedicated separate strategies that are signposted in LTP4. Smaller schemes have been considered on a district-by-district basis in liaison with the district councils, as Local Planning Authority. Hence, the

Leeds and Langley Relief Road is a Maidstone district priority as are a number of specific active travel initiatives across the county.
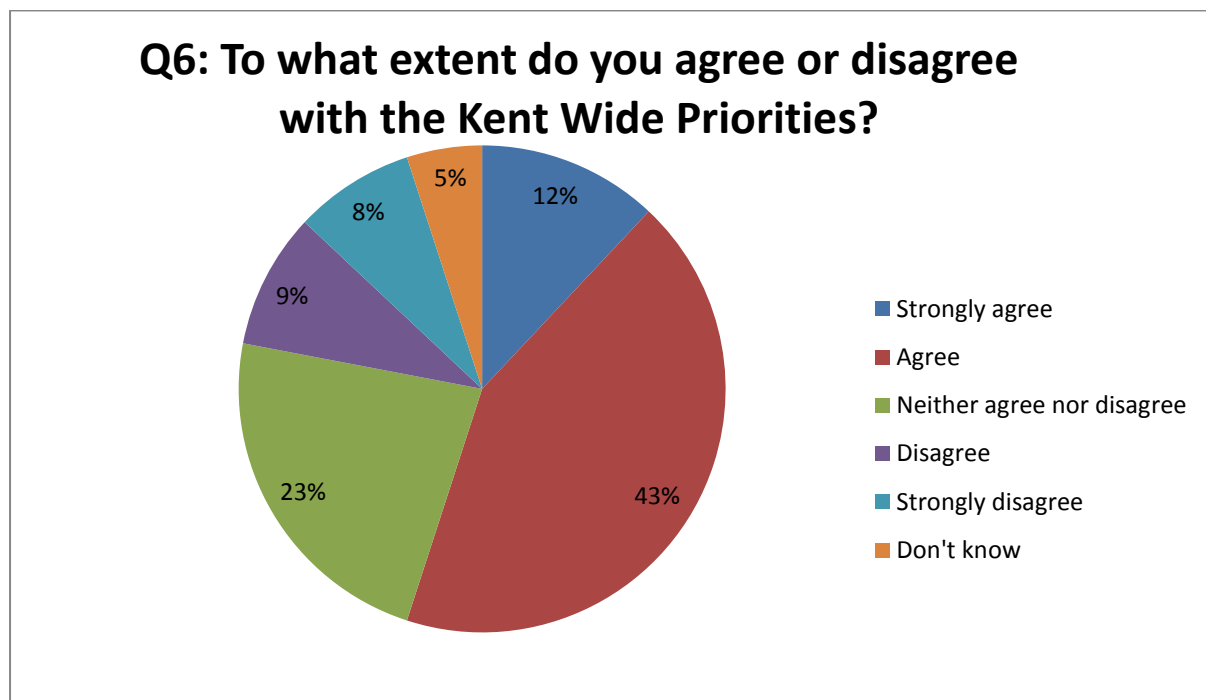
Comments on the Strategic Priorities

Category	Percentage
Rail and bus	11%
Agree: Lower Thames Crossing	7%
Disagree: Lower Thames Crossing	6%
Agree: Lorry parks	5%
Manston	5%
General support	5%
Scale of growth	4%
New strategic priority	4%
Disagree: Bifurcation	4%
Focus on freight	4%
Agree: Bifurcation	3%

From Q5a coded responses to open question. *Note: 11 most frequent comments shown to show extent of converse opinion on bifurcation.*

Overall there is support for the Strategic Priorities as set out in the draft LTP4. As would be expected, those disagreeing with specific priorities tend to be directly affected, for example 19 of 28 respondents disagreeing with the need for a Lower Thames Crossing had a Dartford, Gravesend or Medway postcode. It is the role of the County Council to consider the needs of the county as a whole, and due to the transport and economic benefits the new Crossing to the east of Gravesend will bring, KCC continues to support the scheme. Similarly, the other schemes set out in the draft LTP4 have been KCC policy for many years and featured in *Growth without Gridlock* (2010) so it is considered appropriate to maintain this section of LTP4 in the final document.

8.2.4   Question 6: the Kent Wide Priorities

The majority of respondents (55%) agreed with the Kent Wide Priorities set out in the plan. 23% of respondents neither agreed nor disagreed, and again this figure may be high because respondents were in favour of certain priorities and against others. Only a small percentage of respondents (17%) disagreed. Assessing the comments made by those that selected 'disagree' or 'strongly disagree' shows that they tended to have a specific reason for their choice. For example, the method by which Crash Remedial Measures schemes are targeted using the Killed and Seriously Injured

data was a recurring comment amongst those disagreeing, as were comments about Manston Airport.

Q6: To what extent do you agree or disagree with the Kent Wide Priorities?

■	Strongly agree
■	Agree
■	Neither agree nor disagree
■	Disagree
■	Strongly disagree
■	Don't know

Values shown: 12%, 43%, 23%, 9%, 8%, 5%

From Q6: To what extent do you agree or disagree with the Kent-Wide Priorities for the Local Transport Plan?

A total of 212 respondents made a comment on the Kent Wide priorities (44%). A number of comments related to the Strategic Priorities referenced in the previous section, some of this was repetition for emphasis and some was confusion.

The most common themes were support for the Active Travel priority and the importance of highway maintenance. Despite the strong support there were also some mixed views on Active Travel. Other respondents saw limited scope for modal shift and a potential increase in road causalities if it is promoted. Many of the comments supporting it also wanted increased commitment to specific measures, such as cycle lanes, or for the policy to be elevated in the Plan (for example, the Kent Downs AONB Unit requested a dedicated page for active travel). The Active Travel Strategy is a forthcoming standalone document with an implementation plan and therefore it is still considered unnecessary to replicate this information in LTP4. However, signposting to the Active Travel Strategy could be increased.

Within the highway maintenance comments were many concerns specifically relating to pot holes, as well as an acknowledgement that government funding reductions makes maintaining the highway difficult. There was dissatisfaction expressed with the current state of the highway, as illustrated by the quotes below. The public

believe maintenance of existing assets should have a higher priority, and agree with an asset management approach.

"Highway Maintenance – repairs are not always done to last, a cheap fix is often the solution. This will cost in the long run."

Bekesbourne with Patrixbourne Parish Council

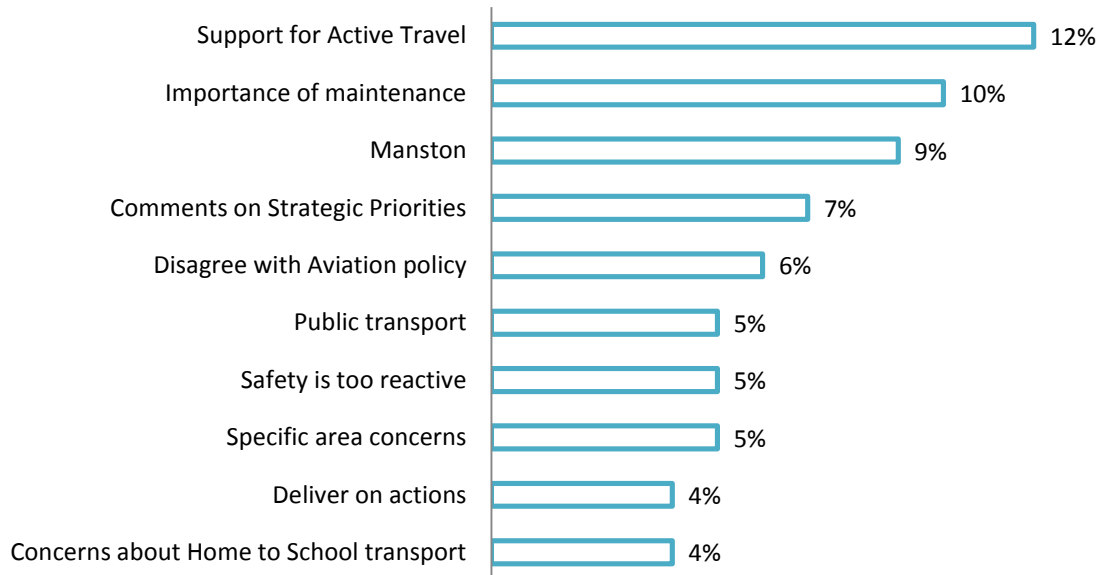"Maintenance - especially rural areas as good roads add to road safety."

Anonymous individual, Dover district

"The theory of this is fine by trying to put more resources into planned rather than reactive maintenance. But KCC is not drawing the publics attention to the fact this is being driven by central government cuts in grants for highways maintenance."

Alliance of British Drivers

Several respondents disagreed with KCC's aviation policy and/or the inclusion of it in LTP4. Reasons for this included that KCC has no statutory role for aviation, Gatwick should be permitted to expand, and that Manston should be promoted as an airport. This section of LTP4 requires updating following the Government announcement of the preference for Heathrow expansion, but nevertheless KCC's aviation policy has been previously agreed by Members. The Development Consent Order and pending planning application for housing on the site of Manston Airport are ongoing and what appeared in the draft LTP4 is a factual statement.
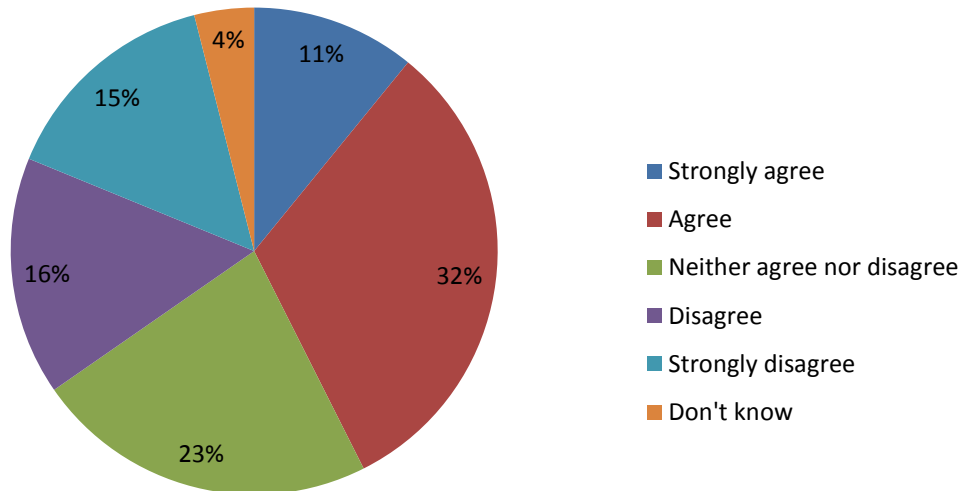
Comments on the Kent Wide Priorities

Category	Percentage
Support for Active Travel	12%
Importance of maintenance	10%
Manston	9%
Comments on Strategic Priorities	7%
Disagree with Aviation policy	6%
Public transport	5%
Safety is too reactive	5%
Specific area concerns	5%
Deliver on actions	4%
Concerns about Home to School transport	4%

From Q6a coded responses to open question.

8.2.5 Question 7: the District Priorities

Q7: To what extent do you agree or disagree with the District Priorities?

Response	Percentage
Strongly agree	11%
Agree	32%
Neither agree nor disagree	23%
Disagree	16%
Strongly disagree	15%
Don't know	4%

From Q7: To what extent do you agree or disagree with the District Priorities for the Local Transport Plan?

There was a varied spread across the respondents to this question with 42% agreeing or strongly agreeing, 23% neither agreeing nor disagreeing and 31% disagreeing or strongly disagreeing with the district priorities outlined in the Local Transport Plan 4. This variance in responses is likely due to the fact that priorities specified at this level are more 'personal' to individuals. Consequently, where respondents disagreed with only a minority of the priorities listed they tended to select 'neither agree nor disagree', 'disagree' or 'strongly disagree'. Further, some respondents only selected based on one district of interest whereas others looked at the range of priorities across the county.

A total of 303 people made a comment on the district priorities (63%). This was the highest response rate for any question and likely because these are local schemes and therefore of particular interest for individuals. Some respondents suggested new priorities or disagreed with the priorities shown in the draft plans, regardless of whether they selected agree or disagree. For each district the number of comments supporting the priorities or suggesting additional/alternative priorities is shown on the graph below next to the answer that was selected for question 7. It shows that in every district more respondents commented with additional priorities than selected that they disagree with the priorities, but also that there were a high number of respondents selecting 'neither agree nor disagree', 'don't know' or leaving the answer blank.

In general more respondents selected that they agree with the priorities than wrote a comment supporting them. In fact, where respondents selected 'agree' or 'strongly agree' they were much more likely to leave question 7a blank than if they had selected 'disagree' or 'strongly disagree' (44% compared to 14%). Therefore, the comments are weighted towards disagreement despite an overall balance towards agreement.

A small number of comments were received for this question and question 10 about the rural areas feeling neglected by LTP4, either for a lack of schemes or for greater acknowledgement that public transport is poor and the private car perhaps the only viable option in these areas.
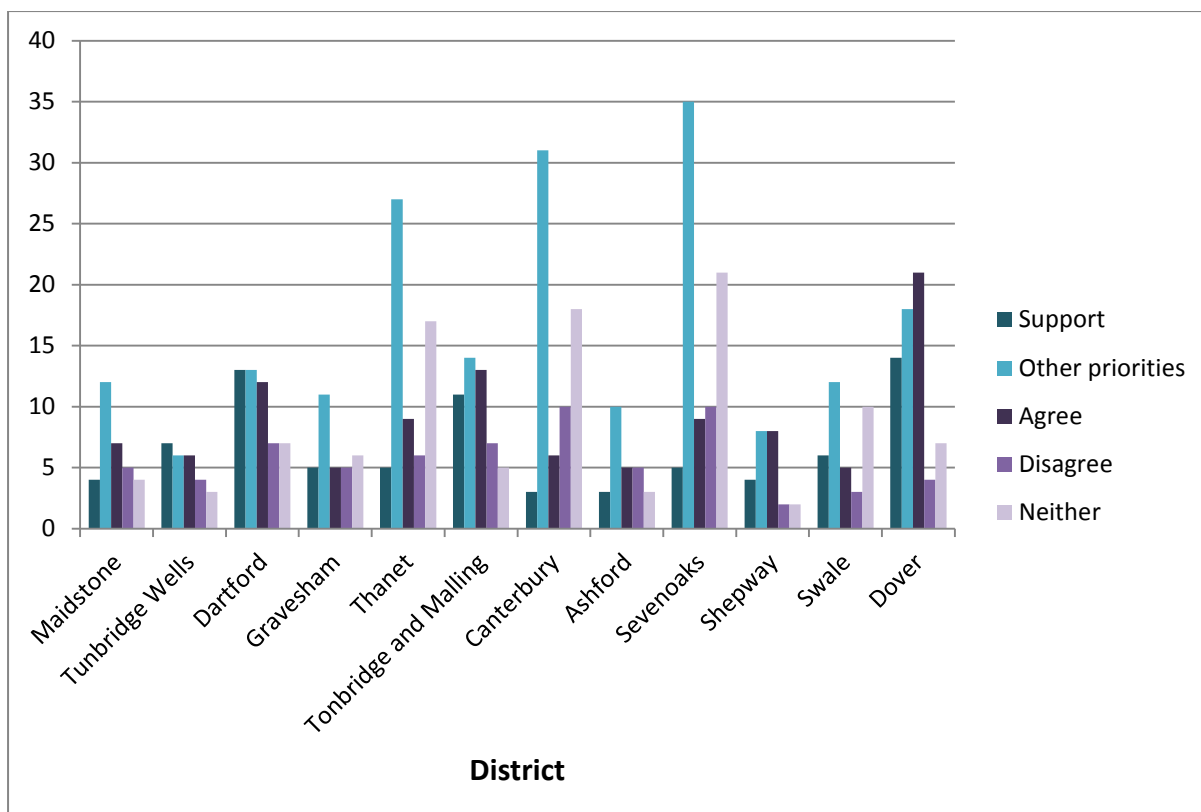
Of the comments that were received, many were regarding a specific concern rather than a suggestion for a priority that could be developed into a scheme when funding is available. This included where respondents had agreed with the district priorities but nevertheless wanted to comment, for example "The proposal to remove bus services from Sittingbourne High Street is appalling." Other comments related to transport implications from specific development sites – including development in south Canterbury, the Alkham Valley Road in Dover, and Manston Airport – but these will need to be dealt with through the planning process.

Some criticism was made of the approach taken in LTP4 to separate out priorities into strategic and local levels, and that this has perhaps led to the document being in two halves with the intentions of the outcomes not reflected in the district priorities. One person made this point:

"My 'personal' interest is in the Swale District but my comments are intended to overcome the 'compartmentalised' approach to policy-making when transport and other elements of regional planning CANNOT be restricted to bureaucratic boundaries. That isn't how (e.g.) pollution and/or vehicle management works. There are increased risks of unintended consequences coming from an isolationist approach to policy-making."

Anonymous individual, Swale borough

However, the priorities listed will explicitly demonstrate how they meet the LTP4 outcomes in the corresponding business cases that are developed. This level of information is too great to be included in LTP4 for each individual priority.

8.2.6   Question 8: Equality Impact Assessment

Question 8 asked:

We have completed an initial Equality Impact Assessment for the draft Local Transport Plan. We welcome your views, please add any comments below.

A total of 127 respondents gave a view on the EqIA (26%). Approximately the same number of people disagreed with the concept of EqIAs as were positive about the approach, and a small number did not understand. Ten comments were received on the need to ensure that the EqIA is followed up and action taken.

> "Transport should not have any barriers regardless of race gender sex disability age you should be able to access transport freely and easily across Kent with out any barriers is vitally important that you'll allow for this *[sic]*."
>
> Anonymous individual, Shepway district

> "An excellent assessment document, which in my opinion addresses all of the issues."
>
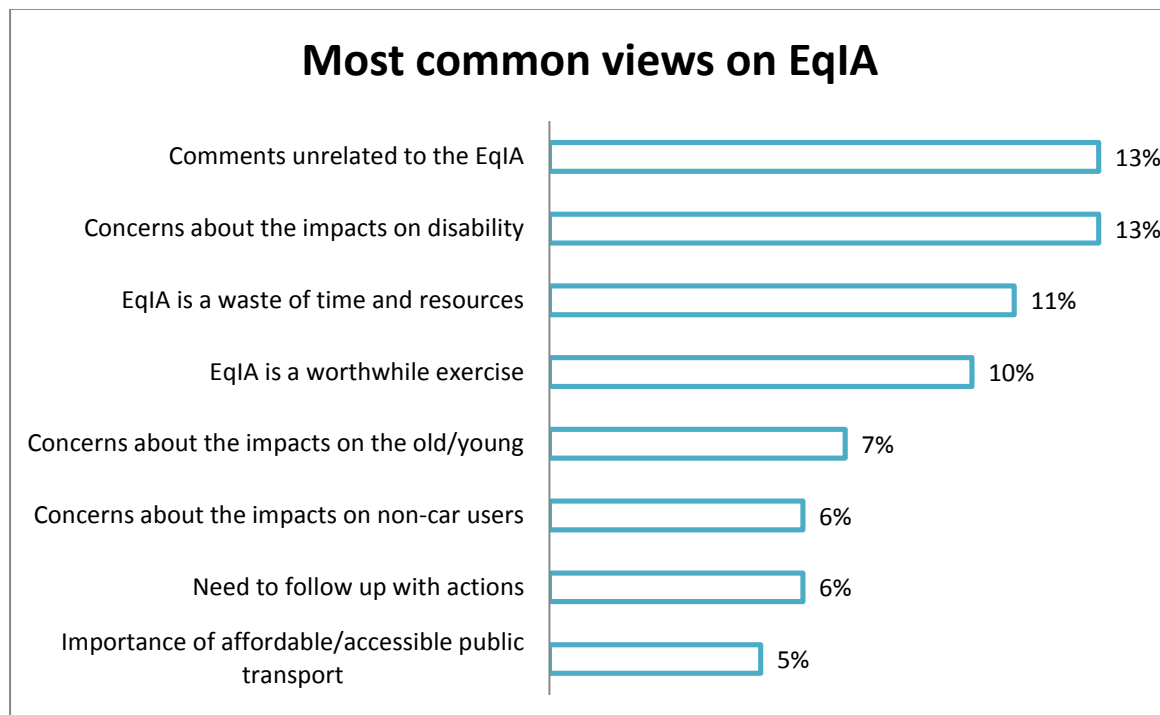> Anonymous individual, Sevenoaks district

Two respondents had opposing views, one stated that assessing individual schemes after they were listed in LTP4 was too late but another recommended that it was worth doing later when schemes would be more developed. There were also some challenges as to the scoping opinion on particular characteristics, for example:

- Paid carers are increasingly unable to get to their clients owing to the disruption from roadworks.
- Increased air pollution impacts on health of residents in the lower socio-economic bands/children/pregnancy.
- Not enough consideration given to those without a private car.
- Cycling being the most viable alternative to the car and requiring more recognition in the EqIA.

There were also a number of comments on issues respondents considered omitted from LTP4 that may adversely affect groups with protected characteristics, including disabled access at railway stations, pavement parking, and footway maintenance.

A further 20 comments were on issues unrelated to equalities, such as the scale of house building and comments that had been repeatedly copied into each open text question. Several of these unrelated comments were regarding the district of Thanet and/or the future of the Manston Airport site.

The eight most common themes are listed below, with the remainder being more isolated comments about personal interests.

Most common views on EqIA

Comments unrelated to the EqIA	13%
Concerns about the impacts on disability	13%
EqIA is a waste of time and resources	11%
EqIA is a worthwhile exercise	10%
Concerns about the impacts on the old/young	7%
Concerns about the impacts on non-car users	6%
Need to follow up with actions	6%
Importance of affordable/accessible public transport	5%

From Q8 coded responses to open question.

LTP4 has tried to take a holistic approach to transport in Kent and so whilst there is an emphasis on economic growth there is also a commitment to promote affordable, accessible and connected transport. The purpose of an EqIA is to understand how the LTP4 could affect Kent residents from all communities and to avoid inadvertent discrimination; and a central tenet of the process is seeking the views of those affected through the consultation. Therefore, the EqIA will be revised taking into account the comments from the consultation.
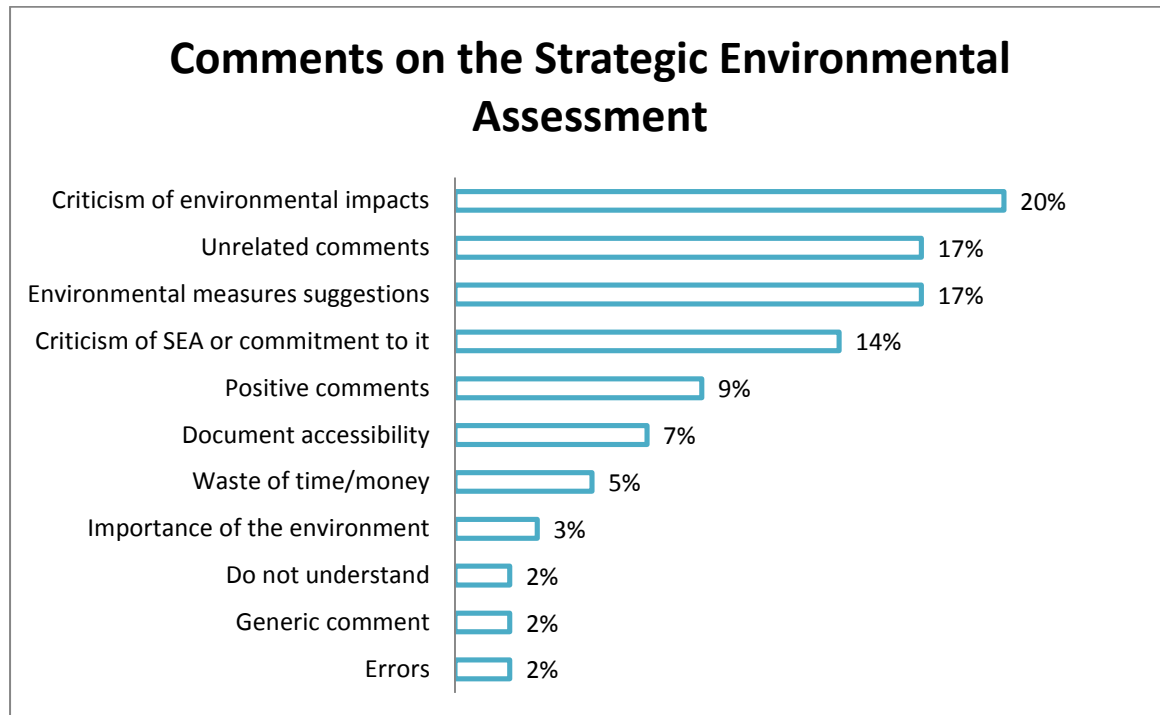
8.2.7 Question 9: Strategic Environmental Assessment

Question 9 asked:

We have completed a draft Strategic Environmental Assessment (SEA). We welcome your views, please add any comments below.

A total of 173 respondents made comments on the draft Strategic Environmental Assessment (36%) but there was not a varied spread of comments, with the majority

criticising the environmental impacts of the draft LTP4, suggesting alternative schemes/environmental measures, and making comments not directly related to the SEA. All views on the SEA are represented in the graph below.

Comments on the Strategic Environmental Assessment

Category	Percentage
Criticism of environmental impacts	20%
Unrelated comments	17%
Environmental measures suggestions	17%
Criticism of SEA or commitment to it	14%
Positive comments	9%
Document accessibility	7%
Waste of time/money	5%
Importance of the environment	3%
Do not understand	2%
Generic comment	2%
Errors	2%

From Q9 coded responses to open question.

There were a number of criticisms made including of the overall consideration for the environment in the draft plan and also for specific schemes, with a particular focus on the effects of road building and the emphasis on car use. A recurring criticism was of the Lower Thames Crossing transport priority, which is unsurprising given the recent Highways England consultation on route options (January to March 2016).

"Constructing another Thames Crossing and all the attendant roads, etc. is not going to help the environment, no matter which way you spin it.

Try again."

Anonymous individual, Sevenoaks district

"Too much priority on improving roads which will increase traffic. Not enough on accessible affordable public transport and active travel."

Anonymous individual, Tonbridge and Malling borough

There were nevertheless positive comments on the SEA, with respondents recognising the worth of the document and the need to look at the environmental 'bigger picture':

> "This more than covers the environmental concerns and needs for the county."
>
> Anonymous individual, Tunbridge Wells borough

> "We believe in the value of Strategic Environmental Assessment and accept the quality of the work undertaken."
>
> Chart Sutton Parish Council

Comments coded as 'unrelated' were not directly related to the SEA or LTP4, for example 15 were regarding Manston Airport. The suggestions for measures to benefit the environment largely fell into three categories: improving accessibility to/affordability of public transport; greater emphasis on active travel; and a greater need to assess air quality/congestion. The criticisms of the SEA process included a need for commitment to address the issues, the need for monitoring, the recognition that population growth and development are inevitably detrimental to the environment, and three respondents commented that it is a 'box ticking' exercise.

The accessibility of the document was commented on 15 times, predominantly that the document was 250 pages long. However, for this reason a non-technical summary was produced that was only 24 pages long. It is possible that some respondents did not realise that the non-technical summary was a shorter version of the full document and so for future consultations this could be made clearer, although this was specified within the phrasing of the question.

As LTP4 is revised following consultation the SEA will also need revision. In doing this, the comments made in the consultation will be taken into consideration.

8.2.8 Question 10: Any other comments

Question 10 asked for any other comments on the plan. People tended to use this question to identify specific concerns that were not appropriate for the other questions or to reiterate comments that had been made earlier. Some examples of these comments are a High Speed 1 junction for Maidstone, the reliability/cost of Fastrack, pothole repairs, and the cost of rail commuting. Many of these concerns regarded the scale of development in Kent and/or named development sites. Overall, the comments made were generally similar to those for the district priorities, including another 36 on the future of Manston Airport.

Others offered a general comment in support of, or questioning, the plan. Comments on the potential effectiveness of the plan included outright disagreeing with it,

wanting more detail, stating that the level of development planned means that congestion cannot be eliminated, and that the plan misses an opportunity to be more progressive/is too strategic. LTP4 has been designed as a high-level strategy that sets out Kent's key transport priorities at all levels. Even at the most local level, schemes (for example crossings) will have to demonstrate they accord with the policies set out in LTP4 through the prioritisation methodology in LTP4 Appendix 1. Further, the policy context diagram sets out the relationship between LTP4 and other policies – the supporting policies contain the detail on road safety, how negative impacts of freight will be tackled, individual district cycling strategies, and so on.

A total of 38 comments were made questioning the plan and 29 comments were made supporting it. This is a pleasingly high ratio for support given the tendency for people to respond negatively. One respondent wrote "I think everything has been carefully thought about, and makes me hopeful for the future of transport in Kent." However, even where support had been expressed some respondents were more measured and also acknowledged that it comes down to how it is enacted.

This section of the questionnaire was also used for comments on the consultation itself, with 19 received. There were opposing views, as illustrated by the quotes below.

> "It is excellent that we have been invited to put our views forward and we appreciate the well set out questionnaire which really does try to cover all fields. Thank you."
>
> The Alkham Valley Society

> "...the way the consultation questionnaire has been designed means that it provides no real opportunity to comment on the some of the more detailed aspects of the proposals. Here, cynics might argue that it presents as no more than a tick box exercise designed to deliver a consultation that meets the organisation's needs but not the public's."
>
> Minster-on-Sea Parish Council

In relation to the Minster-on-Sea comments, the consultation contained 7 open comment boxes, an email address was available and it was also possible to send a letter response so there was ample opportunity to provide detailed comments.

Some respondents were concerned that they had heard about the consultation late and suggested that it had not been publicised enough. However, sections 3 – 6 of

this report demonstrate the range of publicity routes taken. One respondent suggested that everyone should have been directly mailed but the cost of this is clearly prohibitive, and another wrote that it feels like it is being rushed despite the consultation being available for 12 weeks.

Three respondents commented on the prioritisation methodology for the Integrated Transport Programme and these will be considered alongside the Options Appraisal work carried out as part of the Strategic Environmental Assessment.

9. Letters/emails received

Some respondents opted not to use the questionnaire form to respond and instead sent representation by letter or email. These tended to be from organisations or specific interest groups, but there were also some letters/emails from members of the public. Themes that ran through the letter responses reflected the questionnaire responses and included development pressure, the need to protect and conserve the historic environment, quality of life over growth, the future of Manston Airport, and the need for modal shift to public transport, cycling and walking. There was also a general feeling that the emphasis on economic growth was not supported and that road building/improvements will lead to induced demand and ultimately the same level of congestion will continue.

There were also suggestions for specific schemes that could be added to the list of priorities in each district, which will be assessed alongside the suggestions from the questionnaire results. These included a range of rail network improvements, alternative public transport vehicles, and increased bus services with cheaper fares and Wi-Fi to increase patronage.

Representations were also received from developers or their agents outlining the potential way that sites could contribute towards the objectives of LTP4, or requesting changes. Individual sites and any contributions to the transport/highway networks will be determined by the Local Planning Authority through the planning process.

The majority of the letter/email responses were for a campaign coordinated by Canterbury Independent Traders Alliance that resulted in 21 emails and 2 letters echoing their requests, which were for:

A) Sufficient affordable car parking for shoppers, workers and visitors to Canterbury.
B) Extended facilities at Canterbury West Station from the north in Roper Road.
C) A second access to Canterbury West station from the north in Roper Road.

The Kent and Medway Air Quality Partnership made some suggestions for strengthening the way LTP4 deals with air quality issues, including for the prioritisation methodology for small scale transport schemes.

10. Stakeholder responses – district councils

Responses were received from all 12 district councils, plus Medway Council.

Overall Ambition

Overall, all district councils were generally supportive of the Ambition of the draft LTP4. In particular, Canterbury City Council and Tonbridge and Malling Borough Council both demonstrated strong support. Sevenoaks District Council also welcomed the merging of Kent's Local Transport Plan and Growth without Gridlock. However, Gravesham Borough Council recommended further clarification on what it can deliver and what it can influence.

Outcomes and Supporting Policies

The majority of district councils were supportive of the proposed overarching policies, in particular the need to help drive economic growth and support development. However, Maidstone Borough Council felt the document provided too much focus on the achievement of Outcome 1 (economic growth and minimised congestion) and felt the document would benefit from clarification as to how the other outcomes are intended to be achieved.

Furthermore, despite agreeing with most of the proposed policies, Gravesham Borough Council disagreed with Outcome 2 as they felt 'door-to-door' travel tended to imply a car-based solution and that the outcome should clearly to emphasise the need to significantly increase public transport provision. In addition, Tunbridge Wells Borough Council disagreed with Outcome 5 as they believe it should also focus on the provision of active travel infrastructure as they see lack of infrastructure as a key barrier to encouraging active travel.

Strategic Priorities

Most councils agreed with the Strategic Priorities, with some (such as Ashford, Dartford, Maidstone, and Tonbridge and Malling) demonstrating strong support for the proposed priorities. In addition, a number of Councils requested that priorities such as a New Lower Thames Crossing, Operation Stack and Bifurcation of Port Traffic be considered as national priorities. Furthermore, districts tended to feel there should be more emphasis on active travel.

Gravesham Borough Council was the only authority to disagree with the Strategic Priorities. This is due to their opposition to a Lower Thames Crossing to the east of Gravesend. Nevertheless, both Gravesham and Dartford requested the inclusion of Fastrack as a new Strategic Priority.

Kent-Wide Priorities

In general, most councils were supportive of the Kent-Wide priorities and welcomed the emphasis on active travel. Tunbridge Wells Borough Council felt the priorities

should be set out in order of importance, with Active Travel having higher priority than Home to School Transport.

Further to this, Dartford Borough Council requested for an additional priority to focus on encouraging a shift towards more sustainable forms of transport. Maidstone Borough Council also felt it would be beneficial to include a reference to KCC's Active Travel Strategy. Swale, Gravesham and Dover all suggested additional priorities to include and Medway expressed concern in regards to the lack of emphasis on London commuter travel.

<u>District Priorities</u>

Most councils agreed with the specific district priorities outlined in the draft LTP4 due to the involvement they had had in the development of these pages. However, all provided further comments on schemes for their particular district, including requests for additional schemes to be included. All of these will be considered when revising the document.

Further detail on individual district councils' responses can be found in Appendix D.

11. Stakeholder responses – other organisations

Consultation responses were received from a range of key stakeholders, including Kent Police, Highways England, Port of Dover, Kent Wildlife Trust, Kent Downs Area of Outstanding Natural Beauty (AONB), High Weald AONB, Thames Gateway Kent Partnership, CPRE Kent, Natural England, Historic England, Freight Transport Association, Ebbsfleet Development Corporation and Kent Association of Local Councils (KALC). A summary of their responses is set out below.

<u>Overall Ambition</u>

In general, most stakeholders were supportive of the overall Ambition of the Plan. However, the Kent Association of Local Councils felt there was a lack of detail with regards to how the Plan will be delivered, timescales and where the funding will come from.

<u>Outcomes and Supporting Policies</u>

The majority of stakeholders broadly supported the overarching policies, but were keen to seen the emphasis placed on active travel and enhancing the environment.

Stakeholders such as Natural England were broadly supportive of the aims and objectives, in particular Outcome 4, but recognised that transport corridors can act as a significant barrier to the movement of many species and as a result cause fragmentation of their range. Therefore, Natural England suggested that reference is made to minimising impacts but a more ambitious outcome would be to aim for a net biodiversity gain and no fragmentation. In addition, Kent Police felt growth and congestion should not be reliant on infrastructure and should also incorporate

operational monitoring to enhance existing infrastructure and identify minor cost efficient changes.

Strategic Priorities

Key stakeholders tended to agree with the Strategic Priorities. The Freight Transport Association, the Port of Dover, Thames Gateway Kent Partnership and Kent Police expressed strong support for schemes such as a Lower Thames Crossing, a Solution to Operation Stack, Bifurcation of Port Traffic and Provision for Overnight Lorry Parking, as they felt these were also important to the wider UK economy and therefore should be seen as national priorities.

KALC tended to agree with most Strategic Priorities, but also provided comments on where they thought the plan could be improved in these areas. Further, Kent Wildlife Trust felt reducing air pollution in light of the increase in traffic predicted should be a priority for the LTP. They were also opposed to any scheme which is harmful to wildlife, including the Lower Thames Crossing. Environmental comments were provided for each scheme and will be considered during the revision of the document.

Mirroring the comments received from Dartford and Gravesham Borough Councils, Ebbsfleet Development Corporation requested that the description of Fastrack should reflect the ambition of the Ebbsfleet Garden City project to radically enhance the quality and extent of the network.

Kent-Wide Priorities

Overall, most stakeholders were supportive of the Kent-Wide Priorities and welcomed the emphasis on Active Travel and enhancing the environment. However, CPRE Kent expressed very strong concerns and felt much greater emphasis was needed on more sustainable modes of transport.

Both High Weald AONB and Kent Downs AONB expressed disappointment in the degree of reference to AONBs throughout the document, in particular the High Weald AONB area. They requested for the LTP to include information on how the Plan will contribute to meeting AONB Management Plan objectives.

District Priorities

Most stakeholders tended to comment on the overall strategic and Kent-wide priorities for the county rather than the local schemes. However, some comments were received and will be considered for the document revision. For example, Kent Police asked for new speed limits design out the need for enforcement where possible.

12. Conclusion

Overall the draft *Local Transport Plan 4: Delivering Growth without Gridlock* was well received. There were a substantial number of responses for a consultation of this type, and this can be at least partially attributed to the range of significant transport infrastructure projects that have been in the media over the last year (including the proposed Lower Thames Crossing, Operation Stack lorry area, Manston Airport, Heathrow's 3rd runway), development sites across the county, and the recent Active Travel Strategy consultation.

The consultation was used as a platform to alert KCC to specific concerns and issues, with the most commonly recurring being the future of Manston Airport, development at Whitfield affecting Alkham Valley Road in Dover, the omission of the Sevenoaks Cycling Strategy as a district transport priority, congestion related to new development in South Canterbury, and requesting an additional access to Canterbury West Railway Station. There were also many more generalised concerns about development and congestion. All comments raised will be considered for inclusion in the revised LTP4.

The majority of respondents agreed with the draft LTP4, except in the case of district transport priorities where results were more divided. The strategy part of the document, setting out the Ambition, Outcomes and Supporting Policies, was especially supported but the Strategic Priorities and District Priorities proved more contentious. However, even for these sections of LTP4 more people agreed than outright disagreed.

The district councils and other stakeholders were broadly supportive, with Gravesham Borough Council being the exception notably because of KCC's support for the proposed Lower Thames Crossing. Stakeholders made comments both general and specific depending on their area of interest, for example Ebbsfleet Development Corporation focussed on Dartford/Gravesham whereas Kent Police made points relevant across the county.

All of the key findings of this consultation will be considered in the revision of the *Local Transport Plan 4: Delivering Growth without Gridlock*. A list of the schemes/issues suggested as new Strategic Priorities and District Transport Priorities can be found in Appendix E.

