

**ENVIRONMENT & TRANSPORT CABINET  
COMMITTEE**

**Wednesday, 31st January, 2018**

**10.00 am**

**Darent Room, Sessions House, County Hall,  
Maidstone**







## AGENDA

### ENVIRONMENT & TRANSPORT CABINET COMMITTEE

**Wednesday, 31 January 2018 at 10.00 am**  
**Darent Room, Sessions House, County Hall,**  
**Maidstone**

Ask for: **Georgina Little**  
Telephone: **03000 414043**

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

#### **Membership (16)**

Conservative (12): Mr P J Homewood (Chairman), Mr M D Payne (Vice-Chairman),  
Mr M Whiting, Mrs C Bell, Mr A Booth, Mr T Bond, Mr A Cook,  
Mr N J Collor, Mr S Holden, Mr A R Hills, Mr R C Love,  
Mr P J Messenger and Mr J M Ozog

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

Labour (1) Mr B H Lewis

Independents (1) Mr M E Whybrow

#### Webcasting Notice

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#### **UNRESTRICTED ITEMS**

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

1 Introduction/Webcast Announcement

2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

3 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

- 4 Minutes of the meeting held on 30 November 2017 (Pages 7 - 26)  
To consider and approve the minutes as a correct record
- 5 Verbal updates (Pages 27 - 30)  
To receive verbal updates from the relevant Cabinet Members for the Environment & Transport Cabinet Committee portfolio
- 6 Kent Environment Strategy Progress, Energy and Air Quality (Pages 31 - 38)  
To discuss and consider and make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the challenges outlined, progress made against KES Targets and identification of significant new areas of work.
- 7 18/00002 - Country Parks Strategy 2017-21 Consultation Report (Pages 39 - 80)  
To receive a short presentation on the consultation's findings, and to consider and endorse, or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to adopt and deliver against The Country Parks Strategy 2017 – 2021.
- 8 KCC response to the Department for Transport's 'Shaping the Future of England's Strategic Roads' consultation on Highways England's 'Strategic Road Network Initial Report' (Pages 81 - 108)  
To consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the draft Kent County Council response to the consultation.
- 9 17/00133 - Highways Asset Management and Incentive Fund (Pages 109 - 160)  
To consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport & Waste, on the proposed adoption and publication of Developing our Approach to Asset Management in Highways - 2018/19 – 2020/21 to maximise Incentive Fund resource.
- 10 17/00139 - Agreement to manage and deliver the National Driver Offender Retraining Scheme Courses for the Kent Police Diversionary Partnership (Pages 161 - 166)  
To consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposal for Kent County Council to continue to provide the management and delivery of the National Driver Offender Retraining Schemes to the Kent Police Diversionary Partnership for a further five years.
- 11 17/00140 - Procurement and award of contract/s for Soft Landscape Urban Grass, Shrubs & Hedges (Pages 167 - 172)  
To consider and endorse, or make recommendations to the Cabinet Member for Planning Highways Transport & Waste on the proposed decision to procure and delegate authority to the Director of Highways, Transportation and Waste to award contract/s for the urban grass, shrubs & hedges service.

- 12 1700141 - Fees and Charges for Highways Activities 2018/2019 (Pages 173 - 188)  
To consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposals to amend fees and charges for 2018/2019; and to delegate authority to the Director of Highways, Transportation and Waste to amend such changes up to a maximum of the prevailing Retail Price Index (RPI), or the agreed increase in Council Tax.
- 13 Draft 2018-19 Budget and 2018-20 Medium Term Financial Plan (Pages 189 - 192)  
To note the draft budget and MTFP and make suggestions to: the Cabinet Member for Finance; the Cabinet Member for Planning, Highways, Transportation and Waste; and the Cabinet Member for Community and Regulatory Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on the 5 February 2018 and County Council on the 20 February 2018.
- 14 2017/18 Financial Monitoring (Pages 193 - 194)  
To note the revenue and capital forecast variances from budget for 2017-18 that are within the remit of this Cabinet Committee, based on the October monitoring, reported to Cabinet on 15 January 2018.
- 15 Work Programme 2018 (Pages 195 - 202)  
To receive a report by the General Counsel on this Cabinet Committee's Work Programme 2018.

### **EXEMPT ITEMS**

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

Benjamin Watts  
General Counsel  
03000 416814

**Tuesday, 23 January 2018**

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

**KENT COUNTY COUNCIL****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, 30 November 2017.

PRESENT: Mr P J Homewood (Chairman), Mr M D Payne (Vice-Chairman), Mrs C Bell, Mr A Booth, Mr T Bond, Mr A Cook, Mr N J Collor, Mr S Holden, Mr A R Hills, Mr R C Love, Mr G Cooke (Substitute for Mr P J Messenger), Mr J M Ozog, Mr R H Bird (Substitute for Mr I S Chittenden), Mr A J Hook, Mr B H Lewis and Mr M E Whybrow

ALSO PRESENT: Mr P M Hill, OBE and Mr M A C Balfour

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Roger Wilkin (Director of Highways, Transportation and Waste), Richard Fitzgerald (Business intelligence Manager – Performance), Peter Oakford (Deputy Leader and Cabinet Member for Strategic Commissioning and Public Health), Katie Stewart (Director of Environment, Planning and Enforcement), Sharon Thompson (Head of Planning Applications), Andrew Loosemore (Head of Highways Asset Management), Tim Read (Deputy Director for Highways, Transport and Waste) and James Wraight (Principal Transport and Development Planner), Tony Harwood (Principal Resilience Officer, Resilience and Emergency Planning Service), Phil Lightowler (Head of Public Transport) and Max Tant (Flood and Water Manager).

**UNRESTRICTED ITEMS****41. Apologies and Substitutes**

*(Item 2)*

Apologies for absence were received from Mr I Chittenden and Mr P Messenger.

Mr R Bird and Mr G Cooke attended as substitutes for Mr I Chittenden and Mr P Messenger respectively.

**42. Declarations of Interest by Members in items on the Agenda**

*(Item 3)*

1. Mr Lewis declared an interest in the Kent County Council Bus Funding Review (Item 12) as a regular bus user.
2. Mr Bird declared an interest in The Local Flood Risk Management Strategy (item 14) and said that as a resident of Yalding in the Medway Valley he received first-hand experience of the flooding and this could be reflected within the discussion.

3. Mr Balfour declared a pecuniary interest in the Kent Minerals and Waste Local Plan (item 7) and said that he would leave the room for this item as one of the sites under consideration was owned by his relative.

#### **43. Minutes of the meeting held on 21 September 2017**

*(Item 4)*

RESOLVED that the minutes of the meeting held on 21 September 2017 are a correct record and that they be signed by the chairman.

#### **44. Verbal updates**

*(Item 5)*

1. Mr Hill (Cabinet Member for Community and Regulatory Services) announced that the Open Golf Championship would be returning to Sandwich in 2020. He said that the economic impact of the project would be significant for Kent. In 2011 the Open Golf Championship created £24m of direct economic benefit and a further £53m of indirect economic benefit and the event in 2020 was estimated to be 15% larger. Kent County Council and Dover District Council were working with the Department for Transport (DFT) and Network Rail on the Sandwich station infrastructure to support the event, and a decision would be taken shortly.
2. Mr Hill said that the Kent Community Safety Partnership (KCSP) had held its annual Community Safety Conference on 7 November 2017. The theme was protecting vulnerable people from organised crime and there were 187 people in attendance from various agencies.
3. Mr Balfour (Cabinet Member for Planning, Highways, Transport and Waste) provided a written update to Members on the major roads programme; Kent County Councils response to the Highways England consultation on proposed improvements to junction 5 of the M2, lorry parking and the South East rail franchise.
4. Mr Balfour also provided a verbal update on the Urban Grass, Shrubs and Hedges contract and advised Members that due to unforeseen circumstances Kent County Council was unable to fulfil the contract immediately. Officers were in discussion with Amey and Kent Commercial Services to try and find a solution.

Roger Wilkin (Director of Highways, Transportation and Waste) added that in order to begin soft landscaping work within communities in March 2018; a decision would be taken between the Cabinet Committee meeting held on 30 November 2017 and that held on 31 January 2018.



5. The government had announced that it would withdraw from the court case regarding lorry storage at Standford and would begin the process of identifying a suitable site shortly.
6. In response to questions, both the Cabinet Members and Officer provided the following information:
7. Barbara Cooper (Corporate Director for Growth, Environment and Transport) said that there had been no update on the bid made to the DCLG housing infrastructure fund.
8. In relation to the Open Golf Championship, Mr Hill confirmed that the Kent County Council contribution would be £250,000 and this would not be increased. There would be a further contribution of £100,000 from district councils involved. He defended the intention to provide the funds as reasonable and proportionate.
9. In regards to the South East rail franchise, Mr Balfour expressed disappointment at the decision of the DFT to defer the new franchise award for a further 12 months and KCC would make representations to that effect to the DFT.
10. RESOLVED that the verbal updates be noted, with thanks.

#### **45. Performance Dashboard**

*(Item 6)*

*Richard Fitzgerald (Business intelligence Manager – Performance) and Roger Wilkin (Director of Highways, Transportation and Waste) were in attendance for this item.*

- 1.) Mr Fitzgerald introduced the report which showed progress made against targets for Key Performance Indicators and referred, in particular, to the guidance notes at page 28 of the agenda pack and to the summary on page 29.
- 2.) In response to questions the officers provided further information:
- 3.) Mr Wilkin said that a capital bid had been submitted for funding to replace the concrete street light columns across Kent.
- 4.) In regards to the Key Performance Indicator HT11c (Number of actual streetlight conversions since that start of the programme), Mr Wilkin confirmed that from March 2018 there would be a further 18,000 LED street lighting conversions to do. The initial stage had been quicker as conversions were concentrated within residential areas with the more complex columns left until last. All conversions were due to be completed by May 2019.

- 5.) In regards to Waste recycled and composted at HWRC's, Mr Wilkin said that there were cost implications for providers if they failed to deliver the provisions of the contract in full and that Kent County Council sought redress for those costs from the provider if they occurred.
- 6.) Growth, Environment and Transport (GET) was committed to improving digital inclusion and to this end work was being undertaken in conjunction with Agilisys and Software providers.
- 7.) Members commended work undertaken in relation to LED conversions, pothole repair and recycling.
- 8.) RESOLVED that the report be noted.

**46. 17/00111 - Kent Minerals and Waste Local Plan 2013 - 30 - Partial Review, Minerals Sites Plan and revised Local Development Scheme**  
*(Item 7)*

*Mr Oakford (Deputy Leader and Cabinet Member for Strategic Commissioning and Public Health), Katie Stewart (Director of Environment, Planning and Enforcement) and Sharon Thompson (Head of Planning Applications) were in attendance for this item.*

*Mr Oakford advised Members that due to a declaration of interest made by Mr Balfour (Cabinet Member for Planning, Highways, Transport and Waste) he would present the report and would take the subsequent decision. Mr Balfour left the meeting.*

1. Sharon Thompson (Head of Planning Applications) introduced the report that provided an update on the Kent Minerals and Waste Local Plan (KMWLP) 2013-30 adopted by Kent County Council in 2016. The KMWLP committed the Council to develop a Minerals and Waste Sites Plan, to identify suitable sites for minerals and waste management in Kent.
2. Following the decision to agree the methodology by which sites would be assessed, a 'call for sites' had been issued and work progressed under four main streams:
  - i. The Minerals Sites Plan
  - ii. Waste Sites Plan
  - iii. Associated partial review of the KMWLP (in respect of future requirements for waste management and mineral and waste safeguarding); and

- iv. The local development scheme (timetable)
3. In respect of the Minerals Sites Plan, it was now considered timely and useful to seek local views on the minerals sites options as set out in the KMWLP 2013-30 Mineral Sites Plan Options Consultation Document November 2017 (appendix 1 to item 7 of the committee papers). To this end a public consultation would be held for a twelve week period between December 2017 and March 2018.
4. In response to questions the officer provided further information:
5. The process for identification of Silica sand sites was separate from the minerals plan and was clearly set out in the KMWLP.
6. No dredging sites are proposed in the Site Options document. None had been promoted during the 'call for sites, suggesting no case of need. In order for the Plan to be found sound and capable of adoption, it needed to be deliverable and justified and a willing landowner was crucial to this.
7. A Waste Site Plan identifying allocations for sites for waste management was no longer necessary following the implementation of a recent planning permission of significant new capacity at Kemsley. This would provide some 500,000 tonnes of the identified need of 562,000 tonnes. The requirement set out in the KMWLP would therefore need to be amended as part of the partial review.
8. Mrs Thompson welcomed the views of Mr Payne and Ms Hamilton, elected Members of Tunbridge Wells and those of the borough councillor represented by Mr Hamilton. She reminded Members that such views would be sought as part of the public consultation period after which the options would be reconsidered in light of any responses.
9. In regards to the proposed timescale for the Partial Review of the KMWLP and the Mineral Site Options, a 12 week public consultation period was proposed that would run from December 2017 to March 2018. Mrs Thompson reiterated that the Council would not want to proceed without the views of parishes and town councils. Whilst there was little flexibility in the consultation timescale, the consultation period could be extended to allow for optimal flexibility within the constraints of the Democratic sign off period.
10. Mrs Thompson reinforced the notion that the views expressed within the Hendeca Ltd letter which was circulated to Committee Members in advance of the meeting and related to the Partial Review and waste management requirements, were typically those that were expected to be raised from the

public consultation. She advised that the views presented by Hendeca Ltd. were based on the August 2017 Technical Reports and an informal consultation with the industry at the time. The documents were reviewed in light of that consultation. Mrs Thompson said that she welcomed the view of that company or any other waste company that may wish to comment on the partial review documents.

11. In terms of contractual obligation, the document would not change those contractual obligations on the Norwood quarry activity. Mrs Thompson advised the Member that she was happy to discuss the needs and the timescale for those needs outside the meeting as it fell outside of the KMLWP remit.
12. In response to a Member's query about the extraction of sand and the growing ecology issue, Mrs Thompson said that ecology was a key consideration in regards to determining whether a development was acceptable or not and was considered at both the initial assessment stage and the detailed technical assessment stage. There was also a Sustainability Appraisal document and a Habitats Regulation Assessment document that sat alongside that piece of work to support whether or not the development was ecologically sound.
13. Mrs Thompson noted that there was a typographical error that needed to be corrected within the proposed amendment to the Safeguarding Policy document. She confirmed that this would be corrected before the consultation commenced.
14. RESOLVED that the Cabinet Committee endorse or make recommendations to the Cabinet Member responsible for the Minerals and Waste Local Plan to:
  - i. undertake public consultation on the 'Minerals Sites Plan – Options 2017' document and associated Sustainability Appraisal Scoping Report in line with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012;
  - ii. undertake a Partial Review of the Kent Minerals and Waste Local Plan 2013-30 concerning future requirements for waste management and mineral and waste safeguarding;
  - iii. undertake associated public consultation on the Partial Review document and the associated Sustainability Appraisal Scoping Report; and
  - iv. note the contents of an updated Local Development Scheme (including revised timetable) to reflect the Partial Review and changes to the programme and timetable concerning preparation of the Sites Plan.

**47. Task & Finish Group Review of Future Commissioning of Soft Landscape Service**  
*(Item 8)*

*Roger Wilkin (Director of Highways, Transportation and Waste) and (Andrew Loosemore (Head of Highways Asset Management) were in attendance for this item.*

1. Andrew Loosemore (*Head of Highways Asset Management*) introduced the report that looked at the work carried out by the Task and Finish Group that reviewed the future commissioning of the soft landscape works service. The Task and Finish Group explored the possible devolution of discretionary services to local councils; in particular those in relation to the urban grass, shrubs and hedges contract. In 2016 Highways Transport and Waste held a series of workshops with the local town and parish to councils; of the 49 parish Councils that initially expressed an interest, only 7 had agreed to undertake the work on behalf of Kent County Council. As a result Kent County Council was only able to devolve £11.7k and had £160k worth of work handed back. The recommendation of the report highlighted the closure of the Task and Finish Group however the opportunity would remain open to local councils to adopt work on behalf of Kent County Council.
2. Roger Wilkin (Director of Highways, Transportation and Waste) said that most parishes did not wish to extend the line of communication; the benefit of work carried out at local levels was that parishes responded very quickly to the work required. In regards to financial benefits, due to the economic constraints, Kent County Council could not offer additional money to the parish or town councils.
3. The Chairman invited Mr Rayner to speak. He said that the parish prepared its budget in December and this did not correlate with the seminars held by Kent County Council and therefore the parishes did not know what was expected of them and did not have information regarding the quantum cuts.
4. Mr Loosemore said that timetable was set around the completion of the Task and Finish Group and agreed that the proposition to parishes did not sit comfortably in line with the parish's schedule. However the offer was open to all local councils over an extensive period of time and there were no expressions of interest made. Those that did come forward were given a quote for the amount of work required and the funding they would receive from the contract for undertaking that piece of work.
5. RESOLVED that the Cabinet Member for Planning, Highways, Transport and Waste endorse the proposed decision for the Highways, Transportation and Waste team to continue supporting individual local councils who express an interest and to ensure that opportunities continue to remain available for the delivery of soft landscape service at local level.

#### **48. Draft Thanet Transport Strategy**

*(Item 9)*

*Tim Read (Deputy Director for Highways, Transport and Waste) and James Wraight (Principle Transport and Development Planner) were in attendance for this item.*

1. Tim Read (Deputy Director for Highways, Transport and Waste) introduced the report that set out an overview of the draft Thanet District Transportation Strategy and its progress to date, including the future consultation and democratic process in relation to the emerging Thanet Local Plan. Mr Read said that the report asked Members to endorse the principles of the draft Thanet Transport Strategy and support the public consultation exercise.
2. James Wraight (Principle Transport and Development Planner) said that the draft Thanet Transportation Strategy was jointly developed with Thanet District Council. The aim of the strategy was to encourage sustainable transport, manage journey time, improve resilience of the network and reduce the requirement to travel in accordance with the National Planning Policy Framework. The Strategy referred to the Inner-circuit improvement route that complimented the existing primary road network in Thanet and would provide enhanced access to rural communities via a socially viable bus service provision.
3. In terms of infrastructure there was no financial obligation on Kent County Council to fund the infrastructure within the Transport Strategy. It would be largely funded by development and there was viability work carried out by Thanet District Council to assess the viability of the local plan which would then shape the final version of the Transport Strategy.
4. The strategy would be presented to the Joint Transportation Board (JTB) and then to the District Council in January 2018.
5. In regards to external funding, Thanet District Council submitted a £10m bid for housing infrastructure funding.
6. In response to issues raised around Parkway, this was subject to its own planning application in 2018. Discussions had taken place with bus operators in relation to the inner-circuit route and how this would benefit resident's within Thanet.
7. RESOLVED that the Cabinet Members consider and endorse the principles of the draft Thanet Transport Strategy and support the initial public consultation exercise to be progressed as part of the Thanet Local Plan process, be endorsed.

**49. 17/00124 - Highway Maintenance Contract Commissioning Project**  
(Item 10)

*Roger Wilkin (Director of Highways, Transportation and Waste) and Andrew Loosemore (Head of Highways Asset Management) were in attendance for this item.*

1. Roger Wilkin (Director of Highways, Transportation and Waste) introduced the report that set out the proposal to extend the Highways Term Maintenance Contract with AMEY for a period of two years and to re-procure the Machine Resurfacing Contract. Mr Wilkin said that the proposed recommendation restored confidence that the current contract provided a balance of quality, innovation and cost.
2. Andrew Loosemore (Head of Highways Asset Management) said that the contract commenced in 2015 and the Highways Maintenance team had undertaken a number of visits to other Local Authorities and worked with both Large and Small, Medium Enterprises (SME's) to understand market engagement and what was available to Kent County Council. Three options were identified however based on the initial evaluation, option 3 was deemed to be the preferred delivery model.
3. Mr Loosemore acknowledged and agreed to amend the typographic error in paragraph 7.2 of the report to read "Commencement of procurement – December 2017."
4. In response to questions the officers provided further information.
5. Mr Wilkin agreed that there were performance concerns with Amey in 2015 and a recommendation was made at the time to Members of the Environment and Transport Cabinet Committee, not to extend the existing contract of 5 years and put in place a 12 month extension. Since then its improvement has been evidenced through the quarterly performance reports. Mr Wilkin said that Amey had replaced its Senior Management team and had developed a culture of improvement through collaborative working.
6. Mr Wilkin agreed that there was a need to look at how Members could be involved more widely with contracts. He advised Members that due to the procedural changes in government the commissioning process meant that contracts needed to go through a large number of Member Boards and Panels. For future commissions of such a nature it would be beneficial to have more informal meetings.
7. In terms of contract management the division underwent a number of audits including contract management maturity examinations led by the Strategic Commissioner through the Budget

Programme Delivery Board. The Board was satisfied that the division had the correct structure and personnel in place to effectively manage contracts and was seen as an exemplar of this however Mr Wilkin welcomed any scrutiny from Members.

8. Barbara Cooper (Corporate Director for Growth, Environment and Transport) advised Members that the Strategic Commissioner was part of the working group as well as finance and many others to ensure there was challenge from across Kent County Council. Mr Vincent Godfrey was part of this work and deliberately involved from the beginning.
9. In response to a request for a more robust report, Mr Wilkin referred Members to the Appendix of the report which was the Commissioning Plan for the process and provided a lot of detail. The appendix summarised that whilst there was alternative models of delivery, option 3 was most beneficial in terms of quality outcomes for the community. In terms of cost benefit analysis, Mr Wilkin said there was room to improve the model however the model at the current stage in time outweighed that benefit.
10. Mr Wilkin confirmed that there was clauses within the contract as putting in place alternative arrangements would have taken an exceptional amount of time. However it was agreed that contracts would come back to the Environment and Transport Cabinet Committee to look at the performance measures as part of good contract management practice and if there was any learning to be made, this would be used as a mechanism to work closely with the providers to improve their performance rather than terminate the contract.
11. Mr Balfour welcomed the recommendation to put contract management on the Work Programme.
12. Mr Balfour reminded Members that there was a separate item within the recommendation to award extensions of the Road Asset Renewal Contract.
13. In response to Mr Bird's suggestion, that a formal review of the Highway Maintenance Contract be brought back to the Environment and Transport Cabinet Committee, Mr Balfour advised Members that it was a regular feature on the Work Programme and was happy for this to be added.
14. The recommendation in the report was then put to the vote.

*Carried (13 votes for, 4 votes against)*



Mr A Hook, Mr M Whybrow, Mr R Bird and Mr B Lewis asked that their votes against the recommendation be minuted.

15. RESOLVED that the proposed decision at Appendix A of the report to:
- i. give approval for awarding a two year extension with Amey until 31 August 2020;
  - ii. in consultation with the Cabinet Member for Planning, Highways, Transport and Waste , delegate authority to the Corporate Director for Growth Environment and Transport to award the final available year extension with Amey up to 31 August 2021;
  - iii. approve the procurement of the Road Asset Renewal Contract and in consultation with the Cabinet Member for Planning, Highways , Transport and Waste , delegate authority to the Corporate Director for Growth Environment and Transport to approve the award of subsequent contract to the preferred bidder; and
  - iv. in consultation with the Cabinet Member for Planning, Highways , Transport and Waste , delegate authority to the Corporate Director for Growth Environment and Transport to award extensions of the Road Asset Renewal Contract in accordance with the possible extension clauses within the contract

be endorsed.

**50. Ash Dieback Impacts - Update**  
*(Item 11)*

*Katie Stewart (Director of Environment, Planning and enforcement) and Tony Harwood (Principle resilience Officer, Resilience and Emergency Planning Service) were in attendance for this item.*

1. Katie Stewart (Director of Environment, Planning and enforcement) introduced the report that provided an update on the Ash Dieback impacts in Kent and the local responses to manage the outbreak. Ms Stewart referred Members to the Appendix within the background documents that provided an overview and scale of the problem. There was work undertaken on a Tree Strategy which was adopted as a Supplementary Planning Document and KCC had launched a Biosecurity: Animal and Plant Health e-learning to raise corporate awareness. In recognition of the potentially significant costs, Kent County Council submitted an 'Expression of Interest' however as it currently stood the Council had not incurred costs above the allocated threshold.

2. RESOLVED that Cabinet Committee note the report and endorse the approach taken by Kent County Council approach to manage the impact of Ash Dieback.

## **51. Kent County Council Bus Funding Review - Public Consultation** *(Item 12)*

*Roger Wilkin (Director of Highways, Transportation and Waste) and Phil Lightowler (Head of Public Transport) were in attendance for this item.*

1. Mr Balfour introduced the report for Members which detailed proposals to utilise the current SNBS criteria to identify potential savings, necessary owing to target savings of £4million in this area between 2018 and 2020. The proposals covered two elements of SNBS. Firstly the need to consult the public about the use of the KCC criteria to determine subsidised bus route and secondly to consult and then review those routes currently subsidised, to assess the continued need for those services and to identify potential savings;. It was crucial that the view of the public, users, and other stakeholders were sought on both matters.
2. The Committee, Mr Balfour clarified, would be asked following consideration of the report, to endorse the proposal to consult publicly on those matters previously set out. He acknowledged that at this stage the full details of all subsidised routes and timetables was not available but assured members that all of this information would be available as part of the consultation in order that those responding to it had all of the relevant information when making their comments
3. He further emphasised that no decision on services would be taken before the consultation and that the committee was asked only to consider the virtue of consulting on these matters to assure that any decisions in the future were properly informed and that the council's non-statutory spending was put to the best use.
4. Finally, Mr Balfour assured members that work had begun to secure alternatives to subsidised bus routes, including community transport initiatives and that, as always, any reduction in services would be mitigated as fully as possible.
5. Roger Wilkin (Director of Highways, Transportation and Waste) advised Members that although contemplation of service reductions was never welcome, due to current financial pressures it was necessary. It was therefore crucial that the potential impact of such reductions was understood and work undertaken to assess how they would be mitigated. The consultation would reveal whether the criteria adopted in the past were still relevant and would

provide the correct template against which decisions would be taken in the future.

6. Phil Lightowler (Head of Public Transport) said that the consultation would also provide operators with an opportunity to put forward alternative proposals of mitigation if contracts were likely to be withdrawn.
7. The matter was opened discussion; the following comments were made and responses from officers and the Cabinet Member received to questions put:
  - a. Some committee members argued that other people may be disadvantaged by reductions in subsidies and subsequent withdrawal of services who had not been identified as part of the equality impact assessment. There may also be impacts for workers, school children and health service users for example and wider economic and environmental impacts that should also be considered.
  - b. That officers from the Public Transport Team had met with representatives of Arriva regarding the 'Click Service' but it currently did not appear to be as appropriate as the Total Transport Project detailed within the report. The Total Transport Project was a feasibility study founded on the concept of demand responsive transport which was written by KCC for the Department for Transport (DfT). It considered combining existing paid for services which may have some capacity, such as education transport or non-emergency NHS transport to deliver improved transport methods for communities whilst also delivering necessary cost savings. A report had been submitted to the DfT and a pilot area identified; the Total Transport Officer continued to work with partners to identify further funding and the outcome of the DfT bid was awaited.
  - c. Mr Lightowler, confirmed that the information presented to the committee would be complete for the consultation with the public but that the report and appendices should give members a feel for the potential consequences of applying the criteria to achieve the required savings. He further confirmed that once the complete data set was completed it would be sent to Members for review before it went out to public consultation. The document was developed in line with Kent County Councils Public Consultation Guidance and the method for communicating with stakeholders was under development, and would include the best way to ensure rural communities were included. The Cabinet Member confirmed on this matter that the people concerned or potentially affected would be consulted in an appropriate manner that allowed all of those who wished to participate to do so

- d. That a full Equality Impact Assessment (EqIA) was to be completed and reviewed by the Equalities Team as part of the consultation process.
  - e. A member of the committee argued that the council had a duty to identify services that were 'socially necessary' and it would be disingenuous to suggest that the intention of the 1985 Act was to only identify them and not address their delivery. The crucial matter to be considered was the proposed budget cut that was necessitating the proposals before the committee.
  - f. That approval by the full council of the 2018-19 budget in February would not negate the usefulness of the consultation and the decisions for which the executive was responsible would not be taken until the implications of the consultations responses had been fully considered.
  - g. A Member expressed concern that members had not been involved in the production of the material on which the council would consult and that the information which had been put to the committee was not complete enough to be useful. He argued that the consultation should not begin until a report with full details including the detailed equality impact assessment had been received by the E&T committee for consideration. In response to this comment officers confirmed that the EQiA would be completed and would form part of the consultation documents. The Cabinet Committee would have a chance in the future to consider that document.
  - h. The wording of the proposed decision concerned some members of the committee. It was suggested that the inclusion of the words "proposed withdrawal of services" was misleading and that it was likely to cause unnecessary worry for some residents.
  - i. A request was made by a member of the committee that any subsidised routes that benefitted from developer contributions should not be included in the consultation as they did not have a financial impact for the council.
8. The Chairman invited Mr Bowles to speak. He said that he welcomed the report along with the proposal to go out to public consultation and understood that savings needed to be made however the following points were made:
- (i) the information provided within the appendix was not user friendly.
  - (ii) there needed to be meetings in the areas where it was necessary to ensure full community participation.
  - (iii) That it was unfortunate that the information put forward to the committee was not only incomplete but had not had the benefit of being influenced by Members who should have driven the consultation. Officers and the

Cabinet Member needed to ensure that other elected members had the tools that they needed to make sensible and useful input.

9. The Chairman invited Mrs Hamilton to speak. She said that she welcomed the recommendation for forward planning to mitigate any reduction in traditional services. It was important that as part of this planning work the Council recognised the needs of different areas and in particular the danger of perpetuating or increasing isolation in more rural areas. She described consultation which had taken place in her own parish by Arriva and the comprehensive nature of the work they undertook with local residents. Mrs Hamilton said that she would be grateful for guidance on managing public concerns and expectations now and going forward with the consultation.
10. Mr Wilkin said that report was transparent and showed all the contracts that were at risk if the criteria was to be adopted. All information was clearly set out to enable communities to respond properly to the consultation. It was crucial that Members understood that they were being asked, to make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposal to undertake public consultation on the criteria to be used to deliver the MTFP saving and the impact of the contract withdrawals.
11. In response to Members suggestion that the recommendation be re-worded, and following further debate Barbara Cooper clarified that the Members advice to the Cabinet Member for Planning Highways Transport and Waste was that his decision be revised to read as follows:

*“The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposal to use the current SNBS funding criteria to assess the future level of subsidy and the timetable to go out to public consultation starting 17 January 2018 on the possible reduction of subsidies which may impact on the delivery of bus services”*

12. The amended recommendation was put to the vote

*Carried (13 votes for, 4 votes against)*  
Mr A Hook, Mr M Whybrow, Mr R Bird and Mr B Lewis asked  
that their votes against the recommendation be minuted.

13. It was RESOLVED that the Cabinet Committee recommend to the Cabinet Member that his decision should reflect the wording set out in 11.

**52. Proposed B2163 Leeds & Langley Relief Road**  
*(Item 13)*

*Tim Read (Deputy Director for Highways, Transport and Waste) was in attendance for this item.*

1. Barbara Cooper (Director for Growth, Environment and Transport) made sure all Members had received the letter from Maidstone Borough Council prior to the meeting and said that she would responded to various parts in the letter during the discussion.
2. Tim Read (Deputy Director for Highways, Transport and Waste) introduced the report that provided an overview to the proposed Leeds and Langley Relief Road. It identified a programme for taking forward the preparatory work and proposed the use of section 106 developer contributions to progress traffic survey and modelling work in order to develop a draft business case to support future funding opportunities.
3. In response to questions the officer provided further information.
4. In regards to the Local Planners Report, the recommendations were not binding on the Highways Authority, they were there as guidance.
5. In response to points raised within the Letter from Maidstone Brought Council, Mr Read said that Kent County Council gained independent legal advice from the Queens Counsel in 2016 regarding the use of monies from the 106 agreement. This guidance was presented to the inspector during the inquiry and was in common circulation. The money that was used was from three unilateral undertakings that affectively put no contractual or statutory obligation on Kent County Council as the Highways Planning Authority providing that the money was used in accordance with Kent County Councils public law and duties.
6. In response to Members suggestion that the recommendation be re-worded, Mrs Cooper clarified that the Members advice to the Cabinet Member for Planning Highways Transport and Waste could be revised to read as follows:  
  
“The Cabinet Committee is asked to endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposal for the Director of Highways to progress feasibility work on the B2163 Leeds and Langley Relief Road, as soon as possible and that the Corporate Director for Growth, Environment and Transport should make arrangements with the Chief executive of Maidstone Borough Council for the appropriate funding for this work.”
7. Mrs Cooper said that she was happy to talk to the Chief Executive of Maidstone Borough Council to look at how Maidstone’s funding could be used to reduce the expenditure of unilateral monies.

8. The Chairman clarified that Mr Bird had proposed and Mr Lewis had seconded that the recommendation within the report be amended.

*Upon being put to the vote, this was lost (3 votes for, 8 votes against)  
Mr R H Bird, Mr B H Lewis and Mr A Hook asked that their  
votes against be minuted.*

9. The recommendation in the report was then put to the vote.

*Carried (13 votes for, 3 votes against)  
Mr R H Bird, Mr B H Lewis and Ida Linfield asked that their  
votes against be minuted.*

10. RESOLVED that the decision proposed to be taken by the Cabinet Member for Planning, Highways Transport and waste, that the Director of Highways progress feasibility work on the B2163 Leeds and Langley Relief Road, utilising section 106 developer contributions, be endorsed.

### **53. 17/00118 - Local Flood Risk Management Strategy** (Item 14)

*Max Tant (Flood and Water Manager) was in attendance for this item.*

1. Max Tant (Flood and Water Manager) introduced the Local Flood Risk Management Strategy that set out how local flooding (flooding from surface water, groundwater and ordinary watercourses) would be managed in the county over the next six years. The report presented the progress since the previous Local Strategy in 2013 and identified the challenges that still needed to be addressed to ensure effective local flood risk management.
2. In response to questions the officer provided further information.
3. Mr Tant advised Members that point 4.9 on page 213 of the agenda pack listed 6 catchment areas. Medway, Northeast Kent and Nailbourne Valley all contained objectives to deliver flood risk management actions, whereas Folkestone and Hythe, Tunbridge Wells and Sittingbourne contained objectives to explore opportunities for flood risk management. Mr Tant said that the final draft would include wording about the delivery of feasible measures should they be found from the exploratory work.
4. In regards to flood risk management within the Isle of Sheppey, Mr Tant said that these were largely coastal and fluvial and therefore fell outside the remit of the strategy. The Local Flood Risk Management Strategy was only looking at surface water, groundwater and ordinary watercourse flooding. Coastal

flooding and main river flooding were managed by the Environment Agency which is why the strategy did not make reference to the Isle of Sheppey. However the Medway Estuary and Swale Shoreline Strategy which was the Environment Agency's proposal for the long term management of the shoreline did include the Isle of Sheppey and Kent County Council had had a report on this at eh most recent Flood Risk Management Committee, chaired by Mr Anthony Hills. The Environment Agency consulted with Natural England in developing this shoreline management strategy, in particular to the shoreline coastal path. . The shoreline management strategy is currently open to consultation (<https://consult.environment-agency.gov.uk/ksles/medway-estuary-and-swale-strategy/>).

5. Mr Tant said that it would not be practical to have a single document that covered all the risks throughout Kent, but this had been considered. Kent County Council had four Shoreline Management Strategies, each was approximately 200 pages long, for each catchments areas there was a Catchment Management Plan, each approximately 200 pages long and therefore a combined document that contained all flood risk was not feasible. Instead Kent County Council created a document for each borough in Kent, called Flood Risk in Communities which set out the local flood risk across all sources, the bodies responsible for managing it and any strategic management plans (<https://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/flooding-and-drainage-policies/flood-risk-to-communities>).
6. In response to a question about Sustainable Drainage Systems (SuDS) in Deal, Mr Tant said that most of the housing developments that he was aware of were on the eastern side of the marshes where the discharge of water was appropriate. There was a recognised risk in regards to the costal defences however Mr Tant advised Members that this was an issue that the developers needed to discuss with the Environment Agency. Mr Tant said that there was difficulty addressing the existing risk as retrofitting SuDs would not have been feasible in parts of Deal. Mr Tant advised Members that work would continue with Southern Water to identify opportunities.
7. In terms of maintaining SuDS, Mr Tant said that the long term aim was something that the Council could condition. The Council would provide advice to the Planning Authority and then they would put the condition on the palnning application requiring long term maintenance. Mr Tant advised Members that conditions like this on long term maintenance had not been tested and therefore it was unclear as to whether this was enforceable. In its current state, Kent County Council had no powers beyond consultation at the time of the Planning Application. Mr Tant advised Members that the water industry was investigating what its role was in sustainable drainage and had



explored the opportunity to adopt a greater role. The outcome of this work was not yet finalised.

8. RESOLVED that the Cabinet Committee endorse the proposed decision for the Cabinet Member for Planning, Highways, Transport and Waste adopt the Local Flood Risk Management Strategy and delegate to the Director of Environment, Planning and Enforcement, the authority to make any further modifications which may be necessary, such as formatting changes and typographical errors in order to publish the Local Flood Risk Management Strategy document as attached at Appendix A.

**54. 17/00123 - Decision to approve fees and charges for discretionary planning and environmental advice and the principles for establishing fees and charges**  
*(Item 15)*

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

1. Sharon Thompson (Head of Planning Applications Group) introduced the report that looked at the proposed fees and charges for discretionary planning and environmental advice to developers and for those promoting national significant infrastructure projects via the Development Consent Order (DCO) process. The report also set out a number of key principles that were applied to establish the revised fees and charges.
2. In response to questions the officer provided further information.
3. Ms Thompson said that the hourly day rates set out on page 286 of the agenda pack reflected the level of experience and expertise of the advisors who would undertake the work. The work was traditionally carried out by the Councils Technical Support Team and not by the professional officers.
4. In regards to cost, Ms Thompson assured Members that that due to the way in which the legislation was drafted, it was not possible to make a profit. Therefore the breakdown of costs shown in table 1 of the report on page 285 of the agenda pack was a true reflection of what it would have cost Kent County Council to deliver those services.
5. RESOLVED that the proposed decision to the Cabinet Member for Planning, Highways, Transport and Waste to:
  - i. publish revised fees and charges for discretionary planning and environmental advice and the DCO activity; and

- ii. delegate authority to the Director of Environment, Planning and Enforcement to review and publish revised fees and charges subject to the application of a number of key principles as set out in paragraph 3.4

be endorsed.

## **55. Financial Monitoring 2017- 2018**

*(Item 16)*

*Barbara Cooper (Corporate Director of Growth, Environment and Transport) was in attendance for this item.*

1. Barbara Cooper (Corporate Director of Growth, Environment and Transport) introduced the Financial Monitoring Report 2017-2018 and referred to the report taken to Cabinet Committee on 30 October 2017 which set out each directorate's budget for the year. The report showed an overspend of £500,000 for her directorate. Of the £163m a total of £132m went to Highways, Transport and Waste. Ms Cooper assured Members that the budget would return to a neutral position by March 2018.
2. RESOLVED that the revenue and capital forecast variances for 2017-18 within the August monitoring report be noted.

## **56. Work Programme 2018**

*(Item 17)*

*Georgina Little (Democratic Service Officer) was in attendance for this item.*

1. The work programme was discussed and the following agreed:
  - (i) Financial Monitoring – this would be a regular item
  - (ii) Contract Management – this would be a regular item
  - (iii) Highways Maintenance Contract - Barbara Cooper to discuss with Roger Wilkin to confirm a date at the agenda setting meeting
  - (iv) Low Emissions and Energy Strategy – Barbara Cooper to discuss with Karen McKenzie and confirm an appropriate date

RESOLVED that the work programme for 2018 be agreed.

**From:** Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

**To:** Environment & Transport Cabinet Committee – 31 January 2018

**Decision No:** N/A

**Subject:** Cabinet Member – Written Updates

**Classification:** For Information

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

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

**Electoral Division:** Countywide

**Summary:** This paper provides an update to Members of the Environment and Transport Cabinet Committee on the major roads programme, M2 Junction 5 Improvements and KCC's response to the National Infrastructure Commission's consultation, 'Congestion, Capacity and Carbon: Priorities for National Infrastructure

**Recommendation(s):**

The Cabinet Committee is asked to note the report.

**1. Introduction**

1.1 This paper provides an update to Members of the Environment and Transport Cabinet Committee on the major roads programme, M2 Junction 5 Improvements and KCC's response to the National Infrastructure Commission's consultation, 'Congestion, Capacity and Carbon: Priorities for National Infrastructure

**2. Road Improvement Schemes Update**

Current KCC Major Capital Programme

2.1 Good progress has been made on the Major Capital Programme. Highlights include:

- Rathmore Road, Gravesend, is successfully completed and was officially opened by the Chairman of KCC on Friday 19 January;
- Hermitage Lane improvement scheme, in Maidstone was successfully completed in November 2017;
- Jackson Civil Engineering started work on the A226 London Rd/St. Clements scheme in Dartford on 15 January 2018; and
- A Public Inquiry was avoided on the A28 Chart Rd widening scheme, Ashford and construction is due to start in March 2018.

## Bids for new Transport Schemes

2.2 DCLG has confirmed that the decision on the **Housing Infrastructure Fund (Forward Funding Schemes)** Expressions of Interest has been deferred to March 2018. The bids were:

- Physical Infrastructure for Otterpool Park, Shepway e.g. roads and rail improvements
- Highway infrastructure, Swale

## Other Transport Schemes

2.3 Highways England are due to start construction of the new junction M20 J10a early 2018.

### **3. M2 Junction 5 Improvements**

3.1 Following the non-statutory consultation in September/October last year, a preferred scheme announcement is expected in 'early 2018' and a statutory consultation in summer 2018. As of 19 January, the preferred scheme announcement has not yet been made and the consultation report is still to be published.

3.2 Highways England inform us that the views expressed in the consultation are still being taken into account before a decision is made on which scheme to progress. Kent County Council's view that Highways England's current preferred option, Option 12A, is a missed opportunity to address and mitigate existing congestion and is wholly inadequate to accommodate future planned growth, has been acknowledged. In its response to the consultation last autumn, Kent County Council urged Highways England to reconsider its options appraisal and bring forward the previously discarded Option 4 as the scheme that will deliver sufficient capacity improvements to enable growth. We await the consultation report and preferred scheme announcement due anytime now.

### **4. National Infrastructure Commission's (NIC) consultation, 'Congestion, Capacity and Carbon: Priorities for National Infrastructure.'**

4.1 The NIC has recently consulted on an interim National Infrastructure Assessment (NIA), entitled 'Congestion, Capacity, Carbon: Priorities for National Infrastructure'. The responses will be used to inform the content of the National Infrastructure Assessment (NIA), which is due to be published in 2018 and which will set out recommendations for how the identified infrastructure needs and priorities should be addressed.

4.2 The consultation focused on seven key priorities

- Building a digital society;
- Connected liveable city regions;
- New homes and communities;

- Low cost, low carbon;
  - Revolutionising road transport;
  - Reducing risks of extreme weather; and
  - Financing infrastructure in efficient ways
- 4.3 Due to the closing date of 12 January, it was not possible to bring a full response to Environment and Transport Cabinet Committee. A summary of the response is outlined below.
- 4.5 KCC considers that the NIA will be a critical opportunity to help unlock barriers to the delivery of infrastructure and is fundamental to achieving sustainable growth. .
- 4.5 KCC's response has drawn from the draft GIF update 2017. The response emphasised that KCC is well positioned and willing to work with Government to deliver economic and housing growth, in the midst of an increasing awareness in Government of the importance and benefits of strategic planning and the leading role of county councils in preparing strategic plans.
- 4.4 The response also highlighted the problems in delivering current growth – in light of potential pressures from London (with the current London Plan underway) and if the Nationally Objectively Assessed Housing Need (NOAN) approach is taken forward by Government.
- 4.5 In relation to the seven key priorities the following points were included:
- Kent and Medway is at the frontline of impacts from Brexit and is therefore proactively engaging with partners and Government in developing solutions for maximising opportunities and mitigating risks from Brexit. This includes the vital importance on the readiness of the UK's border for Brexit to protect the freight industry and passenger industry from costly delays at ports;
- The need for the development of a long term digital strategy including an extension to the coverage of ultra-fast digital connectivity across the UK.
- The need for a formal county council role in strategic planning, and the role and importance of the GIF in identifying the cost of infrastructure needed to support predicted levels of housing and economic growth;
  - How S106 and CIL regimes can be improved to capture land and property value uplift and help fund infrastructure;
  - The need to consider how demand for water can be reduced and for incentivising developers to drive-down water demand and for coordinated approaches in flood risk management; and
  - The need for a national energy efficiency programme which should cover the the need for local distributed energy generation for new developments and also the need to concentrate on improving the flexibility of the grid to

support renewable technologies in the future, linking to the development of a Kent and Medway Energy and Emissions Strategy.

4.6 A copy of the full response can be found at:<http://kcc-app610:9070/ecSDDisplay.aspx?NAME=SD5281&ID=5281&RPID=19600315>

## 5. Recommendation(s)

### Recommendation(s):

5.1 The Cabinet Committee is asked to note the report.

## 6. Contact details

### Report Authors:

Mary Gillett  
Major Capital Programme Manager  
03000 411638  
[Mary.gillett@kent.gov.uk](mailto:Mary.gillett@kent.gov.uk)

Sarah Platts  
Strategic Planning & Infrastructure Manager  
03000 419225  
[Sarah.platts@kent.gov.uk](mailto:Sarah.platts@kent.gov.uk)

Joseph Ratcliffe  
Transport Strategy Manager  
03000 413445  
[Joseph.ratcliffe@kent.gov.uk](mailto:Joseph.ratcliffe@kent.gov.uk)

### Relevant Directors:

Katie Stewart  
Director Environment, Planning and  
Enforcement  
03000 418827  
[Katie.stewart@kent.gov.uk](mailto:Katie.stewart@kent.gov.uk)

Roger Wilkin  
Director Highways, Transportation and  
Waste  
03000 413479  
[Roger.wilkin@kent.gov.uk](mailto:Roger.wilkin@kent.gov.uk)

**From:** Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste  
Barbara Cooper, Corporate Director of Growth, Environment and Transport

**To:** Environment and Transport Cabinet Committee – 31 January 2018

**Decision No:** N/A

**Subject:** Kent Environment Strategy Progress, Energy and Air Quality

**Classification:** Unrestricted

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

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

**Electoral Division:** Countywide

**Summary**

Kent Environment Strategy (KES) was adopted by Kent County Council (KCC) in 2016, and a subsequent Implementation Plan produced. It was agreed by Kent Leaders and Chief Executives, KCC Cabinet and the KCC Environment and Transport Cabinet Committee that there should be an annual progress report to the aforementioned bodies.

This report provides highlights with respect to the delivery of the KES. It covers challenges, progress against KES targets and an overview of impact, as well as identifying significant new activity.

**Recommendation**

The Cabinet Committee is asked to discuss and consider and make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the challenges outlined, progress made against KES Targets and identification of significant new areas of work.

**1. INTRODUCTION**

1.1 The Kent Environment Strategy (KES) was adopted by Kent County Council (KCC) in 2016, and a subsequent Implementation Plan produced. It was agreed by Kent Leaders and Chief Executives, KCC Cabinet and the KCC Environment and Transport Cabinet Committee in 2016 that there should be an annual progress report to the afore mentioned bodies which covered:

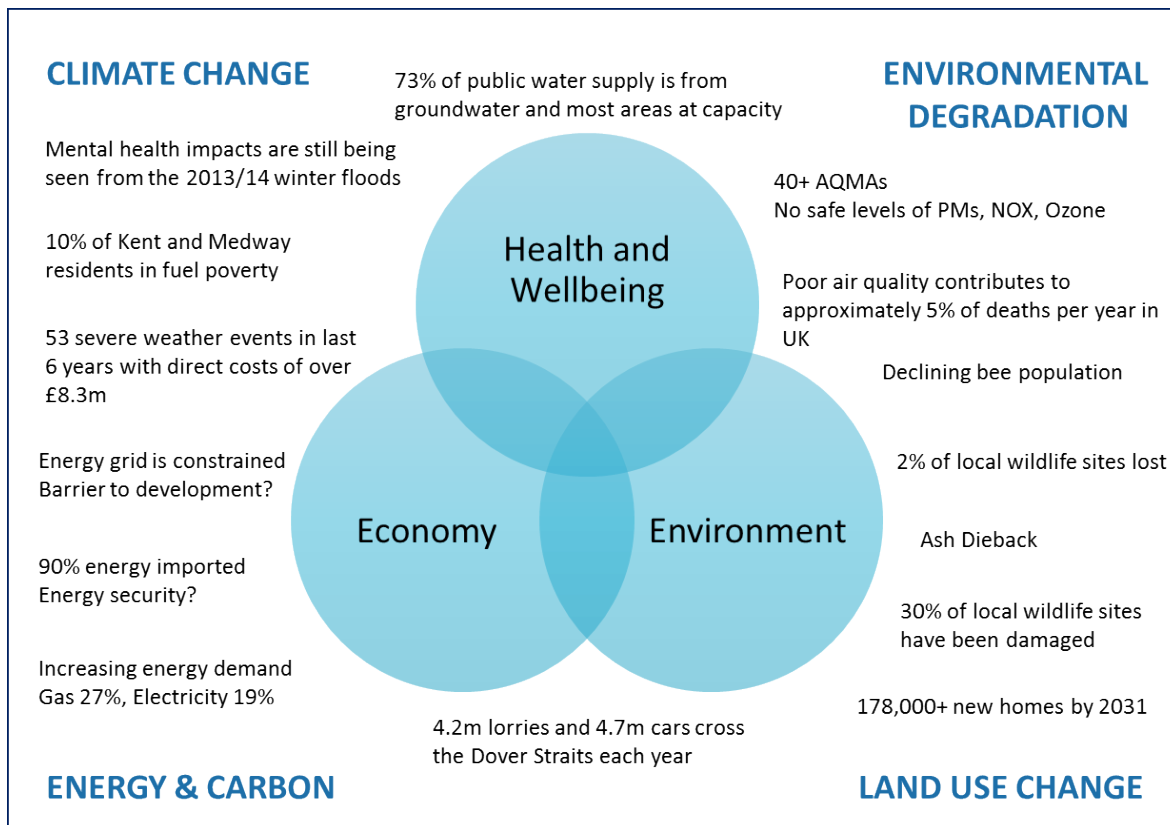
- Current state of the environment, focusing on existing and new challenges and identifying any improvements or declines.
- A summary of the impact KES activities are having.
- Progress against KES targets and actions.
- Identification of new significant action needed to address challenges faced, including recommendations and next steps.