Appendix A – Social media timetable

	Date	Time	Theme/topic	Content	Character count	Image
Facebook page						
Kent County Council @KentCountyCouncil	08/08/2016	10am	Consultation Launch	KCC is launching a consultation on our draft Local Transport Plan 4. The Plan sets out what we will do to make sure transport is part of making Kent a great place to live, work and do business - visit kent.gov.uk/localtransportplan before October 30th to have your say on transport in Kent #localtransportplan	310	KCC consultation postcard
Kent County Council @KentCountyCouncil	10/08/2016	10am	Consultation Launch	Our ambition is to deliver safe and effective transport, ensuring that all Kent's communities and businesses benefit, the environment is enhanced and economic growth is supported. Visit kent.gov.uk/localtransportplan to see how we will deliver this ambition and have your say in our consultation #localtransportplan	315	KCC consultation postcard
Kent County Council @KentCountyCouncil	12/08/2016	10am	Consultation Launch	We want transport schemes in Kent to support economic growth and minimised congestion, affordable and accessible door to door journeys, safer travel, enhanced environment and better health and wellbeing. Visit kent.gov.uk/localtransportplan to have your say on these five outcomes #localtransportplan	300	KCC consultation postcard
Kent County Council @KentCountyCouncil	19/09//2016	10am	Consultation Half-way point	We are halfway into our consultation on Local Transport Plan 4. To help you get to your destinations quickly and safely, we need a transport network that meets your needs, enables economic growth and supports Kent's growing population. Go to kent.gov.uk/localtransportplan and have your say! #localtransportplan	311	KCC consultation postcard

Kent County Council @KentCountyCouncil	24/10/2016	10am	Consultation Last warning	It's not too late! Our consultation on Local Transport Plan 4 closes Sunday 30th October. Go to kent.gov.uk/localtransportplan to read the draft plan and have your say on transport in Kent #localtransportplan	208	KCC consultation postcard
Kent County Council @KentCountyCouncil	26/10/2016	10am	Consultation Last warning	Do you use our roads or public transport? Then don't miss out on the chance to read our draft Local Transport Plan and have your say on Kent's transport. Visit kent.gov.uk/localtransportplan before October 30th #localtransportplan	230	KCC consultation postcard
Kent County Council @KentCountyCouncil	28/10/2016	10am	Consultation Last warning	Sunday 30th is your last chance to have your say on our draft Local Transport Plan. Visit kent.gov.uk/localtransportplan to read the draft and share your views on our transport priorities and outcomes #localtransportplan	220	KCC consultation postcard
Kent County Council @KentCountyCouncil	When Possible		Consultation Reminder	Kent has ambitious targets for growth. Visit kent.gov.uk/localtransportplan before October 30th to see how KCC will support the transport needed for planned, sustainable growth #localtransportplan	197	KCC consultation postcard
Kent County Council @KentCountyCouncil	When Possible		Consultation Reminder	Our consultation on Local Transport Plan 4 gives you the chance to tell us what you think our ambition, priorities and outcomes should be for Kent's transport. Visit kent.gov.uk/localtransportplan to have your say #local transportplan	234	KCC consultation postcard
Kent County Council @KentCountyCouncil	When Possible		Consultation Reminder	Our draft Local Transport Plan 4 lays out Kent's transport priorities for the next fifteen years. Visit kent.gov.uk/localtransportplan before October 30th to have your say on the priorities for your district and your county #localtransportplan	244	KCC consultation postcard

	Date	Time	Theme/topic	Content	Character count	Image
Twitter page						
Kent County Council (@kent_cc)	08/08/2016	10am	Consultation Launch	We are consulting on our draft Local Transport Plan 4. Go to kent.gov.uk/localtransportplan and have your say! #localtransportplan	130	KCC Consultation postcard
Kent County Council (@kent_cc)	09/08/2016	10am	Consultation Launch	We want to deliver safe and efficent transport for Kent. Visit kent.gov.uk/localtransportplan to find out how #localtransportplan	129	KCC Consultation postcard
Kent County Council (@kent_cc)	10/08/2016	10am	Consultation Launch	Are you a keen cyclist? Have your say on our transport priorities, by visiting kent.gov.uk/localtransportplan #localtransportplan	129	KCC Consultation postcard
Kent County Council (@kent_cc)	11/08/2016	10am	Consultation Launch	Do you rely on public transport? Have your say on our transport priorities, by visiting kent.gov.uk/localtransportplan #localtransportplan	138	KCC Consultation postcard
Kent County Council (@kent_cc)	12/08/2016	10am	Consultation Launch	How can transport make Kent a great place to live? Visit kent.gov.uk/localtransportplan by October 30th to have your say #localtransportplan	140	KCC Consultation postcard
Kent County Council (@kent_cc)	07/09/2016	10am	Back to School Update	Do you use our roads or public transport? Visit kent.gov.uk/localtransportplan and have your say in our consultation #localtransportplan	136	KCC Consultation postcard
Kent County Council (@kent_cc)	19/09//2016	10am	Consultation Half-way point	We are halfway into our consultation on Local Transport Plan 4. Visit kent.gov.uk/localtransportplan to have your say! #localtransportplan	139	KCC Consultation postcard
Kent County Council (@kent_cc)	10/10/2016	10am	Last quarter Update	How can transport benefit Kent's communities? Visit kent.gov.uk/localtransportplan and have your say in our consultation #localtransportplan	140	KCC Consultation postcard
Kent County Council (@kent_cc)	24/10/2016	10am	Consultation Last warning	It's not too late! Visit kent.gov.uk/localtransportplan before October 30th to have your say on Local Transport Plan 4	138	KCC Consultation postcard

				#localtransportplan		
Kent County Council (@kent_cc)	25/10/2016	10am	Consultation Last warning	Do you travel on Kent's roads? Visit kent.gov.uk/localtransportplan to have your say on our transport priorities #localtransportplan	132	KCC Consultation postcard
Kent County Council (@kent_cc)	26/10/2016	10am	Consultation Last warning	Visit kent.gov.uk/localtransportplan by October 30th to see how transport can benefit Kent's communities and businesses #localtransportplan	139	KCC Consultation postcard
Kent County Council (@kent_cc)	27/10/2016	10am	Consultation Last warning	Kent has ambitious targets for growth. Visit kent.gov.uk/localtransportplan by October 30th to see how we will deliver #localtransportplan	138	KCC Consultation postcard
Kent County Council (@kent_cc)	28/10/2016	10am	Consultation Last warning	It's not too late! Visit kent.gov.uk/localtransportplan by October 30th to comment on the future of Kent's transport #localtransportplan	136	KCC Consultation postcard
Kent County Council (@kent_cc)	When Possible		Consultation Reminder	We want transport to aid economic growth and minimised congestion. Visit kent.gov.uk/localtransportplan to find out how #localtransportplan	139	KCC Consultation postcard
Kent County Council (@kent_cc)	When Possible		Consultation Reminder	Visit kent.gov.uk/localtransportplan to have your say on how KCC can support affordable and accessible journeys in Kent #localtransportplan	139	KCC Consultation postcard
Kent County Council (@kent_cc)	When Possible		Consultation Reminder	KCC wants safer travel in Kent. Visit kent.gov.uk/localtransportplan to find out how and take part in our consultation #localtransportplan	138	KCC Consultation postcard
Kent County Council (@kent_cc)	When Possible		Consultation Reminder	Visit kent.gov.uk/localtransportplan to see how KCC will deliver a transport system which enhances our environment #localtransportplan	134	KCC Consultation postcard
Kent County Council (@kent_cc)	When Possible		Consultation Reminder	We want to improve health and wellbeing in Kent. Visit kent.gov.uk/localtransportplan to find out how transport can help #localtransportplan	140	KCC Consultation postcard

Appendix B – Geographical spread of individual respondents to the questionnaire

Local Transport Consultation Respondents - Private Individuals
KCC District Boundaries

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Appendix C – Consultation Questionnaire

Local Transport Plan 4
Consultation Questionnaire

To be able to travel easily, safely and quickly to our destinations we need a transport network that can cater for current demand and that enables and supports future growth. By providing real transport choices and a resilient network, journeys will be reliable, which will stimulate regeneration and encourage people and businesses to come to Kent.

Kent County Council's (KCC) Local Transport Plan 4 (LTP4) articulates what we will do to make sure transport is part of making Kent a great place to live, work and do business, by helping deliver on our very real growth potential.

The LTP is available online at kent.gov.uk/localtransportplan. Hard copies are available via the Alternative Format contact details below.

We will be consulting on the draft LTP4 for a 12 week period from August 8th to October 30th. Your responses will help us to develop our policy and subsequently will be presented as a final draft at KCC's Environment and Transport Cabinet Committee in early 2017, as part of the document approval process.

This questionnaire can be completed online at kent.gov.uk/localtransportplan. Alternatively, fill in this paper form and return it to: Transport Strategy Team, Kent County Council, Invicta House, County Hall, Maidstone, Kent ME14 1XX

Please ensure your response reaches us by the 30th of October.

Privacy: Kent County Council collects and processes personal information in order to provide a range of public services. Kent County Council respects the privacy of individuals and endeavours to ensure personal information is collected fairly, lawfully, and in compliance with the Data Protection Act 1998.

Alternative Formats and Hard Copies
To request hard copies of any of the consultation documents, including the draft LTP, or for any other formats, please email: alternativeformats@kent.gov.uk or call: 03000 421553 (text relay service number: 18001 03000 421553). This number goes to an answering machine, which is monitored during office hours.

Q1. Are you completing this questionnaire on behalf of:

Please select the option from the list below that most closely represents how you will be responding to this consultation.

☐	Yourself as an individual
☐	Yourself as a member of KCC Staff
☐	A District/Town/Parish Council
☐	A Charity, Voluntary or Community Sector Organisation (VCS)
☐	A Business
☐	Other, please specify:

Q1a. If you are responding on behalf of a Council/Business/VCS Organisation, please tell us the name of the organisation:

Q2. Please tell us your postcode: _____
We use this to help us to analyse our data. It will not be used to identify who you are.

The draft Local Transport Plan sets out the following Ambition for Kent:

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

Q3. To what extent do you agree or disagree with the overall Ambition set for the Local Transport Plan?
*Please select **one** box.*

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
☐	☐	☐	☐	☐	☐

Q3a. Please add any comments on the overall Ambition set for the Local Transport Plan below:

Q4. This Ambition will be realised through five overarching Outcomes and Supporting Policies. To what extent do you agree or disagree with each of the Outcomes and Policies? *Please select **one** box per outcome.*

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Outcome 1. Economic growth and minimised congestion. **Policy:** Deliver resilient transport infrastructure and schemes to reduce congestion and improve journey time reliability, to enable economic growth and appropriate development.						
Outcome 2. Affordable and accessible door to door journeys. **Policy:** Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.						
Outcome 3. Safer travel. **Policy:** Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks.						
Outcome 4. Enhanced environment. **Policy:** Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment.						
Outcome 5. Better health and wellbeing. **Policy:** Promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.						

Q4a. Please add any comments on the five overarching Outcomes and Supporting Policies below:

Q5. To what extent do you agree or disagree with the <u>Strategic</u> Priorities for the Local Transport Plan? (Pages 11 to 21 in the LTP)

*Please select **one** box.*

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
☐	☐	☐	☐	☐	☐

Q5a. Please add any comments on the <u>Strategic</u> Priorities for the Local Transport Plan below:

*Please indicate which **Strategic Priorities** you are commenting on.*

Q6. To what extent do you agree or disagree with the <u>Kent-Wide</u> Priorities for the Local Transport Plan? (Pages 22 to 23 in the LTP)
*Please select **one** box.*

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
☐	☐	☐	☐	☐	☐

Q6a. Please add any comments on the <u>Kent-Wide</u> Priorities for the Local Transport Plan below:

*Please specify which **Kent-Wide priorities** you are commenting on.*

Q7. To what extent do you agree or disagree with the <u>District</u> Priorities for the Local Transport Plan? (Pages 24 to 50 in the LTP)
*Please select **one** box.*

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
☐	☐	☐	☐	☐	☐

Q7a. Please add any comments on the <u>District</u> Priorities for the Local Transport Plan below:

*Please specify which **district** you are commenting on.*

Q8. We have completed an initial Equality Impact Assessment (EqIA) for the draft Local Transport Plan 4. An EqIA is a tool to assess the impact any policies or strategies would have on the following protected characteristics: race, age, disability, gender, gender reassignment, sexual orientation, religion or belief and carer's responsibilities. The EqIA is available at kent.gov.uk/localtransportplan or in hard copy on request.

We welcome your views, please add any comments below:

Q9. We have completed a draft Strategic Environmental Assessment (SEA). A SEA is a process to ensure that significant environmental affects arising from policies, plans and programmes are identified, assessed, mitigated, communicated to decision makers and monitored. The SEA is available at kent.gov.uk/localtransportplan or in hard copy on request.

We welcome your views, please add any comments below:

Q10. Please add any final comments you have on the Local Transport Plan below:

DRAFT

You only need to answer these questions if you have responded as an individual. It is not necessary to answer these questions if you are responding on behalf of an organisation.

About You

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we're asking you these questions. We won't share the information you give us with anyone else. We'll use it only to help us make decisions, and improve our services. If you would rather not answer any of these questions, you don't have to.

Q11.   Are you......? *Please select **one** box.*

☐ Male

☐ Female

☐ I prefer not to say

Q12. Which of these age groups applies to you? *Please select **one** box.*

☐ 0-15	☐ 25-34	☐ 50-59	☐ 65-74	☐ 85 + over
☐ 16-24	☐ 35-49	☐ 60-64	☐ 75-84	☐ I prefer not to say

The Equality Act 2010 describes a person as disabled if they have a longstanding physical or mental condition that has lasted**,** or is likely to last**,** at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day-to-day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example) are considered to be disabled from the point that they are diagnosed.

Q13. Do you consider yourself to be disabled as set out in the Equality Act 2010?

*Please select **one** box.*

☐ Yes   ☐ No   ☐ I prefer not to say

Q13a. If you answered 'Yes' to Q12, please tell us the type of impairment that applies to you. You may have more than one type of impairment, so please select **all** that apply. If none of these applies to you, please select 'Other', and give brief details of the impairment you have.

☐ Physical impairment

☐ Sensory impairment (hearing, sight or both)

☐ Longstanding illness or health condition, or epilepsy

☐ Mental health condition

☐ Learning disability

☐ I prefer not to say

☐ Other (please specify)

Q14. To which of these ethnic groups do you feel you belong? (Source: 2011 census)

Please select one box.

☐ White English	☐ Asian or Asian British Indian
☐ White Scottish	☐ Asian or Asian British Pakistani
☐ White Welsh	☐ Asian or Asian British Bangladeshi
☐ White Northern Irish	☐ Asian or Asian British other*
☐ White Irish	☐ Black or Black British Caribbean
☐ White Gypsy/Roma	☐ Black or Black British African
☐ White Irish Traveller	☐ Black or Black British other*
☐ White other*	☐ Arab
☐ Mixed White and Black Caribbean	☐ Chinese
☐ Mixed White and Black African	☐ I prefer not to say
☐ Mixed White and Asian	
☐ Mixed Other*	
☐ Other ethnic group*	

*If your ethnic group is not specified in the list, please describe it here:

Thank you for taking the time to complete this questionnaire.

Appendix D – District Council Responses

Consultation responses were received from all twelve district councils in Kent as well as Medway Council. A summary of comments from each authority is set out below.

Ashford Borough Council

Overall Ashford Borough Council was supportive of the general aims and objectives of the draft Local Transport Plan. In particular their response displayed strong support for the strategic priorities – predominantly the Ashford Spurs project, overnight lorry parking, and proposed Operation Stack lorry area.

In addition, the Borough Council was also supportive of the 5 overarching policies, particularly "the need for transport infrastructure to help drive economic growth and new development in Kent is critical if growth aspirations across the County are to be realised."

In terms of specific District priorities, Ashford Borough Council was largely pleased to see the importance afforded to particular Ashford schemes; specifically the town centre improvements, Pound Lane strategic Link and M20 Junction 10a. However, the Borough Council recommended reference to the possibility of a rail halt at Park Farm is removed as it is unlikely the project will progress beyond its current feasibility stage.

The Borough Council felt there were particular areas throughout the draft Local Transport Plan which could better demonstrate future transport priorities. These include:

- The importance of community or voluntary sector run bus services should be better recognised throughout the document and given higher profile. In particular, in Ashford there remains the need for a more legible and recognisable bus interchange.
- Better grasp the opportunity to raise the profile of cycling in Ashford. KCC support is needed for the planning and delivery of the cycle network and the associated infrastructure needed to make it an attractive means of travel.
- The Local Transport Plan should look beyond the current suite of infrastructure priority projects and provide the first chance to 'flag up' future issues and identify where feasibility resources might be targeted first.

Canterbury City Council

Canterbury City Council responded to the consultation via the online questionnaire. They expressed strong support with the overall Ambition and overarching Outcomes and Supporting Policies.

In addition, the City Council recognises that the Lower Thames Crossing and Bifurcation of Port traffic are national priorities that will impact on all districts along the A2/M2 corridor. They largely welcome improvements to Brenley Corner, rail journey time improvements between Ashford to Ramsgate, and the proposed actions to improve rail and bus travel countywide.

Furthermore, the Council was pleased to see the priority made to active travel and recognises the importance of good maintenance of footways and cycling infrastructure, which can often be a barrier to active travel.

They raised concerns in regards to the additional traffic growth of dualling the A2 to Dover and the impact this would have on the three Canterbury junctions, questioning whether has been assessed and considered.

More specifically, Canterbury City Council agreed with the priorities outlined for the district. However, they provided the following comments:

- The City Council are keen to see cashless ticketing on public transport countywide but would encourage the use of 'pay by phone' or i-watch so that customers do not need to carry another card.
- The three GIF schemes included on the Canterbury priorities page are all to be funded through private investment from strategic developments.
- The Tourtel Road roundabout scheme should be included as part of a wider project to look at all ring road junctions for efficiency improvements.
- There are proposals to expand all three Park and Ride sites; Sturry Road, Wincheap and New Dover Road.
- The description of the A2 Wincheap off-slip scheme needs to be improved to include a relief road and new traffic management scheme.
- Canterbury City Council also requested the inclusion of an additional scheme; South Canterbury: fast bus link and improved walking and cycling links.
- Additionally, the City Council asked to stress the need to prioritise active travel and public transport on the description page of Canterbury's district priorities. Over the past 20 years, additional travel demand as a result of housing growth, expansion of the universities, expansion of the retail and entertainment in the city centre has been absorbed by other travel modes and has successfully prevented the creation of additional traffic on the city centre roads.

Further to their consultation response, Canterbury City Council submitted further comments to request the inclusion of the extension of the Crab and Winkle route in Whitstable.

Dartford Borough Council

Dartford Borough Council agrees with the overall ambition and outcomes of the draft Local Transport Plan. In particular, outlining strong support for Outcomes 1 and 5 as

they agree transport infrastructure is a vital issue to unlocking development sites in Dartford.

Nevertheless, they provide a number of comments on the five overarching Outcomes;

- ➢ Outcome 1: Further commitments to achieving this objective must be set out.
- ➢ Outcome 2: The policy should recognise the importance of town centres, given their role in reducing the need to travel, producing linked trips, providing effective travel hubs, and their fundamental role in sustainable development.
- ➢ Outcome 4: Policy could refer to the role of ecological corridors along linear transport routes/public highway/rights of way.
- ➢ Outcome 5: The Borough Council supports the reference to air quality but argues that the outcome should also explicitly address transport's function in enabling participation in active communities.

Dartford Borough Council strongly agreed with the proposed strategic priorities. However, their response to the consultation included a number of proposed amendments, consisting of:

Enabling Growth in the Thames Gateway:

- Clarification is needed in regards to the "issue" being at existing levels of congestion and lack of resilience.
- It also needs to be made explicit that achieving the outcome of delivering jobs and homes is contingent on timely provision of transport infrastructure and funding.
- The scale of current growth and future potential at Dartford Town Centre and the Northern Gateway must be acknowledged, along with the need for a high level of modal shift for the network to operate at an acceptable level.
- Reference to Crossrail should be amended to better clarify the specific commitment to serving Gravesend station directly.
- Fastrack should also be included within the list of priorities.

Rail and Bus Improvements:

- The "issue" needs to not be as focused on those without a car and instead better capture overall issues with the identification of modal shift as an objective. The commentary should also reflect the need for rural areas to be well served by public transport to avoid social isolation.

New Lower Thames Crossing:

The Borough Council expressed their strong support for Kent County Council's position on a new Lower Thames Crossing, to the east of Gravesend, along with it being imperative the Western Southern Link is chosen.

Overall Dartford Borough Council agreed with the Kent-Wide priorities set out in the draft Local Transport Plan, however requested an additional Kent-Wide priority to 'encourage shift towards more sustainable forms of transport' be added to the document.

In terms of specific Dartford priorities, the Borough Council had general agreement for the proposed schemes. Nevertheless, it was requested that an additional scheme of 'Measures to address impact of Dartford Crossing traffic on the local road network, in particular the town centre' is added to the list of priority schemes.

To conclude their response to the consultation Dartford Borough Council expressed their commitment to work closely with KCC and partners to ensure transport plans for Dartford are fulfilled.

<u>Dover District Council</u>

In general Dover District Council is supportive of the strategic priorities set out in the draft Local Transport Plan, in particular the need for a New Lower Thames Crossing, a Solution to Operation Stack, Provision for overnight Lorry Parking, Ashford International Station Signalling and the pressing need for Bifurcation of Port Traffic, Expansion of the Port of Dover and Countywide Rail and Bus improvements.

Nonetheless, the District Council provided comments on elements of the draft plan which are outlined as follows:

- A request was made that the Countywide Rail and Bus improvements page should also make reference in support of the Dover Rapid Transit system. In addition, this inclusion should be replicated on the district priorities page.
- The UK Air Quality Strategy and draft National Air Quality Action Plan should be identified in the policy context. Three measures from Air Quality Strategy that could inform LTP4 are:
  - o Increasing the uptake of new tighter European vehicle emissions standards.
  - o Increasing the uptake of low emissions vehicles.
  - o Supporting the installation of electric vehicle charging points as standard air quality mitigation for certain development proposals.

Furthermore, Dover District Council also commented on their district priority page and proposed the following amendments:

- The district summary needs to be strengthened in terms of the importance that Port related traffic has on Dover and East Kent (particularly seasonal flows), dualling of the A2 from Lydden and improvements to the Duke of York's roundabout, as well as a permanent solution for Dover TAP.

- Emphasis needs to be given to the District Council's ambition to reduce journey times to Dover to less than one hour on High Speed 1, along with the need for additional capacity and increased service frequency.
- The District Council also expressed the need to include improvements to Brenley Corner, which also affects Dover, and the need for dualling of the whole length of the A256 and new access to North Deal as priority schemes.

The response from Dover District Council also raised concerns in regards to the value for money assessment of air quality for Outcome 5, arguing this method is subjective and will not necessarily ensure that air quality impacts are suitably assessed and scored.

Further to their consultation response, Dover District Council also submitted additional comments, including that Dover District Council Policy is to support the retention of aviation at Manston and therefore equal weighting should be given to the emerging Development Consent Order on the site as to the development planning application.

Gravesham Borough Council

Overall Gravesham Borough Council agree with the ambition for Kent, but would recommend further clarification on what it can deliver and what it can influence. They also commented on the scale of existing transport issues and significant long term implications, arguing the document requires more radical actions that will be required in the longer term if current patterns continue.

In general, agreement was given to the five overarching Outcomes, except Outcome 2 which the Borough Council disagrees with. Their reasoning for this is because they feel 'door to door' travel can tend to imply a car based solution and therefore the outcome should clearly emphasise the need to significantly increase public transport provision at both a local level and Kent wide.

The Borough Council also provided the following comments on the five overarching Outcomes and supporting policies:

- Despite the draft Local Transport Plan referencing the Growth and Infrastructure Framework (GIF), there is no clear evidence as to the scale of the problems being faced and whether the proposed measures will effectively address the issues.
- The rail system (except for HS1) is at capacity in terms of paths, and additional rolling stock is the key short term step to provide additional passenger accommodation.
- Significant levels of modal shift are required in Dartford/Gravesham and the same general approach is needed elsewhere in the county.

In their response to the consultation Gravesham Borough Council expressed strong disagreement with the proposed Strategic priorities, particularly in regards to the Lower Thames Crossing. The Borough Council strongly objected against the support given to a new crossing to the east of Gravesend. They have requested for the plan to reference both location options; A (existing Dartford crossing) and C (east of Gravesend).

The Borough Council also requested the inclusion of Fastrack as a priority for the Thames Gateway. The scheme is also a key element of the Gravesham Local Transport Strategy. They also argue the document fails to give sufficient weight to the Thames Gateway as a whole.

Furthermore, Gravesham Borough Council voiced concern for the lack of solid evidence in the Plan to support the outlined proposals, which has been mentioned is a vital requirement for the LTP to input to the Local Plan process.

In terms of Kent-Wide priorities, the Borough Council strongly agreed but recommended the Plan should provide further emphasis on the more significant elements of access to the facilities that make up the London airports system, for example Thameslink and Crossrail. In addition, they ask for further justification in regards to why development at the Port of Dover is assumed to be beneficial.

Gravesham Borough Council strongly disagrees with the proposed District Priorities and provided the following supplementary comments. These consisted of:

- Overall support is given for the majority of schemes proposed on the Gravesham priority page, except the "Cross river links to South Essex" scheme. This is because the Borough Council felt the scheme suggested support of the Lower Thames Crossing. Nevertheless, Gravesham would support enhanced links with Essex by ferry.
- In addition to the major schemes for junctions on the A2 at Bean and Ebbsfleet, the need for enhancements to existing junctions in Gravesham was also recommended by the Borough to cope with proposed development was highlighted.
- The A226 relief road scheme for Dartford would have significant implications for the Stonebridge Road area of Northfleet. The proposal should be revisited once further clarification is achieved in regards to its compatibility with proposals for London Paramount.
- The Borough Council is in support of the extension of Crossrail to Gravesend.
- It should be seen as a priority for walking and cycling networks to be not only be built but also maintained.
- There is currently little evidence in regards to land value in Gravesham, so there is limited ability for development to contribute to additional transport infrastructure.

Gravesham Borough Council's response also provided comments on the Strategic Environmental Assessment (SEA). They stated the SEA should not be based on previous Local Transport Plans appraisals for schemes as the baseline conditions may have changed.

To conclude, the Borough Council closed their response by expressing their disappointment that the Local Transport Plan lacks any vision of strategic thinking.

Maidstone Borough Council

In broad terms, Maidstone Borough Council was supportive of the ambition, outcomes and supporting policies of the draft Local Transport Plan 4. However, their response outlined their concerns that Maidstone's district priorities have not been comprehensively incorporated into the report.

The Borough Council felt the focus of the draft document was on the achievement of Outcome 1 (Economic Growth and Minimised Congestion). They feel the document would benefit from clarification as to how the other four outcomes are intended to be achieved by the identified LTP4 priorities.

In regards to the Strategic Priorities, the Council strongly supports all nine, in particular the Lower Thames Crossing, upgrading of the A229 between M2 Junction 3 and M20 Junction 6, along with improvements to the A249 and M20 Junction 7 to enable the bifurcation of port traffic and release capacity on the M20. Maidstone Borough Council also emphasised their support for Highways England's proposal for a lorry park at Stanford West and KCC's plans for a network of small scale lorry parks across the County. Nevertheless, they felt the document required the following amendments:

- Further clarification as to how KCC will work to influence the new Southeastern franchise, and how KCC intends to deliver similarly frequent and reliable bus services elsewhere in the county. The Borough Council did welcome KCC's support for Quality Bus Partnerships and Punctuality Improvement Partnerships.

Maidstone Borough Council strongly agreed with the five Kent-Wide priorities, however felt it would be beneficial to include reference to KCC's Active Travel Strategy to enable the reader to gain an understanding of how KCC intend for that priority to be achieved.

The main concerns Maidstone Borough Council had in regards to the draft Local Plan was in respect of the Maidstone specific priorities.

➢ The Council was disappointed that the delivery of improved walking and cycling infrastructure has not been identified as a priority in the draft LTP.
➢ No mention is made of M20 Junction 5 and North West Maidstone improvements, or of public transport improvements on radial routes into the town.

- An explanation is required as to why the draft LTP4 lacks a commitment from KCC to the delivery of specified highway improvements, including the A20/Willington Street, A274 Sutton Road/Wallis Avenue/Willington Street, A274/A229 Wheatsheaf, A229/Boughton Lane/Cripple Street and A229/B2163 Linton Crossroads junctions.

Furthermore, Maidstone Borough Council also provided the following comments:

- The draft LTP4 also provides no details of proposed integrated transport/casualty reduction schemes.
- In general, the draft LTP4 lacks detail. It is essential that the final LTP4 contains a detailed action plan setting out the specific interventions, timescale for delivery, organisations responsible for delivery and funding sources.
- The document also fails to cite potential Department for Transport funding for sustainable travel.
- The Council disagrees with the findings of the EqIA which concludes that LTP4 is not expected to have a significant negative impact on any of the protected characteristics of age, disability, race and gender.
- It would be helpful if the final LTP4 directly referenced the EqIA and SEA, and briefly summarises their conclusions.
- There needs to be a clear commitment in LTP4 to the delivery of more affordable and accessible bus services, and the improvement and promotion of active travel modes.

Medway Council

Medway Council's response to the consultation expressed overall approval for the content of the plan, however they recommended the LTP needs to be clearer on how KCC proposes to measure whether the LTP has been a success.

Specific amendments which were proposed by Medway consisted of;

- The inclusion of a link to Medway's Transport Plan on Medway's Priorities page so those who require additional information can easily access this
- An amendment to a scheme name on Medway's Priorities page to "Public transport, journey time, and road safety improvements through the Medway Local Transport Plan."
- Overall, Medway are supportive of the plan to reduce bus and train fares but would recommend there needs to be more detail on how KCC propose to achieve this.
- Furthermore, the Council believed there were very little mention of London commuter travel and no mention of Transport for London's plan to extend 'metroisation', something which would have a great impact on movement in Kent and should be reflected in the document.

Sevenoaks District Council

Sevenoaks District Council started their response by expressing their support for the merging of Kent's Local Transport Plan and the County's delivery plan, *Growth without Gridlock*. They believe combining the documents will give a clearer understanding of the strategic infrastructure requirements for all levels of priority. Furthermore, they recommended the LTP also makes links to the Kent and Medway *Growth and Infrastructure Framework (GIF)*.

Overall the Council demonstrated broad support for the schemes and measures outlined in the LTP4. Further, the Council also supports a number of additional measures for improvements to rail and bus improvements as rail and bus services provide real alternatives for people to reach amenities. The Council also wants to ensure that the continued partnership working between KCC, TOCs and local borough/district authorities brings further improvements to rail services including Oyster technology and increasing services through the Thameslink programme.

Sevenoaks District Council supports the inclusion of priority schemes from the submission for Local Growth Fund and wishes to develop these proposals further with KCC. In addition, Sevenoaks District Council's Master Vision includes a recommendation for the potential "Garden Village" to the east of Swanley and the west of M25, with a "Halt station" servicing the proposed development.

The District Council wished for the following schemes to be included within the local priorities for Sevenoaks:

➢ Cycling infrastructure
➢ A sustainable transport measures package for Swanley
➢ Improvements to rail services
➢ The reinstatement of the Tonbridge to Gatwick (via Edenbridge) rail service
➢ Upgrading the Uckfield line to accommodate a second Brighton Mainline Rail Service (BML2)
➢ Improved transport links in Westerham

One of the main concerns Sevenoaks District Council had was the lack of investment within the West Kent region, despite steady, relative growth in recent years, both attributing to a natural increase in population and migration of workers coming out of London. Additional concerns raised were as follows:

- SDC felt there was a lack of commentary on Air Quality on other major routes and other Air Quality Management Areas (AQMAs). The Equality Impact Assessment fails to mention Air Quality or the effects of congestion or alleviation of congestion on improving air quality.
- Greater consideration for some protected groups within the Equality Impact Assessment is required for all proposals within the document.

- There is little mention of transport improvements for rural communities across the County.

Sevenoaks District Council felt the draft document requires further commentary on how the County Council proposes to deliver the number of projects contained within the document, but was overall supportive of the draft Local Transport Plan.

Shepway District Council

In response to the consultation, Shepway District Council was supportive of the strategic priorities, in particular the emphasis on the new Lower Thames Crossing, Countywide provision for overnight lorry parking, a Solution to Operation Stack, Bifurcation of Port Traffic, Ashford International Station signalling, and Countywide Rail and Bus improvements.

The Council also welcomes the need to work with Network Rail and Southeastern Rail to ensure classic line services to and from the channel coast are improved, and capacity on High Speed 1 services are increased to meet growth in work, business and leisure commuting. Furthermore, the Council was pleased to see reference given to the plans to extend the runway and terminal at Lydd Airport, along with supporting highway improvements.

Shepway District Council recommended the following amendments to the district priorities outlined for Shepway:

- The introductory text needs to be strengthened to reflect the District Council's commitment to deliver its current Core Strategy Local Plan housing developments, and its proposals on the Otterpool Park garden town.
- The Otterpool Park proposals also envisage an upgraded Westenhanger Station, to serve the new community and businesses and provide easy access to and from Folkestone, Ashford and London. The District Council would welcome KCC's support with discussions about the future of Westenhanger Station with Network Rail.
- In light of the Otterpool Park proposals, the Council requests that KCC consider including the upgrading of Westenhanger Station, as an additional District priority.
- The introductory text should also include a reference to the need to increase High Speed 1 capacity to meet growing demand for business, work, and leisure commuting to and from the channel coast.
- Furthermore, the Council requests that KCC consider the inclusion of the New Romney South spine road (A259 to Mountfield Road) as an additional district priority.

The District Council also requested for the map demonstrating housing and employment growth to 2031 to be amended to include the scale of housing development proposed for Otterpool Park.

Swale Borough Council

Swale Borough Council welcomed the overarching ambition for the Local Transport Plan 4 and broadly support the contents of the plan however provided the following comments on the strategic priorities:

- The advanced stage of M2 Junction 5 improvements should be recognised more clearly within the district priorities, especially considering funding for the scheme is in the national road programme.
- The strategic priorities map and the text within the plan should reflect that three of Kent's districts (Dartford, Gravesham and Swale) form the Thames Gateway. Accepting that at least some of the priorities for Swale are recognised in the document, the Council suggested the additional inclusion of these priorities within the context of the Thames Gateway.
- The Council also welcome the priority placed upon bifurcation, although feel it would be better recognised as a national priority, reflecting the importance of an effective flow of traffic through the County to and from Europe. Furthermore, they are supportive of the upgrades necessary to support bifurcation and would requested equal emphasis on both achieving bifurcation but also in the context of growth.
- *Port Expansion:* Currently port expansion is seen as being entirely focused on the need and opportunity for expansion at Dover. However, it needs to be recognised that the port of Sheerness also has the potential for expansion to create an international railhead, facilitating a multi-modal approach for both the import and export of goods.
- There are also proposals for a rail freight terminal associated with the Port at Sheerness, and further opportunities associated with a rail head at Kemsley Fields Business Park and Ridham Dock.
- *Provision of Overnight Lorry Parking:* Responses developed for the provision of overnight lorry parking should seek to avoid displacement of the issue both within and between localities.
- *Rail and Bus Improvements:* Swale Borough Council is keen for the Local Transport Plan to recognise the opportunity to optimise the use of the Sittingbourne-Sheerness branch-line.

In terms of district priorities, the Council felt the status and priority for each individual scheme was missing from the district map, and it should be clear where funding has been secured for schemes such as M2 Junction 5 and Sittingbourne Town Centre. The Council also felt there should be an overt correlation between the relative priority placed on schemes and their role in delivering planned growth. Furthermore, the Borough Council requested for the following schemes to be incorporated into the plan as priorities for Swale:

➢ Improved east-west pedestrian and cycle ways on the Isle of Sheppey

- ➢ Sittingbourne Southern Relief Road and the retained Area of Search (Policy AS1) for the section of the Sittingbourne Northern Relief Road as far as the A2
- ➢ Additional notation to reiterate the role of M2 Junction 7 in relation to bifurcation

The Council also suggested the emphasis on economic growth towards the end of the document needs to be amended to overtly recognise the need to support housing and economic growth.

Thanet District Council

Overall, Thanet District Council agreed with the ambition, overarching outcomes and strategic priorities of the draft Local Transport Plan and provided no further comments. In addition, their response displayed strong support for the District priorities outlined in the Plan, however argued the current draft does not recognise the potential contribution of the Port of Ramsgate to addressing other priorities.

Tonbridge and Malling Borough Council

Tonbridge and Malling Borough Council strongly agreed with the overall ambition, outcomes and policies, strategic priorities and Kent wide priorities. They stressed the importance of lobbying for the inclusion of the 'C variant' or other alternatives to provide a satisfactory link between the M20 and M2 as part of Highways England's Lower Thames Crossing proposal.

In terms of District priorities, they Council agreed with the existing inclusions but proposed an additional priority for the A228 corridor in light of emerging development, and to also reference potential improvements to the A26.

After the consultation closed, the Council submitted further comments. These were in response for Members requesting greater emphasis on encouraging alternative modes to the car to help reduce levels of congestion and improve air quality. They also asked for more ambitious cycle networks and for more electric vehicle charging points. Members supported the ongoing joint working between Tonbridge and Malling Borough Council and Kent County Council to improve conditions on the A20 corridor and to bring forward the urban traffic control scheme in Tonbridge.

Tunbridge Wells Borough Council

In their response to the consultation, Tunbridge Wells Borough Council agreed with the overall ambition of the Local Transport Plan and strongly agreed with outcomes 1 – 3. The Borough Council neither agreed nor disagreed with Outcome 4 as they acknowledged that there is the difficulty of balancing enhancing the environment with the growth agenda. In addition, the Council disagreed with Outcome 5 and suggested it be revised to also include the provision of active travel choices. They see the lack of infrastructure as a key barrier to encouraging active travel.

Tunbridge Wells Borough Council agreed with the strategic priorities, however requested clarification and inclusion of the following:

- Further explanation of the issue, action, outcome and cost of the proposed Countywide Rail and Bus Improvements.
- There should be a separate priority for quality and capacity enhancements for both rail and bus services. Suggestions included:
  - 'Rail – Maximise the capacity and affordability of rail services'
  - 'Bus – Improve access to services'
- The Borough Council considers the central issues that concern bus users are rural access and frequency of journeys. They would recommend that the document is clearer on the nature of these issues and the challenges in tackling them.
- Capacity on the network has also been recognised by the Borough Council as a significant challenge that needs to be addressed and should be highlighted in the document. Their proposed action to address this issue is to work with partners to identify options to enhance capacity across the network.
- Further improvement to the A21 capacity improvements scheme is absent from the Strategic Transport Priorities map on page 12.

In terms of the Kent-Wide priorities, Tunbridge Wells Borough Council agreed with the overall priorities but suggested these should be set out in order of importance, with Active Travel being placed before Home to School Transport. It was suggested the wording should also acknowledge the importance of active travel as part of longer split-mode journeys.

Tunbridge Wells Borough Council also agreed with the priorities outlined for the District. However, felt the cross-district transport priorities need further explanation with highlighting on the map to link to the relevant geographic area. Furthermore, the Borough Council also suggested some replacement text for the introduction to Tunbridge Well's district priorities and felt it may appear confusing to separate out the scheme according to previous documents (SEP, GIF etc), and should have more funding certainty. Comments on specific schemes consisted of the following:

- Schemes such as A26 London Road/Yew Tree Road Junction have already been delivered.
- Recent work has demonstrated that there is limited opportunity for highway improvement along the A26 within Tunbridge Wells.
- Naming of schemes should remain consistent throughout various KCC documents:
  - North Farm Relief Strategy should be renamed to 'Further phases of the North Farm highway masterplan'.
  - Colts Hill scheme should be renamed to 'Colts Hill Relief Scheme'.
  - Tunbridge Wells town centre package should be renamed 'Tunbridge Wells town centre improvements including; Carrs Corner, Monson

Road/Camden Road, Public Realm Phase 3 (Mount Pleasant to Station).

  o Tunbridge Wells Cycling Strategy priority route improvements should also reference the 21 Century Way, A21 NMU and related links.

- The Borough Council also requested for rail enhancements to the Medway Valley line and improvements to bus services for major developments to be added to the district priorities

Further comments provided by the Borough Council requested for the prioritisation methodology to also include a health indicator.

Appendix E – Suggestions for new district priorities

This appendix lists all of the suggestions made for new transport priorities in each district. Where they have been made by a key stakeholder they have been attributed as such.