1.2 This report summarises these points and includes recommendations and next steps for discussion by the Environment and Transport Cabinet Committee. A

presentation will be provided at the meeting with more detail and links have been provided to all full reports. (check that chair has agreed – we also have a presentation on the country parks strategy)

## 2 KENT STATE OF THE ENVIRONMENT REPORT – EXISTING AND FUTURE ENVIRONMENTAL CHALLENGES

2.1 The 2017 State of the Environment Report updates the original evidence base used to develop the Kent Environment Strategy. The report considers a broad range of environmental, social, economic and health issues that impact and are impacted by our environment. It identifies the rationale behind the actions, as well as the achievements that have been made. It also summarises the current state of play and the risks and opportunities faced under each topic. Chart 1 shows statistics on the key challenges.



**Chart 1:** Some of the key challenges we face in relation to the Kent Environment Strategy

2.2 Current major challenges include:

- Energy, 90%+ of our energy is imported and demand and costs are increasing. There is a need for a new and more innovative approach to energy generation and use, if development is not to be hindered and energy security maintained.
- Air quality is increasingly an area of concern for the public and public authorities with over 1,000 early deaths across Kent and Medway attributed to poor air quality in 2013. A Kent-wide approach is needed if future growth is not to have unacceptable impacts on air quality and health.
- Carbon dioxide emissions in Kent continue to fall, largely driven by the closure of a small number of energy intensive industrial sites and a national reduction in the use of coal in electricity generation. We are on course to reach our target of a 34% reduction in emissions by 2020 (2005 baseline). However, transport emissions



remain stubbornly static and are currently the same as they were in 2009. Emerging digital technologies and the growth in the use of electric vehicles present Kent with an exciting opportunity to lead the shift to smart, flexible and low emission transport.

- Water, both too much and too little, continues to be an area of concern. Kent has many areas where there is little or no water available for abstraction during dry periods and this will be exacerbated by rising population and development. Conversely, fluvial and surface water flooding remains a significant issue.
- Biodiversity 2010 targets to manage and restore priority habitats were not met and the 2020 targets are also unlikely to be achieved without significant intervention. Growth, climate change and issues such as Ash Dieback are having a significant negative effect on biodiversity in the county.

2.3 The full State of the Environment Report will be made available at <http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/environmental-policies/kent-environment-strategy>, along with a Member Briefing on air quality. Further Member Briefings on energy and climate risk will be produced in 2018-19.

**Kent Climate Change Risk Assessment**

2.4 In 2016, the Committee on Climate Change undertook a National Climate Change Risk Assessment, which the UK Government has now adopted. The Assessment highlights 6 key significant national risks. A summary of these risks and a very succinct synthesis report can be found at <https://www.gov.uk/government/publications/uk-climate-change-risk-assessment-2017>.

<b>Flooding and coastal change risks to communities, businesses and infrastructure (Ch3, Ch4, Ch5, Ch6)</b>	<b>MORE ACTION NEEDED</b>
<b>Risks to health, well-being and productivity from high temperatures (Ch5, Ch6)</b>	
<b>Risk of shortages in the public water supply, and for agriculture, energy generation and industry (Ch3, Ch4, Ch5, Ch6)</b>	
<b>Risks to natural capital, including terrestrial, coastal, marine and freshwater ecosystems, soils and biodiversity (Ch3)</b>	
<b>Risks to domestic and international food production and trade (Ch3, Ch6, Ch7)</b>	
<b>New and emerging pests and diseases, and invasive non-native species, affecting people, plants and animals (Ch3, Ch5, Ch7)</b>	<b>RESEARCH PRIORITY</b>
<b>NOW</b> -----> <b>RISK MAGNITUDE</b> -----> <b>FUTURE</b> <div style="display: inline-block; margin-left: 10px;"> <span style="background-color: #FFD700; padding: 2px;">LOW</span> <span style="background-color: #FFA500; padding: 2px;">MEDIUM</span> <span style="background-color: #FF0000; color: white; padding: 2px;">HIGH</span> </div>	

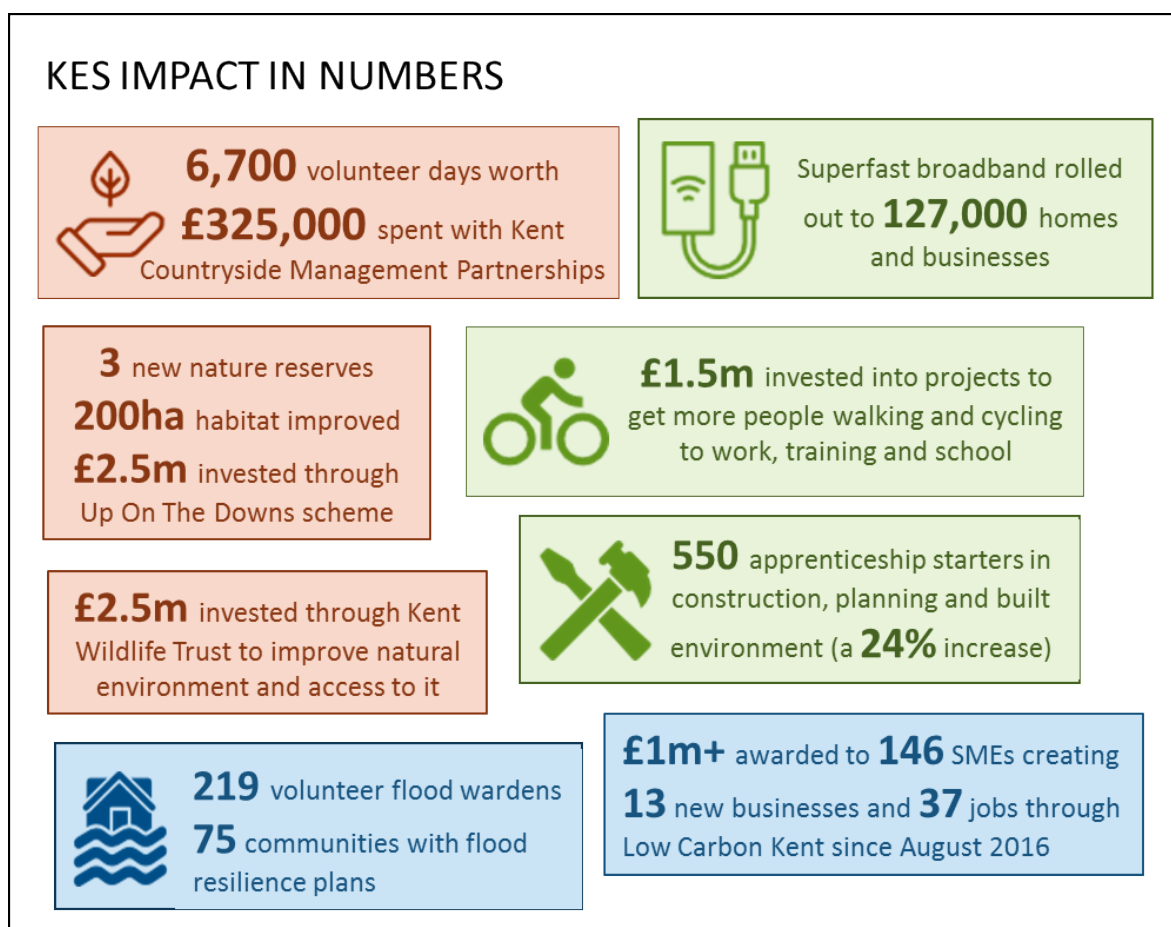
Note: The individual risks that make up these six risk areas may score differently in the *Evidence Report*, but contribute to the overall urgency assessment of that group of risks. Future magnitude is based on a combination of climate change and other drivers of risk (eg demographic change), taking into account how current adaptation policies and plans across the UK are likely to reduce risks.

**Chart 2: Priority UK climate change risks (Committee on Climate Change, 2016)**

2.5 Chart 2 above summarises these risks. This year KCC's Sustainable Business and Communities Service will utilise the National Climate Change Risk Assessment to provide a specific Climate Change Risk Assessment for Kent, identifying Kent's significant risks and any appropriate actions needed.

### 3. IMPACT REPORT 2017

3.1. The annual Kent Environment Strategy Impact Report ([http://www.kent.gov.uk/\\_media/kcc/documents/impact-report-2017.pdf](http://www.kent.gov.uk/_media/kcc/documents/impact-report-2017.pdf)) is designed to be a snapshot in time, providing a brief update on the key challenges we face in relation to the Kent Environment Strategy. It provides a summary of the range of actions that have been undertaken since the KES was launched in 2016, and identifies the impact these actions are having. Chart 3 shows some of the highlights.



**Chart 3:** Key statistics highlighting the impact KES activity is having on Kent.

### 4. SUMMARY OF PROGRESS AGAINST KES TARGETS

4.1 Provided below is a summary of progress across each of the three themes of the KES. The full monitoring report can be found at [http://www.kent.gov.uk/\\_media/kcc/documents/Implementation-plan-progress-report-2017.pdf](http://www.kent.gov.uk/_media/kcc/documents/Implementation-plan-progress-report-2017.pdf). RAG rating is in relation to delivery of the activity described in the 2017 Implementation Plan ([http://www.kent.gov.uk/\\_data/assets/pdf\\_file/0018/63810/The-Kent-Environment-Strategy-Implementation-Plan-2017.pdf](http://www.kent.gov.uk/_data/assets/pdf_file/0018/63810/The-Kent-Environment-Strategy-Implementation-Plan-2017.pdf)).

#### **Theme 1: Building the foundations for delivery**

- 4.2 Theme 1 activities are focused on providing an evidence-based understanding of our environmental risks and opportunities, and developing the mechanisms that will enable delivery of actions on the ground. The activities seek to address gaps in our understanding; influence local, national and EU policies; and plan to manage and build resources, capabilities and change behaviours across all sectors.
- 4.3 Our understanding of the value the natural and historic environment has to our residents and economy continues to grow. Partnership working between health and environmental professionals is strengthening our understanding of how to prescribe greenspace to meet health and wellbeing outcomes. Recommendations are being developed to integrate green infrastructure into planning and investment decisions, and opportunities to ensure that sustainable water management is embedded in local plans have been identified and are beginning to be implemented.
- 4.4 European Union funding has been secured to support the growth of the offshore wind supply chain sector, wood fuels and wider low carbon environmental goods and services sectors, which have been identified as sustainable growth opportunity areas for the county.
- 4.5 There have, however, been some commonly reported risks and issues which are having an impact on the delivery of activities in this theme. Firstly, there is uncertainty on future funding for this agenda, particularly in light of Brexit, as many projects and achievements are currently reliant on EU funding. Insufficient or uncertain funding is also impacting levels of staff resource, particularly those with the necessary specialist skills. Another key risk relates to the need for stronger coordination of activities to tackle Kent-wide issues, particularly in relation to air quality. Activities that are RED RAG rated are:
- Improved understanding of Kent’s natural environment through a Natural Capital Assessment.
  - Identifying options and/or establish opportunities for volunteering placements and apprenticeships

<b>2 RED</b> Activity on hold or significantly behind schedule with a risk of non-delivery	<b>9 AMBER</b> Activity changed and/or timeline revised, but on track for delivery within life of KES	<b>14 GREEN</b> Activity on track or completed
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**Table 1:** Action RAG rating for Theme 1 activities in the KES Implementation Plan

**Theme 2: Making best use of existing resources, avoiding or minimising negative impacts**

- 4.6 Theme 2 activities are focused on ensuring that all sectors are aware of their impact on the environment and know how to take action to avoid or reduce this impact if negative. The emphasis is on existing infrastructure, assets and resources across the public, private and domestic sectors.
- 4.7 The risks and issues reported by partners for Theme 2 relate to national policy uncertainties and resourcing issues which has resulted in some activities being delayed or postponed. Activities that are RED RAG rated are:
- Commissioning a new Landscape Assessment
  - Engaging and discussing CAP reforms
- 4.8 However, there have also been some important achievements. For instance, £3.16m Heritage Lottery Funding has been secured to deliver two habitat

improvement and connectivity projects within the North Downs and Romney Marsh areas over the next four years. There has also been progress in integrating Biodiversity Opportunity Areas (BOAs) into spatial planning, including Defra funding to undertake three planning demonstration projects in Kent.

- 4.9 A number of key strategies and action plans which support the objectives of this Theme have been finalised and are now in implementation phases, including strategies for fuel poverty, active travel and waste management. These are key partnership documents that are improving resource efficiency and health outcomes for Kent residents.
- 4.10 Businesses are also being supported in delivering efficiencies and maximising opportunities from a growing low carbon sector through the LoCASE Programme. This is a European Funded programme being delivered by partners across the southeast, supporting our transition to a low carbon economy.

<b>2 RED</b> Activity on hold or significantly behind schedule with a risk of non-delivery	<b>8 AMBER</b> Activity changed or timeline revised, but on track for delivery within life of KES	<b>15 GREEN</b> Activity on track or completed
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**Table 2:** Action RAG rating for Theme 2 activities in the KES Implementation Plan

**Theme 3: Toward a sustainable future**

- 4.11 The focus of Theme 3 is to ensure that Kent’s communities, businesses, environment and services are resilient to future environmental change, whilst delivering wider economic and health opportunities. The evidence on risks and opportunities from Theme 1 is used to influence and develop the plans, strategies and policies in this theme.
- 4.12 Through a number of partnership activities, there is now a better understanding of the fresh and waste water requirements needed to support growth. As part of this learning, the Kent and Medway Growth and Infrastructure Framework (GIF) is being updated and requirements are starting to inform planning decisions such as those relating to Ebbsfleet Garden City and Otterpool Park developments.
- 4.13 There has also been progress with capital projects to reduce the risk of flooding to properties, the promotion of sustainable drainage schemes through local planning, and our energy security requirements are being integrated into the GIF.
- 4.14 Several European Union funded projects have started in 2017, which will increase the capacity of our communities, businesses and decision makers to adapt to the impacts of climate change, particularly from flooding. There has also been national recognition of the Kent Tree Strategy, which is being supported by the Tree Council and Woodland Trust to become national best practice.
- 4.15 Like Themes 1 and 2, the key risks to delivery relate to an uncertain national policy environment resourcing issues. Similarly, these have resulted in some activities being delayed or postponed until adequate resources have been identified and/or the policy situation is clearer. Activities that are RED RAG rated are:
  - Provide support and guidance e.g. Kent Design to achieve sustainable growth
  - Share risks and learning in relation to animal and plant disease
  - Attract increased levels of investment into Kent agri-food sector to increase food production
  - Skills development across the land, rural and community energy sector

<b>4 RED</b> Activity on hold or significantly behind schedule with a risk of non-delivery	<b>2 AMBER</b> Activity changed or timeline revised, but on track for delivery within life of KES	<b>18 GREEN</b> Activity on track or completed
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**Table 3: Action RAG rating for Theme 3 activities in the KES Implementation Plan**

**5. CONCLUSION, RECOMMENDATIONS AND NEXT STEPS**

- 5.1 Significant progress has been made in delivering the Kent Environment Strategy and Implementation Plan and the impact is already being felt across Kent. However, existing and emerging environmental, financial and uncertain policy environment challenges will continue to put pressure on delivery.
- 5.2 The National Climate Change Risk Assessment highlights a number of risks which could have a significant impact on human health and wellbeing, food security, trade, economic growth and community cohesion. To understand how these risks could impact Kent it is recommended that we develop a Kent Climate Change Risk Assessment. The report will identify the key risks for the county, the potential impacts and the activity required to mitigate these risks.
- 5.3 Unprecedented levels of housing growth with knock-on impacts on congestion, increasing energy prices and changes in the way energy is generated, together with growing concern about the impact of air quality on health, makes energy and air pollution key priorities for 2018/19. To address these priorities and to ensure a consistent and uniform approach to air quality and energy issues in Kent, it is recommended that a Energy and Low Emissions Strategy and Action Plan for Kent and Medway is developed.
- 5.4 The proposed strategy will identify priorities for targeted partnership action across the county, building upon existing and planned energy, transport, travel and air quality activities. The aim is to contribute to improved health outcomes by reducing air pollutants, particularly in air quality management areas and localised hotspots as well as delivering co-benefits across public sector partners, businesses and communities. A Kent and Medway Low Emissions Strategy Working Group has been set up to develop the strategy, which aims to have a draft available for consultation in summer 2018. KCC Members will be involved through a Member Task Group and a Kent wide Steering Group.

**7. FINANCIAL IMPLICATIONS**

- 7.1 No significant financial implications as this is a progress report.

**8. POLICY FRAMEWORK**

- 8.1 Activities relating to the KES deliver across all three Strategic Outcomes

**9. LEGAL IMPLICATIONS**

- 9.1 There are no legal implications of this specific report, although there are specific regulations linked to the environment and air quality which will be taken into consideration as part of the ongoing delivery of the KES Implementation Plan and through the development of the Energy and Low Emissions Strategy.

**10. EQUALITIES IMPLICATIONS**

10.1 A full EQIA was carried out for the KES. Individual screenings or full EQIA's are being undertaken for actions and projects within the Implementation Plan.

**Recommendation**

The Cabinet Committee is asked to discuss and consider and make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the challenges outlined, progress made against KES Targets and identification of significant new areas of work.

**BACKGROUND DOCUMENTS – All background documents are indicated in the main body of the text.**

**15. CONTACT DETAILS**

**Report Authors**

Carolyn McKenzie  
Head of Sustainable Business and Communities,  
Environment, Planning and Transport  
03000 413419  
[carolyn.mckenzie@kent.gov.uk](mailto:carolyn.mckenzie@kent.gov.uk)

Lucy Breeze  
KES Programme Manager

**Relevant Director**

Katie Stewart, Director of Environment, Planning and Enforcement  
03000 418827  
[Katie.Stewart@kent.gov.uk](mailto:Katie.Stewart@kent.gov.uk)

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

**To:** Environment and Transport Cabinet Committee – 31 January 2018

**Decision No:** 18/00002

**Subject:** Country Parks Strategy 2017-21 consultation report

**Classification:** Unrestricted

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

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

**Electoral Division:** Countywide

**Summary:**

This report provides an update on the recent consultation that was undertaken on the proposed Strategy for Kent Country Parks 2017 – 2021. It provides an overview of the findings, as well as the proposed changes to implementation of the Strategy.

**Recommendation(s):** The Environment and Transport Cabinet Committee is asked to receive a short presentation on the consultation's findings, and to consider and endorse, or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to adopt and deliver against The Country Parks Strategy 2017 – 2021 as shown at Appendix A.

**1. Introduction**

1.1 Kent Country Parks Service manages nine country parks across the county. A further five countryside sites are managed by Infrastructure.

1.2 In summary the Service:

- holds seven Green Flags
- achieves a customer rating of 9.25/10
- is 77% cost neutral
- benefits from 9, 800 volunteer hours per year
- receives 1.6 million annual visitors
- delivers Forest Schools and nature-themed Birthday Parties to 5, 800 children per annum
- hosts 300 Park Runners every weekend
- costs 30p per resident per annum
- and incorporates over 30km of accessible routes



1.3 The current strategy ran from 2014 – 2017 and as such a new strategy was drafted during 2016/17, supported by an Informal Members' Group.

1.4 The 2017 – 2021 Strategy was consulted upon from 10<sup>th</sup> July 2017 to 18<sup>th</sup> September 2017, following Environment and Transport Cabinet Committee's comments in June 2017.

## **2. The Consultation Results**

2.1 There were 247 respondents, of whom 199 were Kent residents who visit KCC's country parks, and 11 were Kent residents who do not currently visit KCC's country parks. The rest were largely stakeholders with an interest in our sites.

2.2 57% of the respondents 'strongly agreed' with the proposed strategy's vision, with a further 33% of all respondents 'agreeing' resulting in 90% of all respondents indicating they agreed or strongly agreed that the Service should "provide an inspirational and sustainable countryside experience for Kent's residents and visitors."

2.3 The proposed strategy put forward three Strategic Aims

1. Provide a network of high quality and biodiverse country parks
2. Increase visitors to the country parks particularly at off peak times and among under represented groups
3. Ensure the service is as self-sustaining as possible

2.4 There was strong agreement for Aim 1, and agreement for Aims 2 and 3.

2.5 It is proposed that the Strategy remains unchanged from the version consulted upon, but a number of delivery mechanisms for delivery of the Strategy will be strengthened or adapted in light of consultation feedback, including

- Greater emphasis on the biodiversity management of the sites will feature in on-site and the Service Communications Plan from 2018/19 onwards. Four of the nine county parks' management plans are already published in full on the KCC website, but we will additionally alert local stakeholders including the local parish council(s) when all nine are annually updated
- Equality Impact Assessments of each of the country parks' overall products and offer will be completed and made publically available by 31<sup>st</sup> March 2018. These will then trigger an associated action plan (Stage 3 of an EqIA) to better attract under represented groups, and to identify funding mechanisms and targeted communication channels.
- A link to the Kent Environment Strategy shall be added to the online version of the Country Parks Strategy 2017 – 2021. Additionally, the feedback from respondents asking what the Kent Environment Strategy is, has been passed on to be fed into the developing 'KES' communications plan.

2.6 The full report of the consultation is included at Appendix 2



### **3. Legal Implications**

3.1 None

### **4. Equalities Implications**

4.1 The EqIA on the proposed Strategy determined that there is no indication that the Strategy will have an adverse equality impact on any of the protected characteristics. The subsequent consultation responses do not change that determination, but do suggest a course of action for the Service in better targeting communications to under-represented or other target groups. The Service has previously identified a lack of quality data on the protected characteristics of its users, and the action from the original EqIA of the Consultation Strategy which is already featured in the 16/17 Service Business Plan, means that more accurate research into the demographic profile of park users is scheduled; followed by appropriate action to encourage increased usage from under-represented groups.

### **5. Financial Implications**

5.1 This Strategy will be delivered through the County Council's core funding of the KCC Country Parks Service, and through the income that the service generates year on year. The Service in 16/17 was 77% cost neutral to the authority.

### **6. Policy Framework**

6.1 The proposed Strategy supports all three of KCC's Strategic Outcomes through a number of the KCC Supporting Outcomes, including:

- Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people
- Children and young people have better physical and mental health
- Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing
- Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities
- Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors
- People with mental health issues and dementia are assessed and treated earlier and are supported to live well
- Older and vulnerable residents feel socially included

6.2 The proposed Strategy additionally supports the Kent Environment Strategy, the Kent Biodiversity Action Plan, and the Kent Joint Health and Wellbeing Strategy.

### **7. Conclusions**

7.1 Subject to comments from Environment and Transport Cabinet Committee, the three Aims and ten Objectives will inform and underpin the Service's 18/19 Business Plan, as well as subsequent annual business plans.

7.2 The three actions outlined in 2.5 above will be adopted within that same approach

## 8. Recommendation(s)

8.1 The Environment and Transport Cabinet Committee is asked to receive a short presentation on the consultation's findings, and to consider and endorse, or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to adopt and deliver against The Country Parks Strategy 2017 – 2021 as shown at Appendix A.

## 9. Appendices and Background Documents

Appendix A – Proposed Record of Decision  
Country Parks 2017-21 Consultation Draft:

<https://consultations.kent.gov.uk/consult.ti/countryparksstrategy/consultationHome>

Appendix 1 – Consultation Report

Appendix 2 – Consultation Questionnaire

## 10. Contact details

Stephanie Holt,  
Head of Countryside, Leisure and Sport  
Tel: 03000 412 064  
Email: [Stephanie.holt@kent.gov.uk](mailto:Stephanie.holt@kent.gov.uk)

Ruth Tyson, (Job Share)  
Head of Country Parks and Countryside Partnerships.  
Tel: 03000 419 426  
Email: [ruth.tyson@kent.gov.uk](mailto:ruth.tyson@kent.gov.uk)

### Relevant Director:

Katie Stewart,  
Director for Environment, Planning and Enforcement  
Tel: 03000 418 827  
Email: [katie.stewart@kent.gov.uk](mailto:katie.stewart@kent.gov.uk)

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY**

**Mike Hill,**

**Cabinet Member for Community and Regulatory Services**

**DECISION NO:**

18/00002

**For publication**

**Key decision\***

Yes –

**Subject:** Country Parks Strategy 2017-21

**Decision:**

As Cabinet Member for Community and Regulatory Services I agree to adopt and deliver against The County Parks Strategy 2017-21

**Reason(s) for decision:**

Kent Country Parks Service manages nine country parks across the county. As well as being intrinsically important sites for biodiversity and heritage, the parks make a significant contribution to wider outcomes important to Kent County Council including KCC's Strategic Outcomes:

- Children and young people in Kent get the best start in life
- Communities benefit from 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

In addition, the work contributes to the outcomes identified in the Kent Health and Wellbeing Strategy and contributes to the Kent Environment Strategy.

**Cabinet Committee recommendations and other consultation:**

The draft strategy has been developed with an Informal Members' Board. The 2017 – 2021 Strategy was consulted upon from 10 July 2017 to 18 September 2017, following Environment and Transport Cabinet Committee's comments in June 2017.

**Any alternatives considered:**

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

.....  
signed

.....  
date

Name:

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## Appendix 1

### Kent Country Parks Strategy 2017-2021

#### Consultation Report

##### 1. Introduction:

Kent County Council owns and manages through its Country Parks Service a range of country parks and countryside sites which contain some of the highest quality natural habitats and landscapes that Kent has to offer.

The previous Kent Country Parks Service Strategy ran from 2014 up until 2017 and sets out the aspirations for the service over this period.

During the period of that previous strategy, the Country Parks Service has achieved exceptional customer satisfaction ratings - an average 9.25 out of 10 for overall satisfaction in 2016 -and has ensured that the parks are managed to a high conservation standard. This is evidenced by the retention of Green Flag Awards by six of our sites, which are assessed annually, as well as securing a seventh Green Flag for the parks portfolio, in this instance for Pegwell Bay Country Park near Ramsgate. This Award too has been retained.

In that same period the service successfully met a series of challenging financial targets.

In 2016/17 the service built further on those financial targets, generating over £1.2 million income through cafes, car parking, venue hire and school visits. This equates to 77% of the total Country Parks budget, following a programme of continuous improvement and a focus on sustainability.

It is within this context that the Country Parks Strategy provides the framework for the management of these highly valued community assets. The draft 2017- 2021 Strategy builds upon the continuous improvement approach of the previous strategy with the objectives remaining broadly similar, but critically develops further the links to health outcomes that the Country Parks' offer supports, as well as including a commitment to further improving the insight around our customers, and therefore our parks' targeted offer.

The 2017 – 2021 Strategy has been developed in partnership with an Informal Members' Board. The Board was chaired by the previous Deputy Cabinet Member for Environment and Transport Cllr Clive Pearman, and involved Cllr Ian Chittenden, Cllr Trudy Dean and Cllr Martin Whybrow.

## **2. Consultation process:**

### **2.1 Overview:**

In addition to the Informal Members' Group mentioned above, KCC Members also helped to inform the Strategy through Environment and Transport Cabinet Committee on the 15<sup>th</sup> June 2017.

The County Parks' teams on the ground were directly involved in the development of the draft strategy before the public consultation was launched.

Public consultation was undertaken from Monday 10 July to Monday 18 September 2017 (10 weeks). The consultation gave members of the public and other stakeholders the opportunity to provide feedback on the draft Strategy before it is finalised and adopted.

### **2.2 Stakeholder identification:**

Stakeholder groups with established relationships with the Country Parks such as the parks liaison groups and the Kent Environment Champions were given presentations regarding the draft strategy. Key stakeholders such as The Kent Wildlife Trust were additionally emailed directly as part of the consultation promotion.

### **2.3 Promotion and Publicity:**

Hard copy promotion of the consultation was delivered through all nine country park sites, all five KCC countryside sites, as well as libraries closest to the country park sites.

Existing park users were made aware of the consultation through posters and postcards in all of the parks and copies of the draft strategy and response forms were available in the visitor centres of all the bigger parks. All season ticket holders were emailed directly.

Emails (or hard copy letters in some circumstances) promoting the consultation were sent to nearly 600 individuals who had written (in 2016) to KCC in relation to the future of the five countryside sites.

In addition to the work with the stakeholders above, significant activity was undertaken in an attempt to reach individuals or organisations who may not currently use the parks.

For instance, all Parish Councils within Kent were sent emails promoting the consultation, and those Parish Councils nearest the parks were also sent a hard copy letter and copies of the promotional posters and postcards to display and hand out.

The consultation was regularly featured on the homepage of KCC's website, also KNet (KCC's intranet pages), KCC's TV screens, promoted on the Council's social media channels and through a press release.

Explore Kent also promoted the draft strategy to their audiences through regular tweets and Facebook postings.

The KCC Consultation Team further promoted the consultation to their database of individuals who have previously signalled their desire to be notified about public consultations with regards to Arts, Culture, Sport and Leisure, Environment and Countryside issues, reaching over 5,000 individuals.

## **2.4 Accessibility and Interest**

Feedback was collected via an online questionnaire, hosted on [KCC's consultation webpages](#). Paper copies of the questionnaire were available at country park visitor centres and on request.

In addition to the completed questionnaires, written responses were received from individuals and groups via email and letter.

All publicity material included a phone number and email address for people to request hard copies and alternative formats of the consultation material if required. Word versions of the draft strategy, EqIA and questionnaire were provided to ensure accessibility of documentation to consultees using audio transcription software.

Kent Country Parks are fortunate to benefit from regular volunteering from a number of groups who provide opportunities to people with learning disabilities. In order to capture the views from this important group, an easy read version of the draft strategy and questionnaire was prepared and made available. Particular thanks go to the group which manage flower beds at Teston Bridge Country Park and their Support Organiser Claire Kehily who provided invaluable support in designing the easy read versions.

An Equality Impact Assessment (EqIA) was undertaken to determine whether delivering the Country Parks 2017-2021 Strategy may cause any direct or indirect negative impacts to people, and to ensure that positive impacts for one or more of the protected characteristic groups are secured..

### 3. Consultation Results - Respondents

The consultation draft strategy was downloaded 1,313 times (comprising 967 PDF versions, 320 Word versions, 26 Easy Read versions) from the consultation webpage.

#### **Questionnaire: Section 1 'About You' and Section 5 'More About You'**

#### **Q1: Are you responding as...?**

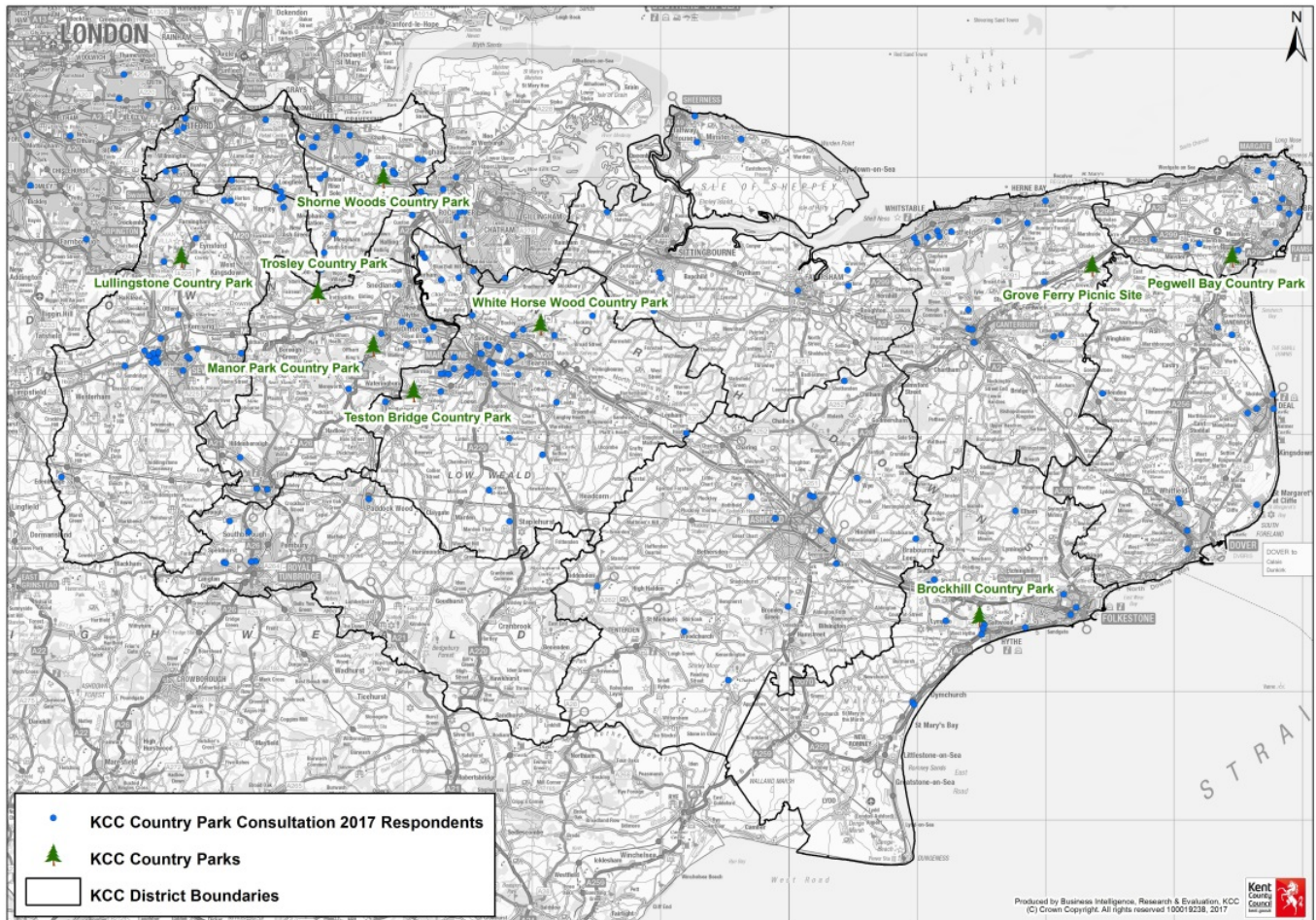
<b>Are you responding as ... ?</b>	<b>Total</b>
A Kent resident who visits Kent Country Parks	199
A Charity, Voluntary or Community Sector organisation (VCS)	11
A Kent resident who does not visit Kent Country Parks	11
On behalf of a Parish / Borough / District Council in an official capacity	9
A non-Kent resident who visits Kent Country Parks	8
Other	5
As a member of KCC / Country Park staff or volunteer	3
A business	1
<b>Grand Total</b>	<b>247</b>

*Q1: Table to show frequency of each type of respondent*

247 people responded to the questionnaire. The vast majority of people responding were Kent residents that visit Kent Country Parks.



**Q2: Please tell us your postcode**



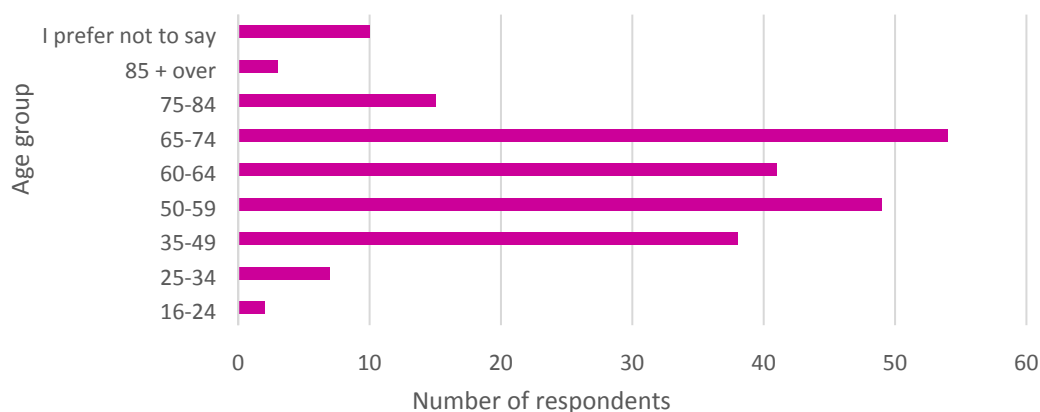
*Q2: Map to show postcodes of respondents*

**Q16: Are you.....?**

- Male = 50%
- Female = 47%
- Prefer not to say = 3%

These statistics are broadly in line with the Kent population which is 51% female, and 49% male.

### Q17: Which of these age groups applies to you?



#### Q17: Graph to show Age demographic of respondents

The majority of respondents were aged between 35 and 74. This is in line with the results from the 2016 Kent Country Parks Visitor Survey, which identified more than 9 in 10 respondents, 95.6%, over the age of 25.

However, 12% of the Kent population are 12-24 years old and 12% are 25-34 years old (KCC 2016 Mid-Year Population Estimate). Therefore, our survey respondents were under-represented within these age groups, with respondents in these age brackets representing 4.4% and 3% of total respondents respectively.

### Q18: To which of these ethnic groups do you feel you belong?

Ethnic Group	Total	Percentage
Asian or Asian British: Indian	3	1.10%
White English	188	69.12%
White Scottish	3	1.10%
White Welsh	2	0.74%
White: Irish	1	0.37%
White: Other	4	1.47%
Mixed: Other	1	0.37%
Mixed: White and Asian	1	0.37%
Mixed: White and Black Caribbean	1	0.37%
I prefer not to say	10	3.68%
Not answered	58	21.32%
<b>Grand Total</b>	<b>272</b>	<b>100.00%</b>

*Q18: Table to show quantity and percentage of respondents from each ethnic group.*

The majority of respondents identified themselves as White English. Some identified more than one group.

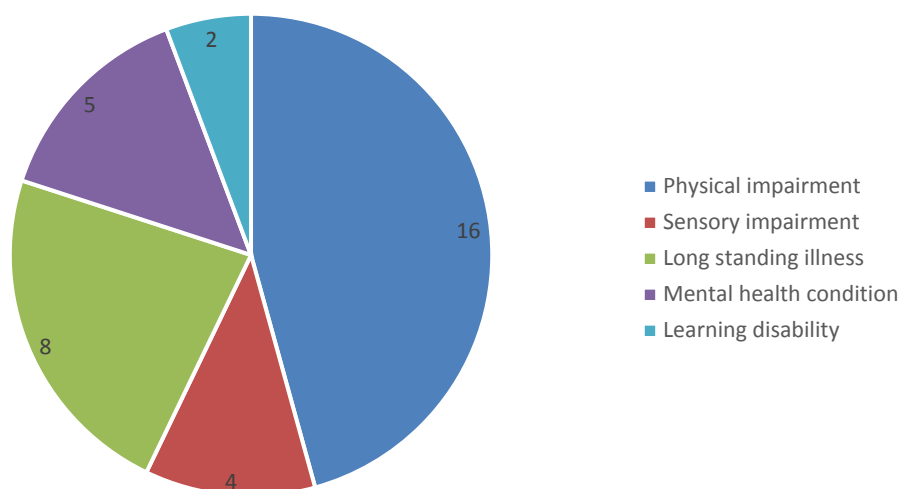
These results were similar for the 2016 Kent Country Parks Visitor Survey, where 96.9% of respondents said that their ethnic background was 'White', some 1.6% were of a 'Mixed' background, a further 0.8% of respondents were 'Asian/ Asian British', some 0.5% were 'Black/ Black British', and the remaining 0.3% of respondents preferred not to disclose this information. These broadly remain in line with the 2011 census which identified 93.7% of county residents as 'White' and the remaining 6.3% from a Black, Minority or Ethnic background.

**Q19: Do you consider yourself to be disabled as set out in the Equality Act 2010?**

9% of the total responders answered 'Yes' to considering themselves disabled (20 individuals). Of these 20 people, 16 had a physical impairment, 9 people suffered from more than one type of impairment.

Given the sample size of consultation responders, these results are broadly similar for the 2016 Kent Country Parks Visitor Survey, where 5.9% of respondents said that they classed themselves as disabled, 93.4% did not class themselves as disabled and 0.6% preferred not to disclose this information. Both the consultation and the visitor survey suggest Country Parks can do more to attract disabled visitors, given the 2011 census identified 17.6% of Kent residents have a health problem or disability which limits their day-to-day activities.

**Q19a: If you answered 'Yes' to Q19, please tell us the type of impairment that applies to you.**



*Q19a: Pie Chart to show types of impairments experienced by disabled responders.*

**Q20: Are you a carer**

9% of respondents are carers, and as part of our action plan against the draft strategy's Equality Impact Assessment, we will be considering site by site as well as product by product how we can improve our offer for all protected characteristic groups, including carers.

**Q21: Do you regard yourself as belonging to a particular religion or belief?**

**Q21a: If you answered 'Yes' to Q21, which of the following applies to you?**

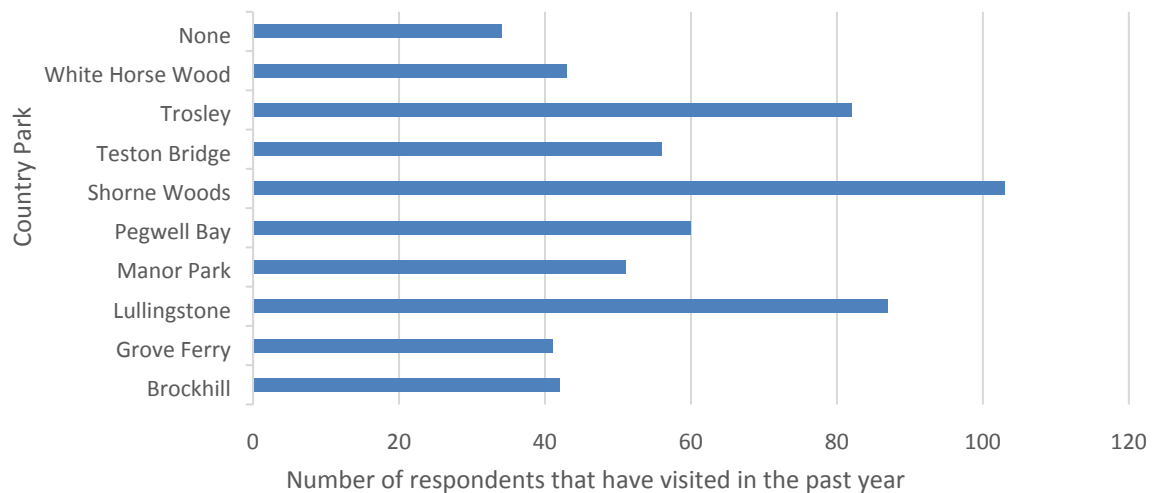
79 individuals (36%) regard themselves as belonging to a religion, and of these, 71 people are Christian, 1 Hindu, 2 Sikh and 4 "others". These figures are somewhat adrift of the Kent statistics which identify through the 2011 census as 68% of residents identifying with 'a' religion. As part of our action plan against the draft strategy's Equality Impact Assessment, we will be considering site by site as well as product by product how we can improve our offer for all protected characteristic groups. We know the average drive time to each of our parks, and as part of that dataset, we will identify the principal religions in the communities most local to each site, to again inform our approach.

**Q22: Are you [of which sexual orientation]?**

180 individuals (83%) identified themselves as heterosexual; 2 as bisexual; 1 as a gay man and 32 people preferred not to say. There is no comparator data from the 2016 customer survey. However, tentative estimates from the Annual Population Surveys of 2015 to 2016 suggests that 1.9% of Kent's population are lesbian, gay or bisexual. The Service needs to undertake greater analysis of this user (and non user) group, where individuals are happy to advise us of their sexual orientation, before being able to undertake any meaningful action planning.

**Consultation Results - Substantive Feedback**  
**Questionnaire: Section 2 'Our Parks'**

### Q3: Which parks have you visited?



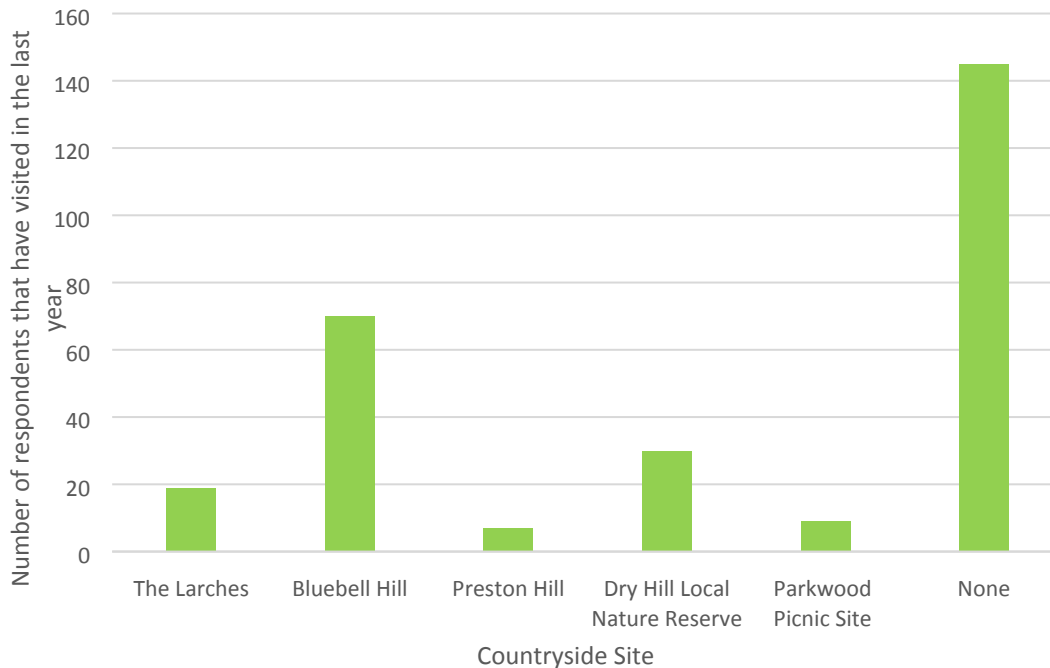
*Q3: Bar Chart to show number of respondents that have visited the country parks in the past year.*

The most popular country parks to visit by consultation responders are Shorne Woods, Lullingstone and Trosley. The most popular country park(s) in each age range are shown in **bold** and *italics*. It can be seen that Shorne Woods is the most popular country park for most age ranges; however, 65-74 year olds favour other parks.

Park visited in last year	Age Range								I prefer not to say
	16-24	25-34	35-49	50-59	60-64	65-74	75-84	85 + over	
Brockhill		2	6	9	5	10	2		1
Grove Ferry		1	3	10	7	8	2		
Lullingstone	<b>2</b>	2	11	16	17	<b>18</b>	1	<b>2</b>	3
Manor Park		1	11	7	13	12	1		3
Pegwell Bay		1	7	12	8	<b>18</b>	2		1
Shorne Woods		<b>4</b>	<b>17</b>	<b>23</b>	<b>19</b>	15	<b>5</b>	1	2
Teston Bridge		1	11	12	11	9	<b>5</b>		1
Trosley		3	11	18	17	<b>18</b>	3		1
White Horse Wood			2	9	6	8	11	1	1
None			4	4	2	8	3	1	3

*Q3&17: Table to show age range of visitors to each of the main country parks.*

#### Question 4: Which of the smaller countryside sites have you visited?



*Q4: Bar Chart to show number of respondents that have visited the smaller countryside sites in the past year*

The small countryside site Bluebell Hill, which is managed by Kent Wildlife Trust on behalf of KCC, is as popular a destination as many of the country parks among consultation responders. This is a slightly unexpected output, and will be tested as part of the Service's 2018 customer survey. The other four small countryside sites are less popular; 61% of respondents having not visited any of them in the last year.



### Q5: How often do you visit?

Most respondents visit KCC country parks three to four times per year. 72% of the respondents visit this often, while 18% of respondents visit a country park at least once a week. These results are comparable with the 2016 Kent Country Parks Visitor Survey, where almost two-thirds, 63.1% of respondents, said that they had visited the park where they were being interviewed 'Over 10 times before'.

The table below shows the full range of results. The rows below in **bold** and *italics* should be treated with caution due to small sample sizes.