Ashford

- New bus station, maybe at the railway station
- A28 Matalan to John Lewis congestion
- Remove traffic lights at Junction 10
- Return ring road to one-way
- Improve rural bus services
- More provision for cycling outside of the town
- Pedestrian improvements
- B2067 safety scheme
- Safe cycling routes
- Overnight lorry parking
- Reducing M20 noise
- Reduce peak time congestion on A28 and A251
- Upgrade Marshlink line
- Ashford - Redhill rail services
- Campaign for Thameslink services between Ashford and East Anglia and on to Cambridge

Canterbury

- Development - sort out ring road and feeder roads
- More park & ride
- A28 west of city traffic management
- Cross-city cycle routes
- Chartham in Stagecoach Dayrider/Megarider area
- Better bus services into city
- Citywide 20mph zone/reduced speed limits
- Segregated cycle routes
- Tramways
- Improved access to A2
- Eastern Relief Road
- Split traffic Broad Oak/Sturry Road
- South/South east bypass
- Reopening minor roads in SE quarter
- Ring road link Tourtel Road to A2 at Mountfield
- Chaucer Road link to benefit AQMA to east of city (A28 to A257)
- 4th slip for Bridge development

- Westgate Towers scheme
- Don't lose parking in city centre
- Access to Canterbury Station from Roper Road
- Complete the ring road
- Bus integration at railway stations
- Accessible stations - bus/bike/walking
- Herne Bypass
- Promote Crab & Winkle Way and similar paths
- Upgrade Old Thanet Way path for cycling
- Lengthen short slip roads on Canterbury to Dover section of A2
- Air pollution should be shown as a priority for the city
- Proposals about traffic implications of new development
- Traffic measures at St Mary's Street as used for rat running
- Mountfield Railway Station
- Reduce congestion from level crossings
- Parkway station to west to combine both lines
- Restore Canterbury Loop Link Line to halve rail journey time between Faversham and Minster and allow Thanet Parkway to serve both rail lines
- Marginal £1 fare off-peak for bus pass holders on trains
- Sturry station platform upgrade as only 4 car length
- More than 1 HS train per day to Sturry
- Signalling improvements so level crossing at Sturry doesn't have to be down so long, more like the Broad Oak crossing
- South Canterbury fast bus link (Canterbury City Council)
- Improved walking and cycling links (Canterbury City Council)
- Extension of Crab & Winkle Way in Whitstable (Canterbury City Council)

Dartford

- Close M25 on-slip to Dartford Crossing at J2
- Improved bus services in east of borough
- Improvements to Dartford Crossing
- Restrict access to town centre for rat running
- Yellow boxes on A206 and M25 roundabout
- New Barn Longfield area buses, including buses to Ebbsfleet
- Passenger transport by river
- Bus services in urban area
- Mass transit to Grays station from strategic sites
- Metroisation
- Bromley to Ebbsfleet rail link
- Measures to address impact of Dartford Crossing traffic on local road network (Dartford Borough Council)

Dover

- A20 tunnel to connect town to seafront
- A2 Townwall Street to connect town to seafront
- Rights of way improvements
- Public transport
- More for London commuters
- Alkham Valley Road
- Dover town centre traffic improvements study, including review of the one-way system
- A256 Sandwich to Eastry upgrade
- Dual A256 Felderland Roundabout (A258) to Ash Road roundabout (A257)
- Coach park on Kent Highways depot site
- Cost benefit analysis of a link road between A2 and A20 around the back of Dover
- Bypass at Whitfield.
- Restore Dover Marine railway station
- Need for permanent solution for TAP (Dover District Council)
- Dualling whole A256 and new access to north Deal (Dover District Council)

Gravesham

- Cycle/pedestrian crossing for riverside route
- Improvements to riverside path
- Sustainable travel
- Public transport improvements
- Deal with pavement parking
- Passenger transport by river
- Mass transit to Grays station from strategic sites, e.g. Paramount
- Rail and bus connections from London to London Paramount and Gravesend
- Metroisation
- Enhancement to A2 junctions in Gravesham to cope with proposed development (in addition to schemes for Ebbsfleet and Bean junctions) (Gravesham Borough Council)

Maidstone

- Rapid transit in south of town
- More park & ride
- New bridge to alleviate use of East Farleigh and Teston bridges
- Widen Hermitage Lane
- Cycling strategy
- Bridleway improvements
- A249 upgrade

- Reopen A249 laybys for lorry parking
- New ring road for Maidstone
- Link to HS1
- Expand Bearstead Station car park
- M20 J5 and northwest Maidstone improvements (Maidstone Borough Council)
- Public transport improvements on radial routes into the town (Maidstone Borough Council)
- The delivery of specified highway improvements, including the A20/Willington Street, A274 Sutton Road/Wallis Avenue/Willington Street, A274/A229 Wheatshead, A229/Boughton Lane/Cripple Street and A229/B2163 Linton Crossroads junctions (Maidstone Borough Council)

Sevenoaks

- Bus service improvements
- Safe walking routes, e.g. Wildernesse to town centre
- One-way system in town centre
- Sustainable travel schemes
- Implement cycling strategy
- Traffic schemes for Fort Halstead
- Integrated bus/rail
- Co-locate bus and rail station
- Riverhead double mini roundabouts
- Free local transport for over 60s as in London
- M25 J5 improvement
- Park & ride
- Controlled crossing at roundabout near Waitrose
- Westerham public transport improvements
- Public transport links to Pembury and Maidstone hospitals
- Westerham improvements to cycle routes
- 20mph zones in villages
- Discourage HGVs from Sevenoaks High Street
- Metroisation
- Edenbridge station disabled access
- More peak London trains
- Sevenoaks to Otford rail improvements
- Mainline services to be on TfL model for service commissioning with active management of the franchise on the 'Rail South' model involving local authorities as well as DfT
- Incentives for franchisee to work with DfT and NR for a longer term programme to increase capacity
- Extension of oyster and zonal fares to Sevenoaks
- All high peak Sevenoaks trains to be 12 car

- All payment methods available between Sevenoaks and London
- 2 fast Thameslink services an hour from Borough Green, Otford and Swanley to Blackfriars and St Pancras from 2018
- Minimum 6 off-peak fast trains an hour from Sevenoaks to London on a clock face timetable.
- 24/7 railway - hourly semi-fast trains London to Hastings.
- Cycling Infrastructure (Sevenoaks District Council)
- Sustainable transport measures package for Swanley (Sevenoaks District Council)
- Improvements to rail services (Sevenoaks District Council)
- Reinstatement of Tonbridge to Gatwick via Edenbridge (Sevenoaks District Council)
- Upgrading Uckfield Line to accommodate second Brighton Mainline rail service (Sevenoaks District Council)
- Improved transport links in Westerham, including public transport improvements to Sevenoaks, Oxted to Edenbridge, improved cycling routes from Westerham to neighbouring towns, 20mph zones in and around village schools and high streets along the A25, and increased use of park & ride schemes (Sevenoaks District Council)

Shepway

- Better bus integration with rail
- New Romney bypass
- Sustainable transport to Lydd Airport
- Condition of A259
- Expand Horn Street Bridge
- Folkestone tramway - linking town, harbour, shops, station and residential areas
- Restore Folkestone Harbour for passenger services to the continent
- Reopen Lydd branch line
- Reopen Folkestone East railway station
- Upgrading Westenhanger station in light of Otterpool Park (Shepway District Council)
- Inclusion of New Romney South Spine Road A259 to Mountfield Road (Shepway District Council)

Swale

- More active travel - including working with schools to promote walking to school
- A251 Ashford to Faversham widening
- Northern strategic route from Medway to Sittingbourne
- New M2 junction

- Public transport, including buses running later
- A2 Sittingbourn to Faversham improvements
- Dual A249 Brielle Way
- A2500 Cowstead Corner to Barton Hill improvements
- Direct road link Sheppey and Grain
- Faversham: Traffic calming and streetscape measures
- Faversham: Lower speed limits - 20's plenty
- Pedestrian and cycle routes - routes over railway yard that divides north and south of Faversham
- Faversham: park & walk and park & cycle facilitiies built into new housing developments
- Faversham: higher parking tarriffs and more effective parking enforcement
- Sittingbourne to Sheerness line conversion to light rail
- Meads Parkway
- Rail link to Iwade
- Light rail to Minster and Leysdown
- Service improvements to smaller stations on North Kent line
- Optimise use of Sittingbourne to Sheerness branch line by improving direct services between London and Sheerness (Swale Borough Council)
- Improved east to west cycleways on Sheppey (Swale Borough Council)
- Sittingbourne Southern Relief Road (Swale Borough Council)

Thanet

- Parking restrictions
- Improve sustainable transport options in Westwood
- Manston airport back into use
- Real time bus information
- More bus shelters on the Loop service
- Birchington to Westwood connecting road
- Measures to address Broadstairs High Street traffic
- Stour Valley line speed improvements

Tonbridge and Malling

- Monitor use of new Medway Crossing (Peters Bridge)
- Concern re. Peters Village rat running
- A228 improvements (e.g. fully dualling)
- A228 crossing near Peters Bridge for cyclists/pedestrians/horses
- A228 Kent Street improvements
- Active travel schemes
- Rochester to Maidstone river cycleway
- Real time bus information

- Sustainable travel
- Cycling strategy
- Public transport, including buses running later and a route from town to Knights Park
- New bus layby for northbound stop in High Street
- One way system in High Street
- Parking spaces for out of town shops
- Bus/train interchange
- 7.5 tonne limit on Wouldham High Street
- 20mph in all residential areas
- 2nd route to Quarry Wood industrial estate
- Address level crossing on Station Road in Aylesford
- New M20 junction between 4 and 5 (e.g. Aylesford Newsprint site)
- Borough Green Relief Road
- A228 corridor improvements (Snodland and Kings Hill affected by emerging development strategy) (Tonbridge and Malling Borough Council)
- Improvements to A26, in particular improvements to connections between A26 and A20 corridors via Hermitage Lane and also through Wateringbury and East Malling (Tonbridge and Malling Borough Council)

Tunbridge Wells

- Address congestion
- Pembury to Tunbridge Wells improvements
- Real time bus information
- Deal with rat running/high speeds in residential areas
- More cycle lanes
- Low Emission Zone
- Opening of Paddock Wood to Hawkhurst railway line for walking and cycling
- Support reopening of Uckfield to Lewes line
- Support reopening of Tunbridge Wells to Eridge line
- Further capacity improvements to A21 (Tunbridge Wells Borough Council)
- Replacement wording:Tunbridge Wells town centre package - We request that the text is replaced with the following: 'Tunbridge Wells town centre improvements including; Carrs Corner, Monson Road/Camden Road, Public Realm Phase 3 (Mount Pleasant to Station) (Tunbridge Wells Borough Council)
- Tunbridge Wells cycling strategy schemes to include addition of 21st century way and A21 NMU and related links (Tunbridge Wells Borough Council)
- Improved connectivity between Tunbridge Wells and Maidstone on Medway Valley Line (Tunbridge Wells Borough Council)

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

Consultation draft

Have your say

Find out how we are planning to deliver the transport priorities for Kent, which will contribute to a safe and efficient transport system.

Visit **kent.gov.uk/localtransportplan** to download a copy of the Local Transport Plan draft and fill in the online questionnaire.
Consultation closes 30 October 2016

Kent County Council
kent.gov.uk

Have your say

This is a consultation draft of Local Transport Plan 4.

Visit www.kent.gov.uk/localtransportplan before the consultation end date, to download a draft copy of Local Transport Plan 4 and fill in the online questionnaire.

To request a hard copy of the draft Local Transport Plan 4 and the questionnaire, or for any alternative formats, please email alternativeformats@kent.gov.uk or telephone 03000 421553 (text relay service number: 18001 03000 421553). This number goes to an answer machine which is monitored during office hours.

Your responses will be compiled into a consultation report, which will help produce the final version of Local Transport Plan 4. Kent County Council intends to adopt Local Transport Plan 4 in 2017.

The consultation will close on October 30th.

Contents

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New Lower Thames Crossing

Journey time improvements and Thanet Parkway Railway Station

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Port expansion

Countywide: Rail and bus improvements

A solution to Operation Stack

Ashford International Station signalling (Ashford Spurs)

Bifurcation of Port traffic

Kent County Council
kent.gov.uk

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1:260,000

0   3.5   7   14
Miles

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Foreword

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

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

The GIF has forecast a population increase of 293,300 in Kent between 2011 and 2031. These people will require jobs and new homes, of which 158,500 are needed over the same period. Such growth is unachievable without substantial improvements to Kent's transport infrastructure. We will take every opportunity in this changing world to be creative and bold in our approach to deliver what Kent needs to boost its economy and deliver real growth and real jobs.

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

Our strategic transport priorities are:

- A new Lower Thames Crossing;
- Bifurcation of port traffic;
- Transport infrastructure to support growth in the Thames Gateway including Crossrail 2 extension;
- A solution to Operation Stack;
- Provision for overnight lorry parking;
- Thanet Parkway Railway Station;
- Ashford International Station signalling.

delivered at pace. We are also committed to maintaining our existing network.

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

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

Matthew Balfour
Cabinet Member for Environment and Transport

Transport in Kent

Improved Transport to Enable Growth

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

Kent's rail network is divided between the High Speed line that runs from London to continental Europe via Ebbsfleet and Ashford, and the mainline. Recent investment such as the High Speed rail service has improved access along its corridor to London but further investment is required on the whole network to increase service capacity. There is also an extensive bus network delivered on a largely commercial basis by a combination of national operators and local companies. Growth across the county, particularly from commuting trips, will place additional pressure on these alternative modes of transport and improvements are required to accommodate growth.

Over the coming years, it is forecast that most residents will work in the area where they live. However, particularly in the west of the county, 17% of all new commuting trips will be destined for

What we've already delivered

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

London, a large proportion of which will be by rail[1], and therefore additional rail capacity is needed.

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

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

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

[1] Kent and Medway Growth and Infrastructure Framework, 2015

Roles and Responsibilities

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

We have a strong record of delivery since 2011 when the previous Local Transport Plan (LTP) and the strategic transport delivery plan 'Growth without Gridlock' were published; and we will continue to work through this latest LTP to get greater investment in transport infrastructure for the benefit of the residents and business of Kent. To date, we has successfully secured almost £120m of Local Growth Funding from central Government and we will continue to put the case forward for further investment.

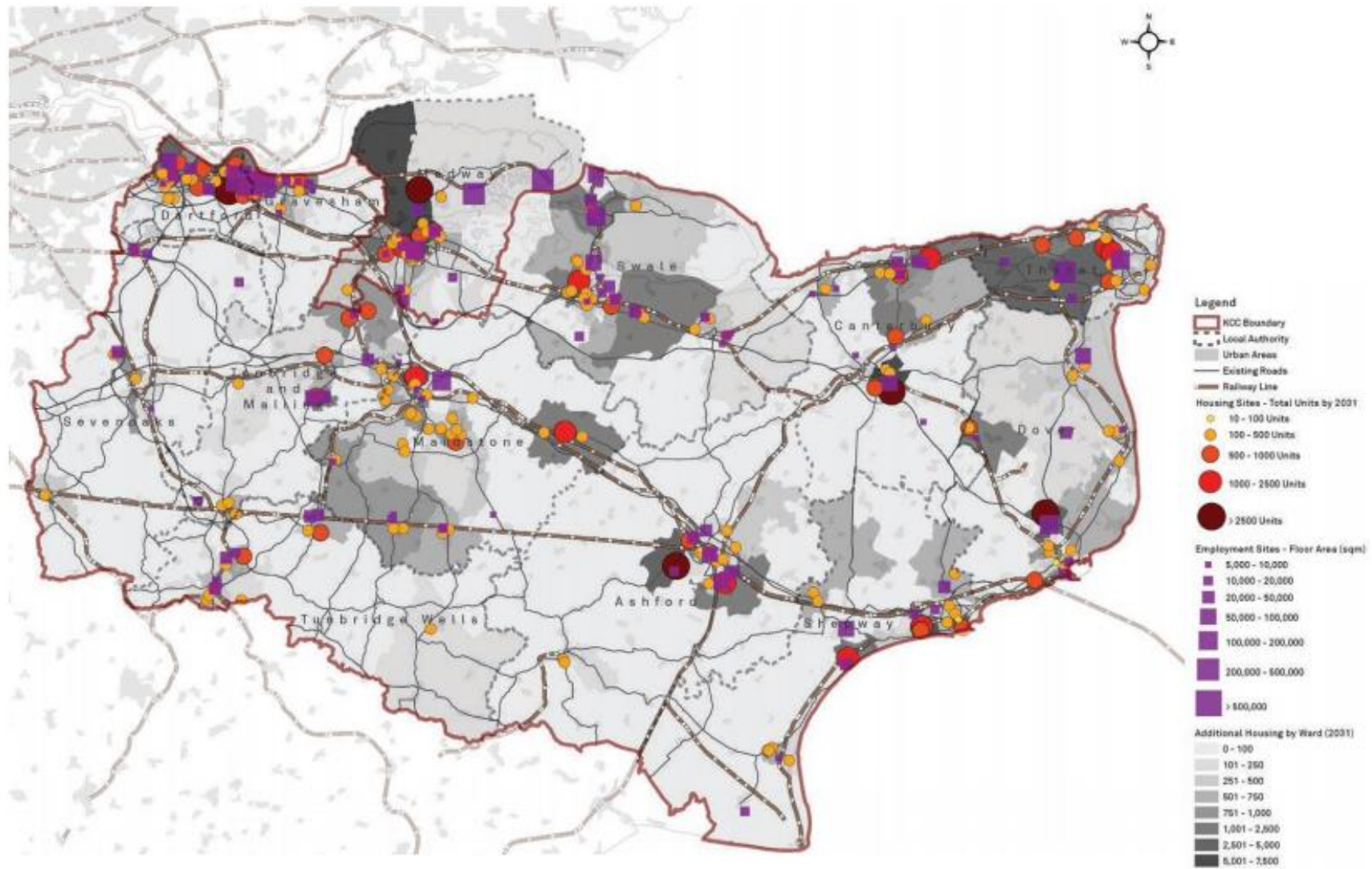**Housing and employment growth to 2031 as identified in the Kent and Medway Growth and Infrastructure Framework.**

FIGURE - HOUSING AND EMPLOYMENT GROWTH

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What is the Local Transport Plan?

We have a statutory duty under the Transport Act 2000, as amended by the Local Transport Act 2008, to produce a LTP for the administrative county of Kent. This strategy clearly identifies our transport priorities for the county, as well as emphasising to national Government and the South East Local Enterprise Partnership[2] (SELEP) the investment required to support growth. The LTP is informed by national and local policies and strategies, and is delivered through supporting strategies, policies and action plans, as summarised in Figure 1.

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

The Kent and Medway Growth and Infrastructure Framework[3] (GIF) provides the evidence base for LTP4. It has identified the scale of growth expected in Kent in the coming years and therefore what infrastructure investment is required to support it and to help grow the Kent economy. We will work closely with all Local Authorities both within and neighbouring Kent to plan our future transport needs, and work with the districts to identify better ways of working.

LTP4 sets out our policies to deliver strategic outcomes for transport and is accompanied by a series of implementation plans for our funding streams and a methodology for prioritising funding. It details our key transport priorities and our longer term transport objectives. **With this plan we have a clear, evidenced basis from which to bid for funding and deliver infrastructure to support housing and economic growth. LTP4 is designed to deliver 'Growth without Gridlock'.**

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[2] The SELEP has been established to drive economic growth in Kent, East Sussex, Essex, Medway, Southend and Thurrock. See: http://www.southeastlep.com/
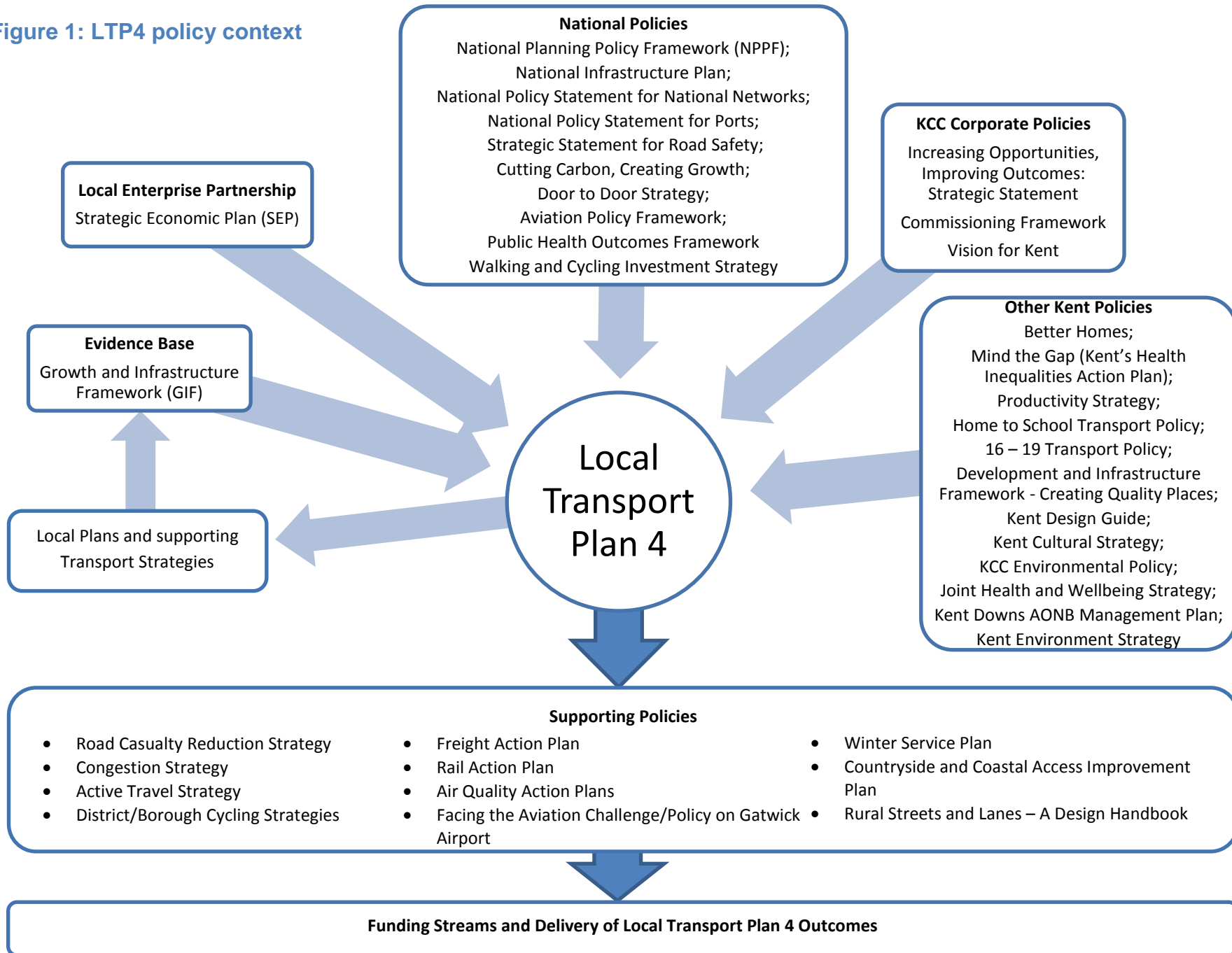[3] Kent and Medway Growth and Infrastructure Framework, September 2015. Available at: www.kent.gov.uk/gif

Figure 1: LTP4 policy context

National Policies
National Planning Policy Framework (NPPF);
National Infrastructure Plan;
National Policy Statement for National Networks;
National Policy Statement for Ports;
Strategic Statement for Road Safety;
Cutting Carbon, Creating Growth;
Door to Door Strategy;
Aviation Policy Framework;
Public Health Outcomes Framework
Walking and Cycling Investment Strategy

KCC Corporate Policies
Increasing Opportunities, Improving Outcomes: Strategic Statement
Commissioning Framework
Vision for Kent

Local Enterprise Partnership
Strategic Economic Plan (SEP)

Evidence Base
Growth and Infrastructure Framework (GIF)

Local Plans and supporting Transport Strategies

Other Kent Policies
Better Homes;
Mind the Gap (Kent's Health Inequalities Action Plan);
Productivity Strategy;
Home to School Transport Policy;
16 – 19 Transport Policy;
Development and Infrastructure Framework - Creating Quality Places;
Kent Design Guide;
Kent Cultural Strategy;
KCC Environmental Policy;
Joint Health and Wellbeing Strategy;
Kent Downs AONB Management Plan;
Kent Environment Strategy

Local Transport Plan 4

Supporting Policies

- Road Casualty Reduction Strategy
- Congestion Strategy
- Active Travel Strategy
- District/Borough Cycling Strategies

- Freight Action Plan
- Rail Action Plan
- Air Quality Action Plans
- Facing the Aviation Challenge/Policy on Gatwick Airport

- Winter Service Plan
- Countryside and Coastal Access Improvement Plan
- Rural Streets and Lanes – A Design Handbook

Funding Streams and Delivery of Local Transport Plan 4 Outcomes

Outcomes for Transport

We have the following ambition for Kent:

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

This ambition will be realised through five overarching policies that are targeted at delivering specific outcomes. All of these policies align with the vision in *Increasing Opportunities, Improving Outcomes: KCC's Strategic Statement 2015 – 2020*[4].

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

Outcome 1: Economic growth and minimised congestion
Policy: Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, meeting demand from a growing population.

Outcome 2: Affordable and accessible door-to-door journeys
Policy: Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.

Outcome 3: Safer travel
Policy: Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks.

Outcome 4: Enhanced environment
Policy: Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment.

Outcome 5: Better health and wellbeing
Policy: Promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.

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[4] Available at: http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/increasing-opportunities-improving-outcomes

Strategic Priorities

These are the schemes that are required to deliver **Growth without Gridlock**. They are strategic infrastructure projects that the County Council may not directly deliver or operate and are likely to affect a number of districts.

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

Many of the schemes are linked in some way, for example a new Lower Thames Crossing will enable KCC's policy of bifurcation (splitting traffic between the two motorway corridors) to be enacted. Therefore, the schemes have been set out in that order. Each has also been labelled with its importance to either the national, regional or local economy, as set out in the diagram below.

National
- Enabling Growth in the Thames Gateway
- New Lower Thames Crossing
- Port Expansion
- A Solution to Operation Stack

Countywide
- Bifurcation of Port Traffic
- Provision for Overnight Lorry Parking
- Ashford International Station Signalling (Ashford Spurs)
- Journey Time Improvements and Thanet Parkway Railway Station
- Rail and Bus Improvements

Local
- District Priorities

Strategic Transport Priorities

New Lower Thames Crossing

Journey time improvements and Thanet Parkway Railway Station

Enabling growth in the Thames Gateway

Countywide: Provision for overnight lorry parking

Port expansion

A solution to Operation Stack

Countywide: Rail and bus improvements

Ashford International Station signalling (Ashford Spurs)

Bifurcation of Port traffic

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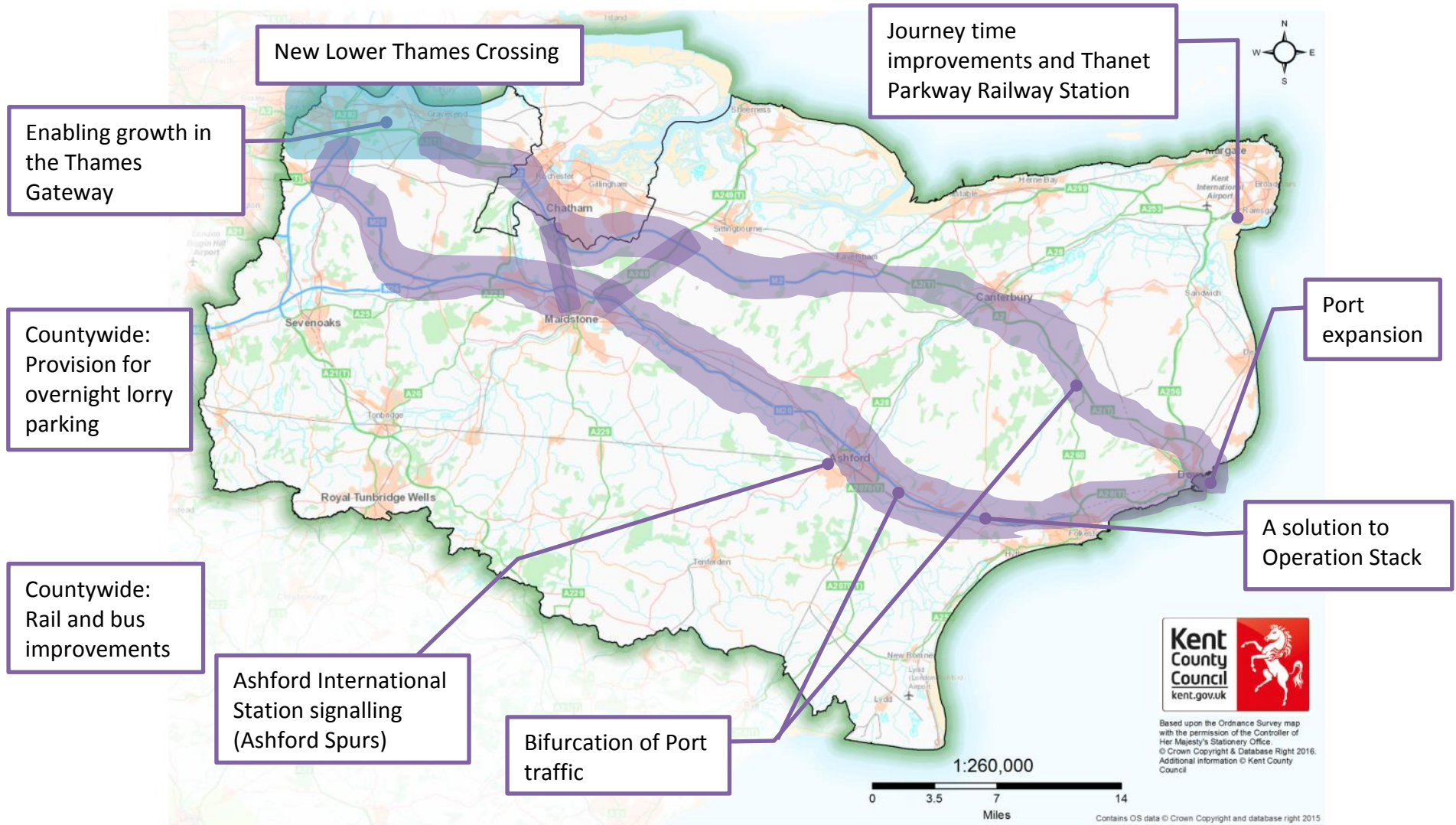
Enabling Growth in the Thames Gateway

Issue	The Thames Gateway is the South East's most important location for housing and commercial growth yet unlocking its potential depends on bringing forward significant new infrastructure.
Action	Prioritise the transport investments that are required to deliver the major commercial and residential developments planned over the next 10 – 15 years.
Outcome	15,000 new homes and up to 20,000 new jobs at Ebbsfleet Garden City and up to 27,000 new jobs at London Paramount Entertainment Resort. **LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 4 Enhanced environment**
Cost	To be confirmed.

National priority

The Thames Gateway covers most of the districts of Dartford, Gravesham and Swale; and this area is essential to the growth of London and the South East. Government has acknowledged the importance of this growth area with the establishment of the Ebbsfleet Development Corporation (tasked with the delivery of a 21st Century Garden City at Ebbsfleet), and the Budget 2016 announcement that Lord Heseltine is to chair a review into the area's regeneration, extended to Canterbury and Thanet in a 'Thames Estuary' area. London Resort Company Holdings (LRCH) has also chosen this area in North Kent for the development of the UK's largest entertainment resort, London Paramount.

Much has been achieved in transforming the Gateway over the past three decades and yet there is much more to be done. The transport investments that are required to deliver planned development and the measures that need to be taken to bring them forward will be prioritised. Transport schemes include enhancements to the road network along the A2 corridor and public transport improvements including extending Crossrail into Kent. These measures require strategic Government decisions, public sector funding and efforts to secure private investment.

Transport improvements needed to deliver growth in the Thames Gateway Kent:
- ➢ A2 Bean junction upgrade.
- ➢ A2 Ebbsfleet junction upgrade.
- ➢ Increased high speed rail services to Ebbsfleet.
- ➢ Crossrail extension from Abbey Wood to Dartford, Ebbsfleet and Gravesend.

New Lower Thames Crossing

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

National priority

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

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

Bifurcation of Port Traffic

Issue	Inefficient motorway network along the Channel Corridor as all traffic is routed along the M20/A20.
Action	Bifurcate (split traffic) between the M20/A20 and M2/A2 routes.
Outcome	A resilient transport network and major regeneration of Dover. **LTP4 Outcomes: 1 Economic growth and minimised congestion, 3 Safer travel, 5 Better health and wellbeing**
Cost	Approximately £393m at 2016 prices (to be confirmed).

Countywide priority

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

To deliver bifurcation, the following upgrades are required:
- ➢ M2 Junction 7 (Brenley Corner) improvements to improve capacity and provide free-flow between the M2 and A2.
- ➢ Dualling sections of single carriageway on the A2 north of Dover along Jubilee Way to Whitfield and near Lydden.
- ➢ M20 Junction 7 improvements to provide ease of access between the A249 and M20.
- ➢ M2 Junction 5 Stockbury improvements to provide free-flow between the M2 and A249.

Port Expansion

Issue	Annual forecast for growth at the Port of Dover is between 2% and 4% so capacity is needed to support increasing freight movements and the resilience of the Port.
Action	Work with Dover Harbour Board to support development of the Western Docks.
Outcome	Job creation and the regeneration of Dover Port and town. **LTP4 Outcomes: 1 Economic growth and minimised congestion**
Cost	TBC – LGF contribution of £5m.

National priority

The Government's Port Policy Review Interim Report forecast a 101% increase in roll on – roll off ferry traffic by 2030 (HGVs and LGVs driving on and off ferries). To accommodate this growth, constraints in the south east's capacity for short-sea routes to the Continent have to be overcome. Dover Harbour Board's master planning has shown that the existing Eastern Docks would not provide sufficient capacity and therefore the Port plan to redevelop the Western Docks.

The Western Docks will provide a cargo terminal with a port-centric distribution centre, allowing the existing cargo operations to move out of the Eastern Docks so that capacity within the existing dedicated ferry terminal can be increased. The redevelopment would also kick-start the regeneration of Dover town, attracting investment, creating jobs and improving the appearance of the

Waterfront. The scheme will remodel the Prince of Wales and York Street roundabouts on the A20.

A Solution to Operation Stack

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

National priority

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

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

Provision for Overnight Lorry Parking

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

Countywide priority

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

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

Ashford International Station Signalling (Ashford Spurs)

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

Countywide priority

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

Journey Time Improvements and Thanet Parkway Rail Station

Issue	East Kent has real opportunity for growth but currently is beyond the 'magic hour' time from London, which discourages employers from locating in the area. Regeneration in East Kent is dependent on improving accessibility.
Action	Delivery of Thanet Parkway railway station.
Outcome	Improved rail connectivity between East Kent, London and the wider Kent area, and increased attractiveness of East Kent to employers. **LTP4 Outcomes: 1 Economic growth and minimised, 2 Affordable and accessible door-to-door journeys**
Cost	Thanet Parkway cost of £16 million (at 2020 prices)

Countywide priority

The districts of Canterbury, Dover, Shepway and Thanet together form East Kent. The area suffers from increased deprivation when compared with West Kent, and the wider South East. Poor accessibility has discouraged major employers from locating in the area, and prevents regeneration. We are seeking to deliver a new railway station to significantly improve rail connectivity to the area.

The station will provide access to greater employment opportunities for local residents, increase the attractiveness for investment in Discovery Park Enterprise Zone and numerous surrounding business parks in Thanet, and support local housing growth including Stone Hill Park on the former Manston Airport site if this is granted planning permission. The estimated journey time from Thanet Parkway to London St Pancras will be just over 20 minutes shorter than that from Deal to London St Pancras,

therefore a new station enhances the accessibility of the wider area of East Kent.

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

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Rail and Bus Improvements

Issue	Growth in housing and jobs will increase traffic congestion reducing opportunities for those without access to a car. Cost of commuting by rail to access employment is a major barrier for many people.
Action	Create an integrated public transport network and promote initiatives to encourage greater use of public transport. Liaise with partners to identify options for reducing the 'rail price penalty'.
Outcome	Increased access to jobs, education and health by public transport, providing opportunities to Kent's residents without the need for a private car and therefore reducing road congestion. **LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 3 Safer travel, 4 Enhanced environment**
Cost	TBC.

Countywide priority

We need a public transport system that is integrated, affordable, and therefore an attractive option for our residents. One barrier for many people is the cost of commuting by train, which can prevent people from being able to access employment, particularly in London. This is known as the 'rail price penalty' and we will work with Government and the rail franchisee to identify options to reduce this. We have made good progress on promoting improvements to rail passenger services through the Rail Action Plan for Kent, and this has led to KCC being recognised as a voice of authority on rail matters for the South East. We will now work to influence the new South Eastern rail franchise (2018) as well as continuing to run annual Rail Summits to stand up for Kent's passengers. We support the proposal for an extension of Crossrail 1 from Abbey Wood to Dartford, Ebbsfleet and Gravesend ensuring the delivery of additional rail capacity for the planned Ebbsfleet Garden City, London Paramount and Thames Gateway area.

We actively support seven Quality Bus Partnerships[5] (QBP) and Punctuality Improvement Partnerships[6] (PIP), and we are progressing with the roll-out of smart ticketing to provide seamless travel between operators. The successful Fastrack bus service in Kent Thameside will be developed as growth occurs, and it is exemplary of a high quality bus service. We have to take a pragmatic approach to funding commercially unviable bus services and will seek to support other means of provision that can achieve the same aims, such as community bus services. However, we welcome the potential for KCC to have bus franchising powers to enhance services and create an integrated public transport network.
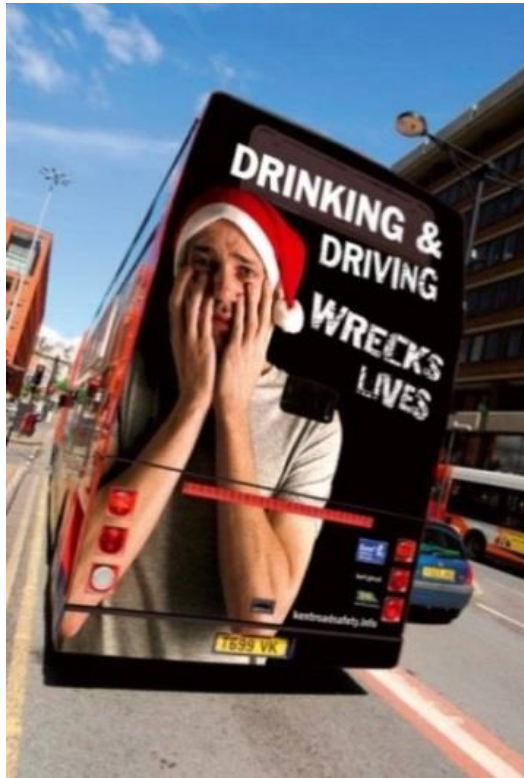
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[5] A voluntary partnership between local authorities and bus companies to encourage the use of buses by developing high quality and reliable services.
[6] Similar to QBPs but with the aim to reduce congestion and improve time keeping on bus routes.

Kent-wide Priorities

Road Safety

Under the Road Traffic Act 1989, KCC has a duty to promote road safety and act to reduce the likelihood of road casualties occurring. We also have a moral and financial imperative to do this. Our target is to reduce the number of killed and seriously injured (KSI) by 33% and child KSI by 40% (2014 to 2020). One means of addressing this is through the Crash Remedial Measures (CRM) Programme which targets safety critical schemes. These are locations where there is a statistically higher than expected number of KSI casualties. At least 50% of the Integrated Transport block funding is top sliced for CRM schemes, for which the programme can be found in annexe 3 to this LTP4. Therefore, at least 50% of transport scheme funding is prioritised for Outcome 3: Safer travel.

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

Highway Maintenance and Asset Management

One of KCC's primary roles is to maintain the structural integrity of the public highway, which includes targeting potholes for repair, both to ensure safe travel and prolong the life of assets. The Department for Transport (DfT) allocates Highway Maintenance Block funding based on the size of our roads, bridges, and street lighting assets as a proportion of the total asset size in England. From 2018/19 the cycleway and footway network will also be included in the calculation. To make the best use of this, and to support bids for additional central Government funding, we will implement the asset management approach advocated by the Highway Maintenance Efficiency Programme (HMEP)[7].

Home to School Transport

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

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[7] HMEP is a DfT funded programme to produce savings and efficiencies in the highways sector. Available at: http://www.highwaysefficiency.org.uk/

Active Travel

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

Aviation

'Facing the Aviation Challenge' clearly sets out our position on aviation. This centres on maximising use of existing regional airport capacity, along with some expansion of existing airports and improved rail connections. At the present time, no viable business proposition for aviation at Manston Airport has come forward but Lydd Airport plans to extend its runway and expand its terminal.

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

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

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District Priorities

These are the infrastructure requirements in each district to support growth sustainably. These priorities have been highlighted in the GIF and will be updated as the evidence in the GIF is updated.

Local Priorities

Cross-District Transport Priorities

Awarded £4.5m LGF Funding
Kent Thameside Local Sustainable Transport Fund – making sustainable travel easier for Kent's residents

Awarded £4.9m LGF Funding
West Kent Local Sustainable Transport Fund– making sustainable travel easier for Kent's residents

Awarded £4.8m LGF Funding
Kent Strategic Congestion Management programme – to target congestion hotspots

Awarded £1m LGF Funding
Sustainable access to education and employment (Kent Rights of Way Improvement Plan)

Awarded £3m LGF Funding
Kent Sustainable Interventions supporting growth programme

Kent Connected journey planning and Smart Ticketing for public transport

SEP Schemes
East Kent Local Sustainable Transport Fund – making sustainable travel easier for Kent's residents.

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West Kent

Sevenoaks

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

Owing to the frequent and fast rail services, there are also issues with "park and rail" use of stations in the District, and possible parking concerns. Sevenoaks is an affluent rural district with high reliance on the private car and as such, in common with much of the county, providing frequent and commercially viable bus services is challenging.

Sevenoaks' Transport Priorities

Future Schemes
Alleviate congestion in Swanley with traffic management control.

Future Schemes
Bat and Ball Railway Station improvements.

Future Schemes
New railway station and guided busway for Swanley.

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

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

GIF Schemes
Heavy Goods Vehicle monitoring system on A25.

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

GIF Schemes
Sevenoaks traffic signal optimisation.
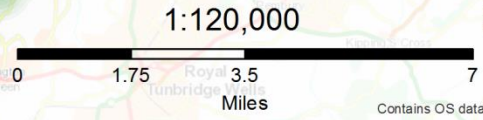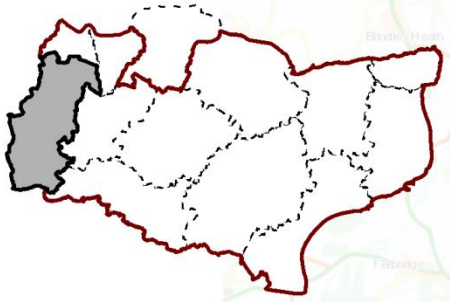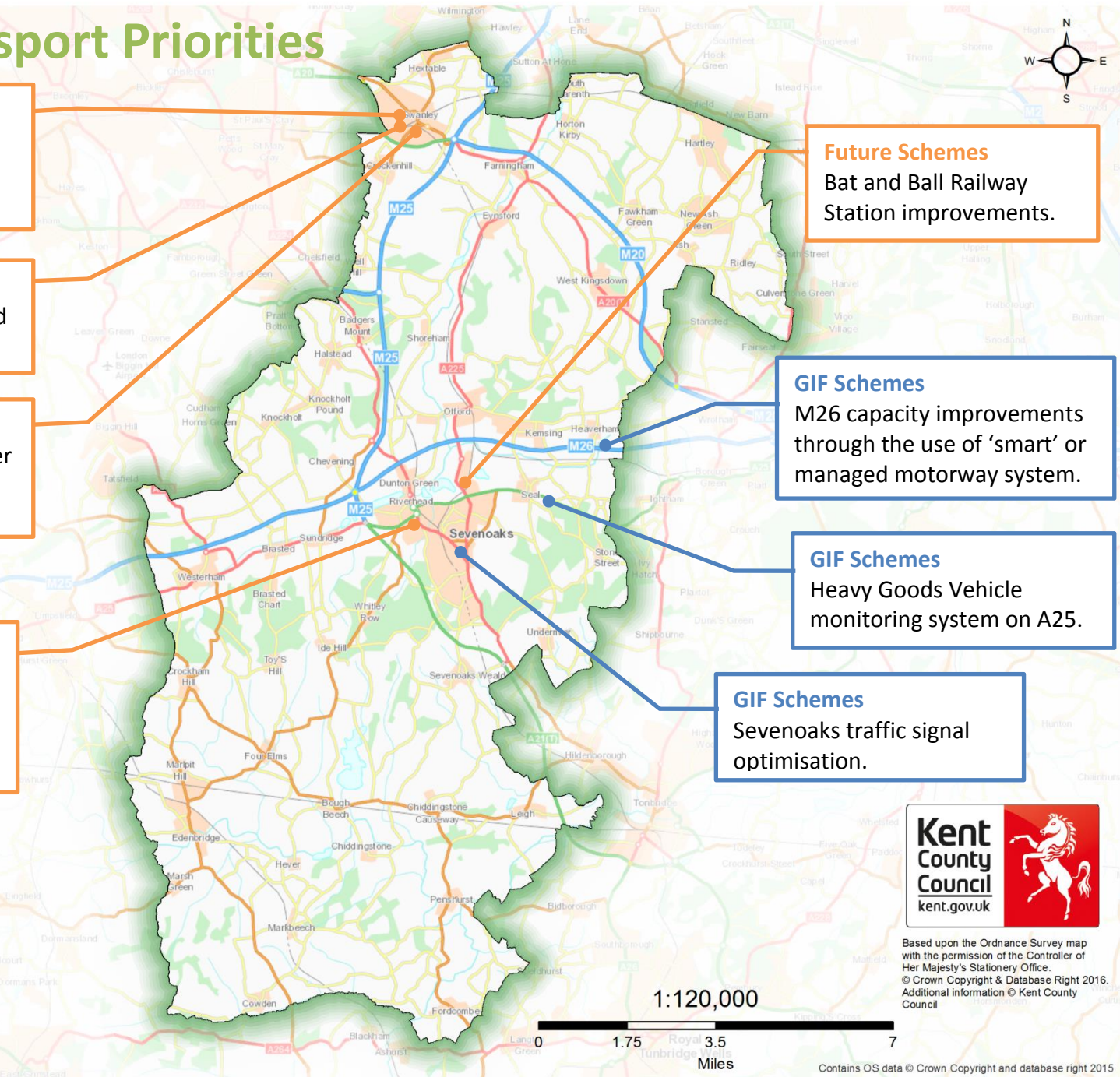
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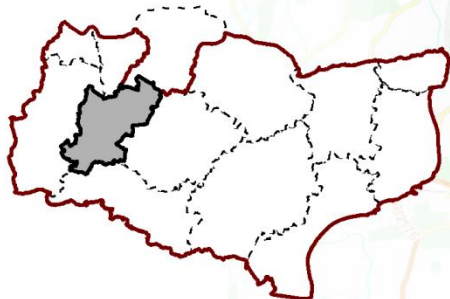0   1.75   3.5   7
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Tonbridge and Malling

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

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

Tonbridge and Malling's Transport Priorities

GIF Schemes
M25/M26 east facing slips to alleviate movement restrictions.