There is not a statistically significant difference in the frequency of visits between the age ranges (those which can be analysed due to having a large enough sample size). From the sample, there is no age range that tends to visit more frequently than others.

Age range	How often do you visit Kent Country Parks?										
	Daily	More than once per week	Weekly	2-3 times per month	Monthly	3-4 times per year	Every 6 months	Once per year	Less than once per year	I don't know	Never
<b>16-24</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>25-34</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>14%</b>	<b>43%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>14%</b>	<b>0%</b>
35-49	0%	11%	11%	11%	16%	34%	5%	5%	5%	0%	0%
50-59	6%	8%	6%	18%	8%	24%	6%	12%	6%	0%	4%
60-64	5%	7%	12%	17%	12%	29%	5%	0%	5%	2%	5%
65-74	7%	4%	13%	22%	15%	19%	4%	6%	6%	4%	2%
75-84	7%	0%	0%	27%	0%	33%	13%	13%	7%	0%	0%
<b>85 + over</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<i>I prefer not to say</i>	<b>0%</b>	<b>10%</b>	<b>0%</b>	<b>10%</b>	<b>10%</b>	<b>20%</b>	<b>30%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>10%</b>
Not answered	2%	2%	6%	8%	13%	23%	8%	4%	4%	4%	11%
Grand Total	4%	6%	8%	15%	12%	27%	7%	6%	5%	2%	4%

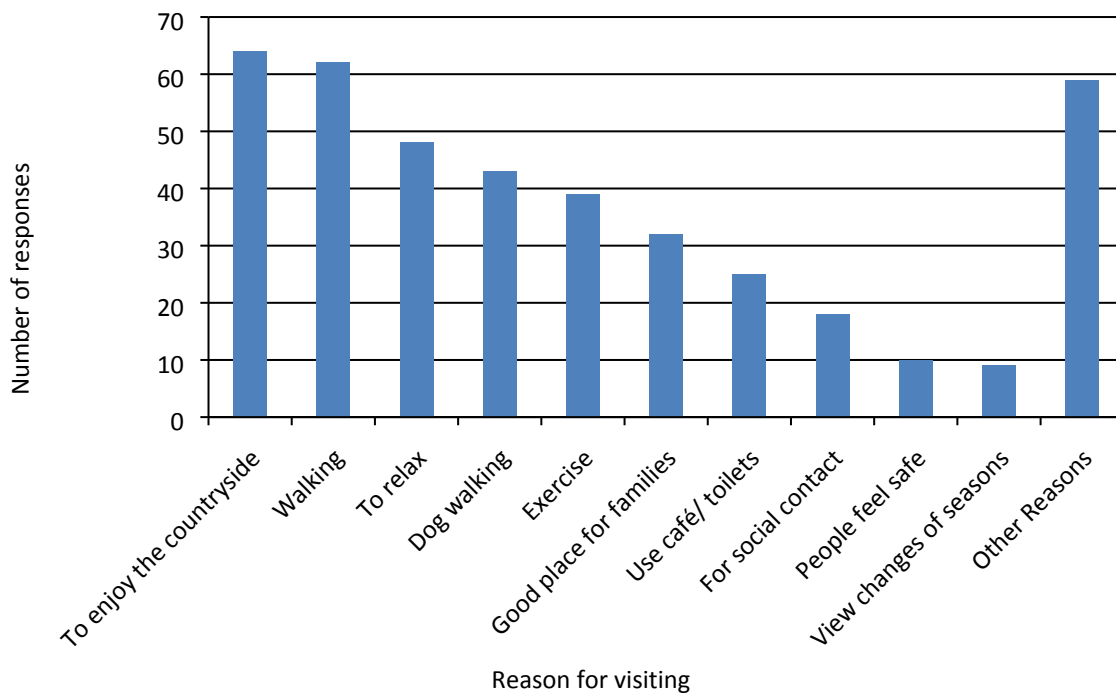
Q5&17: Table to show percentage frequency of visit for each age range.

**Q5a: Why do you not visit the parks?**

There were 24 responses explaining why individuals never visit the park. Response numbers are too small to be statistically significant but the principal reasons provided were: live too far away from any individual site; not aware of the country parks, credited by the respondents to a lack of advertising; and lack of public transport links.

**Q6: Why do you visit the parks?**

People gave a variety of reasons for why they visit the country parks. There were common themes to their answers. The top ten of these themes are shown in the graph.

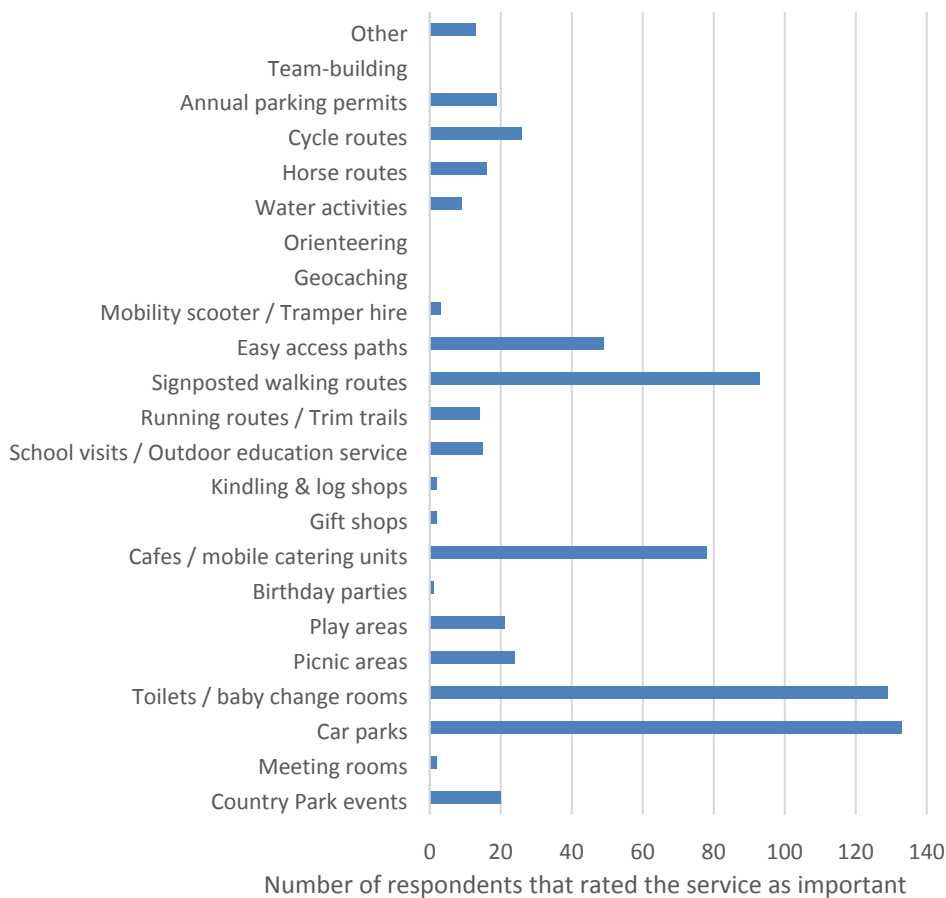


Q6: Bar Chart to show top ten most frequently cited reasons for why people visit the parks

These results were similar for the 2016 Kent Country Parks Visitor Survey, where when asked what were their reasons and motivations for visiting the park on the day of interview from a list of suggestions, the most likely responses were ‘Walk the dog’ (46.3%), ‘To have a walk’ (40.8%), ‘To relax in nature’ (22.1%), ‘The café’ (21.0% where café available), ‘Getting the kids active’ (19.9%) and ‘Meet friends and family’ (17.8%). The consultation list of suggested answers varied slightly from the 2016 customer survey, as we were keen to understand further the “enjoy the countryside” response from the 2016 survey



### Q7: Which services and facilities are most important to you?

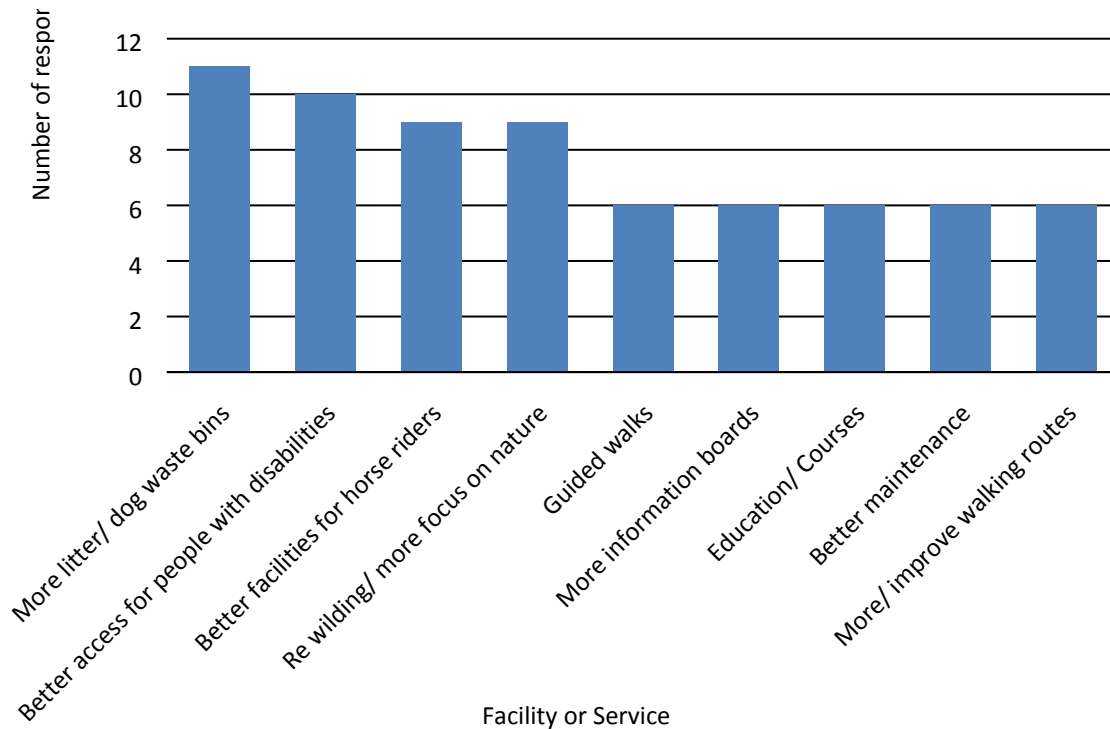


*Q7: Bar Chart to show number of respondents that have rated each service as important.*

Respondents that selected “other” when answering Q6, then specified the reasons why they visit Country Parks. The top five reasons cited were car parks, toilets/baby change, signposted walking routes, café/catering provision, and easy access paths.

### Q8. Are there any other services, facilities or activities that you would like to see offered at our Parks?

Many different suggestions were recorded for further facilities and services country parks should offer. The graph shows those ideas suggested by six or more respondents.



*Q8: Bar Chart to show number of comments referencing other services, facilities or activities that respondents would like to see offered at Country Parks.*

### **Questionnaire: Section 3 ‘Our Vision’ – Feedback on the Strategy**

**Vision:** “to provide an inspirational and sustainable countryside experience for Kent’s residents and visitors”.

### **Q9: To what extent do you agree with the vision?**

There are very high levels of agreement with the vision. 57% strongly agreed and 33% agreed.

When asked for comments and suggestions on the vision, 127 individuals responded. In identifying points that should be added to the vision, the following were suggested six or more times:

- Purchase Chipstead Lake
- More focus on nature
- Accessibility
- Not selling or offloading management of smaller parks
- More use by schools and for education
- Better facilities for horse riders
- Reducing car parking prices/ making it free to park

Purchasing Chipstead Lake has been looked into and rejected, as would require a capital investment that could not be repaid within ten years, or indeed the foreseeable future.

The 9% of responses (20 people) suggesting the vision should be more focused on nature/ wildlife/ countryside/ biodiversity/ environment additionally commented that the vision is “too people focused”.

**Aims:**

**Strategic Aim 1.** Provide a network of high quality and biodiverse country parks.

**Strategic Aim 2.** Increase visitor numbers to the country parks.

**Strategic Aim 3.** Ensure the service is as financially self-sustaining as possible.

**Q10. To what extent do you agree or disagree with our three strategic aims?**

Looking at the whole sample, the average level of agreement with the strategic aims was as follows:

Aim 1 – “strongly agree”

This aim scored an average of 1.34, calculated by combining all respondents scores, where all respondents could score either 1 = Strongly Agree through to 5 = Strongly Disagree

Aim 2 - “agree”

This aim scored an average of 2.05

Aim 3 - “agree”

This aim scored an average of 2.18

**Q10a: Further comments on the strategic aims**

Within the comments of the 107 individuals that responded to this question, the following trends were found:

- biodiversity/environment/park should not be damaged by increased visitor numbers (14% of responses to this question, i.e. 15 respondents to this question, and in total 6% of all consultation respondents)

- parking charges should not increase as this will discourage visitors (9% of responses to this question)
- concerns over funding source/income generation/lack of recognised financial value of parks to society (8% of responses to this question)
- concerns over increasing visitor numbers and how this will impact on the park and on the enjoyment of regular visitors. (8% of responses to this question)
- suggestions of 'rewilding' ie allowing a landscape and its plants to be less intensively managed, if formally managed all (4% of responses to this question)
- Issues with cars parked on adjacent roads (3% of responses to this question)

**Q11: Strategic Aim 1 has three objectives. To what extent do you agree or disagree with each of these?**

**Objective 1.** *Ensure high quality parks are provided, maintained and improved and that, where possible, the quality of our standards of management are independently tested and verified.*

**Objective 2.** *Ensure that the biodiversity, heritage and landscape values of the sites are maintained or enhanced.*

**Objective 3.** *Support Kent's Environment Strategy.*

**Q12: Strategic Aim 2 has five objectives. To what extent do you agree or disagree with each of these?**

**Objective 4.** *Work with nurseries, schools, colleges and adult education providers to provide opportunities to increase awareness, enjoyment and engagement with the environment.*

**Objective 5.** *Work with Public Health, Clinical Commissioning Groups, and NHS providers to ensure the parks maximise their potential to improve health, well-being and quality of life.*

**Objective 6.** *Ensure that the parks are enjoyed by all sectors of the community, regardless of age, health, race, religion, disability or gender.*

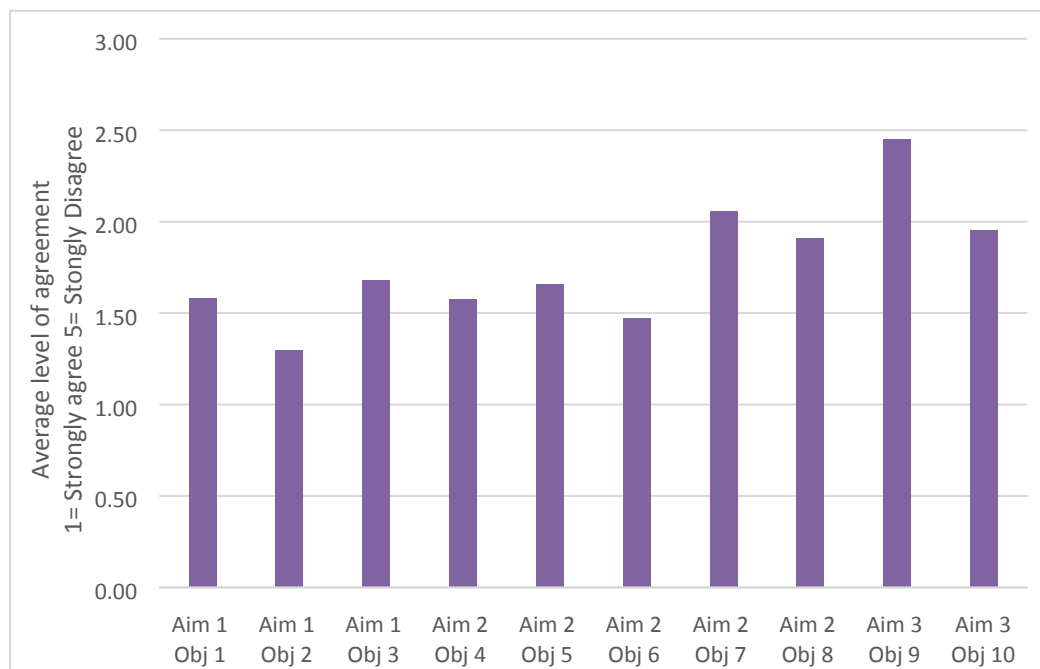
**Objective 7.** *Increase visitor numbers outside of peak times.*

**Objective 8.** *Provide high quality volunteering opportunities.*

**Q13: Strategic Aim 3 has two objectives. To what extent do you agree or disagree with each of these?**

**Objective 9.** Increase the percentage of the service’s budget generated from income generation activities.

**Objective 10.** Ensure the portfolio of country parks and countryside sites is managed to maximise the delivery of our strategic aims.



*Q11, 12&13: Bar Chart to show average level of agreement with each objective, 1= strongly agree 5= strongly disagree. The lower the bar the greater the support for that objective*

The average level of agreement with each of the objectives is not significantly different between different customer groups within the sample. When levels of agreement are compared to the responder’s stated gender, sexuality, religion, age, and frequency of visit, there are no groups that clearly agree or disagree with the objectives more strongly than other groupings.

Levels of agreement are high for all of the objectives, with eight out of the ten objectives scoring below 2, meaning that the majority of individuals either Agreed or Strongly Agreed with the objective. All respondents could score either 1 = Strongly Agree through to 5 = Strongly Disagree.

Objective 9 was the least popular with respondents, but the responders still agreed with it overall, just less strongly.

*Objectives 1, 2 and 3*

37 people (15% of total respondents to the consultation) added additional comments on objectives 1, 2 and 3, which together underpin Strategic Aim 1. There are no clear trends within their comments; most are very supportive, some suggest minor changes to the wording of the objectives, and others reiterate points they have made in previous questions which are already covered in this report. 8% of total respondents (19 people) asked what Kent's Environment Strategy actually is and how to access it.

#### *Objectives 4, 5 and 6*

There were 57 responses (23% of total consultation respondents) to objectives 4, 5, 6, 7 and 8, all of which underpin Strategic Aim 2. There are no clear trends within the comments; most are very supportive, some suggest minor changes to the wording of the objectives, and others reiterate points they have made in previous questions which are already covered in this report (specifically that increased visitor numbers should not damage the park – 16% of respondents (44 people) commented on this). 5% of total respondents (12 people) stated country parks should employ people rather than relying on volunteers. 4% of respondents (9 people) said improving facilities for horse riders could encourage them to visit at off peak times. 5% of respondents (12 people) encouraged better links with the local community and community groups.

#### *Objectives 9 and 10*

61 responses (25% of total respondents) were recorded for objectives 9 and 10, which together underpin Strategic Aim 3. 20% of comments (49 people) stated that the country parks should focus on wildlife/access/nature and not on making money, 26% of comments (64 people) said that income generation should not be the primary focus and should not be done at the expense of the park environment. 10% of comments (25 people) raise concerns regarding selling smaller sites, questioning if Objective 10 means that smaller sites will be sold, or if KCC are using the objective as “an excuse” to relinquish responsibility; these people disagreed with the objective because of these concerns.

## **4. Equality Analysis**

This has been covered in section 3 of this report.

The Equality Impact Assessment has been reviewed as a result of the consultation responses, and the original intended associated action plan remains valid, as described in the covering paper for Environment and Transport Cabinet Committee.

## Consultation recommendations:

The consultation results have concluded the following recommendations. In summary there was very little change proposed to the strategy.

<b>Kent Country Parks Strategy</b>	<b>Recommendation post consultation</b>
<p>Vision. Our vision for the KCC Country Parks service is “to provide an inspirational and sustainable countryside experience for Kent’s residents and visitors”.</p>	<p>No change. (scored 1.37) (Ref Q9)</p>
<p>Strategic Aim 1. Provide a network of high quality and biodiverse country parks.</p>	<p>No change: (scored 1.34) (Ref Q10)</p>
<p>Objective 1. Ensure high quality parks are provided, maintained and improved and that, where possible, the quality of our standards of management are independently tested and verified.</p>	<p>No change: (scored 1.6) (Ref Q11)</p>
<p>Objective 2. Ensure that the biodiversity, heritage and landscape values of the sites are maintained or enhanced.</p>	<p>No change: (scored 1.3) (Ref Q11)</p> <p>However, greater emphasis on the biodiversity management of the sites will feature in on-site and the Service Communications Plan from 2018/19 onwards. Four of the nine county parks’ management plans are already published in full on the KCC website, but we will additionally alert local stakeholders including the local parish council(s) when all nine are annually updated</p>
<p>Objective 3. Support Kent’s Environment Strategy.</p>	<p>No change: (scored 1.7) (Ref Q11)</p> <p>However, a link to the Kent Environment Strategy shall be added to the online version of the Country Parks Strategy 2017 – 2021. Additionally, the feedback from respondents asking what the Kent Environment Strategy is has been passed on to be fed into the developing ‘KES’ comms plan</p>
<p>Strategic Aim 2. Increase visitor numbers to the country parks.</p>	<p>No change: (scored 2.05) (Ref Q10)</p>

Objective 4. Work with nurseries, schools, colleges and adult education providers to provide opportunities to increase awareness, enjoyment and engagement with the environment.	No change: (scored 1.6) (Ref Q12)
Objective 5. Work with Public Health, Clinical Commissioning Groups, and NHS providers to ensure the parks maximise their potential to improve health, well-being and quality of life.	No change: (scored 1.7) (Ref Q12)
Objective 6. Ensure that the parks are enjoyed by all sectors of the community, regardless of age, health, race, religion, disability or gender.	No change: (scored 1.4) (Ref Q12)  However, the Service will Equality Impact Assessment each of the country parks' overall products and offer will be completed and made publically available by 31 <sup>st</sup> March 2018. These will then trigger an associated action plan (Stage 3 of an EqIA) to better attract under represented groups, and to identify funding mechanisms and targeted communication channels.
Objective 7. Increase visitor numbers outside of peak times.	No change: (scored 2.1) (Ref Q12)
Objective 8. Provide high quality volunteering opportunities.	No change: (scored 1.8) (Ref Q12)
Strategic Aim 3. Ensure the service is as financially self-sustaining as possible.	No change: (scored 2.18) (Ref Q10)
Objective 9. Increase the percentage of the service's budget generated from income generation activities.	No change: (scored 2.4) (Ref Q13)
Objective 10. Ensure the portfolio of country parks and countryside sites is managed to maximise the delivery of our strategic aims.	No change: (scored 1.9) (Ref Q13)

The Environment and Transport Cabinet Committee will consider the results of the consultation on 31st January 2018. This decision will be noted in the Record of Decision and in minutes of the committee meeting.



We will feedback to stakeholders following the Record of Decision. An email with links to the Consultation Report will be sent to consultees who took part in the online questionnaire and indicated they wish to be aware of progress of this strategy. A notification email will also be sent to all stakeholder organisations.

The report will also be available on the consultation directory on [kent.gov.uk](http://kent.gov.uk)

**APPENDIX 2:  
Kent Country Parks Strategy 2017-2021**

**Consultation Questionnaire**

Kent County Council is privileged to own and manage a range of country parks and countryside sites which contain some of the highest quality natural habitats and landscapes that Kent has to offer. We have drafted a four year strategy which sets out how we intend to protect and manage these natural environments at the same time as providing high quality opportunities for individuals, families and communities to play, learn and relax.

We would like your views on this strategy to ensure that we do all we can to meet the needs and expectations of Kent residents.

This questionnaire can be completed at [www.kent.gov.uk/countryparksstrategy](http://www.kent.gov.uk/countryparksstrategy)

Alternatively, fill in this paper form and return to:

Kent Country Parks  
Invicta House  
Maidstone  
Kent  
ME14 1XX

Or please hand to a team member at Shorne Woods or Lullingstone Country Parks.

If you need the questions in an alternative format, please email [alternativeformats@kent.gov.uk](mailto: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.

**Please ensure your response reaches us by **Monday 11 September 2017.****

## Section 1 – About You

### Q1. Are you responding as...?

Please select the option from the list below that most closely represents how you will be responding to this consultation.

*Please select one only.*

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | A Kent resident who visits Kent Country Parks                              |
| <input type="checkbox"/> | A non-Kent resident who visits Kent Country Parks                          |
| <input type="checkbox"/> | A Kent resident who does not visit Kent Country Parks                      |
| <input type="checkbox"/> | As a member of KCC / Country Park staff or volunteer                       |
| <input type="checkbox"/> | On behalf of a Parish / Borough / District Council in an official capacity |
| <input type="checkbox"/> | A business   |
| <input type="checkbox"/> | A Charity, Voluntary or Community Sector organisation (VCS)                |
| <input type="checkbox"/> | Other<br><i>Please specify:</i>  |

**Q1a. If you are responding on behalf of a council, business, VCS or any other organisation, please tell us the name of your organisation here:**

### Q2. Please tell us your postcode.

We use this to help us analyse our data. It will not be used to identify who you are.