GIF Schemes
M20 Junctions 3 – 5 'smart' (managed) motorway system.

GIF Schemes
Potential for Urban Traffic Control (traffic signal coordination) in Tonbridge to help alleviate congestion and improve air quality.

Future Schemes
Tackling congestion in Tonbridge town.

SEP Schemes
Tonbridge town centre regeneration.

Future Schemes
Study into traffic flows on A229 Bluebell Hill.

SEP Schemes
M20 Junction 4 eastern overbridge.

GIF Schemes
A20 corridor improvements between A228 and M20 Junction 5

Future Schemes
Wateringbury A26/B2015 junction improvements.

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Tunbridge Wells

The district faces severe congestion problems, especially at peak times, with four major A roads converging in Royal Tunbridge Wells (A26, A264, A267 and A228) and the A21 on its borders. There is substantial congestion on the A26 between Royal Tunbridge Wells and Tonbridge, particularly in Southborough, and on the A264 Pembury Road leading into the town. The district borders East Sussex to the west and consequently there are traffic movements across the border, such as from Crowborough and Uckfield.

Routes that are of a high priority to find a solution are the A264 Pembury Road, A26 London Road/St John's Road, A228 Colt's Hill, and A21 dualling from Kippings Cross to Lamberhurst.

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Tunbridge Wells' Transport Priorities

SEP Schemes
A26 London Road/ Speldhurst Road/ Yew Tree Road junction.

GIF Schemes
A26 corridor capacity improvements.

SEP Schemes
North Farm Relief Strategy.

SEP Schemes
Pembury Road phase 1.

Future Schemes
Paddock Wood junction improvements: Badsell Road/Mascalls Court Road and Colts Hill roundabout.

GIF Schemes
A228 Colts Hill scheme.

Future Schemes
Tunbridge Wells town centre package: Carrs Corner Gateway, Monson Road/Camden Road, public realm phase 3 (Mount Pleasant to Station).

GIF Schemes
Dualling the A21 between Kippings Cross and Lamberhurst.

Future Schemes
Tunbridge Wells Cycling Strategy priority schemes (including A26 and A264 cycle routes).

Future Schemes
20mph zones in residential areas, towns and village centres.
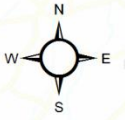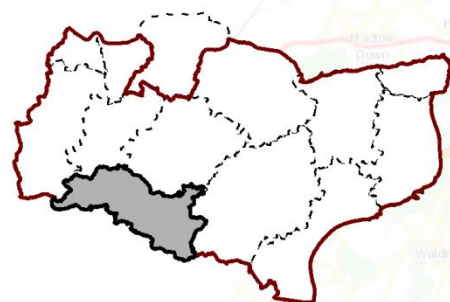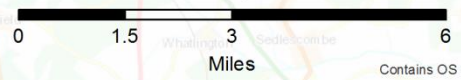
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North Kent

Dartford

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

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

Rail capacity on the North Kent line is stretched and likely to be overcapacity in the near future with continued growth in demand, particularly for commuting into London. Stone Crossing and Swanscombe stations have significant access and safety issues and do not have capacity to cater for projected levels of growth. There are poor bus interchange facilities at all stations other than Greenhithe. Train services at Ebbsfleet International provide 17 minute journey times into London but the station has limited connectivity via public transport corridors or walking or cycling and is instead reliant on being accessible by private car.

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

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

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Dartford's Transport Priorities

SEP Schemes
Pedestrian/cycle bridge over River Darent at Northern Gateway strategic site.

Future Schemes
Improvements or new bridge at A282 Junction 1a.

GIF Schemes
Infrastructure to support the London Paramount proposals.

Future Schemes
A226 Relief Road at Swanscombe Peninsular.

Future Schemes
Dartford town centre improvements.

Future Schemes
Swanscombe and Stone Station replacement.

Future Schemes
Crossrail extension to Dartford.

SEP Schemes
A226 London Road/St Clement's Way.

SEP Schemes
Dartford town centre improvements: walking/cycling, bus access, easing congestion, Variable Message Signs and car park signing.

GIF Schemes
Expansion of Fastrack bus network.

GIF Schemes
Improve walking and cycling infrastructure.

GIF Schemes
A2 Ebbsfleet junction improvements.

GIF Schemes
A2 Bean junction improvements, including a new bridge.

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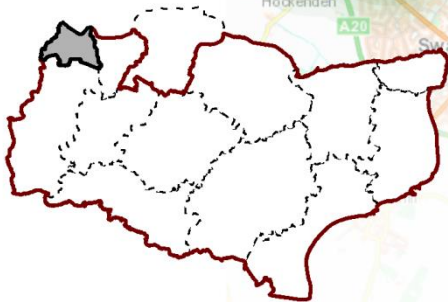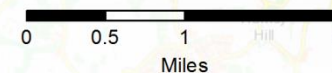
Gravesham

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

High Speed train services from Gravesend now give a journey time of just 23 minutes into St Pancras, and Ebbsfleet International in neighbouring Dartford provides connections to continental Europe. The bus network (including Fastrack) is focused on Gravesend, with high frequency links to Dartford town centre, Bluewater and Darent Valley Hospital. The Tilbury Ferry also connects Gravesend to Tilbury in Thurrock.

Gravesham's Transport Priorities

SEP Schemes
Rathmore Link Road.

Future Schemes
Congestion relief associated with new developments, such as London Paramount.

Future Schemes
Cross-river links to south Essex.

GIF Schemes
Improved link between Northfleet and Ebbsfleet stations.

GIF Schemes
Increasing highway capacity: A226 Thames Way dualling, Rathmore Link Road, Springhead Bridge.

GIF Schemes
Expansion of the Fastrack bus network.

GIF Schemes
Crossrail extension to Ebbsfleet and Gravesend.

Future Schemes
Walking and cycling links in urban Gravesend.

GIF Schemes
Gravesend transport interchange.

Future Schemes
Public transport service improvements in the borough.
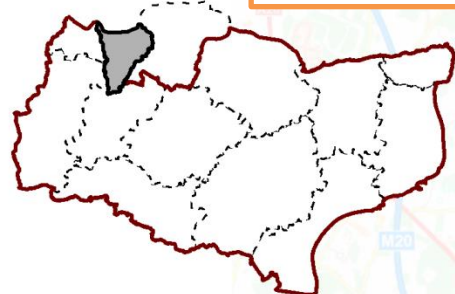
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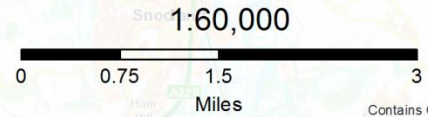
Maidstone

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

The constrained nature of the town centre has contributed to peak period congestion and the designation of the wider urban area as an Air Quality Management Area. A scheme to relieve congestion at the Bridges Gyratory is currently being implemented, although continued traffic growth on other parts of the network is expected to result in worsening delays for road users. These pressures are most evident on the congested A229 and A274 corridors in south and south eastern Maidstone and on the A20 corridor in north western Maidstone.

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

Bus services within the urban area are largely focused around serving the town centre and hospital. Many outlying suburban and rural communities are afforded a more limited level of service that does not provide a convenient travel option for many potential users.

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

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Maidstone's Transport Priorities

GIF Schemes
M20 Junctions 3 – 5 'smart' (managed) motorway system.

SEP Schemes
Maidstone Integrated Transport Package.

GIF Schemes
M20 Junction 7 improvements.

Future Schemes
Public transport improvements (redevelop Maidstone East, refurbish Maidstone bus station, and bus infrastructure improvements).

GIF Schemes
Thameslink extension to Maidstone East by 2018 giving direct services to the City of London.

Future Schemes
Bearsted Road corridor capacity improvements.

SEP Schemes
Maidstone bridges improvement scheme.

Future Schemes
A229/A274 corridor capacity improvements.

Future Schemes
Junction improvements and traffic management schemes in the Rural Service Centres.

GIF Schemes
Leeds and Langley Relief Road.

SEP Schemes
Maidstone sustainable access to employment areas.

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Swale

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

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

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

Swale's Transport Priorities
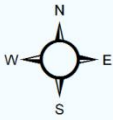
GIF Schemes
Extension of the Northern Relief Road to the A2 and then M2.

GIF Schemes
A249/Grovehurst Road junction.

Future Schemes
Improvements to the Lower Road and junction with Barton Hill Drive.

Future Schemes
A249 corridor capacity enhancements to support growth.

GIF Schemes
Improve public transport between Isle of Sheppey, Sheerness and Sittingbourne.

SEP Schemes
Sittingbourne town centre regeneration.

Future Schemes
Improvements to M2 Junction 7.

Future Schemes
Improvements to Key Street junction.

GIF Schemes
Improvements to M2 Junction 5.

Future Schemes
Improved public transport connections to and from major centres of employment in the borough.
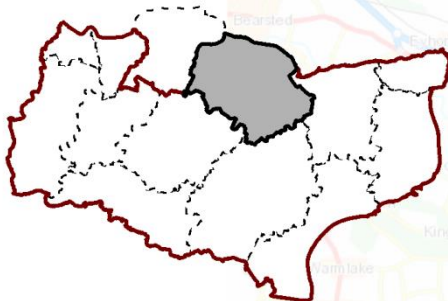
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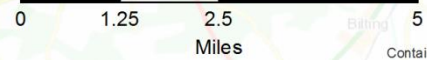
Medway

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

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

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

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

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

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

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

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

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

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

Medway Council's Transport Priorities

Public Transport Improvements through the Medway Integrated Transport Project.

Improved cycling facilities throughout Medway.

Strood and Chatham Town Centre Improvements.

A289 Four Elms to Medway Tunnel Improvements

Rail Improvements at Strood and Chatham Stations.

Tackling Congestion Hotspots along the A2 corridor through Medway.

Improvements to the A229 corridor between Maidstone Medway.

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Medway
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Serving You
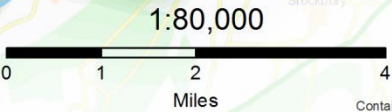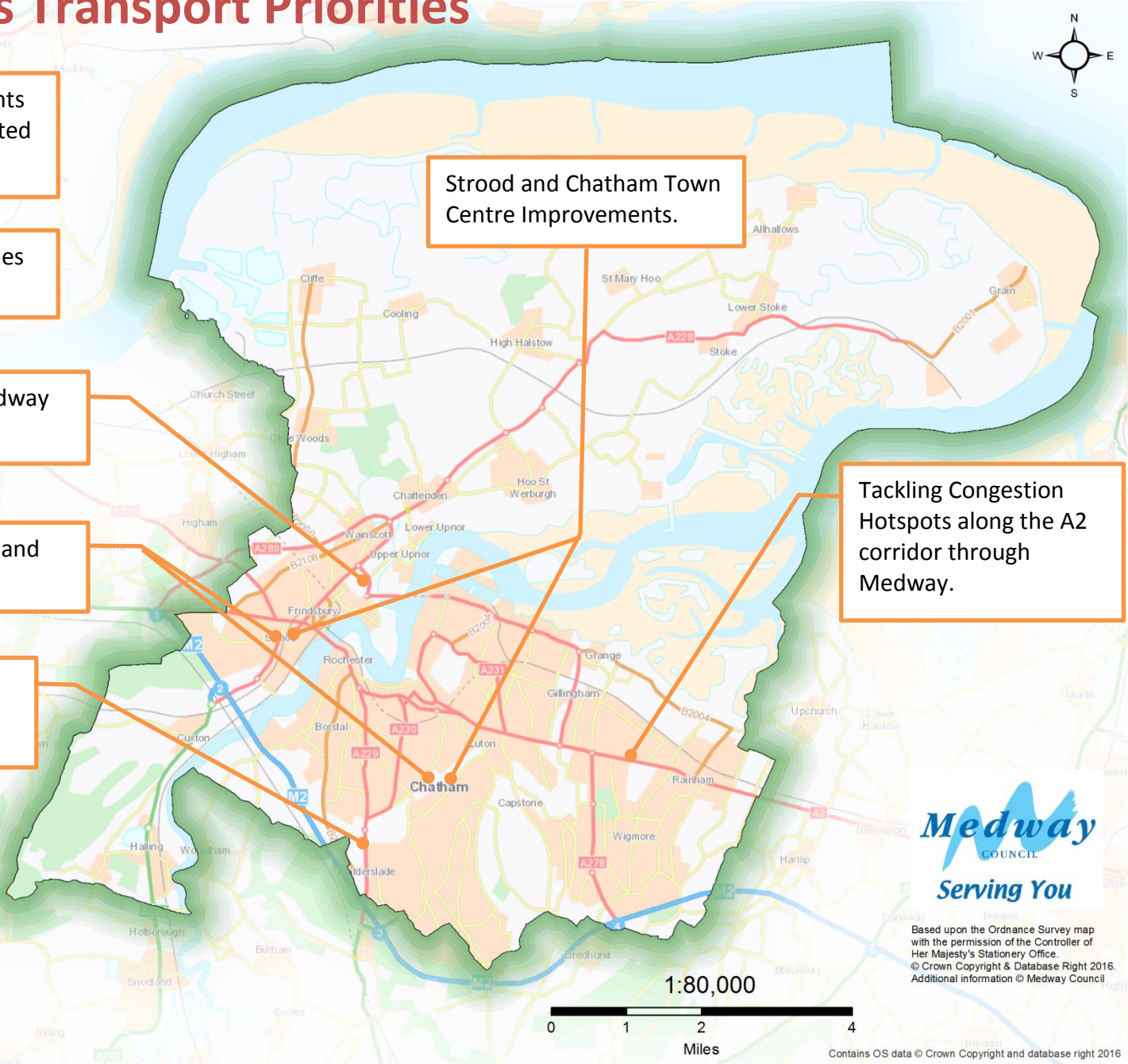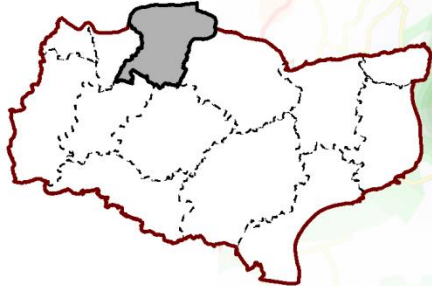
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East Kent

Ashford

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

Ashford is historically a railway town and consequently it has rail connections to Maidstone, Canterbury, Tonbridge, Folkestone and Hastings, as well as internationally via the Channel Tunnel. The bus network includes urban, inter-urban and rural services; and Stagecoach is the main bus operator in East Kent.

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

Ashford's Transport Priorities

SEP Schemes
Ashford International rail connectivity (Ashford Spurs)
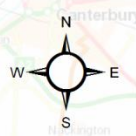
Future Schemes
Improvements to the former ring road and pedestrian facilities.

Future Schemes
Implementation of Ashford Cycling Strategy.

SEP Schemes
A28 Chart Road

SEP Schemes
M20 Junction 10a

GIF Schemes
Bus service improvement – bus provision, capacity and frequency, including between major growth points and town centre.
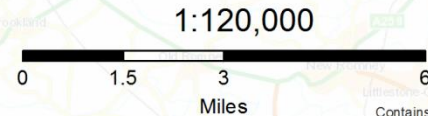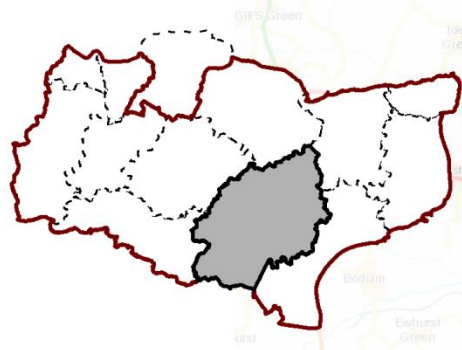
Future Schemes
Ashford town centre project – including Ashford Station access and junction improvement – Station Approach/Elwick Road and Victoria Way.

Future Schemes
Park Farm Rail Halt feasibility assessment.

Future Schemes
Pound Lane Strategic Link (Kingsnorth).

Future Schemes
Orbital Park roundabout upgrade.

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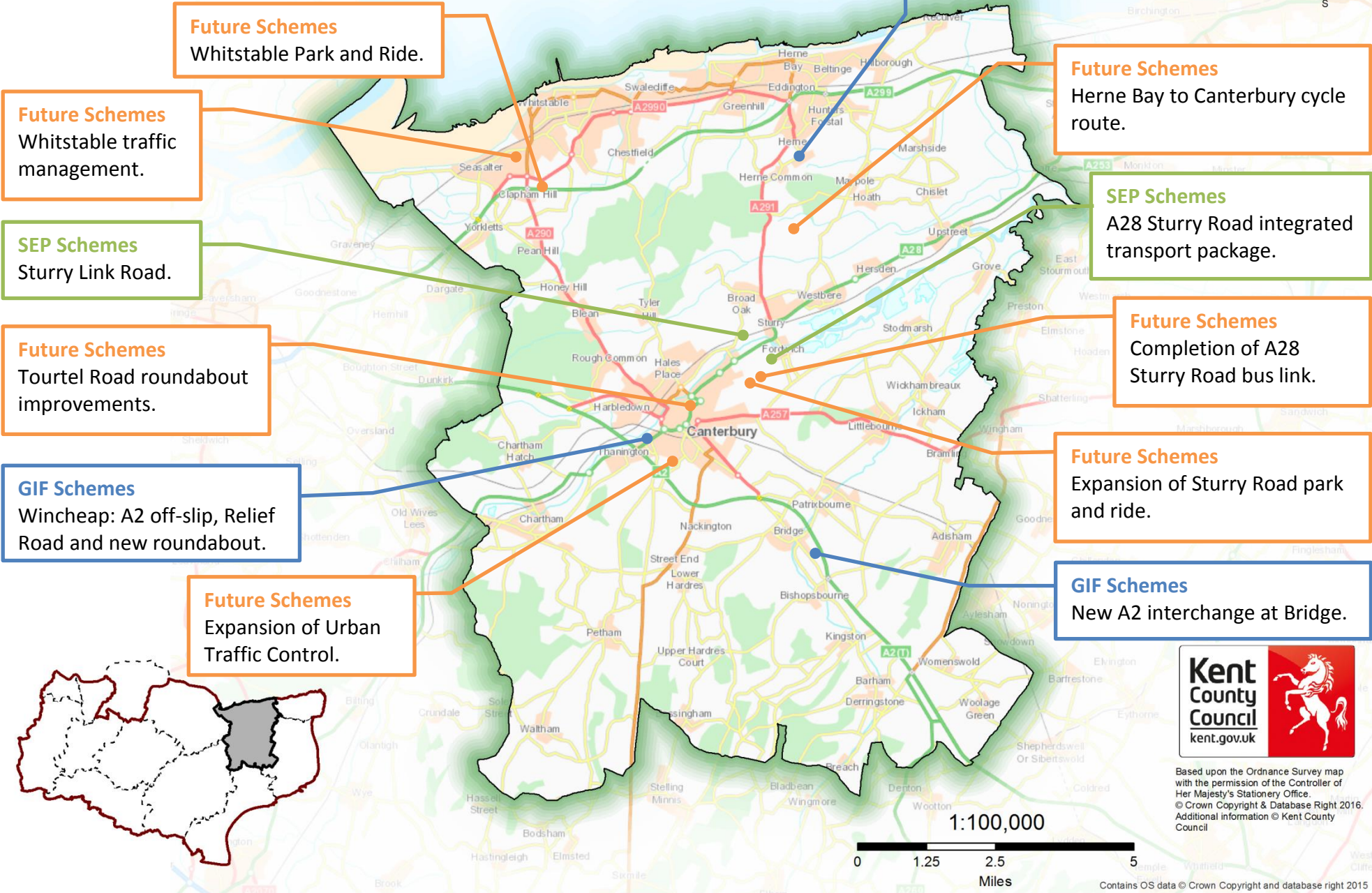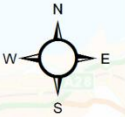Contains OS data © Crown Copyright and database right 2015

Canterbury

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

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

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

Canterbury's Transport Priorities

GIF Schemes
Herne Relief Road

Future Schemes
Whitstable Park and Ride.

Future Schemes
Whitstable traffic management.

SEP Schemes
Sturry Link Road.

Future Schemes
Tourtel Road roundabout improvements.

GIF Schemes
Wincheap: A2 off-slip, Relief Road and new roundabout.

Future Schemes
Expansion of Urban Traffic Control.

Future Schemes
Herne Bay to Canterbury cycle route.

SEP Schemes
A28 Sturry Road integrated transport package.

Future Schemes
Completion of A28 Sturry Road bus link.

Future Schemes
Expansion of Sturry Road park and ride.

GIF Schemes
New A2 interchange at Bridge.

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Miles

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Dover

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

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

Dover's Transport Priorities

GIF Schemes
Whitfield Bus Rapid Transit (including improvements to York Street, Dover BRT hub, and Dover Priory Station

Future Schemes
A257 route study review.

GIF Schemes
Projects to facilitate Whitfield development (including a Park and Ride).

GIF Schemes
A2/A258 Duke of York roundabout improvements.

SEP Schemes
A2 Lydden to Dover improvement.

SEP Schemes
Dover Western Docks Revival.

SEP Schemes
Dover waterfront link to town centre.

SEP Schemes
A260 upgrade.

Future Schemes
Dover Priory Car Park

Future Schemes
Sandwich coach and car park.

Future Schemes
Improvement of Sandwich Station.

Future Schemes
North Deal A258 Eastern Connecting Road.

SEP Schemes
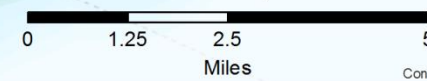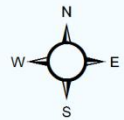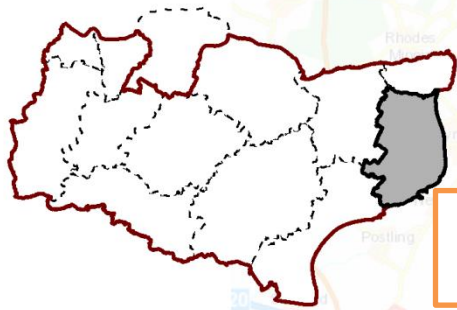North Deal transport improvements.

Future Schemes
Deal improvements and alternative access routes to compliment the A258 corridor.

Future Schemes
Improved strategic road network to manage port traffic.

Future Schemes
A258 route study review.

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Miles

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Shepway

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

The district has a well-connected bus network with services to Ashford, Canterbury, Dover, and along the coast towards Hastings. High Speed rail services have reduced journey times to London to 55 minutes.

Shepway's Transport Priorities

Future Schemes
South of Hawkinge A20/A260 Junction Improvements.

SEP Schemes
Cheriton High Street/A20.

GIF Schemes
Shorncliffe Garrison: Horn Street bridge improvements and links to Cheriton High Street and Seabrook Valley.

GIF Schemes
Upgrades to M20 Junction 11.

SEP Schemes
Newingreen junction improvements.

GIF Schemes
Highway improvements to support Lydd Airport.

GIF Schemes
Seafront schemes: Grace Hill system and Tontine Street junction.

SEP Schemes
Folkestone Seafront.
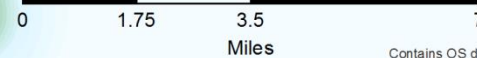
Future Schemes
Tram Road link walkway and cycleway.
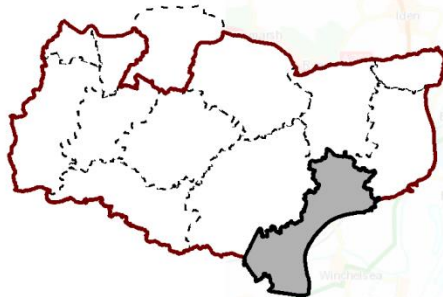
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Miles

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Thanet

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

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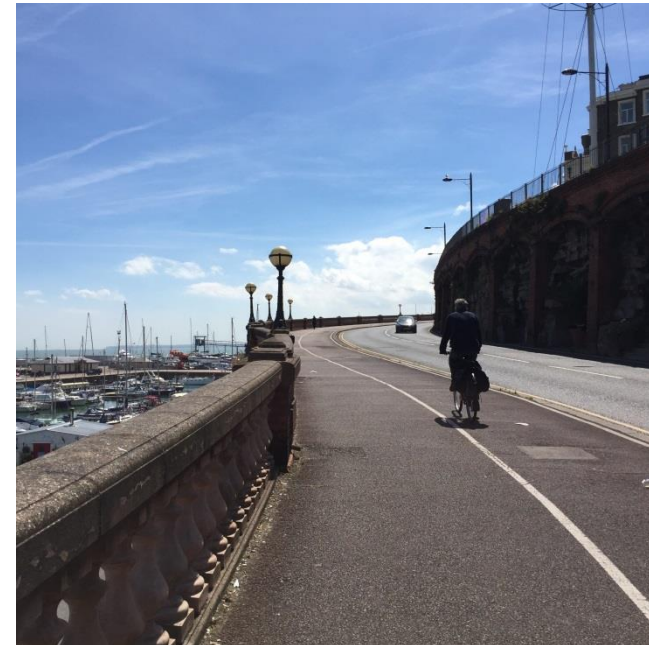
Thanet's Transport Priorities
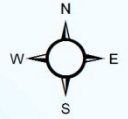
GIF Schemes
Rail journey time improvements and connections to London.

GIF Schemes
Thanet Loop road improvements (priority of Shottendane Road).

GIF Schemes
Westwood town centre Link Road.

GIF Schemes
Margate junction improvements.

Future Schemes
An inner circuit road to connect Westwood Cross with other towns.

Future Schemes
Public realm improvements in the coastal towns.

Future Schemes
Decision on Manston Airport.

Future Schemes
Improve sustainable transport options in Westwood.

SEP Schemes
Thanet Park railway station.

Future Schemes
Ramsgate Port investment.
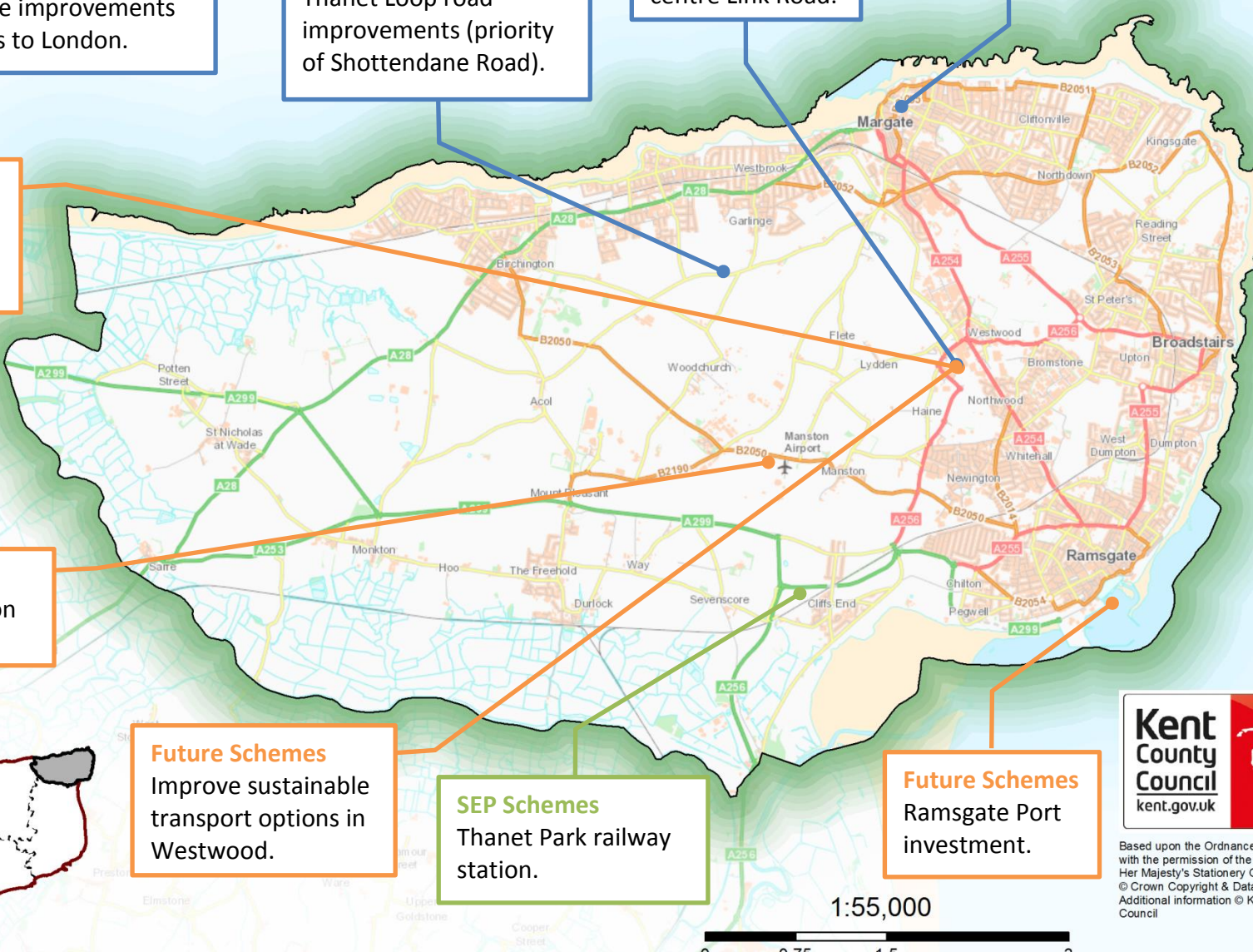
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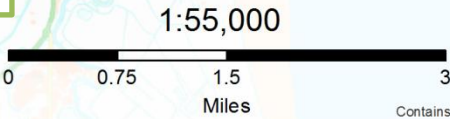
Our Funding Sources

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

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

This section sets out how we will make the best use of these existing funds as well as access new sources of funding to maintain and improve the assets we have and deliver new infrastructure to support growth.

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

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

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

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

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

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

Integrated Transport Programme
For small scale transport schemes (typically under £1 million) to be allocated funding from the Integrated Transport Block (Department for Transport funding) there must be a robust system of appraisal to prioritise investment where it will have the greatest value for money. The methodology for achieving this is detailed in Annexe 1.

A cost-benefit analysis is undertaken by scoring individual schemes on their total impacts compared with the total cost. The cost includes a whole life approach to maintenance and factors in any external funding. The highest scoring schemes are then scrutinised to provide assurances that they will meet their objectives to achieve the LTP outcome(s), and that they can be feasibly constructed within budget and timescales.

The funding is top sliced for safety critical schemes (see Road Safety). The remaining budget is then allocated amongst the five outcomes (40% to economic growth and minimised congestion, 15% to affordable and accessible door-to-door journeys, 15% to safer travel, 15% to enhanced environment, and 15% to better health and wellbeing). This option for funding allocation is being environmentally assessed to ensure that it achieves a balanced Integrated Transport Programme (ITP).

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

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Kent's Motorways, trunk roads, primary and secondary routes, and Kent's mainline and High Speed rail network
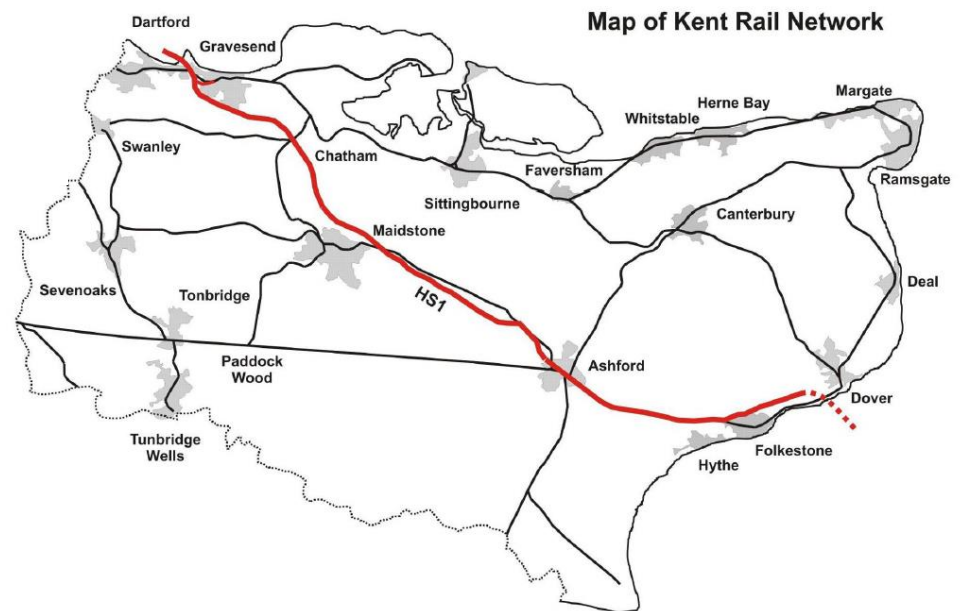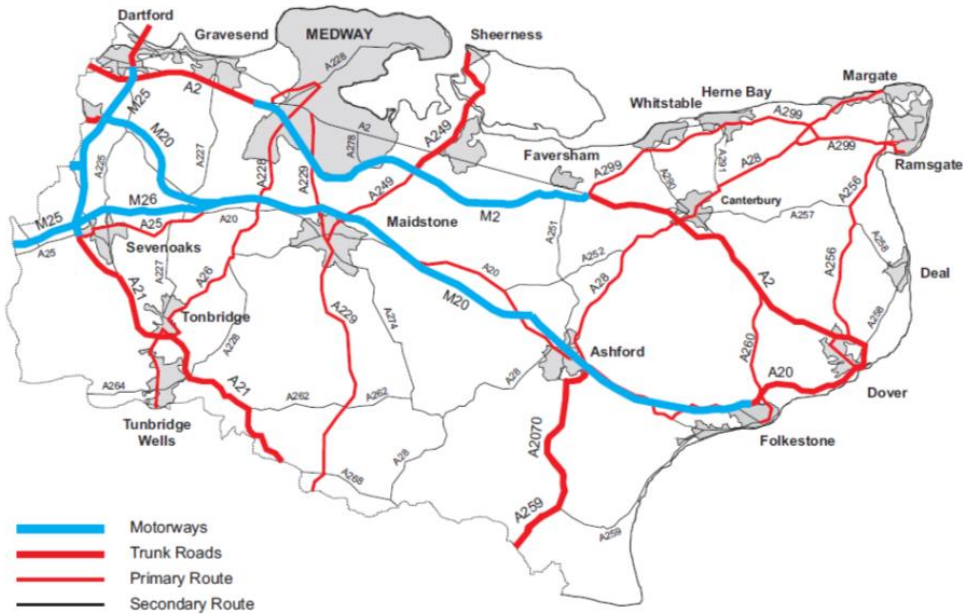
Conclusion

This fourth Local Transport Plan explains our main transport infrastructure priorities to deliver **Growth without Gridlock** in Kent. Our other funding streams, such as the Integrated Transport Programme (used to deliver small scale transport schemes) and the Crash Remedial Measures Programme (for safety-critical schemes), are a major part of our annual work to improve the highway network. Annexes 2 and 3 to this LTP are the delivery programmes for these budgets and detail the individual schemes that will receive funding. These annexes will be updated annually. However, these budgets are increasingly constrained and so we must carefully prioritise how we spend them. The methodology for prioritising is available in Annexe 1.

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

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

Outcome 1: Economic growth and minimised congestion
Outcome 2: Affordable and accessible door-to-door journeys
Outcome 3: Safer travel
Outcome 4: Enhanced environment
Outcome 5: Better health and wellbeing

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

Annexe 1 – Prioritisation for the Integrated Transport Programme

Background and overview

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

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

For the remainder of the funding forming the ITP, each proposed scheme will be assessed for the impact it achieves compared to the cost to implement and maintain it. As illustrated in Figure A4.1, at the beginning of the financial year 1 proposed schemes should be assessed and prioritised. The top schemes selected should form approximately 120% of the anticipated budget and then for the remainder of that year should be worked up to be deliverable in financial year 2, when the budget is formally allocated.

Pre-assessment criteria

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

Outcome 1: Economic growth and minimised congestion

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

Outcome 3: Safer travel

Outcome 4: Enhanced environment

Outcome 5: Better health and wellbeing

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

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

Financial year 1 - start

- Collate list of proposed schemes
- Assess schemes
- Prioritise 120% of indicative budget
- Design up schemes

Financial year 1 - end

- Reassess schemes following final design and costings
- Check objectives are still met

Financial year 2

- Deliver schemes following budget allocation

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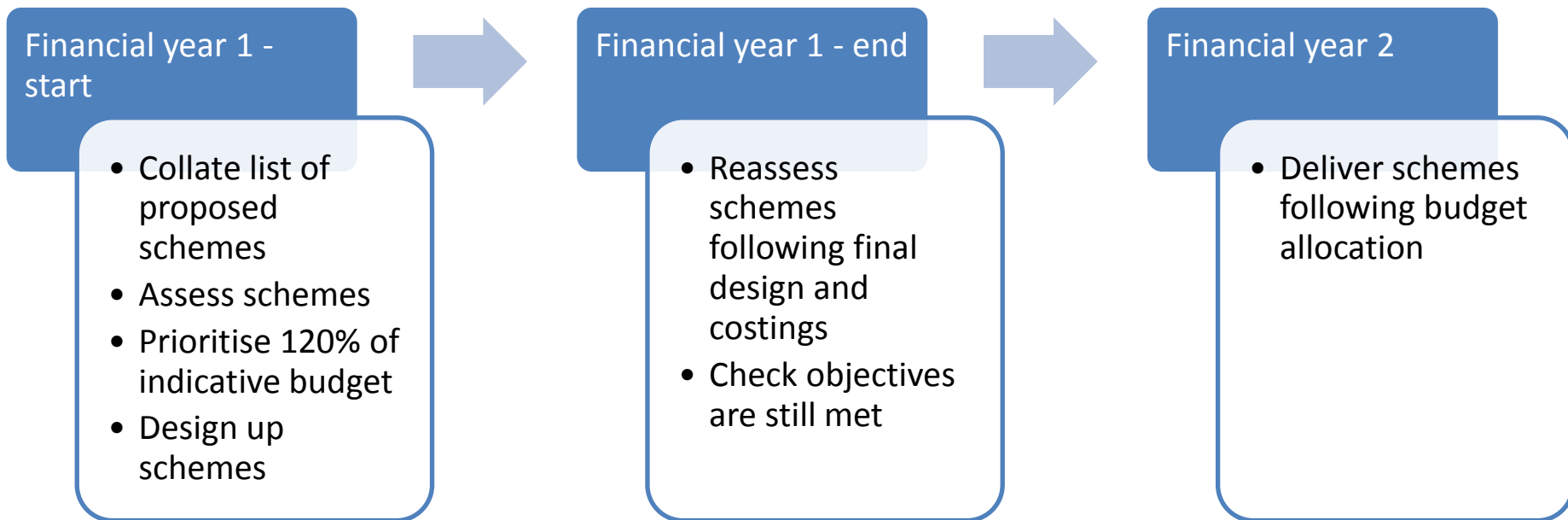
Funding allocation

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

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

Value for money assessment

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

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

	-6	-3	0	3	6
Outcome 1: Economic growth and minimised congestion					
Is the scheme directly connected with delivering development?	N/A		No	Yes	Yes – with developer funding contribution
Does the scheme have impacts in one of the most deprived Lower Super Output Areas using the Index of Multiple Deprivation?	N/A		No direct impacts in one or more of Kent's 60% most deprived LSOAs	Direct impacts in one or more of Kent's 20% – 60% most deprived LSOAs	Direct impacts in one or more of Kent's 20% most deprived LSOAs
Congestion – what impact will the scheme have on congestion and journey time?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
Outcome 2: Affordable and accessible door-to-door journeys					
Accessibility – what impacts will the scheme have on access to key services (jobs, education, healthcare, etc.)?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
Connectivity – what impact will the scheme have on creating connected door-to-door journeys?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
Outcome 3: Safer travel					
Safety – are there any secondary benefits to safety (road, cycleway, footway)?	N/A – scheme should not be progressed if it has a negative impact on safety		Neutral	Positive impact	Strong positive impact
Outcome 4: Enhanced environment					
Sustainable travel – what impact will the scheme have on sustainable travel (e.g. modal shift)?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
Townscape and heritage – what	Strong negative	Negative impact	Neutral	Positive impact	Strong positive

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impacts will the scheme have on the historic and built environment (including severance)?	impact				impact
Environment – what impact will the scheme have on the natural environment?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
Outcome 5: Better health and wellbeing					
Air quality – what impact will the scheme have on air quality?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
Active travel – what impact will the scheme have on promoting active travel?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
Scale of impact					
How wide an impact will the scheme have?	N/A		Localised impact – few people benefit	Wider impact – a substantial number of people benefit	Very wide impact – many people benefit

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

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

This then produces a total combined score out of a maximum of 85 points.

Next the cost of the scheme is considered. This has three elements to it: the construction costs, the whole life maintenance costs, and any external funding contribution.

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

A cost-benefit analysis can now be made by taking the total points scored by the scheme and dividing it by the scheme cost, producing a simplistic "points per pound" score that demonstrates the value for money a scheme achieves. Schemes targeting each LTP4

outcome can then be sorted by the cost-benefit analysis score and the best performing schemes prioritised for delivery the coming financial year.

Compiling the Integrated Transport Programme

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

Annexe 2 – Implementation Plan for the Integrated Transport Programme

This Annexe lists the schemes that will be delivered as part of the Integrated Transport Programme (ITP) and will be updated annually when the programme is agreed.

2017/18 programme to be confirmed.

Annexe 3 – Implementation Plan for the Crash Remedial Measure Programme

This Annexe lists the safety critical schemes that are funded using at least 50% of the Integrated Transport Programme (ITP) budget to achieve Outcome 3 (safer travel) and will be updated annually when the programme is agreed.

2017/18 programme to be confirmed.

To request a hard copy of the draft Local Transport Plan and the questionnaire, or for any alternative formats, please email **alternativeformats@kent.gov.uk** or telephone on **03000 421553** (text relay service 18001 03000 421553). This number goes to an answer machine which is monitored during office hours.

By: **Matthew Balfour, Cabinet Member for Environment and Transport**

Barbara Cooper, Corporate Director, Growth Environment and Transport

To: **Environment and Transport Cabinet Committee – 12 January 2017**

Subject**: Ash Dieback – Update**

Classification**: Unrestricted**

Past Pathway of Paper **N/A**

Future Pathway of Paper **N/A**

Divisions**: All**

Summary: This report provides an update for Environment and Transport Cabinet Committee on Ash Dieback in Kent and the local response to manage the situation.

Recommendations

Cabinet Committee is recommended to:

- Note the serious threat *Ash Dieback* poses to the environment and economy of Kent; and

- Comment on and endorse the KCC approach outlined within this report.

1. Background

1.1 It was agreed by Environment, Highways and Waste Cabinet Committee at their meeting on 10 January 2012 that the Committee should receive periodic updates on the local response to the ongoing Ash Dieback outbreak. This first update report outlines our current understanding of the impacts and implications for Kent arising from the outbreak.

1.2 Since the first Kent cases of Ash Dieback were confirmed in 2012, KCC has provided a direct link between the national response, led by Defra / Fera[1] and the Forestry Commission, and local partners. This approach has ensured a co-ordinated and consistent approach across the county and enabled KCC to influence national policy direction.

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[1] Department for Environment, Food & Rural Affairs / Food & Environment Research Agency

1.3 This approach, and in particular Kent's pro-active and co-ordinated biosecurity measures ensuring that potentially infected fallen leaves are disposed of locally rather transported long distances into potentially unaffected areas) and robust command and control structures, has received endorsement from consecutive UK Chief Plant Health Officers.

1.4 Kent is a bridge-head into the UK from Continental Europe for the introduced fungal pathogen Ash Dieback. The fungus causes progressive die back within our native European Ash and other close non-native relatives, rapidly killing young trees and progressively killing-off individual twigs and branches within the crowns of mature trees, creating potentially dangerous standing dead wood and making them susceptible to lethal secondary infection such as Honey Fungus.

1.5 European Ash is Kent's most widespread tree. Furthermore, our gateway status for international trade, large areas of ancient woodland; more than any other county, large residential population and extensive transport network presents particular local challenges. Ash Dieback is now present across the county, and is most entrenched across east Kent [2].

1.6 In response to the initial outbreak, KCC initiated a Strategic Co-ordinating Group (SCG), in November 2012. KCC is the SCG Strategic Lead.

2. Progress to date

2.1 The Ash Dieback SCG has agreed a wide-ranging Local Action Plan to deliver an agreed multi-agency strategy, with an aim of *'Working in partnership to protect the environment, by containing the outbreak, limiting the spread and mitigating its potential wider consequences'*.

2.2 Complementing this strategy, KCC has printed and distributed Ash Dieback public information signs to relevant teams and partners.

2.3 In addition, Public Rights of Way, working closely with Emergency Planning colleagues, has produced biosecurity guidance which has informed a unified approach by Kent Fire & Rescue Service, Environment Agency, Highways England and utilities companies working within infected areas. Guidance for residents and businesses has also been produced in collaboration with KCC, Kent Downs AONB Unit, Arboricultural Association, and Forestry Commission[3]. Indeed, the Kent guidance set the template for similar documentation rolled-out nationally.

2.4 Emergency Planners have also worked closely with KCC Infrastructure and Education colleagues to develop Ash Dieback guidance for schools. This was cited as best practice by DCLG in a national newsletter.

2.5 KCC continues to be active within the Defra Ash Dieback Safety Interventions Task Group. This forum develops national guidance to mitigate safety risks

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[2] http://chalaramap.fera.defra.gov.uk/
[3] http://www.kent.gov.uk/__data/assets/pdf_file/0003/12918/Ash-Dieback_Kent-Guidance_web-version.pdf

arising from Ash Dieback. More locally KCC issued a 'Trading Standards Alert' warning the public and businesses of the 'rogue traders' seeking to profit from the outbreak, and generating useful local media coverage.

2.6 In the four years since Ash Dieback was first confirmed in Kent, our understanding of the pathogen has increased significantly. A key insight is the particular vulnerability of Ash within woodland, which provides optimal conditions for formation of the fungus on the previous year's fallen Ash leaves. This enables increased fungal spore production. Woodland also supports a range of organisms potentially harmful to already weakened trees. By contrast, Ash in urban landscapes, where the drier and more open conditions do not favour accumulation of leaf debris and offer fewer habitat niches for other potentially harmful organisms, has proven far less vulnerable to Ash Dieback.

2.7 Our understanding of the range and relative abundance of Ash has also increased. Investigations carried out by KCC have identified 20,000 Ash growing on KCC owned and maintained highway land and as many as 0.5 million trees growing on private and unregistered land adjacent to highways and by-ways. Surveys indicate that Ash is most frequent at the urban edge in Kent. This spatial distribution clearly has implications for future safety works and associated costs.

2.8 KCC and partners operate a policy whereby minimum required interventions are undertaken to address any identified safety concerns. This approach is encapsulated within the Kent Tree Officers Group Ash Dieback Toolkit[4], adopted by KCC and Kent Districts. Despite this, there has been a steep rise in KCC costs for Ash Dieback safety interventions. In 2015/16 £6,339.50 was spent on safety critical works, while the figure for 2016/17 is already £17,885.00. However, this level of spend must be viewed in the context of an overall annual safety critical tree works budget of £500k.

2.9 KCC Highways does not currently have a tree replacement budget, and felled street trees are therefore not routinely replaced.

3. Looking forward

3.1 In recognition of the potentially significant costs which may arise from the outbreak, KCC submitted an 'expression of interest' in July 2013 for a claim against the DCLG administered Bellwin scheme of emergency financial assistance. Where the criteria of the scheme are met, the grant is normally payable to authorities at 85% of eligible costs incurred above a threshold set for each authority. For KCC this threshold is £1,829,114. This threshold has not yet been reached, however, KCC and our partners continue to maintain detailed records of all costs accruing from the outbreak. If the Bellwin threshold is reached a detailed application against the scheme will be submitted.

3.2 The wider landscape, biodiversity and cultural impacts of Ash Dieback in Kent are the focus of the Ash Project, managed by Kent Downs AONB Unit and

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[4] https://www.kent.gov.uk/__data/assets/pdf_file/0010/65935/Kent-Tree-Officer-Group-KTOG-Ash-Dieback-Tool-Kit.pdf

funded by the Arts Council England, the Heritage Lottery Fund and KCC[5]. KCC and the Kent Downs AONB Unit have also identified a need to co-ordinate activity and learning on Ash Dieback at a national level, and are in the early stages of establishing a national Ash conference in partnership with the Woodland Trust and other key stakeholders. Additionally, a Kent Tree Strategy is to be produced, as part of the Kent Environment Strategy, to develop a policy framework for a sustainable future for the county's trees and woodland.

4. Conclusion

4.1 It is clear that the susceptibility of young trees to Ash Dieback is adversely impacting growth of new generations of Ash, and that Kent is currently undergoing an *Ash decline* which will inevitably result in changes to our landscape and biodiversity just as profound as those experienced during earlier Elm and Lime declines. Research from Continental Europe suggests that between 1 and 2% of Ash exhibits some natural resistance to Ash Dieback, so there is a chance that the future of Kent's most widespread tree may improve over time.

4.2 For KCC, a key issue is the rising cost of tree safety works and associated administration. This relates not just to KCC's estate but also to trees growing on private or unregistered land adjacent to highways and by-ways, where safety responsibilities still apply. This could involve as many as 0.5 million trees. Though we are in an early phase of this outbreak, KCC has already seen Ash Dieback related highway safety costs treble in the last year. Further, reduced budgets is inevitably resulting in a diminution of tree replacement.

4.3 However, mounting evidence that Ash within woodland is the most vulnerable to infection and the success of national and local biosecurity measures in reducing the spread of Ash Dieback is making the local response both more manageable and affordable.

5. Recommendations

5.1 Cabinet Committee is recommended to:

- Note the serious threat *Ash Dieback* poses to the environment and economy of Kent; and

- Comment on and endorse the KCC approach outlined within this report.

Contact details

Report Author:	Relevant Director:
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[5] http://www.kentdowns.org.uk/getting-involved/the-ash-project

From: **Mike Hill, Cabinet Member for Community Services**

                 **Barbara Cooper – Corporate Director Growth, Environment
                 & Transport**

To: **Environment and Transport Cabinet Committee – 12
                 January 2017**

Subject: **Kent Resilience Team – Review of the business case for the
                 permanent establishment of KRT**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: Cabinet member Decision

Electoral Division: Countywide

Summary:
The Kent Resilience Team (KRT) is a three-year collaborative pilot between Kent
County Council, Kent Police and the Kent & Medway Fire & Rescue Authority which
was set up to improve the county's resilience, emergency planning capabilities, and
effectiveness in April 2014. It has provided the secretariat and delivery mechanism to
the Kent Resilience Forum (KRF) and seen real and tangible improvements in the
county's ability to plan and respond to incidents and events working alongside local
authorities and other agencies.

Recommendation(s):
The Cabinet Committee is requested to consider and endorse the proposal to
establish the Kent Resilience Team on a permanent basis from April 2017, through a
shared Service Level Agreement between Kent County Council, Kent Police and the
Kent & Medway Fire & Rescue Authority.

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1.   **Introduction**

1.1   This report provides an overview of the Kent Resilience Team (KRT) and the
       proposal to make the KRT, which is coming to the end of a three year pilot
       period, a permanent team.

2.   **Background**

2.1   The Civil Contingencies Act (CCA) (2004) defines Category 1 responders as
       those who are likely to be directly involved in the response to an emergency.
       According to the Act, upper tier local authorities are Category 1 responders,
       along with police, fire and rescue, and other local services. As such, Kent
       County Council (KCC) is subject to a number of duties under the Act:
       cooperation and information sharing with other responders, risk assessment,
       emergency planning, business continuity, and communicating with the public. In

the case of local authorities, there is an additional duty to provide business continuity advice and assistance to businesses and the voluntary sector. To support Category 1 responders in Kent in fulfilling their responsibilities under the CCA, the Kent Resilience Forum (KRF) was established.

2.2 The Kent Resilience Team (KRT) acts as the 'delivery arm' of the Kent Resilience Forum. As such, the KRT supports closer multi-agency working, with partners able to access the full array of knowledge and expertise available within the Forum through a single source. Figure 1 shows the Kent Resilience Forum structure, which the KRT functions to support.

Figure 1: The Kent Resilience Forum Structure (2016-17)

KRF Structure
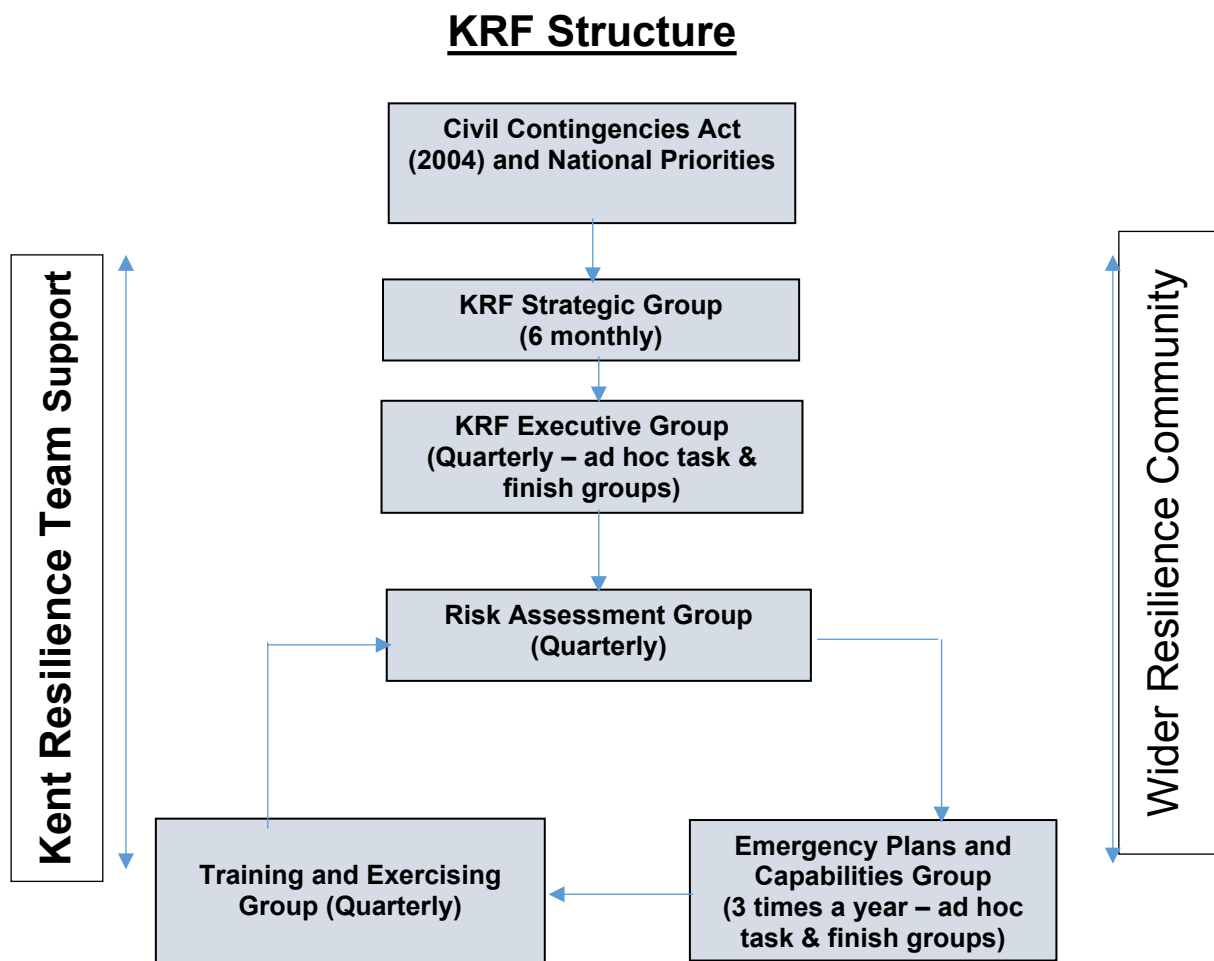
2.3 The KRT was originally established as a three- year pilot in April 2014 and became fully operational in April 2015, with 8 staff seconded from Kent County Council (KCC), 4 from Kent Police and 2 from the Kent Fire and Rescue Service (KFRS). In that time, the Kent Resilience Team has successfully delivered a number of key projects on behalf of partners, including nationally-driven exercises, annual seminars, strategic command and control documentation, an expansive training programme, and many other key work streams. The KRT has also played a key role in operational support for major events such as Operation Stack and flooding.

2.4 Based on the success of the pilot to date, the three agencies involved are proposing to make the KRT a permanent team, thus consolidating and extending the efficiencies and savings made to date.

3. The KRT pilot to date

3.1 Over its three year pilot period, the KRT has delivered a number of benefits to KCC and partners. An overview of the KRT to date this pilot period and the experience to date is set out below.

3.2 Governance

3.2.1 A strategic Steering Group, comprising representatives from KCC, KFRS and Kent Police, provides the necessary governance for the KRT and oversees its planning, performance, effectiveness and quality on behalf of the constituent partners.

3.2.2 A Service Level Agreement (SLA) across the three partners sets out the financial and staffing resourcing arrangements for and functions that the KRT will deliver each year. In broad terms KFRS provides the accommodation for the team, Kent Police provides the resources for the management of the KRF administrative function and Kent County Council provides the majority of the Resilience Officers who work with partners to deliver the outcomes described in the Partnership Agreements and associated work plans.

3.2.3 To provide democratic oversight and transparency to the KRT, the KCC Cabinet Member for Community Services has a standing invitation to attend the Kent & Medway Fire & Rescue Authority's Planning and Performance Committee when it receives the annual report on the KRT's progress.

3.3 Management

3.3.1 The KRT is managed by an officer from KFRS, although KCC and Kent Police provide team supervisors to line manage their respective seconded officers. This approach has allowed effective decision-making to take place whilst maintaining individual organisational interests. The Chair of the KRT Steering Group is held by KCC.

3.4 Achievements

3.4.1 The KRT has made significant progress in the first two years of the project:

3.4.2 **Exercises** - The KRT has significantly enhanced the planning and delivery of the KRF exercising programme. Each year a county-wide KRF exercise has been delivered, with KRT staff being essential to its delivery. In addition, at least two KRF table-top exercises have been delivered annually and these have included area-wide flooding, Operation Stack, chemical/biological/radiological/nuclear (CBRNe), and Marauding Terrorist Firearms Attack (MTFA). Bringing expertise together within the KRT has allowed the planning and delivery of exercises to be more efficient and effective. The outcome has been a greater ability to share learning, and to import that learning into practice more effectively.

3.4.3 **Training** - The KRF now has a mature and wide-ranging training programme that is believed to be one of the best in the UK. The KRT completed a capability review of the 18 KRF funding partners in 2014, which has informed the training needs of the partnership. KRT ensures that the right training is available to prepare partners for their roles in exercises, response and recovery. The training programme is open to all KRF partners, including the voluntary sector, and includes command and control, frontline communications and situation reporting, decision logging, welfare centre management and business continuity management. Training is integral to the duty for responders to co-operate with each other. For example, the Multi-Agency Gold Incident Command course has enhanced the capabilities of the organisations to co-operate at a strategic command level, which has built valuable relationships.

3.4.4 **Seminars** - The KRT organises and facilitates the annual KRF seminar , a requirement of the CCA 2004, which takes place in October/November each year and which helps raise awareness of key topical issues and sharing of best practice. In 2013, the seminar attracted around 80 people and included speakers on a range of resilience subjects. The KRT has enhanced and improved this seminar and, in October 2016, it attracted over 250 people. It included expert speakers on specific subjects, such as the Shoreham air crash, in addition to a range of information stands and vehicle and equipment displays. A broad range of stakeholders, including Members, also attended.

3.4.5 **Incident response** – Staff from the KRT have been central to the co-ordination of response to and recovery from incidents including flooding, major fires, Operation Stack, coastline pollution, and road traffic collisions. In summer 2015, the KRT, together with partners, delivered 70,000 litres of water and 4,000 food parcels to lorry drivers stuck in Operation Stack. During the last two years, the KRT has been represented at all tactical and strategic coordinating groups to respond to incidents, and has offered advice and guidance to all partners that were involved, which improved the response and recovery process. Through the KCC/KRT Duty Emergency Planning Officer role, KRT also provides a 24 hour point of contact for receiving emergency alerts, determining whether an emergency has occurred, what the initial response should be (including escalation to a strategic level) and then activating that response.

3.4.6 **Kent Resilience Forum documentation** - The KRT has reviewed and published all the relevant strategic documentation on behalf of the KRF, including the KRF Strategic Business Plan, KRF Constitution and KRF Community Risk Register, together with meeting and administration protocols. This work has streamlined plans, process and procedures and ensured that they are consistently applied across the KRF. All of this documentation is published on Resilience Direct which is accessible by all partners.

3.4.7 **Partnership Agreements** - As detailed in paragraph 6, the KRT has implemented partnership agreements with the 18 key partners in the KRF. For the first time robust agreements are in place to manage resources and financial arrangements for the KRF. These agreements now mean that officers from Medway Council, NHS England, Swale Borough Council, Sevenoaks District

Council and the Environment Agency all work regularly from the KRT office. Interest from Essex, Oxfordshire and Bedfordshire demonstrate that this approach is starting to be considered national best practice.

3.4.8 **Resilience Direct** - The KRT has established secure electronic systems to enhance the transfer of information between responders, including the use of Resilience Direct, which is a national government online private 'network' enabling civil protection practitioners to work together across geographical and organisational boundaries during the preparation, response and recovery phases of an event or emergency. All KRF partners now have access to Resilience Direct and have had the opportunity to attend a number of formal and informal training events hosted by the KRT.

3.4.9 **Command, Control and Communications** - A significant amount of work has been completed by testing these arrangements in exercises and training. Exercise Fort Invicta, a national counter-terrorism exercise, took place in November 2015 and represented a full test of the command and control arrangements for the KRF. In addition, the lessons learned from the extensive use of Operation Stack in the summer of 2015 have allowed the KRT to make changes and improve the command and control of large incidents.

3.4.10 **Resilient Communities** - The KRT continues to work with communities to improve their local resilience. There are now more than 200 local flood wardens in place across Kent and Medway, one of the highest numbers in the country. Plans are in place to ensure this momentum is maintained to assist local communities as and when required.

3.4.11 **Business Continuity and Recovery** - The KRT has made major improvements to support communities and businesses after emergencies, such as a significant flooding event. Following the flooding in the winter of 2013/14 and a number of significant fires in 2015/16 (Week Street, Maidstone, Week Street and Tannery Lane, Canterbury), steps have been taken to improve the services provided to communities and businesses from KRF partners.

3.4.12 **Collaboration -** Collaborative working through the KRT has enabled the three partners to improve performance and efficiency, and to make financial savings. Collaboration through the implementation of Kent Resilience Forum (KRF) partnership agreements for emergency planning and resilience support has been a significant benefit. These partnership agreements would not have been possible without the KRT coordinating and managing the resource requirements. In addition, this approach delivered a total saving across all 18 Category One responders of £47,942 per annum. This amounts to a minimum 10% saving for all partners.

3.5   Internal Audit Report

3.5.1 As part of the Kent County Council and Kent & Medway Fire & Rescue Authority's 2015/16 Audit Plans, it was agreed that Internal Audit would undertake a review of the KRT to provide assurance that objectives and planned efficiencies/effectiveness were being achieved through co-ordinated emergency planning across the county. The audit concluded that the direction

of travel was good and that the system of control is sufficiently sound, with some recommendations for development that have now been acted upon and delivered.

4.   The proposal

4.1   On the basis of the benefits delivered to date and KCC's continued statutory responsibilities under the CCA 2004, the proposal is to establish KRT on a permanent basis as a fully integrated stand-alone team with permanent staff. From April 2017, it is proposed that the KRT should become a permanent service constituted through a three-year Shared Service Agreement. The staff will continue to be seconded to the Team, but on a more formal basis which offers greater security to the staff as well as their parent organisations. The project has shown that the co-location of staff in a single team delivers defined benefits to public service organisations and the public they serve.

4.2   The aim is for the KRT to continue to provide emergency planning and resilience preparedness for the core partners in addition to ensuring the collective delivery of relevant duties under the CCA 2004 and other relevant legislation on behalf of the KRF. In addition, it will continue to provide services through partnership agreements to those local authorities and other agencies that require them.

4.3   Each participating organisation (i.e. KCC, Kent Police and KFRS) will retain its individual statutory accountability under the CCA 2004. To this end, KCC will retain its Resilience and Emergencies Unit to focus on internal planning and preparedness, although the KRT will also be available to be commissioned to deliver work on behalf of KCC as required.

4.4   A KRT Strategic Governance Steering Group has been established to provide strategic oversight once the team transitions to a permanent establishment. Membership includes the CEO of the KFRS, the Chief Constable, the corporate director of GET, the KCC Cabinet Member for Communities and the chair of the Fire Authority.

5.   Financial Implications

5.1   There is no impact on the Council's capital and revenue budgets and spending plans through the establishment of the permanent team. KCC will continue to bear the costs associated with the existing staff resource as set out in the shared KRT Service Level Agreement.

6.   Policy Framework

6.1   The establishment of the permanent team aligns with KCC's Strategic Outcomes Framework, "Increasing Opportunities, Improving Outcomes" and "Facing the Challenge".

6.2   The work of the KRT supports all three Strategic Outcomes and a number of cross-cutting supporting outcomes but is specifically relevant to: "Kent's

communities are resilient and provide strong and safe environments to raise children and young people"

7.   Legal Implication

7.1   The Cabinet Member with the portfolio for Community Services will make the decision on whether to permanently establish the Kent Resilience Team on behalf of Kent County Council and the Corporate Director for Growth, Environment and Transport will have delegated authority to sign the shared Service Level Agreement.

7.2   The permanent establishment of the Kent Resilience Team will continue to contribute to the County Council's ability to meet its duties as a Category 1 Responder as defined by the Civil Contingencies Act 2004.

8.   Equalities Impact Assessment

8.1   KRT will continue to have a positive overall impact on those living, working and travelling through Kent. The successes of the KRT in the first three years will be developed further and the quality of service to the public will be improved.

8.2   Staff from the partners have been on secondment to KRT since April 2014. Transferring them to permanent positions within the KRT while they remain part of their organisations will increase their job security, satisfaction and confidence.

9.   Recommendation(s)

Recommendations:
The Cabinet Committee is asked to consider and endorse the proposal to establish the Kent Resilience Team on a permanent basis from April 2017, through a Shared Partnership Agreement between Kent County Council, Kent Police and the Kent & Medway Fire & Rescue Authority.

10.   Contact details

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From: **Matthew Balfour, Cabinet Member for Environment and Transport**

Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: **Environment and Transport Cabinet Committee – 12 January 2017**

Subject: **Freight Action Plan (Consultation Draft)**

Key Decision: **No**

Classification: **Unrestricted**

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

Futue Pathway of Paper: **Decision by Cabinet Member**

Electoral Division: All divisions

Summary:
Kent is unique in its strategic location in the country as a gateway to mainland Europe. Despite the positive economic benefits road freight brings to the county and UK, the negative implications of road freight are felt across the county. The original Freight Action Plan was a five year plan (2012-2016), adopted in 2012 and had the vision to: "*Promote safe and sustainable freight distribution networks into, out of and within Kent, which support local and national economic prosperity and quality of life, whilst working to address any negative impacts on local communities and the environment both now and in the future.*" This latest plan incorporates a refresh of the original Freight Action Plan but brings it up to date with what we have already achieved and what we will plan and continue to do to mitigate the negative impacts of road freight in Kent.

This latest Freight Action Plan includes nationally and locally important priorities such as Operation Stack and the provision of overnight lorry parking as well as looking into HGV routeing and the powers that KCC can use to reduce the negative impacts of road freight.

The draft Freight Action Plan (see Appendix B) will be subject to an 8-week public consultation. Following consideration of consultation responses, a revised Freight Action Plan will be brought back to Cabinet Committee later in the year for further comment before a final decision is taken by the Cabinet Member to recommend to adopt the final Plan.

> **Recommendation**:
> The Cabinet Committee is asked to consider and endorse, or make recommendations on the proposed decision to approve the draft content of the Freight Action Plan for Kent and permit this to be released for public consultation

1. Summary of the Freight Action Plan

1.1 The Freight Action Plan sets out what KCC has already achieved, the roles and responsibilites of the major stakeholders of freight traffic in Kent and outlines five key actions to help mitigate the negative impacts of road freight to the county which are as follows:

> 1. *To tackle the problem of overnight lorry parking in Kent*
>
> 2. *To find a long term solution to Operation Stack*
>
> 3. *To effectively manage the routeing of HGV traffic to ensure that such movements remain on the strategic road network for as much of its journey as possible*
>
> 4. *To take steps to address the problems caused by freight traffic to communities*
>
> 5. *To ensure that KCC continues to make effective use of planning and development control powers to reduce the impact of freight traffic*

2. Next Steps and Consultation

2.1 Following the consultation of the draft Freight Action Plan, the document will be updated taking into account the findings of the consultation and its responses.

2.2 KCC had pre-consultation communications with the main stakeholders outlined in this plan and their comments were considered in the report. The identified stakeholders were; the Department for Transport, Highways England, Kent Police, the 12 District Authorities, Medway Council, the Freight Transport Association, the Road Haulage Association as well as the major freight ports in Kent: Port of Dover, Eurotunnel, Sheerness (Peel Ports), Thamesport and Port of Ramsgate. This pre-consultation produced a number of detailed and helpful responses which allowed the Freight Action Plan to be improved and amended. This has ensured that the draft which will be released to the public is as close to the final version as possible.

2.3 Other significant consultees identified for the public consultation are Parish/Town Councils and those represented by KALC, neighbouring councils, the general public through press releases, equality and diversity groups and business commerce. All groups/organisations will receive an email directing them to the KCC Consultation Directory.

2.4   A copy of the draft Freight Action Plan and consultation questionnaire will be provided to all members.

2.5   The KCC Press Office will prepare a general press release upon the launch of the consultation. KCC will also publicise the consultation through the kent.gov.uk homepage and through its social media accounts. Kent businesses will also be informed of the consultation through the KCC Business Newsletter.

2.6   Completed consultation questionnaires and other written responses will be analysed and a consultation report produced that summarises the responses to the draft Freight Action Plan. This will be reported alongside a revised Freight Action Plan to this Cabinet Committee.

2.7   The consulation timetable is:

- 12 January Cabinet Committee – Members note the plan for consultaion
- Public Consultation 16 January – 12 March
- March Cabinet Committee – Members to approve/adopt plan

3.   Financial Implications

3.1   Some of the actions in the plan have implications for officer time. There are no further financial implications beyond agreed budgets.

4.   Equalities Implications

4.1   The draft Freight Action Plan has been subject to an Equalities Impact Assessment (EqIA) demonstrating that it will not have an adverse impact on any group with protected characteristics. This will be included as part of the consultation.

5.   Conclusion

5.1   Kent's Freight Action Plan provides a framework for mitigating the negative impacts of road freight in the county. This plan has identified realistic actions that can be taken to improve the situation.

6.   Recommendation:

6.1   The Cabinet Committee is asked to consider and endorse, or make recommendations on the proposed decision to approve the draft content of the Freight Action Plan for Kent and permit this to be released for public consultation.

7. Background Documents

- Appendix A: Freight Action Plan (Consultation Draft)

8. Contact details

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Freight Action Plan for Kent

Consultation draft

7.5 t

Unsuitable for heavy goods vehicles

Welcome to KENT
The Garden of England

LORRY WATCH

Have your say

Find out how we plan to reduce the impact of road freight on local communities in Kent and tell us your views on our draft plan.

Visit kent.gov.uk/freightactionplan to download a copy of the draft Freight Action Plan and fill in the online questionnaire.

Consultation closes 12 March 2017

Kent County Council
kent.gov.uk

This is a consultation draft of the Freight Action Plan for Kent.
Visit kent.gov.uk/freightactionplan before the consultation end date, to
download a draft copy of the Freight Action Plan and fill in the online questionnaire.

Alternative Formats
If you require this document in any other format or language, please
email alternativeformats@kent.gov.uk or telephone 03000 421553 (text relay
service number: 18001 03000 421553). This number goes to an answer machine
which is monitored during office hours.

Consultation responses will be used to help produce the final version
of the Freight Action Plan.

Kent County Council intends to adopt the Freight Action Plan in 2017.

The consultation will close on 12 March 2017

Contents

Foreword

Matthew Balfour
Cabinet Member for
Environment and Transport

We recognise that the freight transport industry makes a significant contribution to Kent's economy and the United Kingdom (UK) as a whole and it is therefore important to recognise both the need for Heavy Goods Vehicles (HGVs) to use the highway network and the positive economic benefits this brings. We must however ensure that residents and businesses of and visitors to Kent are not disadvantaged by our role as an international gateway.

Freight issues in Kent are of both local and national importance, an example being Operation Stack which caused unprecedented disruption in the summer of 2015 where stack was in operation for 32 days. Tackling freight related issues is an important strategic priority for the County Council. The demand for overnight parking is growing as the volume of cross-Channel freight increases. To combat this we are currently in the process of investigating where there might be

suitable sites for a network of small scale lorry parks in the county. This approach alongside increased enforcement should lead to improved road safety and ensure parking is away from residential areas.

This action plan highlights what we have already delivered and what we plan to do to reduce the

impacts of road freight on local communities. The plan sets out five ongoing actions for managing freight through Kent and outlines how these actions can be met through partnership-working between Kent County Council (KCC), local councils, industry bodies and other affected parties.

KCC along with stakeholders have already successfully delivered a number of initiatives to mitigate the impact of freight traffic movements through the county including:

- Lobbying government to achieve £250 million of funding for a permanent lorry holding area as a solution to **Operation Stack.**

- Developing and adopting the **Freight Journey Planner,** a web based route planning tool that aims to help HGV drivers and Transport Managers to plan their routes within Kent. This software is HGV specific and routes vehicles to avoid roads with weight, height and width restrictions as well as roads that are unsuitable for HGV use. The information used on this system is passed onto HGV specific satellite navigation systems.

- Implementing a number of **Lorry Watch** schemes across the county to empower local residents to record the details of vehicles contravening restrictions.

- Continuing **signing improvements** across the county including the use of pictorial signs to assist drivers whose first language is not English.

- Establishing **Operation Kindle** in which KCC works collaboratively with Kent Police, Highways England and Medway/Borough/District Councils to clamp/move on illegally or antisocially parked HGVs in the district. So far this has resulted in just under 500 fixed penalty notices issued and over 2,000 HGVs being moved on.

- Lobbying government to introduce a **HGV Road User Levy.** This is a taxing mechanism (Vignette) on both UK and non-UK based HGVs. The levy ensures all HGVs make financial contributions towards improvements and maintenance of the national road network.

- Swale Borough Council set up a pilot ECO Stars scheme in 2016 with a number of large operators based in the Borough. The ECO Stars scheme provides public recognition for operators who are actively taking steps to improve efficiency, reduce fuel consumption and reduce their impact on local air quality. The scheme provides support for operators in better fuel management and driver training.

Introduction

Freight can be transported by a number of means including road, rail, sea and air. The main focus of this document is road freight as the dominant mode of transporting freight across the county and the mode which impacts the residents and businesses of Kent most significantly. Rail freight and sea freight also play a large role in the county as Kent has a number of rail freight terminals and large freight ports particularly Dover, Eurotunnel and Sheerness.

Kent's role as a UK Gateway means that a high proportion of HGV traffic heading to and from mainland Europe uses the county's road network. This is evidenced by the fact that freight vehicles account for up to 41% of all vehicles on the county's strategic road network via the M2/A2 and M20/A20 corridors (1).

KCC appreciates the need for freight to be transported on Kent's road network and the positive economic and social benefits that the industry brings both to the county and UK as a whole. However, the negative impacts are well recognised by KCC and stakeholders alike. It is these negative impacts that this Action Plan has been formulated to mitigate. This plan describes the situation in Kent and identifies actions that can be taken by KCC, with partners, to mitigate the impact of freight on the county's road network and residents' quality of life. The Plan is designed to identify realistic actions that can be taken to improve the situation. This plan is a daughter document to the Local Transport Plan 4 (LTP4) document "Delivering Growth without Gridlock" as shown by figure 1.

This plan also ties into LTP4, where road freight is associated with several of KCC's strategic transport priorities which include; a new Lower Thames Crossing, the bifurcation of port traffic, port expansion, a solution to Operation Stack and the provision of overnight lorry parking. The LTP4 document can be found on the KCC website at kent.gov.uk.

Rail Freight

Kent County Council fully supports the provision of modal shift from road to rail to reduce HGV movements in the county, so long as it does not adversely affect peak rail passenger services. Rail freight is more environmentally friendly

than road freight using 76% less carbon dioxide than the equivalent road freight movements. A Strategic Rail Freight Interchange at Howbury, Dartford is proposed on the Kent/Bexley border. This site will be able to handle up to seven trains per day and have a storage capacity of 183,187 sqm onsite. An intermodal freight train can remove between 43 and 77 HGVs from the strategic road network. Howbury will be able to handle up to 7 trains a day which equates to 300 – 540 HGV movements being removed from the south-eastern road network. The intermodal freight trains serving the site will be a mix of cross channel and domestic intermodal freight trains serving rail freight terminals and ports in the Midlands and North.

Headline statistics of road freight in Kent

- Just under 3 million HGVs and unaccompanied trailers entered the UK from mainland Europe in 2015 with over 2 million of these entering through the Port of Dover and Eurotunnel (2)

- The number of goods vehicles travelling between Great Britain and mainland Europe has increased by 84% in the last 20 years (3)

- 70,000 freight vehicles use the Dartford Crossing each day. More than 70% of all HGV traffic from Dover and Eurotunnel use the crossing. (4)

- Freight traffic is currently growing at 4% per year. (5)

- The Department for Transport Road Traffic Forecasts (2015) predict a 22% increase in HGV movements between 2010 and 2040 across the UK road network (6)

- The road freight industry is worth £74bn to UK economy(7)

- Road freight continues to be the main method transporting freight across the UK with 136 billion tonnes moved by road, 22 billion by rail and 27 billion by water (2)

- On average 10,800 HGVs cross the Strait of Dover each day (5,400) in each direction

Figure 1: LTP4 Policy Context

National Policies
National Planning Policy Framework (NPPF);
National Infrastructure Plan;
National Policy Statement for National Networks;
National Policy Statement for Ports;
Strategic Statement for Road Safety;
Cutting Carbon, Creating Growth;
Door to Door Strategy;
Aviation Policy Framework;
Public Health Outcomes Framework
Walking and Cycling Investment Strategy

Local Enterprise Partnership
Strategic Economic Plan (SEP)

KCC Corporate Policies
Increasing Opportunities, Improving Outcomes: Strategic Statement
Commissioning Framework
Vision for Kent

Other Kent Policies
Better Homes;
Mind the Gap (Kent's Health Inequalities Action Plan);
Productivity Strategy;
Home to School Transport Policy;
16 – 19 Transport Policy;
Development and Infrastructure Framework - Creating Quality Places;
Kent Design Guide;
Kent Cultural Strategy;
KCC Environmental Policy;
Joint Health and Wellbeing Strategy;
Kent Downs AONB Management Plan;
Kent Environment Strategy

Evidence Base
Growth and Infrastructure Framework (GIF)

Local Plans and supporting Transport Strategies

Local Transport Plan 4

Supporting Policies
- Road Casualty Reduction Strategy
- Congestion Strategy
- Active Travel Strategy
- District/Borough Cycling Strategies

- **Freight Action Plan**
- Rail Action Plan
- Air Quality Action Plans
- Facing the Aviation Challenge/Policy on Gatwick Airport

- Winter Service Plan
- Countryside and Coastal Access Improvement Plan
- Rural Streets and Lanes - A Design

Funding Streams and Delivery of Local Transport Plan 4 Outcomes

The key stakeholders of freight transport within Kent

The impacts of freight are wide and varied and therefore a number of authorities and organisations are responsible for mitigating its impacts within Kent. KCC recognises the need to continue to work closely with these bodies/organisations.

Kent County Council (KCC) is the Highway Authority responsible for over 5,000 miles of roads in Kent. This does not include the motorway and trunk roads maintained by Highways England and roads within the Medway Council area. KCC's roads range from county primary routes, such as the A229 and A28, to unclassified rural roads. The Council is responsible for maintaining the public highway and regulating any proposed developments that affect it.

KCC is the Local Transport Authority and under the Traffic Management Act 2004, all Local Transport Authorities in England have a duty to keep all people and goods moving efficiently on the authority's road network.

KCC is responsible for producing a Local Transport Plan (LTP4) that outlines KCC's strategic transport priorities and proposed investment in transport infrastructure across the county. Alongside this the Growth and Infrastructure Framework (GIF) was developed to give planners, developers and all levels of government the 'big picture' view of growth across Kent. The framework identifies the fundamental infrastructure and investment needed to support this growth and the likely funding gap. It prioritises investment to create new jobs, homes and infrastructure.