## Section 2 - Our Parks

### Q3. Which Kent Country Parks have you visited in the last year?

*Please select all that apply.*

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Brockhill Country Park, Hythe            |
| <input type="checkbox"/> | Grove Ferry Picnic Site, Canterbury      |
| <input type="checkbox"/> | Lullingstone Country Park, Eynsford      |
| <input type="checkbox"/> | Manor Park Country Park, West Malling    |
| <input type="checkbox"/> | Pegwell Bay Country Park, Ramsgate       |
| <input type="checkbox"/> | Shorne Woods Country Park, Gravesend     |
| <input type="checkbox"/> | Teston Bridge Country Park, Teston       |
| <input type="checkbox"/> | Trosley Country Park, Meopham            |
| <input type="checkbox"/> | White Horse Wood Country Park, Maidstone |
| <input type="checkbox"/> | None of the above                        |

### Q4. Which of these five smaller countryside sites have you visited in the last year?

*Please select all that apply.*

- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | The Larches                   |
| <input type="checkbox"/> | Bluebell Hill                 |
| <input type="checkbox"/> | Preston Hill                  |
| <input type="checkbox"/> | Dry Hill Local Nature Reserve |
| <input type="checkbox"/> | Parkwood Picnic Site          |
| <input type="checkbox"/> | None of the above             |

**Q5. On average, how often do you visit Kent Country Parks?**

*Please select one only.*

- Daily
- More than once per week
- Weekly
- 2-3 times per month
- Monthly
- 3-4 times per year
- Every 6 months
- Once per year
- Less than once per year
- Never
- I don't know

If you answered 'Never', please tell us why ([then skip straight to Section 3 - Our Vision](#)):

**Q6. Please tell us why you visit our parks and how they make you feel?**

**Q7. Kent Country Parks offer a wide array of services and facilities, which vary at each location. Which of these are most important to you?**

*Please select the three you consider most important.*

- Country Park events, e.g. Activity Trails, Halloween events, open days
- Meeting rooms
- Car parks
- Toilets/baby change rooms
- Picnic areas
- Play areas
- Birthday parties

<input type="checkbox"/>	Cafes/mobile catering units
<input type="checkbox"/>	Gift shops
<input type="checkbox"/>	Kindling & log shops
<input type="checkbox"/>	School visits/Outdoor education service
<input type="checkbox"/>	Running routes/Trim trails (routes with exercise stations)
<input type="checkbox"/>	Signposted walking routes
<input type="checkbox"/>	Easy access paths
<input type="checkbox"/>	Mobility scooter/Tramper hire
<input type="checkbox"/>	Geocaching
<input type="checkbox"/>	Orienteering
<input type="checkbox"/>	Water activities, e.g. canoe hire, boat trips, fishing
<input type="checkbox"/>	Horse routes
<input type="checkbox"/>	Cycle routes
<input type="checkbox"/>	Annual parking permits
<input type="checkbox"/>	Team-building
<input type="checkbox"/>	Other, please specify <input style="width: 300px; height: 20px;" type="text"/>

**Q8. Are there any other services, facilities or activities that you would like to see offered at our Parks?**

### Section 3 - Our Vision

**Our vision for the KCC Country Parks service is “to provide an inspirational and sustainable countryside experience for Kent’s residents and visitors”.**

**Q9. To what extent do you agree or disagree with this vision?**

*Please select one.*

<input type="checkbox"/>	Strongly agree
<input type="checkbox"/>	Tend to agree

- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

**Q9a. Do you have any other comments or suggestions on our vision for the Country Parks service?**

**Q10. To what extent do you agree or disagree with our three strategic aims?**

*Please select one box per aim.*

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
<b>Strategic Aim 1.</b> Provide a network of high quality and biodiverse country parks.						
<b>Strategic Aim 2.</b> Increase visitor numbers to the country parks.						
<b>Strategic Aim 3.</b> Ensure the service is as financially self-sustaining as possible.						

**Q10a. Do you have any other comments or suggestions on our three strategic aims?**

**Each of our Strategic Aims has several objectives we intend to achieve.**

**Q11. Strategic Aim 1 has three objectives. To what extent do you agree or disagree with each of these?**

*Please select one box per objective.*

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
<b>Objective 1.</b> Ensure high quality parks are provided, maintained and improved and that, where possible, the quality of our standards of management are independently tested and verified.						
<b>Objective 2.</b> Ensure that the biodiversity, heritage and landscape values of the sites are maintained or enhanced.						
<b>Objective 3.</b> Support Kent's Environment Strategy.						

**Q11a. Do you have any other comments or suggestions on these three objectives?**

**Q12. Strategic Aim 2 has five objectives. To what extent do you agree or disagree with each of these?**

*Please select one box per objective.*

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know



<p><b>Objective 4.</b> Work with nurseries, schools, colleges and adult education providers to provide opportunities to increase awareness, enjoyment and engagement with the environment.</p>						
<p><b>Objective 5.</b> Work with Public Health, Clinical Commissioning Groups, and NHS providers to ensure the parks maximise their potential to improve health, well-being and quality of life.</p>						
<p><b>Objective 6.</b> Ensure that the parks are enjoyed by all sectors of the community, regardless of age, health, race, religion, disability or gender.</p>						
<p><b>Objective 7.</b> Increase visitor numbers outside of peak times.</p>						
<p><b>Objective 8.</b> Provide high quality volunteering opportunities.</p>						

**Q12a. Do you have any other comments or suggestions on these five objectives?**

**Q13. Strategic Aim 3 has two objectives. To what extent do you agree or disagree with each of these?**

*Please select one box per objective.*

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
<b>Objective 9.</b> Increase the percentage of the service's budget generated from income generation activities.						
<b>Objective 10.</b> Ensure the portfolio of country parks and countryside sites is managed to maximise the delivery of our strategic aims.						

**Q13a. Do you have any other comments or suggestions on these two objectives?**

**Q14. We have completed an initial Equality Impact Assessment (EqIA) for the draft Kent Country Parks Strategy 2017-2021.**

An EqIA is a tool to assess the impact any proposals would have on the protected characteristics: age, disability, gender, gender reassignment, sexual orientation, race, religion, and carer's responsibilities. The EqIA is available to download here [kent.gov.uk/countryparksstrategy](http://kent.gov.uk/countryparksstrategy).

**We welcome your views on our equality analysis and if you think there is anything we should consider relating to equality and diversity.**

**Please add any comments below:**

## Section 4 – Future Engagement and Communication

**Q15. Would you like to receive feedback on this consultation?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

**Q15a. Would you like to be added to our mailing list to receive information on future activities and events taking place in Country Parks?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

**Q15b. If you have responded 'Yes' to questions 14 or 14a, please provide your contact information below.**

Our preferred method of communication is by email, however if you do not have an email address then please provide your postal address.

Name:

Email Address:

Postal Address:

## Section 5 – More About You

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we are asking you these questions. We won't share the information you give us with anyone else. We'll use it only to help us make decisions and improve our services.

If you would rather not answer any of these questions, you don't have to.

**It is not necessary to answer these questions if you are responding on behalf of an organisation.**

**Q16. Are you.....? Please tick one only.**

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	I prefer not to say

**Q17. Which of these age groups applies to you? Please tick one only.**

<input type="checkbox"/>	0-15	<input type="checkbox"/>	25-34	<input type="checkbox"/>	50-59	<input type="checkbox"/>	65-74	<input type="checkbox"/>	85 + over
<input type="checkbox"/>	16-24	<input type="checkbox"/>	35-49	<input type="checkbox"/>	60-64	<input type="checkbox"/>	75-84	<input type="checkbox"/>	I prefer not to say

**Q18. To which of these ethnic groups do you feel you belong?**

Please select **one** box. (Source: 2011 Census)

White English	<input type="checkbox"/>	Mixed White & Black Caribbean	<input type="checkbox"/>
White Scottish	<input type="checkbox"/>	Mixed White & Black African	<input type="checkbox"/>
White Welsh	<input type="checkbox"/>	Mixed White & Asian	<input type="checkbox"/>
White Northern Irish	<input type="checkbox"/>	Mixed Other*	<input type="checkbox"/>
White Irish	<input type="checkbox"/>	Black or Black British Caribbean	<input type="checkbox"/>
White Gypsy/Roma	<input type="checkbox"/>	Black or Black British African	<input type="checkbox"/>
White Irish Traveller	<input type="checkbox"/>	Black or Black British Other*	<input type="checkbox"/>
White Other*	<input type="checkbox"/>	Arab	<input type="checkbox"/>
Asian or Asian British Indian	<input type="checkbox"/>	Chinese	<input type="checkbox"/>
Asian or Asian British Pakistani	<input type="checkbox"/>	I prefer not to say	<input type="checkbox"/>
Asian or Asian British Bangladeshi	<input type="checkbox"/>		
Asian or Asian British Other*	<input type="checkbox"/>		

**\*Other Ethnic Group - If your ethnic group is not specified on the list, please describe it here**

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.

**Q19. Do you consider yourself to be disabled as set out in the Equality Act 2010?**

*Please tick one only.*

Yes

No

I prefer not to say

**Q19a** If you answered 'Yes' to Q19, please tell us the type of impairment that applies to you. You may have more than one type of impairment, so please tick **all** that apply. If none of these applies to you, please select 'Other', and give brief details of the impairment you have.

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

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

A Carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Both children and adults can be carers.

**Q20. Are you a Carer?** *Please tick one only.*

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

**Q21. Do you regard yourself as belonging to a particular religion or belief?**  
*Please tick one only.*

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	I prefer not to say
--------------------------	-----	--------------------------	----	--------------------------	---------------------

**Q21a. If you answered 'Yes' to Q21, which of the following applies to you?**  
*Please tick one only.*

<input type="checkbox"/>	Christian	
<input type="checkbox"/>	Buddhist	
<input type="checkbox"/>	Hindu	
<input type="checkbox"/>	Jewish	
<input type="checkbox"/>	Muslim	
<input type="checkbox"/>	Sikh	
<input type="checkbox"/>	Other	<input type="text"/>
<input type="checkbox"/>	I prefer not to say	

**Q22. Are you...?** *Please tick one only.*

<input type="checkbox"/>	Heterosexual/Straight	
<input type="checkbox"/>	Bi/Bisexual	
<input type="checkbox"/>	Gay woman/Lesbian	
<input type="checkbox"/>	Gay man	
<input type="checkbox"/>	Other	<input type="text"/>
<input type="checkbox"/>	I prefer not to say	

Thank you for taking the time to complete this questionnaire.

**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.



**From:** Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

Barbara Cooper, Corporate Director of Growth, Environment and Transport

**To:** Environment and Transport Cabinet Committee – 31 January 2018

**Subject:** KCC response to the Department for Transport's '*Shaping the Future of England's Strategic Roads*' consultation on Highways England's '*Strategic Road Network Initial Report*'

**Classification:** Unrestricted

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

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

**Electoral Division:** Countywide

**Summary:**

This report outlines Kent County Council's draft response to the Department for Transport's '*Shaping the Future of England's Strategic Roads*' consultation on Highways England's '*Strategic Road Network Initial Report*' which closes on 7 February 2018.

The draft response from Kent County Council sets out its position on Highways England's proposals and outlines Kent specific projects on the Strategic Road Network (SRN) needed to support growth, including the new Lower Thames Crossing and the supporting enhancements needed on the M2/A2 corridor, a solution to Operation Stack and various motorway junction improvements.

**Recommendation:**

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the draft Kent County Council response to the consultation.

**1. Background**

- 1.1 The Government will shortly take decisions about the Strategic Road Network (SRN) in the second Road Investment Strategy (RIS2), which covers the period 2020-2025. The SRN comprises the motorways and trunk roads managed by Highways England, a Government-owned company. The SRN encompasses only 2% of the combined length of all of England's roads, but carries a third of all traffic, and over two-thirds of all lorry traffic.

1.2 The SRN in Kent consists of:

- M25 (and A282 Dartford Crossing)
- M26
- M20
- M2/A2
- A20 (Folkestone to Dover)
- A249 (north of M2)
- A21
- A259/A2070 (Ashford to Hastings)

1.3 There is a separate consultation on the proposed Major Road Network (MRN), which proposes to bring the most important Local Authority 'A Roads' into a new tier with access to the same funding as the SRN. This is outside of the scope of this consultation and will be reported separately in March 2018.

1.4 To inform the Government's decisions about the SRN, in December 2017 the Department for Transport (DfT) published '*Shaping the Future of England's Strategic Roads*'. The purpose of this document is to summarise the evidence about the SRN and proposals submitted to the DfT for inclusion in RIS2, and the DfT's analytical strategy for assessing these submissions. It seeks comments on:

- Highways England's proposals in its SRN Initial Report;
- DfT's analytical approach and whether it is sufficiently robust; and
- Whether the DfT has heard the full range of views on the scope of the RIS2 programme, including the shape of the SRN.

1.5 The principal focus of the document '*Shaping the Future of England's Strategic Roads*' is the set of proposals made in Highways England's Initial Report, which outlines its view on the current state of the SRN, its potential future needs, and the proposed priorities for the next Road Period (RP2), covering the financial years 2020/21 to 2024/25.

1.6 Responses to this consultation will help to inform the Government's decisions on RIS2 and therefore it is important that Kent County Council (KCC) submits a comprehensive response.

1.7 This report summarises the DfT's consultation document '*Shaping the Future of England's Strategic Roads*' and Highways England's '*Strategic Road Network Initial Report*', as well as KCC's draft response to the consultation questions (the full response is attached in **Appendix A**). The draft response includes making the case for Kent-specific projects on the SRN which are needed to support growth. Examples include a new Lower Thames Crossing, a solution to Operation Stack and various motorway junction improvements, in alignment with the transport policies set out in the *Local Transport Plan (LTP4): Delivering Growth without Gridlock (2016-31)*, adopted by County Council in July 2017.

**2. Summary of ‘*Shaping the Future of England’s Strategic Roads*’, DfT, December 2017**

2.1 RIS2 will be vital to meeting the ambition of the DfT’s Transport Investment Strategy published on 5 July 2017:

<https://www.gov.uk/government/publications/transport-investment-strategy>

2.2 The Transport Investment Strategy sets out four goals for infrastructure investment:

- Create a more reliable, less congested, and better connected transport network that works for the users who rely on it;
- Build a stronger, more balanced economy by enhancing productivity and responding to local growth priorities;
- Enhance our global competitiveness by making Britain a more attractive place to trade, invest and visit; and,
- Support the creation of new housing.

2.3 From the start of RP2 (2020/21), the SRN will be funded from the National Roads Fund (NRF), financed directly from Vehicle Excise Duty (VED) raised in England. The Government states that the NRF will ensure:

- Stable long-term funding for major roads, creating a lasting answer to decades of underinvestment;
- The supply chain can invest for the long-term, confident of a stable supply of future work, creating jobs and bringing down the cost of infrastructure; and
- Road users know that their VED will be spent directly on improving roads.

2.4 As part of Government’s ongoing efforts to modernise and improve England’s road network, it recently announced its intention to use the NRF to enhance funding for the most important local roads, which would be identified as the MRN (this is the subject of a separate consultation, see para. 1.3). Given the detailed thinking that will be underway on defining the shape of the MRN, the Government considers that it makes sense to also think about the shape of the SRN at the same time. Therefore, the DfT is inviting suggestions about changing the extent of the SRN as part of this consultation.

2.5 The Government proposes to continue to use the four-point definition of the SRN set out below and any suggestions received will be judged against these criteria, which classify as SRN those routes which:

- Link the main centres of population;
- Facilitate access to major ports, airports and rail terminals;
- Enable access to peripheral regions; and
- Provide key cross-border routes to Scotland and Wales.

- 2.6 The second RIS will set out: investment in the SRN during the second road period (2020-2025); the performance specification that government will expect Highways England to adhere to during that period; and a strategic vision for the future of the SRN looking towards 2050.
- 2.7 RIS2 will cover investment in the operation, maintenance and renewal of the existing network as well as new enhancements. Through investment in current infrastructure and new construction where it is justified, the Government expects to improve safety, journey reliability, and the environmental and physical design impacts of the SRN.
- 2.8 It will also involve completing the schemes from the first RIS and progressing other schemes that have been announced already, such as the Lower Thames Crossing. These schemes are likely to require all the funding available for SRN enhancements in the first half of RP2, meaning that any new schemes agreed in RIS2 would be for construction later in RP2 and beyond.
- 2.9 The consultation makes clear that the boundaries of the SRN should not be a barrier to action. It is possible that investment may involve spending money on routes which are not on the SRN. For example, investment in a neighbouring local road or an alternative mode of travel may help the SRN to function better.
- 2.10 The five key aims of RIS2, and how success will be measured in RP2, are:
- Economy – providing investment that yields increased productivity and economic output.
  - Network Capability – a network that can meet future demands on it and support growth for the long term.
  - Safety – reducing deaths and injuries on our nation’s roads.
  - Integration – create new opportunities for linking the SRN with local roads, major roads and other modes of transport.
  - Environment – tackle the negative external impacts of the SRN, and aim for RIS2 to make a positive contribution to the environment and air quality.
- 2.11 Highways England’s Initial Report, which is the focus of this consultation, provides more detail about the activities that have been undertaken as part of the research phase in developing RIS2 and draws on the publications that have emerged. Those publications continue to form part of the DfT’s overall evidence base which, together with the Initial Report and the responses to this consultation, will be used to inform the decision-making for RIS2.
- 3. Summary of ‘*Strategic Road Network Initial Report*’, Highways England, December 2017**
- 3.1 The *Initial Report* provides an informative statement of Highways England’s priorities (safety, customer service and delivery) and the progress it has made

to date in delivering these priorities. It also describes how the government-owned company has thought about future investment needs, listening to its customers, stakeholders and the Secretary of State for Transport as shareholder, as well as improving its understanding of the SRN infrastructure, performance and future challenges.

3.2 The DfT welcomes views on each part of Highways England's *Initial Report* as set out in the paragraphs 3.3 to 3.11.

3.3 Highways England proposes that investment in the network over the coming twenty years should work towards achieving consistency around four categories of road:

- Smart motorways (routes with the highest demand, evolving with technology)
- Motorways (in their current form)
- Expressways (the busiest A-roads, with better design, technology and on-road response and alternative routes for non-motorised users and slow vehicles)
- All-purpose trunk roads (other strategic A-roads)

3.4 Highways England's proposed investment priorities for RIS2 cover operational, infrastructure and enhancement priorities. Within these priority areas they make a number of important proposals, for example:

- Greater freedom of action for Highways England regarding messages that can be displayed on variable message signs (VMS).
- For road surfaces, make investment choices that favour lower whole life costs and invest in improved drainage to increase both road and flood resilience.
- Proceed with smart motorway upgrades as a continuous programme rather than individual schemes to minimise disruption to road users.

3.5 Last year, the Government provided an additional £220m for Highways England to increase capacity, reduce journey times and improve safety on the SRN. This fund is for smaller schemes at existing junctions, roundabouts and slip roads, and is bringing benefits to communities, the economy and housing developments across the country. Highways England proposes that a similar fund, which can be delivered at regional level responding to local priorities, be included in RP2.

3.6 Highways England proposes a range of studies that could begin during RP2 and in particular, to address connectivity and resilience issues facing the SRN. The suggested themes cover free-flow connections at important junctions; the 'last mile' connections to key economic destinations; multi-modal integration hubs to help relieve congestion; strategic orbital routes for cities; and upgrades for specific routes including the A1, M60 south east quadrant and the M6 Manchester to Birmingham.

3.7 The current RIS provides five Designated Funds to help tackle specific issues affecting the SRN. Highways England proposes this approach should continue in RIS2 but that the scope of the five funds should be altered to cover:

- Growth and Housing: the current fund helps support schemes required to unlock growth and Highways England recommend that it continues in RIS2.
- Wellbeing and Environment: the report recommends having a more holistic environment fund that covers human wellbeing and the natural, built and historic environment, continuing a green retrofit for the existing network.
- Connecting Communities: to provide more, safer and better links for pedestrians, cyclists and equestrians, and also to help connect communities and encourage people to make sustainable travel choices.
- Innovation: continuing the existing fund to support finding innovative ways of improving safety, customer service, operation, maintenance and construction of the SRN.
- Roadside facilities: Highways England supports a recommendation by Transport Focus for a roadside facilities fund in RIS2, and suggests this could be used in partnership with motorway service area operators.

3.8 Highways England also suggests a number of changes to the management of the funds, in particular adopting the model of the Growth and Housing Fund for other designated funds, spreading the use of joint working with interested groups to help determine allocation of funds.

3.9 Highways England proposes changes to the way in which its performance is measured and targets set. It suggests that the RIS2 performance framework should be in two parts: one a set of data on which Highways England must report that will be of interest to its customers and wider stakeholders; the other, a set of performance measures and targets monitored by the ORR to incentivise the performance of Highways England in the actions that it has direct control over.

3.10 Sub-national Transport Bodies (STB) are acknowledged for the work that they are doing in identifying priorities for the SRN. It is acknowledged that whilst Transport for the South East (TfSE) currently exists in 'shadow' form (KCC is a member of the Shadow Board), it has produced an early prioritisation of schemes for consideration in RIS2. These include responses to the development of the Lower Thames Crossing and the M25 South West Quadrant strategic study, as well as improving the performance of the M23/A23, A27/M27, A21 and A3.

3.11 Alongside the Initial Report, Highways England has published a paper setting out its analytical platform, the assurance framework it is applying to the analysis and planned future developments. The DfT's analysts are working

closely with colleagues in Highways England to ensure there is a sound, well-understood evidence base available for both organisations to draw on through the decision-making process. Alongside this consultation, DfT has also published a strategic outline of the approach it is taking on analysis for RIS2.

#### **4. Summary of KCC's draft response to the consultation** *(full draft response to the consultation questionnaire is provided in Appendix A)*

##### Housing growth

4.1 KCC supports Highways England's proposals in general, but expresses significant concern about the lack of recognition afforded to demand growth from the substantial requirement for delivery of new homes. KCC and Medway's Growth and Infrastructure Framework (GIF) 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 ([www.kent.gov.uk/gif](http://www.kent.gov.uk/gif)), however the refreshed GIF, due to be published this year, indicates accelerated growth with an emerging figure of 178,600 new homes by 2031. This illustrates that growth expected in Kent is already high, but if the New Objectively Assessed Needs consultation goes through then it will be proportionally even higher in both Kent and the South East as a region.

##### Maintenance Funding

4.2 KCC's response makes reference to the reduced funding given to the Local Road Network (i.e. roads maintained by KCC). The Local Road Network vital to the overall journey experience of the travelling public, freight operators and businesses as all SRN journeys begin and end on the Local Road Network. However, maintenance funding is insufficient to maintain the standard of Kent's roads to the extent that without an increase in funding the network will deteriorate significantly over the coming years. The response asks the Government to increase maintenance funding to ensure there is a coherent road network (both local and strategic) as there has been under investment by Government in roads for many years.

##### Business needs

4.3 The majority of large settlements in Kent are located on or close to the SRN and therefore businesses rely heavily on the SRN – to transport products or produce, to receive deliveries, and for their employees to reliably get to work. Our position as a strategic gateway to Europe means that the SRN in Kent carries a disproportionately high volume of freight compared to other parts of the SRN. This gateway role will continue to be vital even with the UK's exit from the European Union. Brexit will require infrastructure investment to maintain freight fluidity through this international gateway. Further, the delivery of the new Lower Thames Crossing will create a new strategic freight route from the Midlands to Dover via the M2/A2, with consequently higher freight volumes than this route sees today. The current situation at the

Dartford Crossing unacceptably stifles growth and restricts trade between the South East and Midlands and North, as well as locally between Kent and Essex. Approximately 70,000 freight vehicles a day cross at Dartford, and 70% of all HGVs from Dover and Eurotunnel use the Dartford Crossing.

- 4.4 When disruption to cross-Channel services is experienced then Operation Stack may be called. This effectively shuts down large segments of the M20 and saturates the alternative routes on the Local Road Network. The cost of Operation Stack to businesses, freight and the travelling public is significant, at £1.45m to the Kent and Medway economy and £250m to the UK economy as a whole for each day it is in force. Operation Stack also impacts on the Local Road Network in terms of damage to the road surface and accelerated asset deterioration which adds to the growing pressure on reducing maintenance budgets.
- 4.5 It is imperative for businesses that the SRN is reliable, not just in day-to-day circumstances but also in exceptional circumstances. For this reason, a permanent solution to Operation Stack must be delivered.

#### People affected by SRN

- 4.6 The impact of the SRN has been given consideration in the Initial Report, particularly noise, visual and air quality impacts. However, KCC has made the point that severance (i.e. the SRN dissecting communities) needs to be included as an impact in relation to existing roads and new schemes. For example, KCC has consistently asked for more of the Lower Thames Crossing route to be in tunnel to minimise such impacts on the local communities.
- 4.7 KCC also recommends that SRN enhancements are considered alongside the Local Road Network (managed by Local Highway Authorities, such as KCC) so that overall door-to-door journey times can be improved. All SRN journeys begin and end on the Local Road Network.

#### Highways England's proposals

- 4.8 The *Initial Report* shows an indicative medium term network utilising the new four categories of road. KCC's response welcomes the investment in increasing the length of the smart motorway network in Kent (including the M26, which was a local priority in *Local Transport Plan 4: Delivery Growth without Gridlock*), and also in improving some of the county's trunk roads to expressway standard. The response recommends that the current two-lane section of the M2 (junctions 4 to 7) is upgraded to smart motorway as well as upgrading the remaining section of the A2 (Canterbury to Dover) to expressway to complete a high quality strategic link from the Midlands/North to Dover via the Lower Thames Crossing. The response also asks for further consideration to improving the A21 south of Tonbridge. The A259 (Brenzett to Hasting) is of markedly lower quality than most all-purpose trunk roads and should be improved.



- 4.9 KCC's response welcomes significant investment in flagship schemes, particularly the Lower Thames Crossing. However, such flagship schemes will increase pressure on the existing road network. Not only must this pressure on the local network be addressed but, critically, it must be addressed **within the same time scale** as those major schemes. For the Lower Thames Crossing, KCC (and Transport for the South East) are campaigning for a series of wider network improvements to support the new crossing. These improvements include an upgrade to M2 Junction 7 (Brenley Corner), dualling the A2 from Lydden to Dover, consideration to widening/all lane running along the M2 Junctions 4 to 7, an upgrade of the A229 and its junctions with the M2 and M20, improvements to the A249 and its junctions with the M2 and M20. These schemes would improve the resilience and capacity of the SRN to the Channel Ports and support the bifurcation of port-bound traffic between both strategic corridors (M20/A20 and M2/A2).
- 4.10 Given the strategic importance of these routes, they often carry large volumes of freight traffic and as a result require regular maintenance. The cost of maintaining these roads are substantial and add to the increasing pressure on KCC's budgets, and result in the authority being dependent upon government funds (such as the Challenge Fund) to maintain these important elements of the network.
- 4.11 The report includes a reference to undertaking a future study into free-flow connections at key SRN-SRN junctions. Therefore, KCC has taken the opportunity to reiterate that the preferred option for M2 Junction 5 (a RIS1 scheme) should be revisited to include free-flow because the current proposals do not align to the *Initial Report's* proposals. Similarly, the knock-on effects from making improvements must be considered simultaneously. For this reason, M20 Junction 7 needs to be improved at the same time as M2 Junction 5 otherwise queues will just be moved along the A249.
- 4.12 A new designated fund is proposed for roadside facilities. KCC welcomes this and believes that it should include provision for lorry parking to help local authorities and the private sector build new facilities. This would help to overcome one of the barriers to their delivery, which is high initial capital investment requiring a longer-term view than the typical five to ten year return that private investors seek. The damaging impacts of inappropriate lorry parking – noise, anti-social behaviour, road safety, verge and kerb damage – are highlighted in the response.
- 4.13 KCC also asks that the Growth and Housing Fund is extended to facilitate new housing that is currently constrained by capacity on the SRN. This will also enable accelerated house building. The Growth and Housing Fund is one of HE's Designated Funds (for activities beyond 'business as usual') and supports network improvements that unlock housing and jobs. KCC also asks that all designated funds are administered in the same way as the Growth and Housing Fund so that external bodies can make bids rather than the fund allocation remaining internal to Highways England.

## Future needs

4.14 KCC considers that the future needs assessment does not sufficiently explain how Highways England will facilitate and accelerate housing growth. The *Initial Report* should give more attention to local authority housing targets and how SRN improvements can unlock and accelerate housing growth. This is not just a local issue to Kent but one of national importance. For example, a new M2 Junction 5a near Sittingbourne, M20 Junction 11 for Otterpool Park, the Duke of York Roundabout on the A2 at Whitfield, the Dartford Crossing, and various other junctions are all examples that would benefit housing and economic growth in Kent. KCC and Medway's Growth and Infrastructure Framework (GIF) is forecasting an emerging figure of 178, 600 new homes required across Kent and Medway by 2031. It is vital the SRN is capable of meeting the needs of not just existing users but also those as a result of future growth.

## Roads – shape of the SRN

4.15 The consultation asks for views on the future shape of the SRN. In line with our consultation response to *Road to Growth* in 2017, the draft response recommends that the A229 Bluebell Hill (M2 Junction 3 – M20 Junction 6) and the A249 Detling Hill (M2 Junction 5 to M20 Junction 7) are included in the SRN as key links between major population centres, especially as their importance as links between the motorway corridors will increase with the opening of the Lower Thames Crossing. Additionally, KCC asks Highways England to include the A299 Thanet Way from M2 Junction 7 (Brenley Corner) to the Port of Ramsgate. This is a major road that carries large volumes of traffic, links to the port, and connects the Thanet towns to the SRN (population of around 140,000).

## Other factors – investment decisions

4.16 KCC's draft response recommends that an alternative solution to Operation Stack is an urgent priority for Government when making decisions about investment in the SRN. The response also stresses the high demand for overnight lorry parking within the county. KCC calls on Government and Highways England to further investigate the potential for constructing a network of lorry parks and to consider incorporating overnight parking capacity within the new plans for an Operation Stack lorry area. Furthermore, the draft response suggests that investment is made in major infrastructure enhancements to facilitate growth at the Channel Ports, including the new Lower Thames Crossing, and the wider network improvements outlined in paragraph 4.8.

## Analysis balance

4.17 The consultation seeks views on the Department's analytical approach to which KCC's draft response articulates general support. It is felt that this

approach takes the right balance between ambition, robustness and proportionality. However, KCC would ask for the DfT to ensure the approach takes into account future housing growth and traffic demand, and that future modelling considers the additional traffic flow from other SRN schemes.

### Network capability

4.18 One of the DfT's aims for the SRN is in improving network capability, including the ability for connected and autonomous vehicles to use the network. The draft response says that KCC would welcome an opportunity for a pilot of connected and autonomous freight vehicles on the M20 corridor. Such a trial would assess how platooning of freight vehicles might increase fluidity of traffic at the port, and complement the existing A2/M2 connected corridor pilot, which focuses on in-vehicle messaging.

## **5. Conclusions**

5.1 This public consultation represents the final part of the evidence-gathering Research Phase for RIS2. The consultation closes on 7 February 2018, after which the DfT will analyse all responses received and publish a summary of responses together with an indication on how they will take them into account in the development of RIS2. This is expected to be published in May 2018. Subject to the responses received, DfT may choose to investigate specific issues raised by the consultation in more detail with interested parties.

5.2 DfT will use all the evidence gathered during the Research Phase and this consultation to inform decisions on the content of RIS2. This is a statutory process, involving the Department, Highways England and the Office of Road and Rail (ORR). DfT intends to announce the result of this process in 2019, after which Highways England will engage with interested parties on mobilisation and implementation, prior to the start of RP2 on 1 April 2020.

## **6. Financial Implications**

6.1 N/A.

## **7. Legal Implications**

7.1 N/A.

## **8. Equalities Implications**

8.1 The draft response to this consultation is based on KCC's priorities in LTP4, which has been subject to an Equalities Impact Assessment (EqIA). This demonstrated that in their current outline stage the schemes promoted within LTP4 are not anticipated to have an adverse impact on any group with protected characteristics. However, as individual schemes are progressed they will require their own EqIA by the promotor, which for SRN schemes is Highways England.

## **9. Other Corporate Implications**

9.1 The draft response to this consultation is based on KCC's priorities in *LTP4: Delivering Growth without Gridlock (2016-2031)* which 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.

## **10. Governance**

10.1 N/A.

## **11. Recommendation:**

11.1 The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the draft Kent County Council response to the consultation.

## **12. Background Documents**

*Appendix A: Draft Response by Kent County Council to the Department for Transport (DfT) Consultation: Shaping the Future of England's Strategic Roads (RIS2)*

*Shaping the Future of England's Strategic Roads: Consultation on Highways England's Initial Report*, Department for Transport (DfT), December 2017  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/666965/shaping-the-future-of-englands-strategic-roads.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/666965/shaping-the-future-of-englands-strategic-roads.pdf)

*Analysis to inform RIS2 – DfT's Strategy*, Department for Transport (DfT)  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/666839/analysis-to-inform-ris2-dft-strategy.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/666839/analysis-to-inform-ris2-dft-strategy.pdf)

*Strategic Road Network Initial Report*, Highways England, December 2017  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/666884/Highways\\_England\\_Strategic\\_Road\\_Network\\_Initial\\_Report\\_-\\_WEB.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/666884/Highways_England_Strategic_Road_Network_Initial_Report_-_WEB.pdf)

### 13. Contact details

Report Author: Joseph Ratcliffe, Transport Strategy Manager 03000 413445 <a href="mailto:Joseph.Ratcliffe@kent.gov.uk">Joseph.Ratcliffe@kent.gov.uk</a>	Relevant Director: Katie Stewart, Director of Environment, Planning and Enforcement 03000 418827 <a href="mailto:Katie.Stewart@kent.gov.uk">Katie.Stewart@kent.gov.uk</a>
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Department  
for Transport

**Appendix A: Draft Response by Kent County Council to the Department for Transport (DfT) Consultation: Shaping the Future of England's Strategic Roads (RIS2)**

# Shaping the future of England's strategic roads (RIS2)

## Personal details

1. Are you responding as: \*

- an individual? (Go to question 4 below)
- on behalf of an organisation?

## Organisational details

2. Your organisation's name?

Kent County Council

3. What category best represents your organisation?

- Representative group
- Transport provider
- Highways England supplier
- National public sector body
- Local public sector body
- Local or combined authority
- Local Enterprise Partnership
- Business
- Charity

Other organisation:

## Initial report proposals

4. Do you think Highways England's proposals will deliver what users of the SRN want? \*

Yes

No

Don't know

## Different way

5. If you answered no, what could be done differently?

Kent County Council (KCC) supports Highways England's proposals in general; however, it does have concerns regarding the lack of reference in the *Initial Report* to future housing growth. With Kent and Medway required to deliver upwards of 158,500 new homes by 2031 (KCC and Medway's Growth and Infrastructure Framework (GIF), however the refreshed GIF, due to be published this year, indicates accelerated growth with an emerging figure of 178,600 new homes by 2031). This illustrates that growth expected in Kent is already high, but if the New Objectively Assessed Needs consultation goes through then it will be proportionally even higher in both Kent and the South East as a region<sup>1</sup>. It is, therefore, imperative that a joined up agenda is adopted to ensure the Strategic Road Network (SRN) meets the needs of not just existing users but also future users generated from the substantial housing growth expected across the county.

Highways England proposes to improve journey times which KCC supports, but it will also be important to consider how this can be applied during times of disruption to the SRN, for example, when there are delays at the Channel Ports resulting in the use of Operation Stack.

Whilst not the responsibility of Highways England, the interaction with the Local Road Network is vital to the operation and overall journey experience of the travelling public, freight operators and businesses as all SRN journeys begin and end on the Local Road Network. KCC believes that Government should invest more in the roads generally (both local and strategic), and particularly in the maintenance of local roads. Fundamentally, KCC does not have sufficient funding to properly maintain the existing road network. KCC's work streams around highway asset management and the Department for Transport's Incentive Fund have reported the difficult news that Kent's road network is in a poor condition and will deteriorate significantly if current funding levels are maintained. This lack of funding threatens KCC's ability to fulfil its duty under the Highways Act to maintain a safe network. Furthermore, this impact is not confined to roads, but also to the accompanying footway network. The Government must increase funding for maintenance urgently to ensure there is a coherent Strategic and Local Road Network.

## Initial report proposals

6. Do you think Highways England's proposals will deliver what businesses want? \*

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<sup>1</sup> [https://bartonwillmore.carto.com/viz/c13dda8f-68a1-434c-b7a2-e5b73da2c5f7/public\\_map](https://bartonwillmore.carto.com/viz/c13dda8f-68a1-434c-b7a2-e5b73da2c5f7/public_map)



Yes

✓ **No**

Don't know

## Different way

### 7. If you answered no, what could be done differently?

The majority of large settlements in Kent are located along or close to the SRN, mainly the M20 and M2/A2 corridors; therefore Kent businesses rely heavily on the SRN. Whilst KCC agrees with the overall proposals, we would like to make the following comments in regards to the needs of businesses in Kent, the wider South East and the UK as a whole:

Freight transport volumes through Kent are disproportionately higher than other parts of the SRN due to Kent's strategic location as a gateway to Europe – with or without Brexit. Highways England's previous '*Road to Growth*' report highlights the cost of congestion to the freight industry will be £14 billion in 2040 from a sector that provides 9% of GDP. In addition, 24% of businesses cite the quality of connections to international gateways as a barrier to exporting. These statistics demonstrate the need for improvements to the strategic routes to the Channel Ports, especially the M2/A2 which has inadequate capacity in many sections and at its key junctions. Enhancements are needed to relieve congestion and provide increased resilience for the M20/A20 route, especially with the delivery of a new Lower Thames Crossing which will create a new strategic route along the A2/M2 from the Port of Dover to the Midlands and the North.

The existing provision at the A282 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 identified 'bifurcation' of the SRN through Kent 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 at Calais (which is set to double in size by 2021), as well as accommodating general traffic and freight growth. In respect of the latter, DfT forecasts HGV volumes will grow by 43% and Light Goods Vehicles (LGVs) by 88% by 2035. In addition, Government forecasts that 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 significant growth in the Thames Estuary Commission Area of 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.

Along with the need to cater for greater volumes of HGV movements, there is a need to accommodate those increased volumes when there are delays at the Channel Ports. Currently, the response to such delay is Operation Stack – an unsustainable approach that effectively turns one of the motorways between the UK and Europe into a lorry park, As such, an alternative solution to Operation Stack is also a key strategic priority for Kent as set out in KCC's *Local*

*Transport Plan 4: Delivering Growth with Gridlock (2016-2031) and the Freight Action Plan for Kent.*

KCC supported Highways England's previous plan for a permanent lorry area with provision to hold up to 3,600 HGVs but notes no reference is made to a future solution to the issue within the *Initial Report*. The impacts of Operation Stack 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. Operation Stack also impacts on the Local Road Network in terms of damage to the road surface and accelerated asset deterioration. Therefore, it is imperative a solution to Operation Stack is delivered in order to provide a reliable SRN which meets the needs of businesses both within Kent and the wider UK, as well as internationally.

## Initial report proposals

**8. Do you think Highways England's proposals meet the needs of people affected by the presence of the Strategic Road Network? \***

- Yes
- No
- Don't know

## Different way

**9. If you answered no, what could be done differently?**

In general KCC agrees that Highways England's proposals meet the needs of people affected by the SRN. In particular, the noise, visual and air quality impacts have been actively considered in the *Initial Report* and this is of benefit. Nevertheless, the County Council would like to make the following comments:

- No consideration has been given to the impact of severance to communities affected by the SRN, in particular the impact of new schemes. This is especially important with the delivery of the new Lower Thames Crossing as KCC has made the case for more of the route to be in tunnel to minimise severance of existing communities as well as helping to minimise the noise and visual intrusion of the new road.
- Enhancements to the SRN should ensure local communities benefit from better connections and reduced congestion, along with greater connectivity to the Local Road Network. Hence, the impacts of SRN enhancements and how they affect the Local Road Network also need to be considered. Without a joined up network, door-to-door journey time improvements cannot be achieved. Ultimately, all SRN journeys begin and end on the Local Road Network.

## Initial report proposals

**10. Do you agree with Highways England's proposals for:**

	Yes	No
the four categories of road and the development of Expressways (initial report sections 4.4.3 and 5.3.6)	✓	<input type="checkbox"/>
the operational priorities (initial report section 5.1)	✓	<input type="checkbox"/>
the infrastructure priorities (initial report section 5.2)	<input type="checkbox"/>	✓
the investment priorities (initial report section 5.3)	<input type="checkbox"/>	✓
a local priorities fund (initial report section 5.3.8)	✓	<input type="checkbox"/>
the future studies (initial report section 5.3.11)	✓	<input type="checkbox"/>
the designated funds (initial report section 5.4)	<input type="checkbox"/>	✓
the performance measures and targets (initial report section 6.3)	<input type="checkbox"/>	✓

If you said no to any, what could be done differently (referencing the topic)?

**Four categories of road**

KCC agrees with the proposal to concentrate on four categories of road and welcomes the development of Expressways as a higher quality form of the trunk roads. KCC would like to see the new Lower Thames Crossing become a flagship example of an Expressway, utilising modern technology to improve safety and the routing of traffic.

The *Initial Report* shows an indicative network over the medium term made up of smart motorways, conventional motorways, expressways, and all-purpose trunk roads, as well as options for further expressways (page 57). KCC supports the priority given to key routes in Kent that are currently stressed and will be closer to capacity from existing background growth levels over the course of RP2 – and even more so once the Lower Thames Crossing opens. The potential to convert the A2 from Canterbury to Dover to an expressway in future is particularly welcome as this section of trunk road is currently below the standard and capacity that a strategic route to the Port of Dover requires. The completion of the dualling and grade separation at junctions from Lydden into Dover is essential to make this a high quality route capable of carrying increasing traffic flows associated with the Lower Thames Crossing and Kent's role as an international gateway (including a high proportion of HGV movements). Similarly the A21 south of Tonbridge (heading into East Sussex) is of a far lower quality than the northern section of the route and increased investment is needed to bring it up to standard. The A259 from Brenzett in Kent heading into East Sussex is also a stark contrast to the rest of the SRN. It is of a markedly lower quality and consideration should be given to upgrading the route.

Smart motorway on the M26 will provide better levels of information to drivers as well as increased capacity, something that is a local priority in KCC's *Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031)*. KCC would like to see M2 Junctions 4 – 7 given smart

motorway status to maximise capacity on this two-lane stretch of motorway.

### **Operational Priorities**

KCC would emphasise the importance of Highways England's proposals to further consider the management of traffic during times of routine maintenance on the SRN, in particular the need to minimise the impacts of diverted traffic to the Local Road Network (LRN). Roadworks should be carefully planned through engagement with Local Highway Authorities (LHA) to ensure diversionary routes are well signposted both on the SRN (via VMS signs) and LRN and additional traffic flow is mitigated, ensuring a high level of customer service and reduced impact on journeys.

### **Investment Priorities**

KCC welcomes a new Lower Thames Crossing scheme being developed for the next road period; however, the substantial growth planned across Kent, especially in the Thames Estuary Commission Area, coupled with the new Lower Thames Crossing will add significant pressures to the M2/A2 corridor. Schemes need to be developed for the next road period for the A2/M2 corridor to complement the new Lower Thames Crossing. These schemes need to include an upgrade of M2 Junction 7 (Brenley Corner), dualling the A2 between Lydden and Dover and consideration for widening/all lane running along the M2 between junctions 4 and 7. Schemes also need to be developed to improve the connections between the M2/A2 and the M20/A20, including an upgrade of the A229 and its junctions with the M2 (Junction 3) and the M20 (Junction 6) – the initially proposed new Lower Thames Crossing Option C with 'variant'; and the A249 and its junctions with the M2 (Junction 5) and the M20 (Junction 7). These schemes would improve the resilience and capacity of the SRN to the Channel Ports and support the bifurcation (splitting) of port bound traffic between both strategic corridors (M20/A20 and M2/A2).

Given the strategic importance of these routes, they often carry large volumes of freight traffic and as a result require regular maintenance. The cost of maintaining these roads are substantial and add to the increasing pressure on KCC's budgets, and result in the authority being dependent upon government funds such as the Challenge Fund to maintain these important elements of the network.

Where Highways England works with the Department for Transport and others to improve the information disseminated to travellers and partner apps and services, LHAs should be kept informed and involved where possible. For example, journey time information on the SRN displayed on LHA-operated signs is likely to bring benefits to both the SRN and Local Road Network by informing people in good time before they are committed to using the SRN.

The proposals to improve the public perception of roadworks as well as those to investigate smarter working to minimise disruption are welcome. However, where roadworks or road closures are unavoidable, Highways England needs to prioritise high quality diversion routes. In many instances these are currently poorly signed and managed, resulting in not only frustration but also potential safety issues where drivers are forced to change lanes at motorway off-slips or junction gyratories where the diversionary signs are inadequate. Working with LHAs is vital to achieving this better signage, especially in the case of planned works. The *Initial Report* does mention this issue but it should be given high priority, as well as being a key focus for exploring where technology can assist drivers in-vehicle.

### **Future Studies**

In section 5.3.11, the report outlines that future studies could be undertaken in a number of areas including: "*Free flow junctions – a strategic network assessment of the need for and potential to create free-flow connections at key SRN to SRN junctions, where lacking*". With this in mind, it is essential that Highways England reconsider its preferred option for the M2 Junction 5 improvements scheme to provide a free-flow, grade separated junction to allow for free-flow

movements on the A249 north and south through the junction (A249 north of the M2 is SRN). Highways England's current proposals for this junction are not aligned with the *Initial Report's* proposal to assess the potential for free-flow connections at key SRN to SRN connections and therefore must be re-designed to meet this emerging objective. Similarly, the knock-on effects from making improvements must be considered simultaneously. For this reason, M20 Junction 7 needs to be improved at the same time as M2 Junction 5 otherwise queues will just be moved along the A249.

Furthermore, the principle of making investment decisions based on lowering lifecycle costs should apply to all asset groups, as this would potentially free up maintenance resource elsewhere enabling a more resilient network during the assets' lifecycle.

### **Designated Funds and Local Priorities Fund**

KCC welcomes roadside facilities being included in Section 5.4 'Designated Funds'. However, the roadside facilities fund must include provision for lorry parking. A lorry park fund is required to help local authorities (and the private sector) to build lorry parks that provide adequate facilities for drivers. . KCC has undertaken parking surveys in Kent which have found over 900 Heavy Goods Vehicles (HGVs) parked on both the SRN and the Local Road Network (LRN) each night. Due to this parking, residents are subjected to:

- Noise from parked HGV refrigeration units,
- Anti-social behaviour of some drivers depositing litter and using the surrounding areas as toilets,
- Road safety issues as HGVs are often parked in dangerous locations and cause obstructions.
- Damage to verges and kerbs by the weight of parked HGVs that is both unsightly and hazardous.

Additional lorry parking capacity is desperately needed in certain areas of the UK (especially in Kent) and is not currently being delivered to the required level by the private sector. The main obstacles to private sector delivery of lorry parks are the availability of funding or finance for the capital investment, and the planning process. Costs are often substantial and require a longer-term view of investment than a typical five to ten year return that private investors would require. Funding for lorry parks through the proposed roadside facilities fund could help to remove this barrier to the delivery of much needed provision KCC is currently developing business cases for potential sites in the county and a designated fund could help to finance these proposals. Given that the capital investment is a prohibitive factor, KCC would expect the fund to provide a capital contribution as well as facilitate involvement from Highways England in their access arrangements and signing from the SRN.

KCC welcomes the proposals for a new fund to be developed with the DfT and administered at a regional level to address safety, capacity and journey time priorities. There is currently a gap in transport scheme funding between those valued at around £5m (for which the National Productivity Investment Fund is a fund that could be bid for) and £70m+ (for which the Large Major Schemes Fund or the Housing Infrastructure Fund are applicable). Where there are housing growth opportunities with marginal viability, local schemes in-between these funding thresholds (above £5m but below £70m, which currently have no mechanism for funding) can often be constraints that inhibit housing delivery.

Further, KCC would like to see schemes for this fund developed by, or in conjunction with LHAs so that it truly reflects local priorities through the democratic process rather than being a fund internal to Highways England. For this reason, KCC believes that all designated funds should operate in the same way as the Growth and Housing Fund, for which Local Authorities can submit bids. Currently, for the other designated funds, the timescales during which they are open and the ability for outside bodies to submit bids is unclear.

## **Performance Measures and Targets**

The '*Strategic Road Network Initial Report*' lacks information on methods of funding available to unlock housing growth or facilitate development. KCC is hopeful that the Growth and Housing Fund (or similar) is extended and funding made available to deliver schemes that remove constraints on the SRN that inhibit Local Authority housing targets being met. In fact, KCC recommends that enabling and accelerating housing growth should be included in Highways England's Key Performance Indicators to ensure that growth is delivered.