Department for Transport (DfT) are the governing body for all transport matters nationally. It allocates funding and develops policy and legislation. With regards to freight the DfT works to make sure goods are moved safely and securely across the UK.
It looks to encourage goods to be moved at a reasonable cost with minimum impact to the environment and communities. It also works with industry to reduce greenhouse gas emissions. It does this through:

- Providing policy, guidance and funding to Local Authorities
- Collecting revenue through the HGV Road User Levy
- Setting Drivers Hours regulations to be monitored by VOSA (Vehicle and Operator Services Agency)
- Implementing the Driver CPC (Certificate of Professional Competence) through the DVSA (Driver and Vehicle Standards Agency)
- Regulating the carriage of dangerous goods
- Trialling the use of longer semi-trailers

The management, maintenance and improvements to motorways and trunk roads in England is the responsibility of Highways England. As part of the network management duty KCC works in partnership with Highways England to prevent incidents on the strategic road network having an adverse impact on local roads. There are approximately 134 miles of road managed by Highways England in Kent which are the M25, M26, M20, M2/A2, A21, A249, A259 and A2070.

Kent Police work alongside KCC and local communities to enforce restrictions on lorry movements including weight, height and width limits and work with District Councils to issue penalty notices to drivers committing offences. Kent Police assist to coordinate activities such as Operation Stack which are required under the Civil Contingencies Act 2004.

Medway Council is a unitary council within Kent and is the Highway Authority responsible for 513 miles of roads in the Medway unitary authority area. Within the council area is Thamesport, a large container port with plans for future growth.

District Authorities

Within Kent there are twelve district authorities that act as the Local Planning Authorities responsible for granting permission for development applications within each district. They have a statutory duty to coordinate and manage air quality action plans under their Local Air Quality Management (LAQM) function. District authorities also have parking enforcement powers under their agency agreement with KCC. The twelve districts in Kent are: Ashford, Canterbury Dartford, Dover, Gravesham, Maidstone, Sevenoaks, Shepway, Swale, Thanet, Tonbridge and Malling and Tunbridge Wells.

Parish/Town Councils and Local Communities

Local communities are often directly affected by the negative impacts of freight transport in the county such as air and noise pollution. Parish and Town Councils have limited powers but seek to represent their communities at a local level and are a good means of reporting local freight issues to Members and KCC Officers.

The Freight Transport Association (FTA) is one of Britain's largest trade associations with over 15,000 members. It represents the interests of companies moving goods by road, rail, sea and air. The FTA's main roles are to:

- Represent the freight industry at a local, national and European level

- Campaign and raise awareness of the freight industry
- Inform and prepare its members with the latest compliance requirements.
- Offer training schemes to improve the skills and knowledge of drivers and managers in the industry.

The Road Haulage Association (RHA) is dedicated solely to the needs of the road transport industry. The RHA's main roles are to:

- Aid the public's understanding of the industry
- Offer its members advice, information and guidance to enhance their professional stature
- Offer training, legal services and insurance to its members

Kent's International Gateways

- **Port of Dover** is the busiest ferry port in Europe. The port handles 13 million passengers and 2.5 million freight vehicles per year.

- **Eurotunnel** runs a fleet of 15 freight shuttles which can operate at up to 6 services per hour. The service handles 10 million passengers and 1.5 million freight vehicles per year.

- **Port of Sheerness** imports and exports vehicles, containers, dry bulks, energy products, forest products, liquid bulks and metals as well as refrigerated produce for transhipment. It is also one of the UK's leading car-handling terminals, with around 400,000 vehicles crossing the quay each year.

- **Thamesport** is one of the busiest container ports in the UK. It has two container ship berths with capacity to store 26,000 containers on site, a dedicated rail line into the site as well as road connections via the A228.

- **Port of Ramsgate** has three Ro-Ro berths and the ability to run cross channel ferry services for freight.

Actions

1. To tackle the problem of overnight lorry parking in Kent

Kent has a high demand for lorry parking spaces because of its connectivity to Continental Europe attracting high volumes of cross channel freight. Areas for drivers of goods vehicles to stop and park when away from base play a vital role in enabling drivers to refresh themselves and maintain their vehicles, particularly for freight companies based outside the region or country. Lorry drivers are required to take both daily driving breaks and overnight rests as set out by national and EU rules on driver's hours as well as the Working Time Directive outlined below:

- 9-10 hour daily driving limit and a 56 hour weekly driving limit

- 45 minute break required after 4.5 hours driving and a further 30 minute break if working between 6 and 9 hours in total

- 11 hour daily rest and; 45 consecutive-hour weekly rest. (8)

As deliveries are mostly undertaken throughout the day parking is most in demand overnight. Currently there is a lack of lorry parking provision which impacts on road users, communities and puts the security of cargo at risk as well as the health, safety and welfare of drivers. It is preferable for lorries to be parked at a managed site that offers safe entry and exit and encourages goods vehicles to park in a formal and well-designed location, rather than parked in roadside lay-bys or on adjacent minor roads.

Problems associated with illegal and inappropriate lorry parking include; lorry-related crime/thefts, road safety, damage to roads, kerbs and verges, environmental health issues (human waste), littering, noise pollution and reduced personal safety. Refrigeration units and in-cab heaters can require the engine to be running which contribute towards air and noise pollution. These issues are particularly heightened when parking is close to residential areas.

To tackle the problem of antisocial and illegal lorry parking Ashford Borough Council introduced a clamping scheme in 2015. This was necessitated by the amount of HGVs parking on the highway in and around industrial estates blocking accesses and driveways as well as causing a litter problem. Ashford Borough Council Civil Enforcement Officers have a specialist team that undertake patrols specifically to enforce restrictions which apply overnight. Specific areas in the Borough were identified as trouble hotspots for HGV parking. In these areas waiting restrictions were implemented for vehicles with a gross weight over 5 tonnes.

The restrictions were put in place from 8pm to 7am the following day.

Civil Enforcement Officers can issue warning notices to vehicles breaking the overnight ban, in addition to a Penalty Charge Notice. The warning notices offer advice to the drivers of the restriction and information about dedicated lorry parks in the area. This information is provided in a number of foreign languages. With regards to the £70 fine issued, Ashford Borough Council works with enforcement agents to ensure the charges are recovered, both here and abroad. If vehicles are caught subsequently having not paid the fine, then they are clamped and must pay a release fee.

Through Operation Kindle, Kent County Council has been working closely with Medway/Borough/District Councils, Highways England and Kent Police to address the growing problem of HGV parking in the county. This group meet regularly to discuss the problem and ways of mitigating the impact of illegal lorry parking. It is also involved with issuing fixed penalty notices and moving HGVs on from unsafe locations.

WARNING

Illegally parked HGV's with outstanding Penalty Charges will be clamped.

Clamps will be removed on payment of outstanding fines and a release fee.

50

5T
No waiting
Midnight to 7.00 am
and
8.00 pm to Midnight

Operation Kindle was initially trialled in the Ashford Borough but has now been rolled out across Kent.

At the proposed Operation Stack lorry area at Stanford West, Highways England has proposals for the site to include 500 overnight lorry parking spaces. Surveys conducted by KCC and other industry bodies suggest that this will be enough to address the problem of antisocial lorry parking in the area. If approved the overnight parking will have adequate welfare facilities and be priced sensibly to encourage use without competing unfairly with existing commercial lorry parks.

KCC is developing a strategy for a network of small lorry parks at locations across Kent with the proposed Operation Stack lorry area adjacent to the M20 at Stanford being integrated within this strategy. In May and September 2016 surveys were undertaken into overnight HGV parking across the county in order to gain a comprehensive picture of unofficial (on-highway) HGV parking in Kent and identify the types of freight vehicles, nationality and location of parking. The surveys identified Swale as the district with highest proportion of inappropriately parked HGVs, with a large number parked in close proximity to Sheerness Port. Ashford and Tonbridge and Malling districts (along the M20 corridor) had the next largest amount with Tunbridge Wells and Thanet having the least as shown in the tables. The data captured will help KCC understand where lorry parks are required; the quantity of spaces needed and therefore recommend suitable locations for lorry parks in the county.

With a multi-agency approach to enforcement, the provision of additional lorry parking capacity will reduce antisocial parking on the public highway as well as littering. This should reduce unsafe lorry parking, move parked HGVs away from communities and improve road safety.

HGV Overnight Parking Survey				
JUNE				
07/06/2016, 08/06/2016 & 10/06/2016				
District	**Tues**	**Wed**	**Fri**	**Average**
Swale	139	194	88	**140**
Ashford	96	112	103	**104**
Dover	52	120	53	**75**
Tonbridge & Malling	84	95	45	**75**
Gravesham	30	53	27	**37**
Maidstone	25	25	17	**22**
Dartford	28	19	20	**22**
Sevenoaks	22	22	12	**19**
Canterbury	15	23	17	**18**
Shepway	10	*	9	**10**
Thanet	6	5	4	**5**
Tunbridge Wells*				
Medway*				
TOTAL	**507**	**668**	**395**	**527**

HGV Overnight Parking Survey				
SEPTEMBER				
13/09/2016, 14/09/2016 & 16/09/2016				
District	**Tues**	**Wed**	**Fri**	**Average**
Swale	105	209	38	**117**
Canterbury	127	135	72	**111**
Ashford	109	94	117	**107**
Tonbridge & Malling	64	93	63	**73**
Gravesham	64	79	67	**70**
Dover	91	42	37	**57**
Sevenoaks	51	43	16	**37**
Dartford	34	32	39	**35**
Maidstone	41	21	25	**29**
Shepway	19	7	9	**12**
Thanet	10	13	6	**10**
Tunbridge Wells*	0	0	1	**0**
TOTAL	**715**	**768**	**490**	**715**

*No survey
Note: The June figures were HGVs parked on KCC roads whereas and the September was conducted on both KCC and Highways England roads in Kent.

2. To find a long term solution to Operation Stack

Operation Stack is a tactical response to queue freight vehicles along the M20 when cross channel services at the Eurotunnel and Port of Dover become disrupted for a prolonged period of time. Operation Stack may be triggered by bad weather, operational problems, industrial action and in recent instances migrant action at Calais. It was used on a record 32 days in 2015 as the area was hit with unprecedented disruption in the summer. When Operation Stack is implemented other non-freight traffic is diverted from the M20 and onto the A20 which causes delays and unreliable journey times all of which have negative impacts on businesses and residents around East Kent. The impacts of Operation Stack can be felt across the whole of the county as Kent's residents and businesses struggle to get to work, school, medical appointments and carry out everyday tasks. The negative impact of Operation Stack to the Kent and Medway economy is estimated to cost £1.45million per day (9) with the Freight Transport Association estimating a cost of £250 million per day to the UK economy as a whole. Kent Police allocate up to 90 officers away from their usual work and estimates it costs them up to £50,000 a day to police (10).

KCC supports the proposal for a permanent lorry area to reduce or remove the need for freight traffic to be queued on the M20 providing environmental mitigation measures minimise

its impact on the surrounding area and on local communities and that property owners are appropriately compensated. The proposed Stanford West site is located just west of Junction 11 of the M20 and is close to the existing Stop24 Service Area. It is essential that the motorway is kept open for two-way traffic flow at all times and is never closed for the queueing of freight vehicles. The decision for Highways England to build a site capable of parking 3,600 HGVs would allow the M20 to remain open in both directions for all traffic during most instances of disruption to cross channel services. The provision of 3,600 HGV spaces would replace Operation Stack Stages 1 and 2 (J8 to J11 which has capacity for 3,600 HGVs) in the first instance. Only in extreme circumstances (when capacity of the lorry area is full) would Operation Stack Stages 1 and 2 (J8 to J11) be used, which in combination with the lorry area, would provide total capacity for 7,200 HGVs. This would prevent the need to use the London-bound carriageway for Operation Stack (Stages 3 and 4) as was experienced in summer 2015. The need for a solution to Operation Stack is made greater by the fact that current average daily demand at the Channel Ports is over 10,000 HGVs (two way flow) and is forecast to increase to between 14,000 and 16,000 in the next decade.

Dover TAP (Traffic Assessment Project) is a smaller mitigation measure that was introduced in April 2015 to hold port bound freight on the A20 to prevent queueing in central Dover during busy periods. The A20 between Folkestone and Dover is split with the left lane for freight vehicles to queue and the right lane for all other vehicles. Port traffic is held by traffic lights until space becomes available within the port. Dover TAP is a rolling queue and can hold in excess of 500 + freight vehicles and can therefore reduce the likelihood

of Operation Stack when there is limited disruption at the port. The scheme helps to make sure that traffic arriving at the port is optimised, while at the same time protecting local roads in and around Dover town centre from unnecessary congestion and air pollution. KCC fully supports a permanent solution for Dover TAP with twin speed limit variations (40mph or national speed limit) along the A20. This would allow for the 40mph speed restriction to be lifted and only used when Dover TAP is in use.

3. To effectively manage the routeing of HGV traffic to ensure that such movements remain on the strategic road network for as much of its journey as possible

HGVs should use the strategic road network for as much of their journeys are possible thereby reducing the impact on the local road network and ensuring separation from local communities. An important influence on whether drivers stick to the strategic network is the use of Satellite Navigation (Sat-Nav) devices. Sometimes drivers can become over reliant on these devices and miss or ignore road signs. This is particularly the case where drivers are not familiar with the area which can result in them using unsuitable roads, or worse case damaging buildings and street furniture. Unfortunately many of the Sat-Nav devices used by HGVs were designed for the use of cars and so do not consider restrictions such as weight, height and width limits.

The strategic network cannot be used exclusively for HGV

movements as vehicles delivering/picking up goods in the county will need to use the local road network. There is a large and prosperous agricultural industry in Kent which results in a large amount of road freight for drop off/collection as well as day to day farming operations. There are also a number of large distribution centres, warehousing and logistics/ haulage firms based in Kent. The County Council acknowledges that freight vehicles need to use the local network and in doing so supports employment which creates growth and economic prosperity in Kent.

In order to encourage freight to use the strategic network KCC has adopted and developed the Freight Journey Planner, an online mapping tool specific to HGVs that allows drivers to plan the most effective routes within Kent and avoid weight, width and height restricted routes. The tool is free to use for HGV companies and drivers and highlights all stopping, parking and fuel stations within the county as well as pricing. The Freight Journey Planner helps to guide drivers to use the most appropriate roads, avoiding restrictions and roads that were not designed to take their use. The aim is to effectively manage the routeing of HGV traffic to ensure that such movements remain on the strategic road network for as much of their journey as possible. The Freight Journey Planner has been promoted via the FTA and RHA to raise awareness amongst their members, truck stops/services, ports, ferry operators/Eurotunnel, as well as driver training courses. The information on the Freight Journey Planner feeds into HGV specific Sat-Navs to limit the routeing of HGVs from restricted and unsuitable routes. KCC works with other

mapping and satellite navigation companies to update mapping systems and amend potential anomalies. Problems can arise however when drivers do not update their Sat-Nav devices to receive these amendments.

The Freight Journey Planner for Kent can be found at freightgateway.co.uk/kent

Recent developments in technology have led to the DfT promoting the use of connected and autonomous vehicles. The idea is for in-vehicle, vehicle to vehicle and vehicle to infrastructure communications. The systems can communicate a variety of in-vehicle warning information messages to the road user, which can include road works ahead and vehicles ahead braking. The on-road technology wirelessly transmits the latest journey information directly to vehicles which depending on the circumstances could suggest taking an alternative route. A similar system has been rolled out in mainland Europe and a scheme on the A2/M2 corridor in Kent is being developed.

4. To take steps to address problems caused by freight traffic to communities

When road freight vehicles travel on the local road network they can have an adverse impact on local communities through property damage, vibrations/noise and air pollution. Many towns and villages in Kent were not designed to take large freight vehicles and as such have legal restrictions to limit HGV use. In these cases there are two types of restrictions (environmental and structural) that can be implemented to legally limit HGV traffic along a road.

The table below outlines these restrictions:

Enviromental limits	7.5/18 tonne weight or 2.0 metre width restrictions can be implemented on roads where it is desirable to reduce the number of HGVs using a road or for roads that are deemed to be unsuitable for use by vehicles over a certain weight or width. They are useful in preventing heavy goods vehicles from using minor roads as inappropriate short-cuts between main routes, or where there is conflict between lorries and local communities. Environmental restrictions often have exemptions of "except for access" for vehicles delivering within the restriction.	
Structural Weight/Height Limits	Implemented on routes that have a weak structure or low bridge. Restrictions of this type generally cover short sections where the structure is located. These restrictions often do not have exceptions as low bridges are a physical barrier and weak bridges cannot bear vehicles over a certain weight.	
Advisory Signing	Is used to deter vehicles from using routes which are unsuitable for their use. Often these work best for drivers who are not familiar with the local area. They are advisory so are not backed by legal traffic orders, so therefore cannot be enforced by police. The use of the pictorial signs is promoted across the county due to the amount of foreign lorries operating in the county.	
Directional signing	Is used to recommend routes for drivers of HGVs. These are often put in place to direct drivers to large freight generators such as industrial estates, factories, distribution centres etc.	

To complement and aid enforcement of these restrictions, Lorry Watch was set up as a joint project between KCC, Kent Police and local communities. Local residents are empowered to record the details of large freight vehicles using restricted routes with a weight, height or width restriction. Residents are provided with temporary signage and high-visibility jackets and organise themselves to collect vehicle details which are then passed onto the KCC Freight Officer. This officer records details and uses the registration numbers to obtain the contact details of British vehicles and where a single company or vehicle is observed more than once the company is contacted. The company is subsequently asked about their business in the area. If they are breaching a restriction then they are warned against further use of the route. Where a company has legitimate business in the area this is fed back to the local community. If the company does not have a valid reason for using a restricted road and is caught flouting a restriction repeatedly the KCC Freight Officer will work with Kent Police and KCC Trading Standards to work towards a prosecution through the courts. Examples of schemes in the county include Smarden, Sandwich and Westerham. The scheme has proved popular with local communities since being implemented in 2012 with mainly positive feedback from the Parish Councils where the schemes have deterred HGV use. It must be noted that enforcement action cannot be taken against foreign registered vehicles however the KCC Freight Officer or Kent Police can get in contact with the company if possible to warn them of using restricted roads.

There have recently been a few schemes added

to allow Lorry Watch to take place on roads which do not have a legal restriction but are deemed as unsuitable for HGVs. In these cases firms can still be contacted and advised to use alternative routes however there is no scope for any legal enforcement in these cases.

When KCC consider introducing restrictions account is taken of the following:

• Volume of HGV traffic

• Sensitivity of an area

• Population affected

• Level of HGV access required

• Availability of suitable alternative routes

5. To ensure that KCC continues to make effective use of planning and development control powers to reduce the impact of freight traffic

KCC acts as a statutory consultee to the district planning authorities. The Development Planning Team within KCC comment on the highway and transportation implications of planning applications to recommend acceptance, modification or raise objection. When assessing planning applications such as housing or industrial applications KCC can recommend that planning conditions are added to planning consents or make sure legally binding agreements are entered into by developers which can include mitigation measures for freight movements. These conditions/agreements can be used for the construction and or operational phases of the site. Such conditions are made to minimise any impact on the physical road network as well as surrounding properties.

New developments that are deemed to have a significant impact on the surrounding transport network are required to produce a Transport Assessment that examines the extent of any impact and identifies mitigation measures. Applications with a large volume of lorry movements such as distribution centres or freight

interchanges will produce Freight Management Plans outlining how movements will be monitored and potential issues mitigated.

As far as is reasonably practicable, developments generating freight movements should be located where there is easy access to the strategic road network, having regard for the preferred freight routeing. When planning applications for developments are submitted, their accesses are assessed for road junction widths and visibility suitable for deliveries and collections by HGVs. If an application is inappropriate then an objection may be made, a planning condition imposed or KCC may work with the developer to reach a mutually agreeable solution. This could include, for example, upgrading a junction to accommodate large vehicles under a Section 278 Agreement.

During the construction phase of any development a legal agreement or condition can be used to secure a Construction Management Plan that designates lorry routes that construction traffic is obliged to use. KCC can also ensure that pre and post-construction surveys are carried out to assess any damage done to the surrounding roads and have it rectified by the developers. Construction Logistics Plans are another tool used to manage deliveries to construction sites for example by consolidating materials into fewer

lorry loads or more appropriate vehicles for a certain location.

KCC now monitors applications for Goods Vehicle Operator Licenses which are made to the Traffic Commissioner. The Traffic Commissioner for the South East Traffic Area determines applications for Operator's licences. An O licence is the legal authority needed to operate goods vehicles in Great Britain and determines if vehicles can be kept on a particular site. An edited version of the fortnightly "Applications and Decisions" document, retaining only items relevant to Kent, is assessed by KCC, as well as being shared with district partners. The O licence process grants KCC limited rights of objection, which can be made on two grounds. Firstly, based on the safety of the highway at the point of access to the site; and secondly, on environmental grounds such as degradation of grass verges and excessive noise on approach roads for local residents. For objections on environmental grounds KCC tends to work with the relevant district or borough. All objections must be made within 21 days and must be copied to the applicants. KCC can work with applicants to negotiate a solution, and if possible withdraw the objection.

Glossary of Terms:

Agency Agreement

Is where one organisation (agent) is authorised by another (principal) to work on their behalf.

Bifurcation of Port Traffic

The idea of splitting port bound traffic between the M20/A20 and M2/A2 corridors to relieve congestion.

Department for Transport (DfT)

The Government department with responsibility for transport strategy across England and some matters in Scotland, Wales and Northern Ireland that have not been devolved.

Connected Corridor

An in-vehicle, vehicle to vehicle and vehicle to infrastructure technology used through the provision of Wi-Fi. Integrated traffic and travel data is gathered to allow communication to warn vehicles of road works and breaking ahead.

Construction Management Plan

A plan put in place to help developers to minimise the impact of their construction on the surrounding community both for the construction onsite and the transport arrangements servicing the site.

Dover Traffic Assessment Project (TAP)

Is a measure to hold port bound traffic on the A20 to prevent queueing in central Dover during busy periods. Dover TAP is a rolling queue of freight vehicles and can hold over 220 at a time.

Freight

Goods or produce being transported by road, rail, air or pipeline.

Freight Journey Planner

A free online tool specific for HGVs to allow drivers to plan the most effective routes within Kent whilst avoiding height width and weight restricted roads and roads unsuitable for their use. The tool also highlights parking, stopping and fuel stations across the county.

Freight Management Plans

Identify measures to monitor and minimise the impact of road freight from a proposed development on the surrounding highway network. These plans outline aims and objectives of how these mitigation measures can be achieved.

Freight Transport Association (FTA)

A trade association representing the transport interests of companies transporting goods by road, rail, sea and air.

Heavy Goods Vehicle (HGV)

A general term used to refer to lorries both articulated and rigid over 7.5 tonnes maximum gross weight. The term does not apply to buses, coaches or agricultural vehicles.

HGV Road User Levy

Is a time based charge on HGVs using public roads in the UK. It applies to all vehicles weighing over 12 tonnes.

Highways England

Is the Government company charged with operating, maintaining and improving England's motorways and major A roads.

Highway Authority

An organisation responsible for the roads, including the maintenance thereof and regulation of development affecting the highway network.

Kent County Council (KCC)

Responsible for many local services throughout Kent. KCC is the Highway Authority for all roads in Kent except the motorway and trunk roads.

Local Road Network

All roads excluded from the strategic road network and managed by the highway authority; in Kent this is Kent County Council. This includes some "A" class roads (sometimes called the primary network) "B" classed roads and all other local roads.

Local Transport Plan 4 "Delivering Growth without Gridlock"

Local Transport Plans are forward-looking plans which set out achievable objectives and ways in which these objectives will be met. Each County Council is required to create a Local Transport Plan which identifies the key transport priorities for the county.

Lorry Watch

A scheme originally intended to identify the contravention of weight limits using local volunteers to record vehicles entering the restricted area. The scheme is flexible enough that it could be extended to other lorry issues.

New Lower Thames Crossing

The potential construction of a new lower Thames crossing to the east of Gravesend to link Kent with Essex. The proposed crossing would relieve congestion from the Dartford Crossing whilst improving network resilience and enabling opportunities for regeneration.

Off-site Lorry Parking

This includes parking in laybys and industrial estates (not on operator premises) i.e. areas that are not designated truckstops.

On-site Lorry Parking

Designated lorry parking in truckstops, services and operator premises.

Operation Kindle

A multi-agency response to unsafe, illegal and antisocial parking of HGVs in Kent. The operation was trialled in Ashford Borough and then rolled out across Kent. Operation Kindle is run by Kent Police and Kent Highways and moves lorries on from motorway hard shoulders and other unsafe locations.

Operation Stack

This is the name given to the processes of parking, or stacking lorries along stretches of the M20 when disruption at the Port of Dover or Channel Tunnel prevents them crossing the channel.

Operator Licence (O Licence)

Applications for Goods Vehicle Operator Licences are made to the Traffic Commissioner. These relate to sites from which HGVs operate and are based.

Road Haulage Association (RHA)

The industry body representing the interests of road hauliers and associated businesses.

Ro-Ro Berths

Roll-on/Roll-off ships are vessels that carry wheeled cargo such as cars and lorries but are usually used for unaccompanied trailers.
A Ro-Ro berth is an area which allows these vessels to dock.

Satellite Navigation (Sat Nav)

A system whereby satellites provide time signals to enable small receiver devices to pinpoint their position (latitude, longitude and altitude), usually accurate to within 15 metres. A route is calculated based on a navigable map, which includes attributes such as speed and weight restrictions and gives roads a weighting based on these attributes. The map can either be stored on the device or remotely, in which case mobile phone reception is required.

Section 278 Agreement

Allows a developer to carry out works to the public highway after planning permission is granted for a development. Improvements can include new junctions, roundabouts and extensions to footways.

Strategic Road Network

Motorway and major "A" classed roads (trunk roads) that are managed by Highways England. These roads are recommended routes for road haulage.

Transhipment

Is shipment of goods or containers to an intermediate destination before being transported onto a further destination.

Transport Assessment

Is a comprehensive review of all potential transport impacts of proposed developments with an agreed plan to mitigate any adverse consequences.

Unaccompanied Trailers

The rear sections of articulated HGVs that are shipped over sea without being accompanied by a tractor unit/driver.

Unitary Council

Is a local authority with a single tier structure and is responsible for all local government functions within its area.

Vignette

Is a road pricing mechanism imposed on specific vehicles based on the period of time the vehicle is travelling in a particular area.

Working Time Directive

Is a European Union directive to protect the health and safety of workers. It lays down minimum requirements in relation to working hours, rest periods and annual leave.

Reference List

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3. Department for Transport, Road Freight Statistics 2013: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/405223/domestic-road-freight-statistics-2013.pdf

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7. Freight Transport Association, Logistics Report 2016: http://www.fta.co.uk/_galleries/downloads/logistics_report/LR16_WEB_030616/FLASH/index.html

8. Department for Transport, Drivers' Hours 2016: https://www.gov.uk/drivers-hours/gb-domestic-rules

9. Kent County Council, Operation Stack Announcement 2016: https://kccmediahub.net/reaction-todays-operation-stack-announcement745

10. Kent Police, Operation Stack 2016: https://www.kent.police.uk/advice/operation-stack/

From: **Matthew Balfour, Cabinet Member for Environment and Transport**

              Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: **Environment and Transport Cabinet Committee (Jan 2017)**

Subject: **KCC draft response to Highways England's discussion paper "The Road to Growth"**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All divisions

Summary:
This report outlines Kent County Council's draft response to Highways England's discussion paper *'Roads to Growth: Maximising the economic contribution of Highways England and the strategic road network'* which sets out what will be covered in the Strategic Economic Growth Plan when published in 2017.

Recommendation:
The Cabinet Committee is asked to note the draft response to the consultation.

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1.   **Background**

1.1   Highways England made a public commitment to produce a Strategic Economic Growth Plan. To inform this emerging plan, the discussion paper *'Roads to Growth: Maximising the economic contribution of Highways England and the strategic road network'* outlines what is to be covered in the Strategic Economic Growth Plan when published in 2017. The discussion paper is attached at **Appendix A.** The consultation closes on Friday 20 January.

1.2   The Strategic Economic Growth Plan will influence the way Highways England work and invest, and will inform Route Strategies and their advice to Government for the Road Investment Strategy 2 (RIS 2) 2020-25 as well as their 2050 vision for the Strategic Road Network (SRN). It is therefore important that Kent County Council (KCC) gives a comprehensive response to this consultation and comments on Highways England's approach to supporting economic growth through the SRN.

1.3 Summarised in this report and attached in full in **Appendix B** is the proposed draft response from KCC to the consultation on this discussion paper. The draft response sets out KCC's position on each of the main discussion points that will be included in the plan and outlines Kent-specific projects on the SRN needed to support economic growth. Examples include a new Lower Thames Crossing, a solution to Operation Stack and various motorway junction improvements, as aligned with existing transport policies in the *Local Transport Plan (LTP) for Kent (2011-16)*, *Growth without Gridlock: A Transport Delivery Plan for Kent (2010)* and the emerging new *LTP4: Delivering Growth without Gridlock (2016-31)* that underwent a public consultation between August and October 2016 and is progressing towards adoption as KCC policy in 2017.

2. Summary of the discussion paper and the proposed response from KCC

2.1 The discussion paper questions and KCC's draft responses are summarised below. The full draft response in **Appendix B** provides further detail on each point and sets out Kent's priorities regarding the SRN.

2.2 **Areas of research to better understand the relationship between the strategic road network and economic growth:**

Freight: KCC's draft response includes current and predicted freight volumes through Kent and the associated improvements needed to facilitate this growth including dualling the A2 to Dover and improvements to M2 Junction 7; the need for a solution to Operation Stack to be delivered by Highways England; and the need for further overnight lorry parking provision in the county.

Lower Thames Crossing: The draft response outlines KCC's support for a new Lower Thames Crossing as the limited capacity and severe congestion at the existing crossing, along with the lack of an alternative route, is limiting economic growth.

Housing growth: The draft response outlines Kent and Medway's growth forecasts for the next 20 years and how this will affect the SRN in Kent. The response lists each district's priorities for Highways England's network based on the pre-consultation engagement with each district/borough council in preparing the draft LTP4 for consultation. This includes schemes that will open up land for development such as M20 Junction 10a at Ashford.

2.3. **The vision of the Strategic Economic Growth Plan:**

The draft response highlights high car ownership and dependency levels in Kent putting greater strain on the SRN. It also highlights road freight volumes through Kent and the need for improvements to facilitate the predicted growth through the Channel Ports.

2.4 **The strategic economic roles for Highways England:**

This section of the draft response highlights road freight statistics that re-inforce the need for improvements on the SRN in Kent for port-bound traffic. This includes junction improvements and road schemes as well as an alternative solution to Operation Stack. The proposed rail freight interchange at Howbury on the Bexley/Dartford border is cited as this will encourage modal shift of freight from road to rail.

Journey time reliability is identified as a priority for Kent and improvements to congested parts of the SRN are needed such as M20 junctions 3-5 smart motorway, dualling the A21 from Kippings Cross to Lamberhurst and a new Lower Thames Crossing.

Finally, this section of the response outlines Kent's predicted housing growth over the next 20 years and infrastructure needed on the SRN to facilitate this growth with schemes such as M20 Junction 10a, off-slips at the A2 Wincheap, A2 improvements around Ebbsfleet and A249 corridor improvements near Sittingbourne.

2.5 **The categorisation and definition of economic opportunity areas:**

This section details the three categorisations of developments and their demand on the SRN. These were broken down into:

Fundamentally dependent – Ports, distribution centres and developments with large HGV movements. In Kent this includes the Channel Ports and the Port of Sheerness which has high freight traffic volumes and are therefore fundamentally dependent on the SRN.

Reliant – Employment centres, tourism destinations and large housing schemes. In Kent there is the proposal for a Paramount Park development in Gravesend which will attract major visitor numbers and commuter trips. Also shopping centres at Bluewater and Ashford Outlet are also located close to the SRN.

Interdependent – cluster developments of solely housing, especially where there are alternative transport modes. The major of large settlements in Kent are located close to the strategic road network mainly along the M2/A2 and M20 corridors.

2.6 **The two-perspective approach to prioritising economic growth locations around the strategic road network:**

The draft response considers the Port of Dover, Eurotunnel, Dartford Crossing/new Lower Thames Crossing and the Port of Sheerness as being of economic significance to the SRN. The county's dependency on the SRN is demonstrated by the negative effects of Operation Stack suffered across Kent.

2.7 **Highways England's emerging approach:**

In the draft response KCC agrees with Highways England's approach to:

- Strengthen inter-modal transport connectivity to better manage transport demand and supply. Examples are given of Ebbsfleet and Ashford being located on HS1 and the proposed rail freight interchange at Howbury.

- Improve movements to and from international gateways. Examples given include all of the improvements needed on the M2/A2 corridor to improve resilience and enable 'bifurcation' (splitting) of traffic between the M20/A20 and M2/2 corridors.

- Increase joint working and partnership with bodies such as Network Rail, High Speed Two and local transport authorities.

2.8 **How Highways England can work differently to better enable economic growth:**

In this section of the draft response KCC outlines the following roads for Highways England to consider for adoption to be transferred over to Highways England as key strategic links between the M2 and M20. These links are:

A229 Blue Bell Hill (M2-M20 link)
A249 Detling Hill (M2-M20 link)
A228 Medway Valley (M2-M20 link)

3. **Conclusions**

3.1 This discussion paper will influence the Strategy Economic Growth Plan, which will determine the way Highways England work and invest, and will inform Route Strategies and their advice to Government for the RIS2 (2020-25) as well as their 2050 vision for the SRN. KCC will therefore respond to the consultation as outlined in Section 2 of this report and the full draft response as attached in Appendix B.

4. **Financial Implications**

4.1 N/A.

5. **Legal Implications**

5.1 N/A.

6. **Equalities Implications**

6.1 The draft response to this consultation is based on KCC's priorities in the draft LTP4 which has been subject to an Equalities Impact Assessment

(EqIA) prior to its consultation. This demonstrated that the schemes promoted within the draft LTP4 will not have an adverse impact on any group with protected characteristics.

7. Other Corporate Implications

7.1 The draft response to this consultation is based on KCC's priorities in the draft LTP4. The draft content of KCC's Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031) meets the objectives of '*Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement (2015-2020)*' in that it helps to achieve a number of the supporting outcomes:
- supporting Kent business growth by enabling access to jobs through improved transport;
- supporting well planned housing growth;
- protecting and enhancing Kent's physical and natural environment;
- helping children and young people have better physical and mental health; and
- giving young people access to work, education and training opportunities.

8. Governance

8.1 N/A.

9. Recommendation:

9.1 The Cabinet Committee is asked to note the draft response to the consultation.

10. Background Documents

- Appendix A: *Roads to Growth: Maximising the economic contribution of Highways England and the strategic road network: A discussion paper on Highways England's emerging strategic economic growth plan*
- Appendix B: Highways England's 'The Road to Growth' discussion paper on the emerging Strategic Economic Growth Plan - Draft Response from Kent County Council.
- Consultation Draft Local Transport Plan 4: Delivering Growth without Gridlock (2016-31) www.kent.gov.uk/localtransportplan

11. Contact details

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The Road to Growth discussion paper

Maximising the economic contribution
of Highways England and the strategic road network

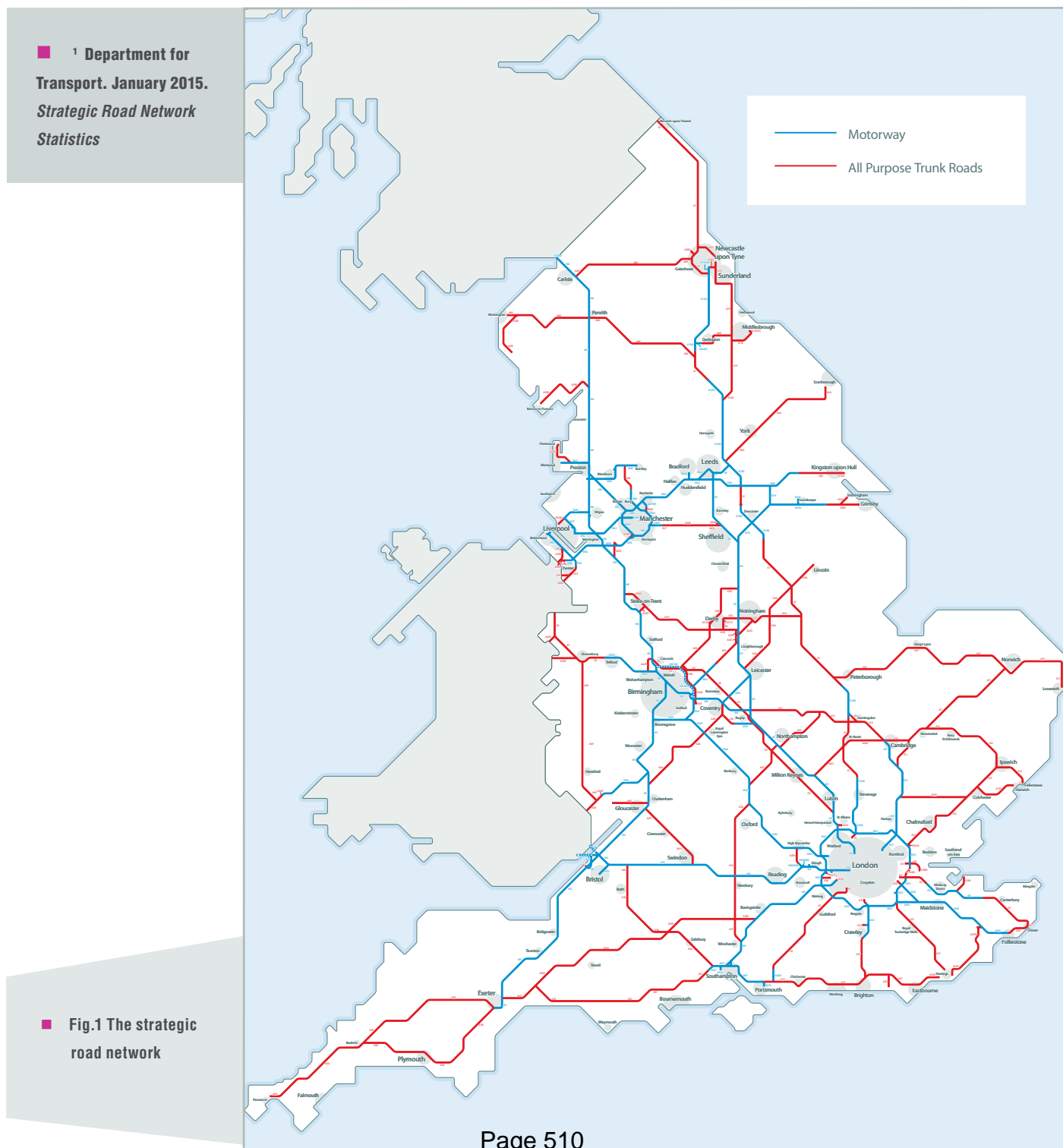**A discussion paper on Highways England's emerging strategic economic growth plan**

Who we are

Highways England operates, maintains and improves England's strategic road network – the country's motorways and major A roads (Figure 1)**. Highways Agency transferred to Highways England — a government-owned company — on 1 April 2015.**

The strategic road network (SRN) comprises approximately 4,400 miles of road (1,865 miles of motorway and 2,571 miles of trunk roads) and supports national and local economic prosperity through connecting businesses and people and enabling employment and productivity growth. While accounting for only 2% of roads in England, the SRN represents the arteries of our road network and our national economy. It carries a third of all road traffic and two thirds of freight traffic. The SRN carries, on average, four times as many vehicles a day per mile of road than locally managed major roads[1]. The SRN is therefore one of the biggest and most significant publicly-owned economic assets in the country.

■ [1] **Department for Transport. January 2015.** *Strategic Road Network Statistics*

■ **Fig.1 The strategic road network**

2

Executive summary

Highways England operates, maintains and improves England's strategic road network (SRN) – the country's motorways and major A roads.

For the first time, Highways England has made a public commitment to publish a strategic economic growth plan for maximising the economic contribution of the SRN.

Drawing on extensive stakeholder engagement, this discussion document presents an outline of our research findings and sets out our proposed approach to supporting growth.

Our vision:

The strategic road network will play a central role in contributing to UK prosperity by enabling businesses to benefit from safe, reliable and efficient movement of people and goods, connectivity to skills, and access routes to national and global markets.

Highlights of our research:

■ 91% of businesses in England are located within 15 kilometres of the SRN and 47.5 million people (90%) live within 10 kilometres.

■ Sectors heavily dependent on the SRN employ 7.4 million people and contribute £314 billion in Gross Value Added (GVA) to England's economy. These sectors are likely to grow by 35% by 2030 generating an additional £110 billion per annum.

Our emerging approach:

We have identified four strategic economic roles for Highways England and the strategic road network:

1 Enabling international connectivity and trade by providing improved access routes to global markets.

2 Supporting business productivity and competitiveness by facilitating safe, reliable and efficient journeys, and by meeting the needs of those sectors most reliant on the SRN.

3 Facilitating the sustainable delivery of new homes and employment spaces, while balancing local and national SRN demand and supply.

4 Providing nationwide employment, skills and business development opportunities within our supply chain and sector.

We already do a lot to support growth in these areas and our strategic plan will build on this. Our emerging approach will be rooted in partnership and we will confirm our priority actions in our full plan next year.

Areas which we are exploring include:

■ Strengthening inter-modal connectivity to manage transport demand and supply better.

■ Improving movements to and from international gateways.

■ Looking at how we can better support the future transport needs of those sectors currently relying most on the strategic road network.

■ Increasing joint working and partnership with bodies such as Network Rail, High Speed Two, and local transport authorities.

We would welcome your feedback on the discussion points set out at the end of this document.

The purpose of our strategic economic growth plan

'Supporting the economy' is one of Highways England's five strategic objectives. For the first time, Highways England has made a public commitment to publish a strategic economic growth plan, which we are calling *The Road to Growth.* We already make a significant contribution to the UK's economy, through our investments, our operations, and our role as statutory consultee in the planning system. But we are determined to contribute even more by taking a bolder and more direct role in supporting economic growth and prosperity.

The SRN is part of an integrated transport system, so we will make the most of our economic **enabling role** by working with other transport operators in the planning and delivery of infrastructure projects. For example, in October 2016, Highways England and High Speed Two Ltd signed a Memorandum of Understanding committing both organisations to work together in a supportive and collaborative manner in the design and delivery of a high speed rail network.

Our vision:

The strategic road network will play a central role in contributing to UK prosperity by enabling businesses to benefit from safe, reliable and efficient movement of people and goods, connectivity to skills, and access routes to national and global markets.

Our ambition for the strategic plan

Based on a detailed programme of evidence gathering, research and stakeholder engagement, *The Road to Growth* will:

■ Set out new evidence on the relationship between the SRN and the economy.

■ Define our role in supporting economic growth — more clearly than we have before, and

■ Describe how we will build on success to enhance our economic contribution through our day-to-day operations and investment programme. Acting responsibly and working collaboratively, we will actively seek to unlock constraints to economic growth while maintaining a safe and effective road network.

The Road to Growth **will be a long-term proposition looking as far as 2050. It will respond to the current and future strategic transport needs of our business customers, as well as considering the interests of our stakeholders.**

Our aims

In developing *The Road to Growth,* we aim to:

■ Develop a clear and shared understanding of the SRN's contribution to the economy.

■ Support the development of the government's second road investment strategy (RIS2) and future road investment strategies.

■ Further strengthen our organisational capability to support economic growth, and

■ Provide a platform for more effective collaboration with other transport modes including the sharing of common economic growth objectives.

How we have been developing our plan

Over the past year, we have carried out extensive research exploring the economic role of the SRN and the patterns of business activity and development around it.

We commissioned an extensive programme of analytical research, supplemented by widespread discussions with many stakeholders and business users of the network over the course of the last year — including one-to-one meetings with every Local Enterprise Partnership (LEP) in England, and with sub-national transport bodies, business representatives, local authorities, government departments and national infrastructure providers. The issues and concepts introduced in this paper are drawn from this analytical base and these conversations.

This discussion paper

This paper presents an outline of our research findings and sets out our interpretation, and our proposed approach to supporting growth.

We want your feedback on the six discussion points set out at the end of this document. Here you will also find details of how you can do this. The deadline for submitting your responses is Friday 20 January 2017. Your feedback will be taken into consideration before we publish our full plan in 2017.

We already do a lot to support growth

Our 5-year funding allocation for Road Period 1 (RP1) amounts to £11 billion of capital expenditure. This is delivering over 120 schemes to increase capacity, transform connectivity, and improve the condition of the network.

Our daily operations keep the network flowing, avoiding and reducing delays. For example, our traffic officers deal with some 30-40,000 incidents on the network every year.

Through our statutory planning role, we are consulted on some 3,500 planning applications and local plans every year, helping local authorities and developers to make sustainable and practical plans for growth.

Our £100 million Growth and Housing Fund is unlocking stalled developments, by combining with developer funding to provide the capacity to safely accommodate the traffic generated by new development, where this would otherwise make the development financially unviable. To date, we have approved seven grants contributing some £23 million to projects around the country which have the potential to unlock up to 4,000 jobs and 3,700 homes within the current road period and substantially more beyond.

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What the evidence says

We commissioned a programme of analytical research exploring different aspects of the relationship between the SRN and the economy, and patterns of business and property growth around the network. Below you will find an overview of each study, outlining its focus, key finds and implications:

1 **Economic growth and the strategic road network**

This study[2] is based on academic and consultancy research exploring the relationship between transport investment and economic growth and its impact on productivity, investment, trade and unemployment.

Key findings and implications:

- 91% of businesses in England are located within 15 kilometres of the SRN (**Figure 2, page 7**) and 47.5 million people (90%) live within 10 kilometres. Furthermore, 94% of the population of England live within an hour of a large airport, and 95% within one hour of a national or regional interchange rail station.

- 24% of businesses[3] cite the quality of connections to international gateways as a barrier to exporting.

- The wider costs of congestion across England are projected to continue to rise.

- Current projections suggest the cost of congestion to the freight industry will be £14 billion in 2040. The sector provides 9% of UK Gross Value Added (GVA) directly, and provides essential services to other activities[4].

- Estimates suggest a 1% increase in freight costs reduces trade by 1.3% to 3.5%. Infrastructure accounts for 40-60% of the variation in these costs[5].

- By enabling the safe, reliable and efficient movement of people and goods, a well-functioning SRN enables economic growth by:

- Increasing opportunities for trade and export orientated growth.

- Improving access to suppliers and customers, thereby enhancing business competitiveness and productivity.

- Contributing to economic agglomeration activity (clustering of businesses).

- Improving labour access (including commuting), and employment opportunities.

- Facilitating investment and stimulating the market through helping to create the right conditions and environment for growth.

- The road network also helps to rebalance the economy – by connecting different parts of the country and enabling them to realise their full economic potential.

- Investing in infrastructure can have a catalytic effect, stimulating growth in areas of previously low demand but only if it is done as part of a cohesive approach that addresses all local barriers to growth, such as skills shortages.

2 **Commercial development and the strategic road network**

Access to transport is a key locational factor that can influence the industrial, office, residential, retail and leisure property markets. This study[6] looked at the relationship between these factors and the SRN in order to forecast future patterns of growth.

Key findings and implications:

- There is a strong correlation between the SRN and patterns of development across England, with a strong causal link being present in some sectors (such as logistics - **Figure 3, page 8**).

- Commercial development remains primarily centred on the M1/M6/M25 motorway corridors.

[2]Atkins. 2016. *Economic growth and the strategic road network (draft).*

[3]British Chambers of Commerce. 2012. *Exporting is good for Britain and transport connections support trade.*

[4]DfT. 2013. *Action for Roads: A network for the 21st century*

[5]Behar, A. and A.J. Venables, A.J. 2010. *Transport Costs and International Trade. University of Oxford Department of Economics Discussion Paper Series.*

[6]Atkins and Cushman & Wakefield. 2016. *Commercial development and the strategic road network (draft).*

6

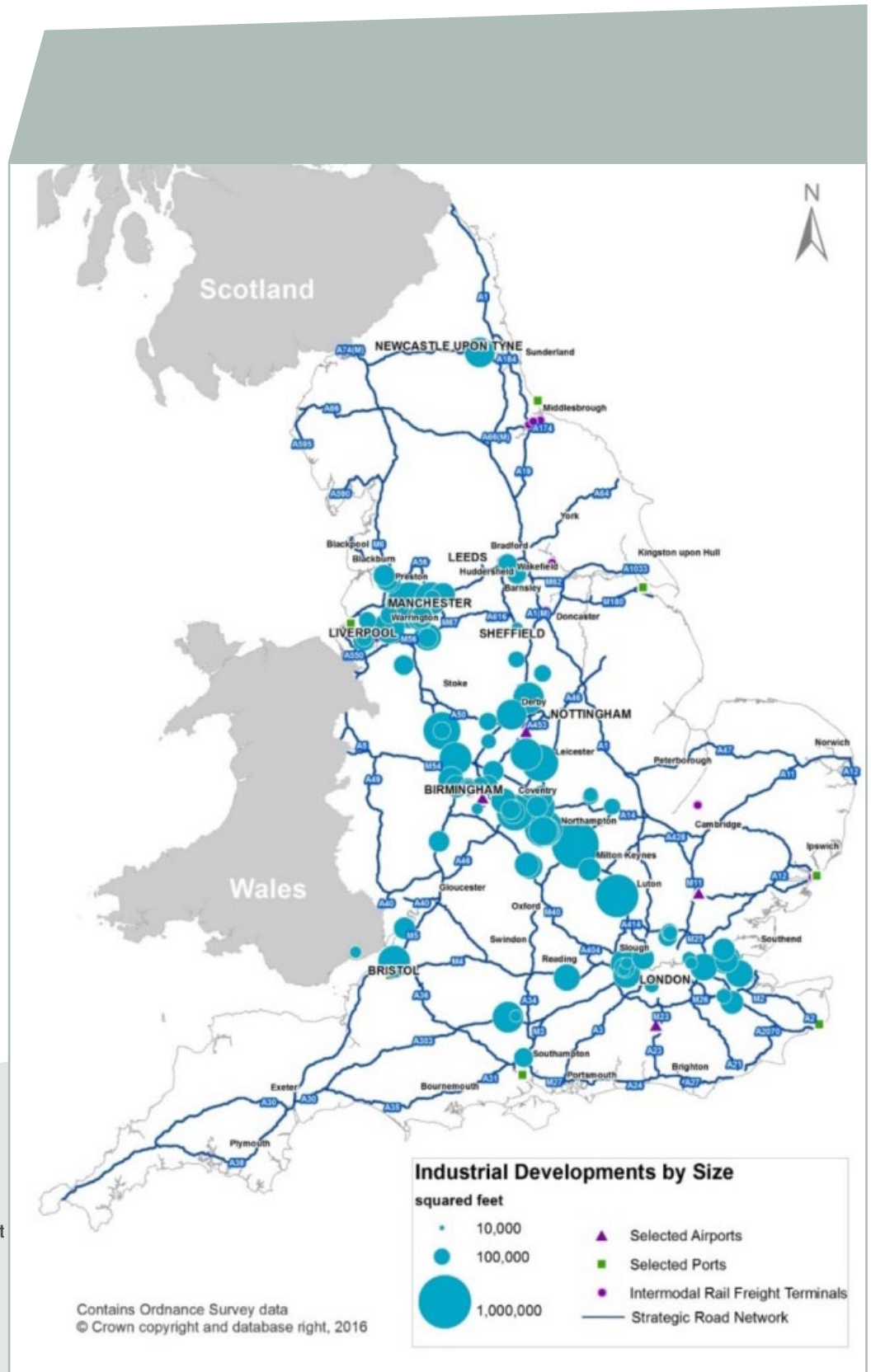**Fig.2 - Density of businesses across England (2015)**
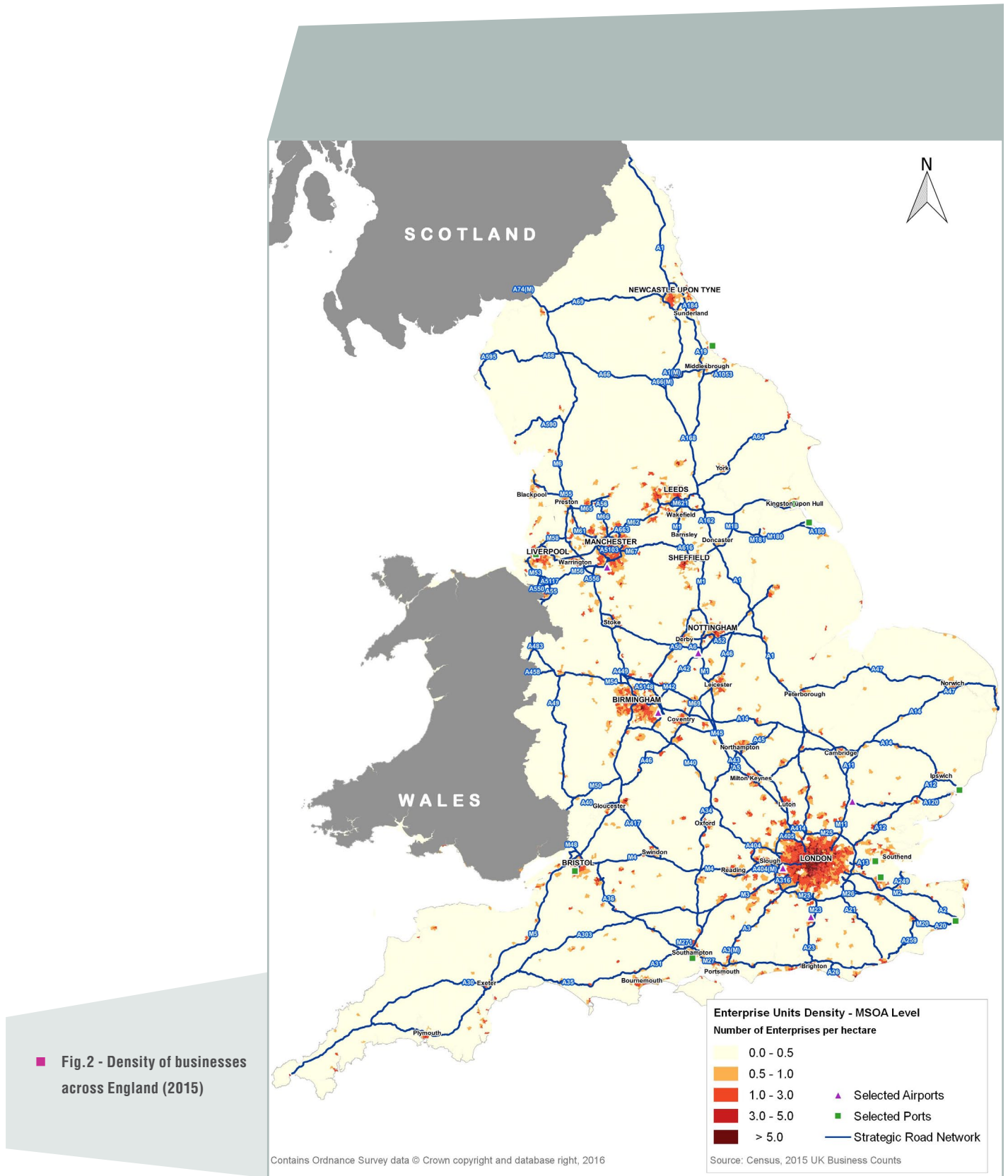
Fig.3 - The relationship between the SRN and property market performance, shown by industrial speculative development between the first quarter of 2014 and the first quarter of 2016.

- There is increasing interest in multi-modal facilities such as Daventry International Rail Freight Terminal (DIRFT).

- There is growing demand for progressively larger distribution centres built to high specifications.

- Consumer demand created by e-commerce is transforming the commercial property market. Main distribution centres are increasingly supported by a network of local distribution units enabling superfast delivery to customers.

- Existing transport provision is acting as a constraint to growth in some areas of the country.

- Transport planning needs to be adaptable to respond to continually evolving travel patterns driven by changes in the economy and society.

- Focusing roads investment on the following would have the greatest beneficial economic impact:

  - Areas with established critical economic mass

  - Improving links between the major growth areas and along key corridors

  - Creating more capacity, and

  - Supporting modal shift

3 International gateways and the strategic road network

This study[7] provided a detailed analysis of key UK ports and airports with a specific focus on access, demand analysis, and connectivity issues.

Key findings and implications:

- The UK is an island nation, and is critically dependent on its ports, airports and the Channel Tunnel.

- Patterns of global trade strongly influence the roles of the gateways in the UK.

- **Ports:**

  - The busiest ports by freight tonnage **(Figure 4, page 10)** are Grimsby and Immingham, London, Tees and Hartlepool, Southampton, Liverpool, Felixstowe, Dover, Hull and Rivers Hull and Humber.

  - Felixstowe is the busiest port for containers, handling 41% of the UK container traffic, and is the main port for imports into the UK.

  - Southampton is the main port for exports from the UK.

  - Dover is the busiest port for Ro-Ro[8] and passenger traffic.

  - Significant investment continues to be made in UK ports.

- **Airports:**

  - The busiest airports by freight tonnage **(Figure 5, page 11)** are Heathrow, East Midlands, Stansted, Manchester, and Gatwick.

  - Heathrow is the UK's busiest airport with over 470,000 air transport movements, handling approximately 75 million passengers and around 1.5 million tonnes of freight per annum.

  - Heathrow, East Midlands and Stansted are the main air freight hubs.

  - In total the south east airports handle over 150 million passengers per annum, with Manchester handling nearly 25 million passengers per annum and the two Midlands airports approximately 15 million passengers per annum.

- The Channel Tunnel plays an important complementary role to the Port of Dover and other south east ports for international trade.

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[7]Atkins. 2016. *International gateways and the strategic road network (draft).*

[8]Roll-on/Roll-off (Ro-Ro) vessels are designed to carry wheeled cargo that is driven on and off the ship – as opposed to Lift-on/Lift-off (Lo-Lo) vessels, which use a crane to load and unload cargo.
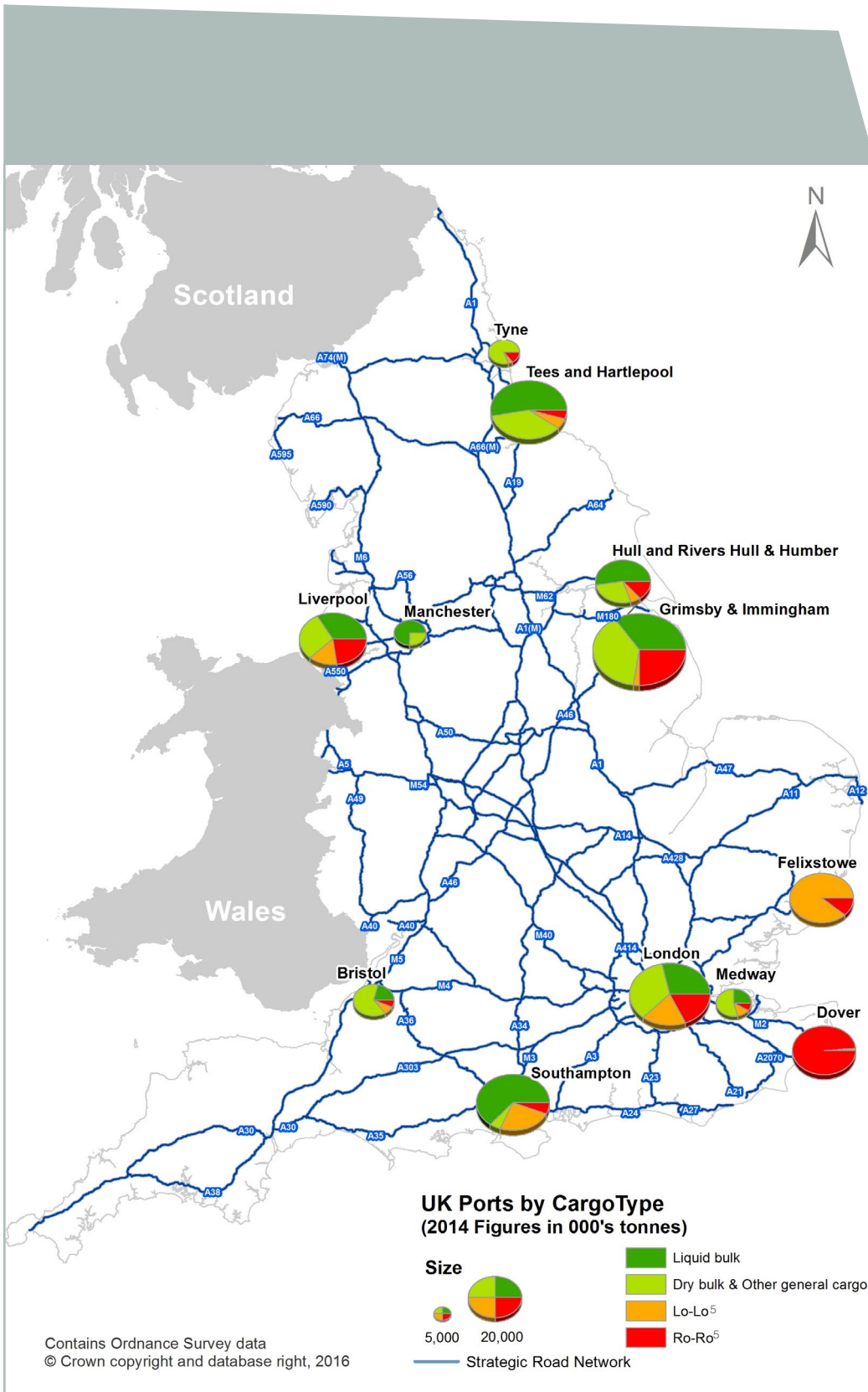
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UK Ports by CargoType
(2014 Figures in 000's tonnes)

Size

5,000   20,000

■ Liquid bulk
■ Dry bulk & Other general cargo
■ Lo-Lo[5]
■ Ro-Ro[5]

Contains Ordnance Survey data
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Strategic Road Network

■ **Fig.4 - Port traffic by cargo type**

Scotland

Wales

Manchester
100,021
23,094,593

East Midlands
291,689
4,446,219

Birmingham International
7,164
10,180,059

London Luton
28,008
12,262,581

London Stanstead
207,996
22,513,443

London Heathrow
1,496,551
74,953,981

London Gatwick
73,371
40,260,068

Airport Air Transport Movements in 2015

✈ **Airport**

✈ **Freight Total in tonnes**
Terminal Passengers Total

—— Strategic Road Network

Contains Ordnance Survey data
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■ **Fig.5 - Key airports**

Page 519

11
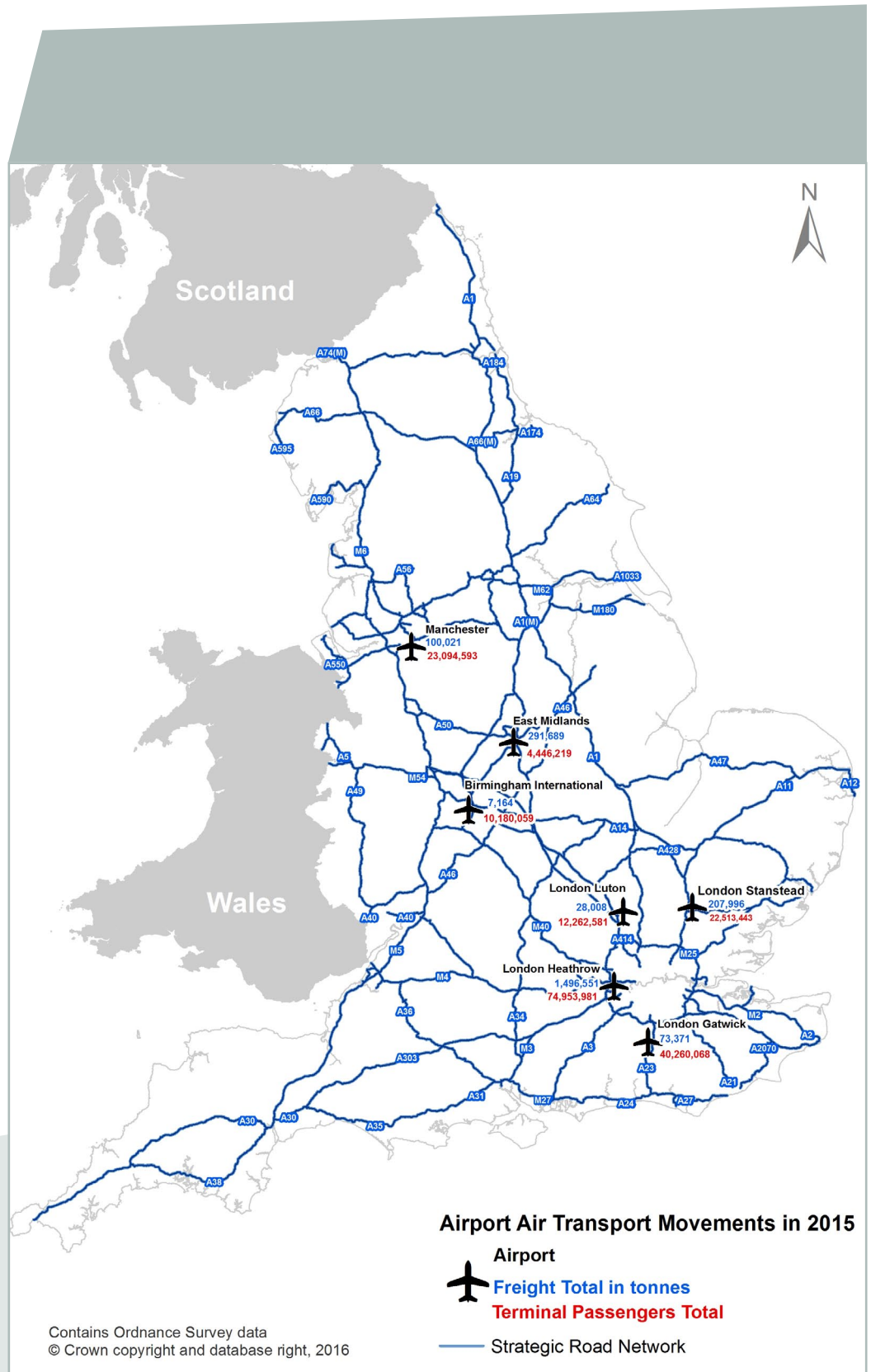
■ While significant improvements are underway around many of these gateways, the study identifies a case for further collaboration with partners to identify related road infrastructure needs.

4 Socio-economic analysis, future forecasts and the strategic road network

This study[9] provided a baseline assessment of all economic sectors by employment and GVA, identifying the sectors that are most reliant on the SRN and providing local area growth forecasts for these sectors.

Key findings and implications:

■ The following sectors are most reliant on the road network:

- Logistics and freight

- Manufacturing

- Wholesale

- Retail, and

- Leisure and tourism

■ These sectors employ 7.4 million people and contribute £314 billion in GVA to England's economy. They are likely to grow by 35% by 2030 generating an additional £110 billion per annum.

■ **Figure 6, page 13** outlines the employment density of these sectors.

■ **Figure 7, page 14** indicates sectoral growth forecasts to 2030.

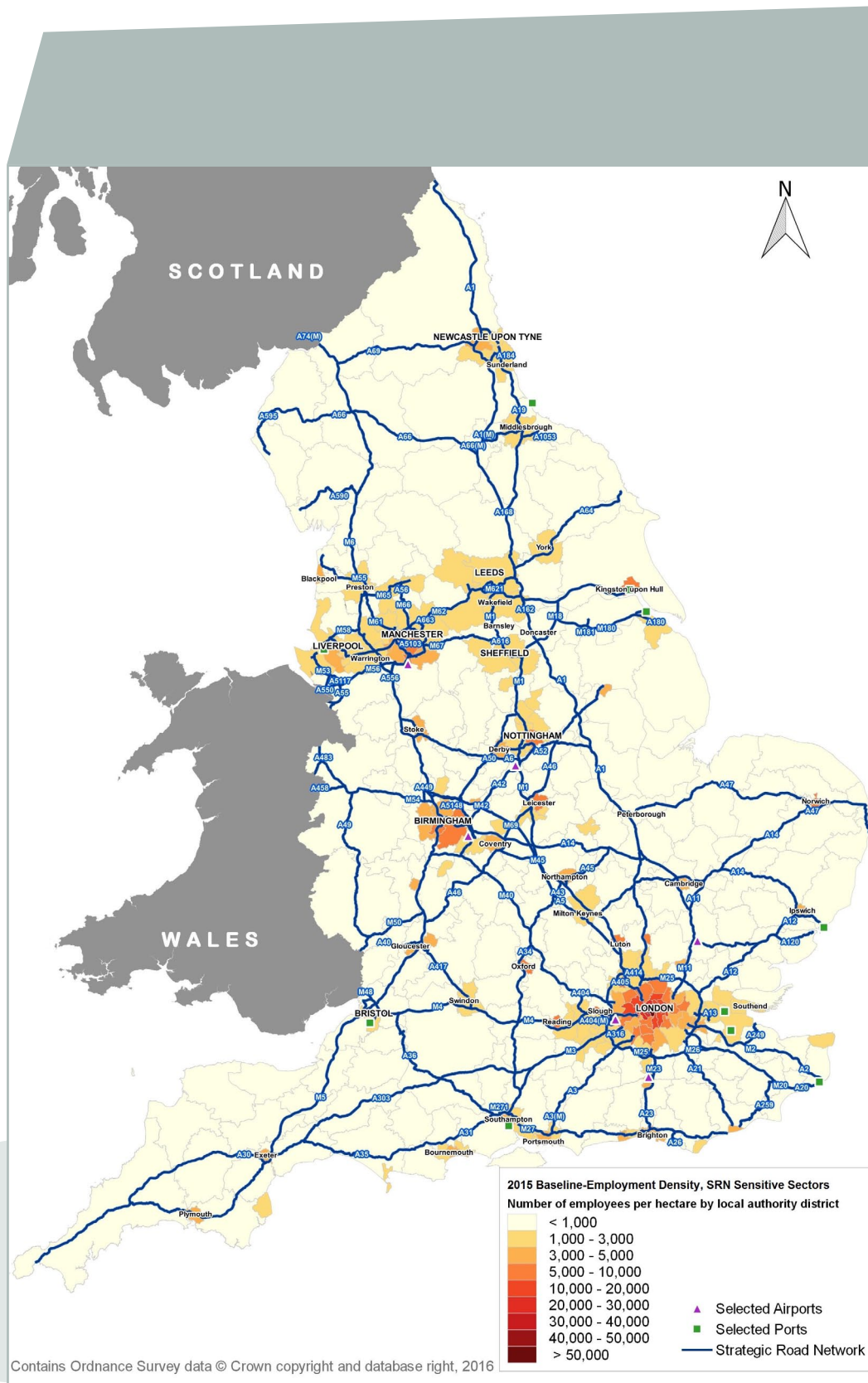## 5 Assessment of growth impacts — specific lessons from case examples

This study revisited several previous SRN schemes to provide an updated evaluation of longer term impacts. In so doing, the study identified several factors and local conditions that tend to affect the scale and extent of the economic impact of SRN schemes.

Key findings and implications:

SRN schemes tend to deliver greater economic impact in the following circumstances:

■ When transport investment is planned with an understanding of the local economy and its strengths and weaknesses, and the quality of the existing infrastructure in the area.

■ When analysis shows a tangible business demand and the potential for faster growth.

■ When the SRN scheme is closely aligned to a well-defined local or regional economic growth strategy.

■ When the SRN scheme is based on an analysis of the sectoral make-up of the local economy, and an understanding of their SRN use. Some sectors are particularly sensitive to the state of the SRN and to repair work.

■ When the SRN scheme is planned as part of a wider integrated package of other transport investments for example ensuring good integration with the existing local road network.

■ When SRN scheme planning is informed by a thorough analysis of current road traffic congestion levels and the impact it would have in reducing or increasing that. In the past some SRN schemes were carried out on an insufficient scale to address local congestion, which limited their economic benefits.

■ When a strong economic rationale is developed as part of the strategic case for investment.

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[9]Atkins and Cambridge Econometrics. 2016. *Socio-economic analysis, future forecasts and the strategic road network (draft).*

2015 Baseline-Employment Density, SRN Sensitive Sectors
Number of employees per hectare by local authority district

	< 1,000
	1,000 - 3,000
	3,000 - 5,000
	5,000 - 10,000
	10,000 - 20,000
	20,000 - 30,000
	30,000 - 40,000
	40,000 - 50,000
	> 50,000

▲ Selected Airports
■ Selected Ports
— Strategic Road Network

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■ **Fig.6 - The density of employment: SRN sensitive sectors (2015)**

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Baseline Scenario - Employment Change Density, SRN Sensitive Sectors
2015 - 2030, number of employees per hectare, by local authority district

- < 0.0
- 0.0 - 0.1
- 0.1 - 0.1
- 0.1 - 0.2
- 0.2 - 0.3
- 0.3 - 0.5
- 0.5 - 0.7
- 0.7 - 0.9
- > 0.9

▲ Selected Airports
■ Selected Ports
— Strategic Road Network

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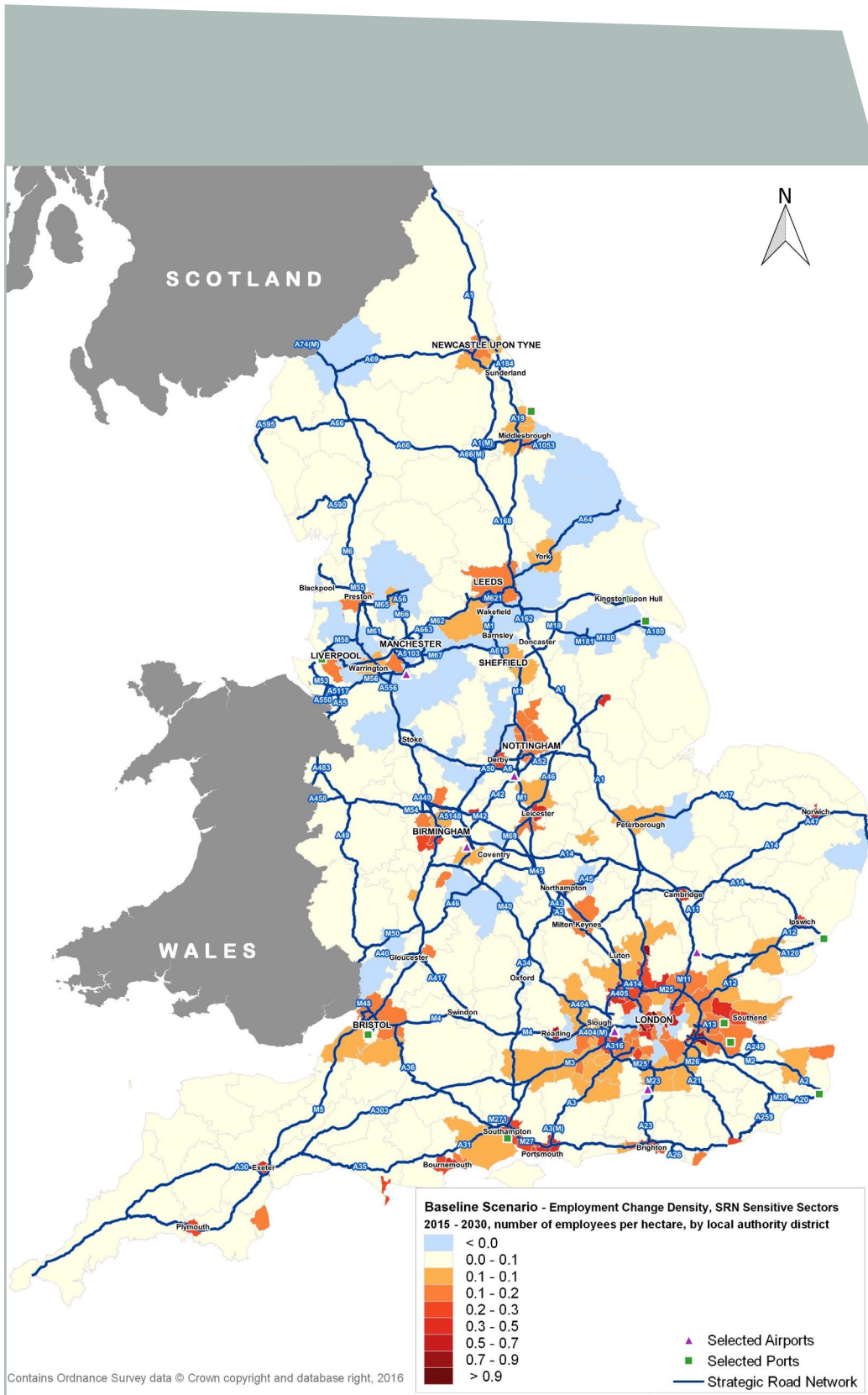
Fig.7 - The expected employment change in employment density for SRN sensitive sectors (2015 to 2030)

6 **Economic value of the strategic road network**

This study has looked at user costs to give a proxy estimate for the annual and lifetime economic value of the SRN. The user cost approach looks at costs incurred over a period of time by the users of a fixed asset – in this case the SRN. This is based on the premise that users will only travel if it is economically worth their while (that is, the journey cost will be less than the benefits of making the journey).

The user cost is calculated by measuring:

- The journey time of drivers and passengers, and

- Fuel and non-fuel vehicle operating costs.

Key findings and implications:

- Initial estimates suggest that the economic value of the SRN far outweighs its replacement cost.

- A user cost value is calculated for each section of the SRN **(Figure 8, page 16).** This could be used as a proxy to compare the relative economic role of different sections of the SRN.

- Using the same methodology it is possible to calculate the time and operational savings that would be delivered by minimising delay across the SRN.

- In **Figure 8, page 16,** the SRN links highlighted red have the greatest user cost. As you might expect, high levels of congestion or delay increase user costs, and this multiplies where the SRN tends to operate close to capacity.

Next steps on the evidence base

We have presented above the outputs of the various research studies carried out for us by our consultants. Between now and the publication of our full strategic plan, we will consider the evidence base more fully, including in relation to stakeholder feedback.

We will consider how the different layers of evidence fit together and with other sources of evidence, and how they add-value to existing practice and activity. We will also consider what further research may be as helpful to explore as part of delivering our plan.

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Total User Cost
per km

8,000,000 to 14,000,000 (107)
6,000,000 to 8,000,000 (216)
4,000,000 to 6,000,000 (422)
2,000,000 to 4,000,000 (946)
0 to 2,000,000 (806)
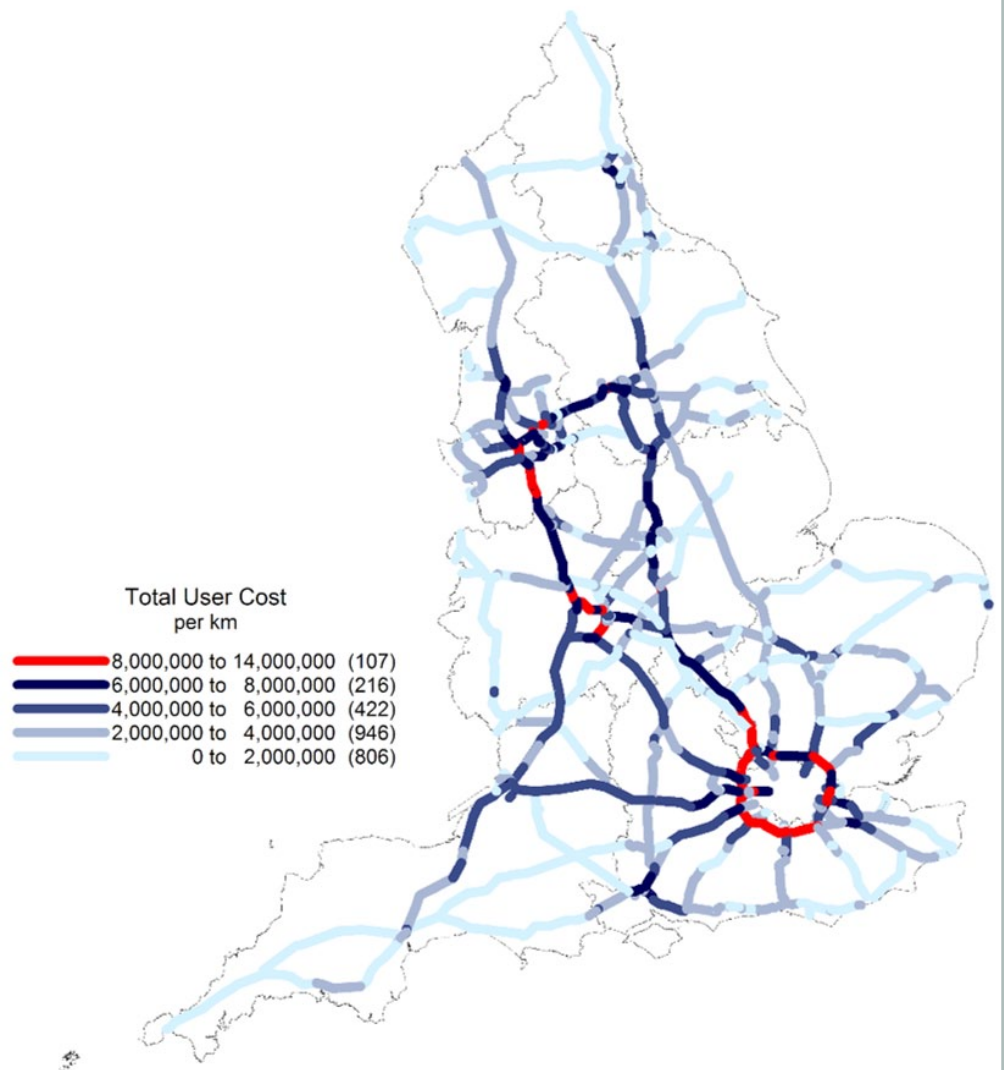
Fig.8 - Approach to showing SRN user-cost (by SRN link).

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16

Our strategic role in supporting economic growth

The evidence indicates that the SRN and Highways England have three strategic roles to play in the economy:

---

1 **Enabling international connectivity and trade by providing improved access routes to global markets.**

Highways England's role:	The SRN's role:
■ Investing to address capacity and access constraints around gateways (such as the Road Investment Strategy 1 scheme to improve access to the Port of Liverpool).	■ Providing reliable and safe journeys to and from major gateways and inter—modal transport hubs.
■ Through our statutory planning role, facilitating gateway, logistics and multi—modal developments along gateway corridors.	■ Enhancing the attractiveness of UK investment locations and connectivity to international gateways.
■ Effective handling of disruptive events at key gateways (such as operation stack).	

---

2 **Supporting business productivity and competitiveness by facilitating safe, reliable and efficient journeys, and by meeting the needs of those sectors most reliant on the SRN.**

Highways England's role:	The SRN's role:
■ Increasing journey reliability — reducing delays and the associated costs to business users.	■ Ensuring that businesses can deliver their goods and services to clients and customers reliably and efficiently.

Page 525

Highways England's role:	The SRN's role:
■ Increasing journey efficiency.	■ Ensuring people can get to work safely, reliably and efficiently. ■ Ensuring that businesses can access the skills and business partnerships they need to thrive and grow.

3   **Facilitating the sustainable delivery of new homes and employment spaces, while balancing local and national SRN demand and supply.**

Highways England's role:	The SRN's role:
■ Taking a proactive approach in our spatial planning role, helping to ensure that new developments are well located and planned for, and that the travel demand they create is also managed and planned for. ■ Delivering improvement schemes to enable the SRN to accommodate the traffic created by new developments.	■ Accommodating the traffic impact of meeting the government's housebuilding target. ■ Connecting new and existing homes to jobs.

We are a significant employer, with nearly 4,000 full-time equivalent employees. We are investing £11 billion capital 2015-2020, and in the second quarter of 2016 26% of our spend was with small and medium enterprises. We recognise that this means we make an important economic contribution within our own sector and to local economies. This leads us to identify a fourth economic role:

4 | **Providing nationwide employment, skills and business development opportunities within our supply chain and sector.**

Highways England's role:

- Being a responsible employer and client.

- Meeting the government target of 25% small and medium sized enterprise (SME) direct and indirect spend.

- Working with our supply chain to develop sector skills and capability.

- Supporting innovation within our sector, and other related sectors (such as automotive).

Identifying priority areas for investment

Economic opportunity areas (EOAs)

We have worked with all 39 Local Enterprise Partnerships (LEPs) in England to identify the priority areas of existing and future economic activity that depend to some extent on the SRN. This work has identified over 400 economic hotspots – or economic opportunity areas (EOAs) – around the Strategic road network.

We have cross-referenced these locations with our economic research base and stakeholder evidence from LEP discussions and the route strategies consultation. We have then grouped them according to their geographical characteristics and primary economic function.

The ten EOA categories we have identified are described in **Tables 1 to 3** with a brief explanation of how we might apply the categorisation to different locations. We have used our economic research base to understand the extent to which different EOAs rely on the SRN and why.

Economic opportunity areas — Table 1

Fundamentally dependent
— the economic performance of the location depends entirely on the SRN

International gateway (freight / passenger)
- Port or airport (freight and/or passenger use)
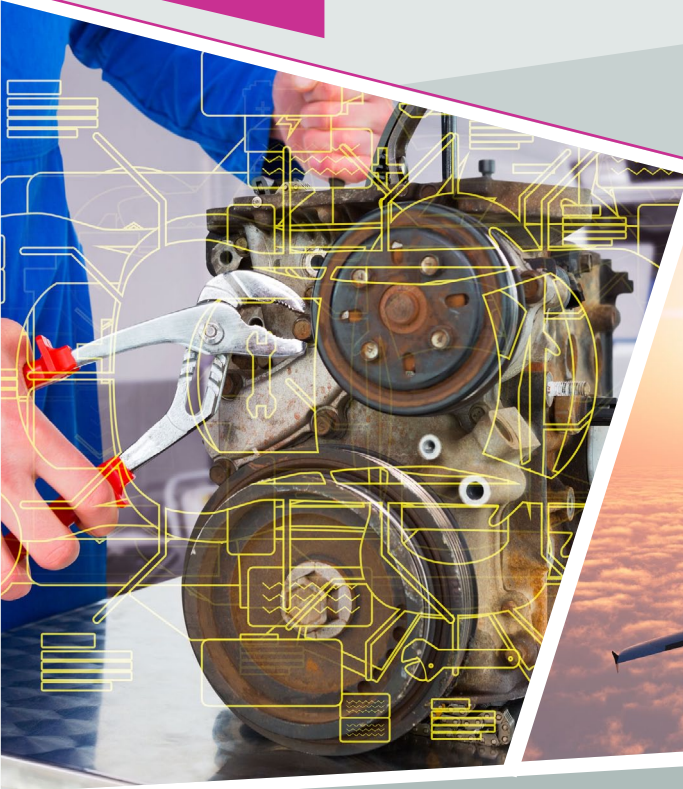
Industrial cluster
- Cluster of manufacturing or other road-reliant industrial activity

Logistics cluster
- Clusters of logistics and distribution activities as defined by B8-use (warehousing)

Intermodal transport hub
- Strategic hub for intermodal connectivity

Economic opportunity areas — Table 2

Reliant
— highly dependent on the SRN, but not wholly

Major tourism destination
- Attractions, towns and rural areas that tend to attract visitors

Research and technology centre
- Business cluster supported by research or innovation activity

National energy infrastructure
- Sites or clusters of energy infrastructure of national significance

Mixed employment cluster
- Cluster of mixed employment (such as services and logistics)

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Interdependent
— some dependency on the SRN, although other modes of transport play a significant role

Housing and mixed use
- Cluster of developments consisting of either solely housing sites or mixed housing and employment sites

Urban centre
- Major urban centre for employment and housing

Assessing economic priorities

As a national body, our funding and staff resource capacity come under pressure from a wide variety of needs. For all our investments, we use rigorous
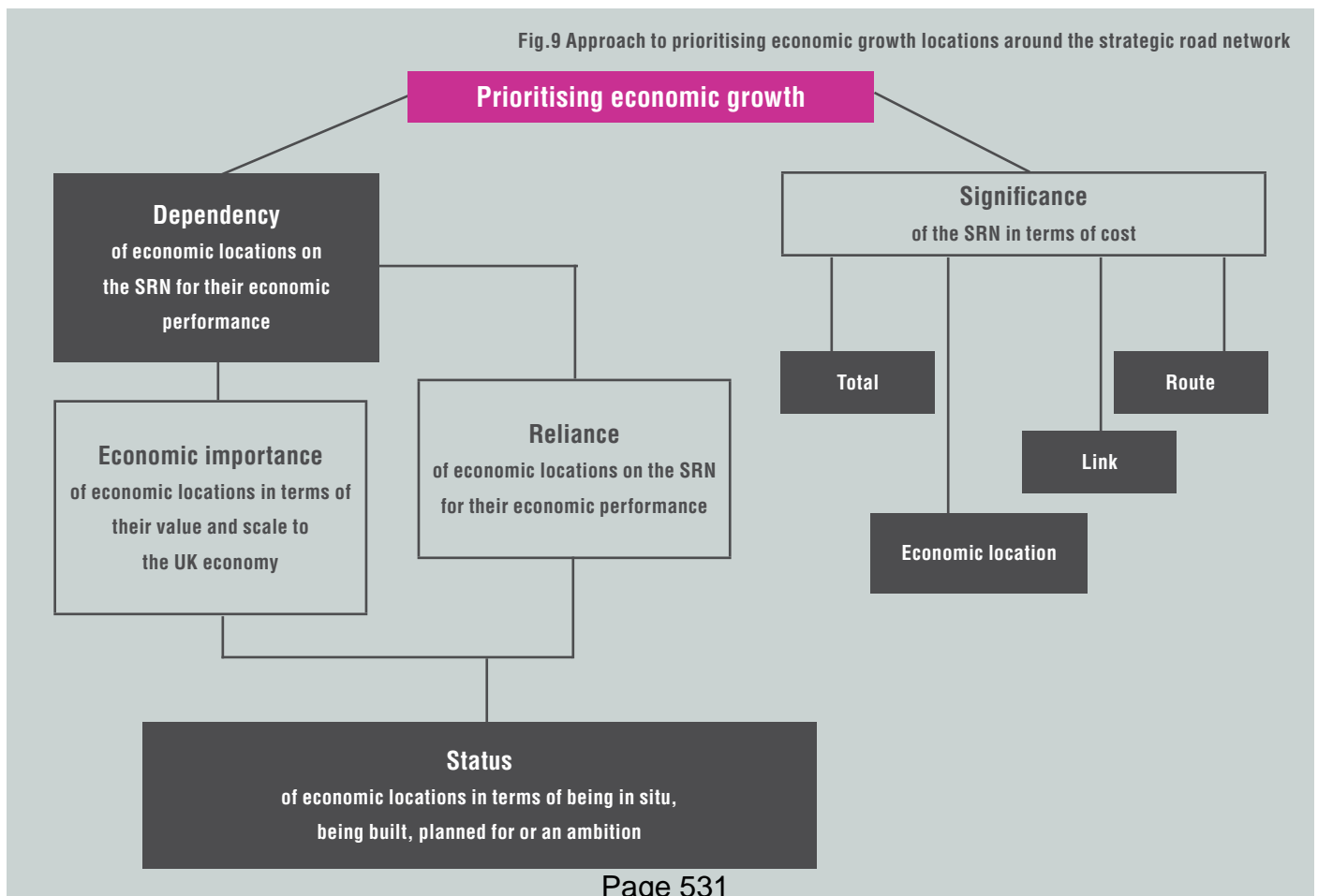
1 The **economic significance** of individual parts of the SRN, testing the principles developed through the *Economic value of the strategic road network* part of the evidence base. (Page 15).

2 The **dependency** of an economic asset or location on the SRN for its economic performance. This takes account of the:

Applying this approach to a list of EOAs compiled, we can identify locations across the country that we should view as an economic priority for our focus, whether this is in terms of potential investment or our engagement in the planning or design of proposed developments.

The approach outlined above is only the first step in

analysis to assess the likely impact against our five strategic objectives, with the safety of road users remaining of paramount importance.

To help us assess the relative priority of different economic needs, we propose assessing existing and future economic opportunity areas based on two principles:

- **Economic importance and scale**
- **Reliance on the SRN for its economic success, and**
- **Status, by which we mean whether the asset is in operation or, if not, its status in the planning system**

influencing future investment. It will guide decisions about where further modelling and detailed assessment may be warranted. Final investment decisions, including the appropriate source of funding, will be determined through the existing processes and channels, including the road investment strategy.

Fig.9 Approach to prioritising economic growth locations around the strategic road network

Prioritising economic growth

Dependency of economic locations on the SRN for their economic performance

Economic importance of economic locations in terms of their value and scale to the UK economy

Reliance of economic locations on the SRN for their economic performance

Status of economic locations in terms of being in situ, being built, planned for or an ambition

Significance of the SRN in terms of cost

Total

Route

Link

Economic location

Our emerging approach

As set out above, we already do a lot to support economic growth, and *The Road to Growth* will build on this. Our evidence base, and particularly the feedback we receive from stakeholders, suggests

1	Enabling international connectivity and trade by providing improved access routes to global markets.
2	Supporting business productivity and competitiveness by facilitating safe, reliable and efficient journeys, and by meeting the needs of those sectors most reliant on the SRN.
3	Facilitating the sustainable delivery of new homes and employment spaces, while balancing local and national SRN demand and supply.
4	Providing nationwide employment, skills and business development opportunities within our supply chain and sector.

there is scope for enhanced activity that strengthens the economic foundations provided by the SRN and the wider transport network. *The Road to Growth* will set out how we will work with partners to increase our economic contribution through activity focused on each of the four economic roles identified:

The areas we are exploring include:

- Strengthening inter-modal transport connectivity to manage transport demand and supply better;

- Improving movements to and from international gateways;

- Looking at how we can better support the future transport needs of those sectors currently relying most on the SRN;

- Increasing joint working and partnership working with bodies such as Network Rail, High Speed Two, and local transport authorities.

Next steps

Much of this would need to be carried out in collaboration with others, and over the next few months, we will seek to develop this thinking jointly with our partners. Our regional teams will also continue to work with their partners to support local planning for economic growth.

Drawing on stakeholder feedback, we are also reviewing many aspects of our operations to identify how we can increase the economic impact of the way we work as an organisation.

We will confirm our approach to delivering our strategic economic growth plan, as developed and agreed with key delivery partners over the next few months, in the full *The Road to Growth* publication next year.

Once confirmed, our four economic roles will provide the basis for measuring the impact of our strategic economic growth plan. Our approach to assessing corporate economic impact will be set out

in more detail in the full plan, which will in turn inform the development of a broader range of economic performance indicators for the next RIS period.

The locational data gathered through our engagement with local partners has been fed into the route strategies evidence base, and will be sifted using the prioritisation approach outlined in this document. The route strategies and our strategic economic growth plan are two key stages of research leading up to the Department for Transport's Road Investment Strategy for Road Period 2, known as RIS2, covering the period 2020-2025.

Decision-makers will use the locational evidence supplied through the development of the *The Road to Growth* and route strategies to identify where problems and opportunities are most significant, and where the need for action is greatest.

In total, there will be 18 route strategies, covering the entire strategic road network between them. Each strategy will cover a key strategic route, providing

a description of the key centres of population and industry, and international gateways served by the route. It will talk about the type and condition of roads and describe its current and likely future performance and constraints.

We will consider options for maintaining, operating or enhancing roads, including on local roads where these may bring about benefits on the strategic road network. Where appropriate, this could include influencing driver behaviour, or recommend looking further at other modes of travel. Our intention is to publish the route strategies in spring 2017.

The Road to Growth, including its economic evidence base, will also be part of the evidence base that Highways England uses to inform its initial report to government to support the second road investment strategy.

It will also support the development of our long-term vision and future plan for the SRN (Highways England's 2050 vision).

Your feedback

This discussion paper presents our initial findings and our interpretation of our strategic economic vision and role, together with our emerging approach to supporting economic growth and prosperity.

We welcome your feedback on the discussion points on the next page prior to publishing our full strategic plan in 2017.

A copy of this paper and the feedback form can be found on our citizen space website go to:

https://highwaysengland.citizenspace.com

— then scroll down to click on strategic economic growth plan

Please submit your responses, via the above website, by **Friday 20 January 2017.**

If you have any questions about this consultation, please email: growthandplanning@ highwaysengland.co.uk

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Discussion points:

1	**Do you agree with the areas of research we have focused on to better understand the relationship between the strategic road network and economic growth on page 6 — 16?**
2	**Do you agree with the vision we have articulated on page 4?**
3	**Do you agree with the strategic economic roles for Highways England that we have articulated on page 17 — 18?**
4	**Do you agree with our categorisation and definition of economic opportunity areas, on page 19 — 22?**
5	**Do you agree the two-perspective approach to prioritising economic growth locations around the strategic road network, as set out on page 23?**
6	**Do you agree with our emerging approach on page 24?**
7	**Do you have any further suggestions as to how we can work differently to better enable economic growth, (a link to a feedback form can be found), on page 25?**

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Highways England's 'The Road to Growth' discussion paper on the emerging Strategic Economic Growth Plan

Draft Response from Kent County Council

This is Kent County Council's (KCC) response to Highways England's "*The Road to Growth*", strategic economic growth plan discussion paper. Highways England made a public commitment to produce a Strategic Economic Growth Plan and this discussion paper outlines what is to be covered in the plan when published in 2017. KCC has outlined its position on each of the major discussion points that will be included in the plan and has outlined Kent specific projects on the Strategic Road Network (SRN) needed to support economic growth. Examples include a new Lower Thames Crossing, a solution to Operation Stack and various motorway junction improvements.

This discussion paper will influence the way Highways England work and invest, and will inform Route Strategies and their advice to government for the Road Investment Strategy 2 (RIS 2) as well as their 2050 vision for the strategic road network. KCC has therefore given a comprehensive response to this consultation and generally agrees with Highways England's approach to supporting economic growth through the SRN.

1. ***Do you agree with the areas of research we have focused on to better understand the relationship between the strategic road network and economic growth on page 6 — 16?***

1. Economic growth and the strategic road network

Agree with the approach to exploring the relationship between transport investment and economic growth and its impact on productivity, investment, trade and unemployment.

The majority of large settlements in Kent are located along or close to the Strategic Road Network (SRN), mainly the M20 and M2/A2 corridors; therefore Kent residents and businesses rely heavily on the SRN for daily life.

Freight transport volumes through Kent are disproportionately higher than other parts of the SRN due to Kent's strategic location as UK gateway. The report highlights the cost of congestion to the freight industry will be "14 billion" in 2040 from a sector that provides 9% GDP. As well as this "24% of businesses cite the quality of connections to international gateways as a barrier to exporting." These statistics therefore

heighten the need for improvements to the A2 on approach to Dover to relieve congestion and provide increased resilience and capacity. Essential improvements to the A2 include:

- A2 Lydden dualling and dualling of a number of single carriageway sections on approach to Dover;
- M2 J7 Brenley Corner improvement to increase capacity and provide free flow between the M2 and A2;
- A2/A258 Duke of York roundabout improvements.

The existing provision at the Dartford Crossing is stifling growth and restricting trade between the South East and the Midlands and North as well as more locally between Kent and Essex. The Dartford Crossing is heavily used by freight vehicles with more than 70,000 freight vehicles using the Dartford Crossing each day and 70% of all Heavy Goods Vehicle (HGV) traffic from Dover and Eurotunnel using the crossing. KCC has 'bifurcation' as a strategic priority, i.e. the splitting of traffic to and from Dover, between the M20/A20 and M2/A2 corridors. In addition to a new Lower Thames Crossing, bifurcation requires a number of improvements on the A2 to deliver a high quality strategic corridor that will cater for the significant growth planned at Dover, and Calais which is set to double in size, as well as accommodating general traffic and freight growth. DfT forecasts HGV volumes will growth by 43% and Light Goods Vehicles (LGVs) by 88% by 2035. In addition Government forecasts growth in Roll on Roll off (RoRo) traffic will grow by 101% by 2030. This would equate to 3.8 million HGVs using Dover with around 1.3 million of these using a new Lower Thames crossing.

A new Lower Thames Crossing will also enable regeneration in the Thames Gateway area allowing up to 160,000 houses and 225,000 jobs across Kent and Essex. Current congestion on the existing crossing along with forecast traffic growth and the significant scale of potential development makes additional crossing capacity a top priority to ensure growth is not constrained in both Kent and Essex and the area delivers its full potential for the local and national economies.

2. Commercial development and the strategic road network

Agree that access to transport is a key locational factor that can influence the industrial, office, residential, retail and property markets.

The UK commercial property market delivered a total return of 13.1% (MSCI Index) in 2015. This is mirrored in Kent and Medway where an average of over 10,500 dwellings is to be built each year until 2031. Figure 3 on page 8 of the paper shows the relationship between the SRN and property market performance and shows

Dartford/Gravesend, Medway and Maidstone as having the largest volumes of industrial developments, all of which along the M20 and M2/A2 corridors.

Similar to the multi-modal facility in Daventry as referenced in the report, there are proposed plans for a rail freight interchange at Howbury on the Kent/Bexley border which will encourage modal shift. The location of this interchange is close to the SRN at Junction 1a of the M25/A282. The Transport Assessment for the site states trains serving the site will be a mix of cross-Channel services reducing HGVs numbers through the Channel Ports and also trains serving ports and interchanges in the Midlands and North. An intermodal freight train can remove between 43 and 77 HGVs from the strategic road network per train. Howbury will be able to handle up to 7 trains a day which equates to 300 – 540 HGV long distance movements being removed from the SRN.

Existing transport provision at the Dartford Crossing is stifling growth in the South East acting as a barrier between counties north and south of the Thames. A Lower Thames Crossing would improve links between major growth areas in Kent and Essex.

3. International gateways and the strategic road network

Agree there should be a detailed analysis of key UK ports and airports with a specific focus on access, demand analysis and connectivity issues.

On average 10,800 HGVs cross the Strait of Dover each day (5,400) in each direction. The Port of Dover is the busiest Ro-Ro and passenger port in the UK and has plans for expansion at its Western Docks to accommodate future freight demand volumes.

Freight traffic through the Channel Ports brings positive economic and social benefits to Kent and the UK as a whole. There are however operational issues and negative impacts of freight traffic to the county of Kent.

An alternative solution to Operation Stack is strategic priority for Kent as set out in our draft *Local Transport Plan 4: Delivering Growth with Gridlock (2016-2031)* and *Kent's Freight Action Plan*. KCC supports Highways England's plan for permanent lorry area with provision to hold up to 3,600 HGVs. The impacts of Operation are felt across the whole county as Kent's residents and businesses struggle to get to work, school, medical appointments and carry out everyday tasks. The cost of Operation Stack to the Kent and Medway economy is estimated at £1.45 million per day and the Freight Transport Association estimate a cost of £250 million per day to the UK economy as a whole.

A further impact of the high freight traffic volumes travelling through Kent is the provision for overnight lorry parking. HGVs are required to take both daily driving breaks and overnight rests. There is a severe shortfall of official lorry parking spaces in the county which leads to inappropriate and in some cases dangerous parking. The negative impacts of this parking are lorry related crime/thefts, road safety, damage to roads, kerbs and verges, environmental health issues (human waste), litter and noise disturbances, especially when close to residential areas. KCC conducted surveys in June and September 2016 into the volumes of inappropriately parked HGVs in the county and found that on average there was 500-800 vehicles parked inappropriately per night. KCC therefore hopes to work with Highways England, DfT and other relevant stakeholders to look into the potential of constructing lorry parks across Kent to alleviate this problem. KCC would like to emphasise the importance of Highways England constructing the 500 space overnight parking facility within the Operation Stack lorry area to provide much needed lorry parking in Kent.

As well as the Channel Ports mentioned above, Sheerness Port on the Isle of Sheppy is also a major UK port and served by the SRN by the A249. The Port of Sheerness imports and exports vehicles, containers, dry bulks, and metals as well as refrigerated produce for transhipment. It is also one of the UK's leading car-handling terminals, with around 400,000 vehicles crossing the quay each year. Sheerness Port is therefore a strategic freight port for both the South East and UK.

KCC supports Highways England's proposal for the implementation of a variable speed limit for the Dover Traffic Assessment Project (TAP) scheme currently in place, to hold port bound freight on the A20 on approach to Dover. TAP has been very successful in reducing congestion in Dover town as well as mitigating the need for Operation Stack to be implemented when there has been limited disruption at the port. KCC fully supports Highways England's plan for a permanent solution with variable speed limits to allow for improved journey times along the A20.

4. Socio-economic analysis, future forecasts and strategic road network

Agree that it is important to identify the sectors that are most reliant on the SRN and provide local area growth forecasts for those sectors.

Logistics/freight, manufacturing and wholesale industries are encouraged to locate close to the strategic network. This allows for both freight movements/deliveries and employees to have easy access to the SRN. The downside of this however is that public transport provision is often limited in these locations which lead to employees traveling to work by car.

"To effectively manage the routeing of HGV traffic to ensure that such movements remain on the strategic road network for as much of its journey as possible" is a key

action set out in *Kent's Freight Action Plan*. Strategically locating logistics, warehousing, manufacturing and warehousing industries close to the SRN reduces the conflicts between HGV traffic (noise, vibration, litter etc) and residential areas.

5. Assessment of growth impacts – specific lessons from case examples

Agree that it is important to assess existing schemes to help evaluate the economic impact of SRN schemes.

KCC has worked with Highways England alongside local Planning Authorities as well as other key stakeholders to create our draft Local Transport Plan 4 and the Growth and Infrastructure Framework (GIF).

Draft Local Transport Plan 4 (LTP4): Delivering Growth without Gridlock (2016-31)

KCC's draft LTP4 outlines large scale Highways England schemes as strategic priorities as well as district priorities which may impact upon the SRN.

Relevant Strategic Priorities:
- Enabling growth in the Thames Gateway
- New Lower Thames Crossing
- Port Expansion
- A Solution to Operation Stack
- Bifurcation of Port Traffic (from associated highway improvements)
- Provision of Overnight Lorry Parking

Relevant District/Borough Council Priorities listed in the consultation draft LTP4:

District	District/Borough Council Priorities for the HE Network
Ashford	M20 Junction 10a
Canterbury	Wincheap A2 off slip
	New A2 interchange at Bridge
Dartford	Improvements or new bridge at M25/A282 Junction 1a
	A2 Ebbsfleet junction improvements
	A2 Bean junction improvements including a new bridge
Dover	A2/A258 Duke of York roundabout improvements
	A2 Lydden to Dover improvement
Gravesham	
Maidstone	M20 Junction 7 improvements
	M20 Junctions 3-5 'smart' or managed motorway system
Medway	
Sevenoaks	M26 capacity improvements through use of 'smart' or managed motorway system
Shepway	South of Hawkinge A20/A260 Junction improvements
	Upgrades to M20 Junction 11

Swale	Improvements to M2 Junction 5
	A249 corridor capacity enhancements to support growth
	A249/Grovehurst Road Junction
	Improvements to M2 Junction 7
Thanet	
Ton & Mall	M25/M26 east facing slips to alleviate movement restrictions
	M20 Junctions 3-5 'smart' or managed motorway system
Tun Wells	Dualling the A21 between Kippings Cross and Lamberhurst

Growth and Infrastructure Framework (GIF)

KCC and Medway's Growth and Infrastructure Framework (GIF) can be found at kent.gov.uk/gif and outlines the housing and economic growth planned to 2031 in Kent and Medway and the infrastructure needed to support this growth. This GIF projects 158,500 housing units across Kent and Medway between 2011 and 2031.

The GIF also goes into detail on what transport infrastructure is required to meet this housing growth. On the Strategic Road Network this includes:

- A long-term solution to Operation Stack is required to reduce the impact on local residents and businesses on the M20 corridor.
- Delivering Lower Thames Crossing should be a priority to relieving congestion at Dartford, facilitating growth across the north Kent Thames Gateway and addressing issues relating to continental traffic.
- Improvements to both the A2/M2 and M20 corridors will be required to address local capacity issues and facilitate growth.
- Improvements to the A21 corridor will bring benefits to both West Kent and East Sussex.
- Improvements at Dover will be required in association with redevelopment of the Western Docks.
- Growth south of Ashford will require new highway connections and improvements to the M20 Junction 10.
- Growth at the Port of Dover and Whitfield will require improvements to the A2 and A20 and this will need to be funded through developer contributions and Highways England.
- Growth within the Kent Thameside area will require significant improvements to the highway network, tied to the development that comes forward in this area.

Large scale schemes such as a new Lower Thames Crossing are extremely expensive and time consuming through the consultation, planning and design stages before construction can start. It is important for Highways England to make sure that schemes are almost over engineered to be able to cope for demands in 40+ years'

time. An example of this is confirmation that the new Lower Thames crossing will be a 3 or 4 lane route in each direction rather than the currently proposed 2 lanes.

6. Economic value of the strategic road network

Agree with looking into the user costs to estimate the lifetime economic value of the SRN.

Figure 8 in the report shows the M20 around Maidstone, the M2 around Gravesend/Dartford and the M25/A282 around Dartford as having the highest user-cost figures. Again to reiterate the Dartford Crossing suffers from consistent delays already operating at or past capacity which therefore increases the user cost to residents and visitors to Kent.

2. Do you agree with the vision we have articulated on page 4?

Yes, agree that the strategic road network will play a central role in contributing to UK prosperity.

Kent has a high dependency on car ownership with 80% of households in the county having access to one or more cars. This reliance on the car for people movements and access to jobs, education etc means that the SRN plays a big role in keeping Kent moving and connected. An example of this is the disruption caused across the county when Operation Stack is implemented. Kent has good rail connections throughout the county however these are mainly London centric and therefore road based commuter trips between Kent towns are common.

The number of goods vehicles travelling between Great Britain and mainland Europe has increased by 84% in the last 20 years. This increase in freight volumes has not been met with required highway improvements on approach to the ports. An example of this is the A2 between Dover and Lydden which is still a single carriageway road.

The road freight industry is worth £74bn to the UK economy per annum and the Channel Ports play a vital role in this prosperity. Last year over 2 million HGVs entered Kent through both the Port of Dover and Eurotunnel and the Department for Transport Road Traffic Forecasts (2015) predict a 22% increase in HGV movements between 2010 and 2040. This aligns with The Port of Dover and Calais' expansion plans, all of which will require highway improvements to the SRNs serving the ports.

3. Do you agree with the strategic economic roles for Highways England that we have articulated on page 17 — 18?

1. Enabling international connectivity and trade by providing improved access routes to global markets.

Agree.

There are a number of highway improvement schemes needed in Kent to support economic growth and access routes to the Channel Ports. Alongside the proposal for a new Lower Thames Crossing, KCC has a strategic priority for the bifurcation of port traffic to split demand along the M20 and A2/M2 corridors. This priority also aligns with the planned expansion at the Port of Dover Western Docks. These improvements include:

- A2 Lydden dualling and dualling of a number of single carriageway sections on approach to Dover;
- M2 J7 Brenley Corner improvement to increase capacity and provide free flow between the M2 and A2;
- Permanent variable speed limit along A20 for Dover TAP.

There is a current development in the planning process for a Strategic Rail Freight Interchange at Howbury on the Kent/Bexley border. Highways England has been working with KCC and the local planning authorities at Bexley and Dartford to make sure that any impacts of this multi-modal facility are mitigated on the local and strategic road networks and work to support modal shift.

KCC supports Highways England's plans for a solution to Operation Stack as the current disruption causes a major disturbance to residents and visitors to Kent. It is also essential that the facility also allocates 500 spaces of the 3,600 capacity lorry area for overnight lorry parking as demand for lorry parking far outstrips supply in Kent.

A new Lower Thames Crossing would improve connectivity between the Dover ports and the Midlands and North. 70% of all Channel Port freight traffic uses Dartford Crossing. This puts even greater emphasis on the need for a Lower Thames Crossing between Kent and Essex.

The port of sheerness an international port located on the Isle of Sheppy in Kent. The port does not have a dedicated rail link so is served solely by the A249. To facilitate and improve vehicle movements to the port alongside planned growth around the town of Sittingbourne, M2 Junction 5 improvements will be needed.

2. Supporting business productivity and competitiveness by facilitating safe, reliable and efficient journeys, and by meeting the needs of those sectors most reliant on the SRN.

Agree.

Journey time reliability, road safety and journey efficiency are all important for both businesses and residents in Kent to go about their day to day business in a timely and safe manner. There are a number of SRN schemes in Kent that would achieve these objectives:

- M20 junctions 3-5 smart motorway will improve journey time reliability on a congested part of the network which suffers specifically in the peak.
- Dualling the A21 between Kippings Cross and Lamberhurst should reduce journey times and accidents and ensure people can get to work safely, reliably and efficiently.
- New Lower Thames Crossing.
- M25 junctions 1a and 1b improvements.

3. Facilitating the sustainable delivery of new homes and employment spaces, while balancing local and national SRN demand and supply.

Agree.

As outlined in more detail in the answer to Question 1 the GIF identifies a need for 158,500 housing units in Kent over the next 20 years. To achieve this growth adequate provision will have to be made available on the SRN to cope with the increased traffic movements associated with the developments. Examples in Kent of highway improvements needed to unlock development from the SRN are:

- A2 off slip and roundabout at Wincheap will unlock housing potential in the east of Canterbury (funding for this scheme was bid for through Highways England's Growth and Housing Fund and a decision is still awaiting).
- M20 Junction 10a will unlock housing potential in the south of Ashford and will reduce existing congestion at Junction 10 (the scheme is currently progressing through the National Strategic Infrastructure Project (NSIP) planning process).
- A2 Ebbsfleet junction improvements and A2 Bean junction improvements including new bridge will be needed to unlock housing potential around the Ebbsfleet Garden City development (this scheme is committed in RIS 1).
- A2/A258 Duke of York roundabout improvements will facilitate developments around Whitfield and Dover.
- A249 corridor capacity enhancements will be needed to support growth in and around Sittingbourne.

4. Do you agree with our categorisation and definition of economic opportunity areas, on page 19 — 22?

Agree.

Kent is home to a number of economic opportunity areas, and we look forward to understanding how this opportunity for growth is captured in the plan.

Table 1 – fundamentally dependent

Agree with this. In our *Freight Action Plan for Kent* we have a key action "To effectively manage the routeing of HGV traffic to ensure that such movements remain on the strategic road network for as much of its journey as possible". In Kent the majority of HGV traffic is generally travelling to and from the channel ports or Sheerness. There is also a more sporadic distribution of HGV traffic serving the large agricultural industry in Kent. This is particularly relevant when considering the physical impact of HGVs on the road infrastructure as well as noise and impact on communities etc. In Kent the Channel Ports and Port of Sheerness are fundamentally dependent on the SRN.

Table 2 – reliant

Agree that major employment areas should also be close to the strategic road network for easy access to housing areas as well as mixed employment and tourism destinations. In Kent there are proposals for the Paramount Park development near Gravesend which will attract major visitor numbers from across the UK and Europe as well as a large demand for commuter trips. Other major trip generators in Kent are Bluewater Shopping Centre and Ashford Outlet which are also both located close to the SRN.

Table 3 – Interdependent

Agree the majority of large settlements in Kent are located close to the Strategic Road Network mainly along the M2 and M20 corridors. These towns have large populations and large employment centres which become congested in peak times. The five largest settlements in Kent in terms of population are:

Settlement	SRN
Maidstone	M20
Gillingham (Medway)	M2
Dartford	M25/A282/A2
Chatham (Medway)	M2
Ashford	M20

5. ***Do you agree the two-perspective approach to prioritising economic growth locations around the strategic road network, as set out on page 23?***

Agree.

Economic significance

KCC believe that the following areas should be considered with regards to their economic significance of the SRN:

- Port of Dover and Eurotunnel
- Dartford Crossing/new Lower Thames Crossing
- Port of Sheerness

Dependency

The Channel Ports have a dependency on both the A20/M20 and A2/M2 which is evidenced when Operation Stack is in force. Operation Stack causes countywide disruption when in place as it queues HGVs back along the M20. With 10,800 HGVs using the Channel Ports each day (5,400 each direction) the Channel Ports are dependent on the SRN.

6. ***Do you agree with our emerging approach on page 24?***

Agree that partnership working is the way forward to supporting economic growth. The four strategic economic roles have already been critiqued in Question 3. In terms of the areas Highways England are planning to explore:

Agree with "**strengthening inter-modal transport connectivity to manage transport demand and supply better**". In Kent this can be evidenced through increased passenger modal shift at stations such as Ebbsfleet and Ashford along the HS1 line. With regards to freight increased road to rail modal shift should be encouraged which aligns with the development proposals at Howbury.

Agree with **"improving movements to and from international gateways".** In Kent this includes improvements to the approaches to the Channel Ports and aligns with our strategic priority of the bifurcation of port traffic:

- A2 Lydden dualling and dualling of a number of single carriageway sections on approach to Dover;

- M2 J7 Brenley Corner improvement to increase capacity and provide free flow between the M2 and A2;

- A2/A258 Duke of York roundabout improvements;

- Permanent variable speed limit along A20 for Dover TAP.

Agree with **"looking at how we can better support the future transport needs of those sectors currently relying most on the SRN"**.

HGV traffic which relies on the SRN has very limited official parking spaces for official drivers' hours breaks required to stay legally compliant. This has led to a lot of dangerous and inappropriate parking on hard shoulders and grass verges in Kent. KCC are currently working with Highways England, the DfT and other relevant stakeholders to assess the need and feasibility of lorry parks in Kent. KCC would like to highlight the importance of Highways England constructing the 500 space overnight parking facility within the Operation Stack lorry area proposals to provide much needed lorry parking provision in Kent.

Journey time reliability is essential to allowing Kent residents and businesses to make consistent and reliable journeys. Existing congestion pinch points on the network should be looked at such as the Dartford Crossing, the M20/A20 and M2/A2 corridors and other peak congestion on the network.

Agree with **"increasing joint working and partnership with bodies such as Network Rail, High Speed Two and local transport authorities".**

KCC working together HE and other relevant stakeholders will help achieve the vision set out in this document. Increasing opportunities for modal shift from road to rail such as high speed rail and parkway stations should reduce the strain on the SRN.

7. *Do you have any further suggestions as to how we can work differently to better enable economic growth, (a link to a feedback form can be found), on page 25?*

Agree with the statement of **"we will consider options for maintaining, operating or enhancing roads, including on local roads where these may bring about benefits on the strategic road network"**

KCC would like to stress the importance of improvements to the local highway network as a result of large scale Highways England schemes. An example of this is the A229 Bluebell Hill, a route between the M20 and M2 and its narrowest point. The junctions around the M20 and M2 often queue back causing considerable congestion, especially in peak periods. These problems would be further exacerbated if a new Lower Thames Crossing was to be built as it is the shortest link

between the two corridors and is already used heavily by freight vehicles. Highways England should therefore consider mitigation measures around highway affected by large scale schemes being brought forward.

KCC would like Highways England to consider the following roads to be adopted and transferred over to Highways England as key strategic links between the M2 and M20. With KCC's strategic priority of bifurcation of port bound traffic coupled with planned port expansion and potentially a new Lower Thames Crossing these link roads will become more heavily used and strategically important for traffic travelling to the Channel Ports.

- A229 Blue Bell Hill (M2-M20 link)
- A249 Detling Hill (M2-M20 link)
- A228 Medway Valley (M2-M20 link)

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From: John Lynch, Head of Democratic Services

To: Environment and Transport Cabinet Committee – 12 January 2017

Subject: Work Programme 2017

Classification: Unrestricted

Pathway: Standard Item

Summary: This report gives details of the proposed Work Programme for the Environment & Transport Cabinet Committee.

Recommendation: The Environment & Transport Cabinet Committee is asked to consider and agree its Work Programme for 2017 as set out in Appendix 1 of this report.

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1.   Introduction

(1)   The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution by the Chairman, Mr Harrison, and the Vice-Chairman, Mr Pearman as well as the 3 Group Spokesman; Mr Baldock, Mr Caller and Mr Chittenden.

(2)   Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2.   Terms of Reference
(1)   At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Environment and Transport Cabinet Committee '*To be responsible for the majority of the functions that fall within the responsibilities of the Director of Highways, Transportation and Waste and Director of Environment Planning and Enforcement and which sit within the Growth, Environment and Transport Directorate*'. The functions within the remit of this Cabinet Committee are:

Highways Transportation & Waste
- Highway Operations
- Programmed Works
- Transportation
- Public Transport
- Future Service Improvement
- Contract Management
- Waste Resource Management
- Road Safety including Road Crossing Patrols

Environment, Planning & Enforcement

- Sustainability and Climate Change
- Heritage Conservation
- Country Parks
- Strategic Transport Planning
- Regulatory Services-Including Public Rights of Way & Access
- Kent Scientific Services & Countryside Management Partnerships
- Flood Risk and Natural Environment
- Environment programmes
- Gypsy and Traveller Unit
- Local Development Plans
- Trading Standards
- Coroners
- Community Safety & Emergency Planning, including Community Wardens

3. Work Programme 2017

(1) An agenda setting meeting was held on 21 November 2016 and items for this meeting's agenda were agreed. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in Appendix 1 to this report, and to suggest any additional topics that they wish to considered for inclusion to the agenda of future meetings.

(2) When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

(3) The schedule of commissioning activity 2015-16 to 2017-18 that's falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allows Members to have oversight of significant services delivery decisions in advance. The next agenda setting meeting is scheduled to be held on Monday, 14 March 2016.

4. Conclusion

It is vital for the Cabinet Committee process that the Committee takes ownership of its Work Programme to help the Cabinet Member to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

5. Recommendation

The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2017 as set out in Appendix A to this report.

6.   Background Documents

None

7.   Appendix

Work Programme – Appendix A

8.   Contact details

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Environment and Transport Cabinet Committee
WORK PROGRAMME 2017

Agenda Section	Items
Monday 13 March 2017	
A – Committee Business	• **Declarations of interest** • **Minutes** • **Verbal Updates**
B - Performance Monitoring	• **Performance Dashboard**
C - Key or Significant Decisions for Recommendation or Endorsement	• **Fees and Charges for Highway Activity 17/18** • **Active Travel Strategy** • **Freight Action Plan Approval** • **Response to DfT on New South Eastern Franchise** • **A2 Bean and Ebbsfleet Junction Improvement** • **Technical and Environmental Services Contract (provisional)**
D – Other Items for comment / recommendation	• **GET Business Planning** • **GET Risk Register and Management** • **Clean Up Kent** • **Soft Landscaping Task an Finish Group – Final Report** • **Kent Thameside Dartford Scheme** • **Dover Western Docks –LGF** • **Work Programme 2017**
E- FOR INFORMATION ONLY	• **Pothole Blitz Update**
Thursday 15 June 2017	
A – Committee Business	• **Declarations of interest** • **Minutes** • **Verbal Updates**
B - Performance Monitoring	• **Performance Dashboard**
C - Key or Significant Decisions for Recommendation or Endorsement	
D – Other Items for comment / recommendation	• **Work Programme 2017**
E- FOR INFORMATION ONLY	

Thursday 21 September 2017	
A – Committee Business	• **Declarations of interest** • **Minutes** • **Verbal Updates**
B - Performance Monitoring	• **Performance Dashboard**
C - Key or Significant Decisions for Recommendation or Endorsement	
D – Other Items for comment / recommendation	• **Annual Equalities and Diversity Report** • **Work Programme 2017**
E- For Information Only	

Thursday 30 November 2017	
A – Committee Business	• **Declarations of interest** • **Minutes** • **Verbal Updates**
B - Performance Monitoring	• **Performance Dashboard**
C - Key or Significant Decisions for Recommendation or Endorsement	
D – Other Items for comment / recommendation	• **Work Programme 2017/18**
E- For Information Only	

Items for Consideration that have not yet been allocated to a meeting	
B - Performance Monitoring	•
C - Key or Significant Decisions for Recommendation or Endorsement	• **Local Transport Strategies – Approval- Various** • **Flood and Drainage Policy** • **Country Parks** • **Dimming of Street lights**
D – Other Items for comment / recommendation	• **Aviation/Gatwick report** • **SLGF2 Folkestone Seafront** • **Lower Thames Crossing** • **Tunbridge Wells – Local Transport Plan Principles** • **Planning Application Fees and Charges** • **Sub-National Transport Board for the South East (provisional)** • **LGF Individual Project Scheme update (subject to government announcement)**
E- For Information Only	