11. Are there any other proposals that you do not agree with? \*

Yes

✓ **No**

## **Disagreed proposals**

12. State the proposals you disagree with and what could be done differently?

KCC does not disagree with any of the other proposals in the *Initial Report*, although there are other factors that should be considered – see the response to Q19.

## **Future needs**

13. Do you agree with Highways England's assessment of the future needs of the strategic road network? (See Initial Report section 4.4.) \*

Yes

✓ **No**

Don't know

## **Future needs alteration**

14. If you answered no, how would you change the assessment?

The future needs assessment of the SRN does not go into sufficient detail on how Highways England will continue to facilitate and accelerate housing growth across the country. KCC and Medway's Growth and Infrastructure Framework (GIF) 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 ([www.kent.gov.uk/gif](http://www.kent.gov.uk/gif)), however the refreshed GIF, due to be published this year, indicates accelerated growth with an emerging figure of 178,600 new homes by 2031. The GIF goes into detail on the transport infrastructure required to meet this level of housing growth. Highways England need to consider local authority housing targets and how it helps to unlock and accelerate housing growth in areas close to the SRN. KCC is continuing to update the GIF and would welcome collaboration with Highways England in some of the issues it addresses, specifically the SRN capacity and its impact on accommodating growth in Kent and Medway.



An example of how new infrastructure on the SRN could facilitate substantial growth in Kent is the potential new Junction 5a on the M2 south-east of Sittingbourne in the Swale district where growth is inhibited by the constraints on the SRN, especially at key junctions on the A249. Growth across Kent is inhibited by a lack of capacity at junctions on the SRN, some of which are being addressed through RIS1 schemes, for example, M20 Junction 10a at Ashford, M2 Junction 5 near Sittingbourne (although the current proposed scheme is inadequate), and A2 Bean and Ebbsfleet junctions at Ebbsfleet Garden City. However, RIS2 will need to ensure that junctions are improved at M20 Junction 11 for Otterpool Park Garden Town, Duke of York Roundabout on the A2 at Whitfield near Dover, A2 junctions around Canterbury, M20 junctions around Maidstone and the junctions around the A282 Dartford Crossing in addition to the new Lower Thames Crossing and its junction with the A2.

## Aims

**Our 5 aims, central to how we aspire to measure success in Road Period 2 (2020 to 2025), are:**

**economy**, providing investment that yields increased productivity and economic output

**network capability**, we need a network that can meet future demands on it and support growth for the long term

**safety**, England has some of the safest roads in the world and the SRN is the safest part of all, per mile driven, however this is no cause for complacency and we remain committed to reducing deaths and injuries on our nation's roads

**integration**, very few journeys start or end on the SRN, almost all will use other transport networks, we will therefore seek new opportunities for linking the SRN with local roads, major roads and other modes of transport

**environment**, it is vital that we continue to drive the transition to a decarbonised network that is environmentally and locally sensitive, we will continue to tackle the negative external impacts of the SRN, and aim for RIS2 to make a positive contribution to the environment and air quality

### 15. How far does the initial report meet the government's aims of:

	1 - doesn't meet aim at all	2	3	4	5	6	7 - completely meets aim
economy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
network capability?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
safety?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓

	1 - doesn't meet aim at all	2	3	4	5	6	7 - completely meets aim
integration?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>

Which aims could Highways England do more to meet and how?

Whilst the Economy section does include the need to meet national housing targets, KCC does not feel that the overall *Initial Report* goes far enough in this regard to meet the aims for *Economy* and *Network Capability* in providing a network that can meet future demands and support growth in the long term. The recent inclusion of 'housing' in the portfolio of the Secretary of State for Housing, Communities and Local Government emphasises the importance of housing delivery for the Government.

Also in regards to *Network Capability* the Government aims to deliver high quality communications networks for connected and autonomous vehicles (CAVs) and to support trials of CAVs. KCC would welcome the opportunity for a pilot of connected and autonomous freight vehicles along the M20 to the M25 along lane 1 only, specifically to assess how platooning of such vehicles could maintain fluidity of traffic at the port. This would complement the A2/M2 connected corridor trial in Kent looking at in-vehicle messaging.

More could also be done to achieve the aim of *Integration* as most journeys start and end on the Local Road Network, therefore schemes that improve connectivity between the Local Road Network and the SRN through increasing capacity at motorway junctions, and the provision of new junctions, would help to meet this aim.

More needs to be done to improve air quality with the *Environment* aim as many Air Quality Management Areas (AQMA) fall below legal limits as a result of the SRN, for example the Dartford Crossing.

## Other questions

16. Do you think there should be any change in the roads included in the SRN? (See consultation document, section 1.3) \*

- Yes
- No
- Don't know

## Roads

17. Which roads would you propose are added to or removed from the SRN, and why?

KCC would like the Department for Transport (DfT) to consider the following roads to be transferred to Highways England as part of the SRN as they are key strategic links between the M2 and M20. With KCC's strategic priority of bifurcation (splitting) of port bound traffic, coupled with planned port expansion at Dover and the 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 Junction 3 to M20 Junction 6)
- A249 Detling Hill (M2 Junction 5 to M20 Junction 7) (A249 from M2 Junction 5 to the Port of Sheerness is already SRN)

In addition to these roads providing links between Kent's two strategic motorway corridors, they also link main centres of population: the A229 links Maidstone (population of around 125,000) to the Medway conurbation (population of approximately 280,000) and to the M2 and M20 respectively; further, the A249 links Maidstone to Sittingbourne (population of 46,000) and to the M2 and M20 respectively. Therefore, they both satisfy one of the four point definitions of the SRN (linking the main centres of population) and should be added to the SRN.

Similarly, KCC recommends that the A299 Thanet Way from M2 Junction 7 (Brenley Corner) to the Port of Ramsgate should also become part of the SRN. The A299 Thanet Way is a major strategic road that carries large volumes of traffic (around 40,000 per day) and is vital to the economies of the Canterbury and Thanet districts within the Thames Estuary Commission Area which includes the northern coastal towns of Kent. The combined population of these urban areas is around 140,000, and this road links these main centres of population to the rest of the country. It also facilitates access to the Port of Ramsgate. It would therefore be logical to include it as part of the SRN, in a similar way that the A249 from the M2 (Junction 5) to the Port of Sheerness is part of the SRN as it connects a major port. Linking the main centres of population and facilitating access to major ports are two of the four-point definitions of the SRN; therefore the A299 should be added to the SRN.

## Other questions

18. Is there anything else we need to consider when making decisions about investment in the network? \*

Yes

No

Don't know

## Other factors

19. What other factors do you want considered?

### Implications of freight traffic and Brexit

Kent, as the international gateway from the UK to mainland Europe hosting the Port of Dover and the Channel Tunnel, must have adequate infrastructure to accommodate the number of freight vehicles that pass through the county on a daily basis so that the country's economy can continue to function effectively. This is vital even with the UK's exit from the European Union, especially given that the UK's plans for the future of the Customs Union are still unpublished.

The road freight industry is worth £74bn to the UK economy per annum and the Channel Ports play a vital role in this prosperity. In 2016 over 4.2 million HGVs passed through the Channel Ports – 2.6 million through the Port of Dover and 1.6 million through the Channel Tunnel, which together equates to on average 11,500 HGVs crossing the Strait of Dover each day (5,750 in

each direction). 70% of this HGV traffic from the Channel Ports uses the Dartford Crossing to travel to the Midlands and the north. The Channel Ports also handle 23 million passengers per year, which puts them on a comparable basis with London Stansted Airport (24 million passengers in 2016). Improvements are desperately needed to accommodate the DfT's growth estimates of 22% in freight volumes between 2010 and 2040 across the UK road network (DfT Road Traffic Forecasts, 2015).

In addition, an alternative solution to Operation Stack is desperately needed as the M20 must remain open to local residents and businesses at all times and Kent's local road network must not take the burden of delays in cross-Channel freight traffic. It is for this reason that KCC is very disappointed that the Government is no longer constructing a permanent lorry holding area at Stanford West. Whilst it is appreciated that work will continue on new proposals for accommodating freight in the event of cross-Channel delays, a planning application will not be considered until 2019. Whilst this would be of serious concern in its own right, the timing of this process as it is so close to Brexit makes the delays in identifying a solution all the more alarming. With rising concerns about the likelihood of more and more frequent delays in cross-Channel traffic and freight movements post-Brexit, there is an urgent need for the Government to move forward with an alternative to Operation Stack.

As such, the uncertainty over Brexit and its effect on the Ports, KCC urges that something needs to be done sooner to ensure that a solution is in place before the UK leaves the EU on 29 March 2019. For years KCC has argued that an alternative solution to Operation Stack, which blights not only Kent's residents and businesses but much of the UK, is needed. Operation Stack has an estimated cost to the Kent and Medway economy of around £1.45 million a day and across the country it was estimated to be about £250 million a day. There cannot be a repeat of the disruption experienced in the summer of 2015 when Operation Stack was in place for 32 days and caused travel chaos that negatively affected businesses across the whole of the UK. A solution to this problem should be an urgent priority of Government.

A further impact of the high freight traffic volumes travelling through Kent is the provision for overnight lorry parking. As a result of EU driver's hours regulation, HGV drivers 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 (including human waste), litter and noise disturbances, especially when close to residential areas. KCC has conducted a number of surveys into the volumes of inappropriately parked HGVs in the county and found that on average there were over 900 vehicles parked inappropriately per night. KCC therefore wants to work with Highways England, DfT and other relevant stakeholders to look into the potential of constructing a network of lorry parks across Kent to alleviate this problem and additional lorry parking should be added to motorway service areas, especially with Highways England's objective to improve roadside facilities.

To this end, KCC would also like to emphasise the importance of incorporating overnight parking into the new plans for an Operation Stack lorry area to provide much needed lorry parking capacity in Kent.

#### Connectivity to ports

It is clear that where the road network inhibits the ability of business to import and export, the UK's competitiveness is also inhibited. The Port of Dover has annual forecasts of growth of between 2% and 4%, and the Channel Tunnel up to 30% over the next five years. Delays and a lack of infrastructure capacity not only impact on the efficiency of the Channel Ports but also the economy in the Midlands and North which are dependent on imports and exports to and from mainland Europe through the Strait of Dover.

Major infrastructure enhancements are needed to facilitate growth at the Channel Ports with a

new strategic route to the Midlands and the North that will be enabled by the new Lower Thames Crossing. To ensure that the M2/A2 is a robust and resilient strategic link capable of handling the increased traffic as a result of the new Crossing, upgrades are needed. This includes the completion of the dualling of the A2 around Lydden on its final approach to the Port of Dover, free flow movement between the M2 and A2 at Junction 7 (Brenley Corner) and widening/all lane running along the M2 between junctions 4 and 7. There also needs to be consideration of a lorry area on the A2 to complement the lorry holding facilities being planned on the M20, including the application the principles of the existing A20 Dover Traffic Assessment Project (Dover TAP) to also queue freight traffic approaching the Port on the A2.

## Analysis balance

20. Does the analytical approach taken have the right balance between ambition, robustness, and proportionality? (See chapter 6 of consultation document) \*

Yes

No

Don't know

## Different balance

21. What do you suggest we do differently?

The analytical approach takes the right balance between ambition, robustness and proportionality. However, the approach must ensure that it takes into account future housing growth and traffic demand, and that modelling takes into account additional traffic flow from other SRN schemes, for example, the traffic impacts of the new Lower Thames Crossing need to be taken into account in the and A2 Bean and Ebbsfleet junction improvements.

## Final comments

22. Any other comments?

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**From:** Mike Whiting, Cabinet Member for Planning, Highways, Transport & Waste  
Barbara Cooper, Corporate Director of Growth, Environment and Transport

**To:** Environment & Transport Cabinet Committee – 31 January 2018

**Decision No:** 17/00133

**Subject:** Highways Asset Management and Incentive Fund

**Classification:** Unrestricted

**Past Pathway of Paper:** None

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

**Electoral Division:** Countywide

**Summary:** This report updates the Cabinet Committee on the County Council's work towards achieving a Band 3 Incentive Fund rating in order to avoid a reduction in capital funding for highway maintenance provided by the Department for Transport. Key to this work is adopting and publishing an updated strategy document which includes a summary of current highway asset condition, a forecast of future asset performance based on current investment and an assessment of resource needed to maintain assets and service levels at current levels. The strategy document also proposes a number of workstreams going forward to secure our Incentive Fund rating and reduce lifecycle costs of existing and new highway assets.

**Recommendation(s):** The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport & Waste, on the proposed adoption and publication of *Developing our Approach to Asset Management in Highways - 2018/19 – 2020/21* to maximise Incentive Fund resource, as attached at Appendix A.

## 1. Introduction

1.1 This report updates the Cabinet Committee on progress to achieve a Band 3 Incentive Fund rating and in particular proposes the adoption and publication of an updated asset management strategy. It also discusses a number of future workstreams to maximise future funding from the Department for Transport (DfT) and reduce lifecycle costs of our existing and new highways assets.

## 2. Financial Implications

2.1 Adopting and publishing *Developing our Approach to Asset Management in Highways - 2018/19 – 2020/21* and therefore being able to evidence a Band 3 rating will enable Kent to secure an Incentive Fund allocation of £4.6m in 2018/19

compared to £3.2m for a Band 2 rating. The amount awarded to Kent if we remained at Band 2 reduces to £2.3m in 2019/20 and £1.4m in 2020/21.

### **3. Policy Framework**

3.1 Adopting and publishing *Developing our Approach to Asset Management in Highways - 2018/19 – 2020/21* will enable Kent to evidence a Band 3 Incentive Fund rating and maximise Department for Transport (DfT) capital funding for 2018/19, 2019/20 and 2020/21. Retaining this funding and continuing to implement our highway asset management strategy contributes to our day to day management of highway maintenance and therefore plays a vital part in delivering Kent County Council's Strategic Statement *Increasing Opportunities, Improving Outcomes*.

### **4. Background**

4.1 Cabinet Committee will recall from previous reports that in 2015 the Government changed its mechanism for allocating capital resource to local authorities for highway maintenance by introducing an Incentive Fund. An increasing proportion of Department for Transport funding is now dependent on local authorities being able to evidence that they have fully embedded asset management principles into their management of highway business. The main aim of this change is to ensure that highway management decisions are based on appropriate information and an understanding of their effect of asset condition outcomes.

4.2 The Incentive Fund mechanism is centred on an annual self-assessment questionnaire of 22 questions testing competence in 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. In January 2016, Kent assessed itself at Band 1, the lowest rating, and commenced a two year project to achieve a Band 3 rating by January 2018. We submitted a Band 2 rating in January 2017. In order to be able to evidence a future Band 3 rating the key actions in 2017 included:

- i. reviewing asset data collection methods and requirements;
- ii. introducing lifecycle planning for other major asset groups and managing investment in those groups on that basis;
- iii. developing and implementing an asset management communications plan;
- iv. developing an asset management performance management framework to support the implementation of asset management;
- v. developing an asset management competence framework;
- vi. agreeing KCC's definition of resilient network; and
- vii. continuing to develop the Highways Asset Management strategy.

### **5. Discussion**

#### *Developing Our Strategy*

5.1. We are pleased to advise Cabinet Committee that Kent is on course to achieve a Band 3 rating by 2 February, the date that DfT has set for submitting completed questionnaires, and the above workstreams have been completed. The most significant element of the actions needed to achieve Band 3 concerns updating the Asset Management Strategy and formally adopting it, taking into account significant

developments in our approach such as implementing lifecycle planning for all major asset groups. This is attached at Appendix B.

- 5.2. This new document, *Developing Our Approach to Asset Management in Highways 2018/19 – 2020/21*, builds on *Our Approach to Asset Management in Highways* and *Implementing our Approach to Asset Management in Highways*, which were published in January 2017 and remain in place. It describes the current condition of asset groups, condition/outcome trends going forward based on current resource levels and estimates resource levels needed to maintain assets in a steady state condition. Our approach differs from asset group to asset group depending on the level and maturity of asset data in place. The current and forecasted position for most asset groups is grave.
- 5.3 Whilst most asset groups have their respective challenges going forward, even taking a risk-based approach to maintenance, there are two important but difficult observations about our largest and most valuable asset groups that have been included. First, our road assets in particular are in poor condition and will deteriorate significantly if current funding levels are maintained. If that deterioration occurs on the scale modelled over ten years, towards the end of that period it will become increasingly challenging to fulfil our Highways Act duties to maintain a safe network. Second, if our footway assets deteriorate as modelled, it is reasonable to conclude that we will have a significantly more uneven footway network towards the end of the forecast period and that will disproportionately affect vulnerable groups protected by the Equality Act, such as the elderly and disabled. An Equality Impact Asset screening tool has been completed, and this is attached at Appendix C. This impact will be further analysed during 2018.

#### Local, Strategic and National Context

- 5.4 Our local highway network is the most valuable asset we own in Kent (at around £25bn). It enables safe and reliable journeys and in doing so supports social and economic prosperity. It also facilitates the transport of services essential to health and wellbeing, including emergency services, medical services, food transportation etc. Given our strategic position as the gateway to Europe, our road network also contributes significantly to the wider, national economy. The extent of journeys on Kent roads – some seven billion miles per annum – inevitably takes its toll on asset condition.
- 5.5 Given the above, we have embraced the challenge of further embedding asset management methodology in order to make informed decisions. However, like most local authorities we are facing significant challenges in maintaining the highway network and meeting the expectation of road users during a time of diminishing resource and deteriorating asset condition.
- 5.6 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 in 2017 estimated that the road maintenance backlog in England and Wales is around £12bn. The maintenance backlog of KCC's roads is estimated to be around £630m and lifecycle cost analysis suggests that this could rise to around £1bn over the next ten years, even if the current level of investment is maintained.

- 5.7 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 revenue support from central government in recent years as the Government seeks to reduce public spending. Our current estimate is that our annual shortfall of funding to maintain our highway assets in their current condition is around £50m. That equates to resurfacing an extra 120 kilometres (75 miles) of roads each year or extending the life of 900 kilometres (560 miles) of road each year.
- 5.8 Whilst we accept that the country's 4,300 miles of motorways and trunk roads – managed by Highways England - fulfil an important strategic, national and local role and that they are more expensive to maintain than local roads, we do feel that funding for local roads – maintained by local authorities – has fallen behind. An equitable and adequate funding regime is therefore needed, which reflects the needs of our expanding road network. The current disparity in funding between regions, which experience vastly differing traffic levels, and between the Highways England and local highway networks, is unsustainable. Roads in Kent carry significantly higher volumes of freight than much of the rest of the country for example. We will therefore be calling on central government to improve funding for local road maintenance generally but also to specifically explore the scope for utilising funding from other legitimate sources such as potentially charging foreign lorry drivers and drawing on Dartford crossing revenues.
- 5.9 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.
- 5.10 Kent has an excellent track record on delivering complex investment projects to improve highway assets and make them more efficient and reduce ongoing running costs, for example our current c£40m LED street lighting programme and our recent £5.8m investment in the A299 Thanet Way. We have the ambition to do more, and are confident in our ability to deliver additional large scale investment programmes. If we were able to secure additional capital resource to fund the shortfall in highway maintenance funding, we would use asset management expertise and methodology to prioritise and optimise asset renewal and maximise our ability to achieve our Strategic Statement outcomes.

#### Future of Incentive Fund

- 5.11 It has been mooted that DfT may make some changes to the Incentive Fund mechanism. We await any announcement but it is possible they may introduce a higher level, Band 4, of demonstrating asset management competence. We have also heard a suggestion that there will be additional questions, and it is conceivable that a greater percentage of Government capital grant funding will be dependent on our Incentive Fund rating.
- 5.12 Even if none of these changes occur, it is important to note that we have only completed that work necessary to evidence a Band 3 rating. A considerable amount of asset management-related work will need to be carried out in 2018 and beyond to secure our Band 3 rating in later years, and as part of our implementation of a new



national Code of Practice on Highway Maintenance called *Well-managed Highways Infrastructure*. These workstreams will include regularly reviewing, developing and improving the plans, frameworks and strategies we have put in place to evidence a Band 3 Incentive Fund rating. It also includes refining and improving our data collection and management to improve our ability to carry out lifecycle planning. For example, we need to commission and implement a new structures database, we need to improve and optimise drainage asset data and gully cleansing and we need to commission a new contract or contracts covering our road and footway asset condition surveys and strategic asset management functionality. These resourced workstreams are scheduled to be completed during 2018.

### Reducing Lifecycle Costs and Improving Future Maintainability

5.13 Given the scale of maintenance backlogs and modelled deterioration across most asset groups, and that it is unlikely in the current European, national or local context that funding levels will increase by the magnitude needed, it is important that we examine what more we can do to reduce lifecycle costs and improve future maintainability. This clearly is important in terms of existing highway assets when they are renewed or life-extended, but also in relation to new assets, whether they are delivered by Kent and others or added to our inventory through adoption. Clearly, these new assets bring significant other benefits to Kent and the people and businesses of Kent, but moving forward we need to consider how we get the balance right between those benefits and our ability to maintain these assets over their lifecycle in an affordable way.

5.14 It is therefore proposed that Highways, Transportation and Waste's Divisional Business Plan for 2018/19 include a number of specific projects to examine a number of key areas and consider the scope for making changes to rebalance the need to minimise lifecycle costs and improve future maintainability. These might include:

- consider the possibility of reviewing the Kent Design Guide to include more focus on reducing lifecycle costs and improving future maintainability;
- consider the possibility of creating technical guidance notes for each asset group and introducing a technical approval process; and
- require future improvement projects to demonstrate that different lifecycle options have been considered and balanced against other drivers.

5.15 It is of course recognised that such ideas are likely to be challenging for some stakeholders but the scale of our asset management challenge means that we need to at least consider these areas and start to edge stakeholders towards taking future maintenance needs into account when developing designs that involve installing new assets.

## **6. Conclusions**

6.1 Kent is on course to achieve a Band 3 rating for Incentive Fund purposes in order to retain current capital funding levels, so long as our updated strategy document *Developing our Approach to Asset Management in Highways – 2018-19 to 2020/21* is formally adopted by February. A considerable amount of further work in 2018 and beyond will be needed to retain that rating, not least because it is expected that the Department for Transport will develop the Incentive Fund during 2018. Given the scale of our maintenance backlogs and modelled deterioration over the next ten

years, we need to influence design of improvement schemes and new developments to reduce lifecycle costs and improve future maintainability.

## 7. Recommendation(s)

**Recommendation(s):** The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport & Waste, on the proposed adoption and publication of ***Developing our Approach to Asset Management in Highways - 2018/19 – 2020/21*** to maximise Incentive Fund resource, as attached at Appendix A.

## 8. Appendices and Background Documents

- **Appendix A – Proposed Record of Decision**
- **Appendix B – Developing our Approach to Asset Management in Highways**
- **Appendix C – Equality Impact Assessment**
- Our Approach to Asset Management in Highways document
- Implementing Our Approach to Asset Management in Highways document

Both documents available via: <http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/highways-asset-management>

## 9. Contact details

<b>Lead officer:</b> Alan Casson, Senior Asset Manager – Highways, Transportation and Waste 03000 413563 <a href="mailto:alan.casson@kent.gov.uk">alan.casson@kent.gov.uk</a>	<b>Lead Director:</b> Roger Wilkin, Director – Highways, Transportation and Waste 03000 413479 <a href="mailto:roger.wilkin@kent.gov.uk">roger.wilkin@kent.gov.uk</a>
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## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

### DECISION TAKEN BY

**Mike Whiting**

**Cabinet Member for Planning, Highways, Transport & Waste**

### DECISION NO:

17/00133

**For publication**

**Key decision\***

Yes

**Subject: Developing our Asset Management Approach in Highways**

**Decision:**

As Cabinet Member for Planning, Highways, Transport & Waste, I agree to adopt and publish '*Developing our Asset Management Approach in Highways Maintenance*', in order to maximise Capital Funding issued by the Department for Transport.

**Reason(s) for decision:**

Changes to Department for Transport (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 January 2016, Kent assessed itself as a Band 1 authority for Incentive Fund purposes. Kent's target was to get to Band 2 during 2016 for 2017/18 and Band 3 during 2017 for 2018/19, to maximise Capital maintenance resource. We achieved Band 2 in January 2017.

This key decision concerns the adoption of a development of the approach described in the "Our Approach to Asset Management in Highways" and "Implementing our Approach to Asset Management in Highways", by adopting "Developing our Approach to Asset Management in Highways 2018/19 – 2020/21" which reflects the use of better information and more advanced asset management methodology.

Assuming "Developing our Approach to Asset Management in Highways 2018/19 – 2020/21" is formally adopted, Kent will be able to submit a Band 3 Incentive Fund rating in February 2018.

**Legislation:**

Changes to Department for Transport (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

**Financial Implications:**

Adopting and publishing Developing our Approach to Asset Management in Highways - 2018/19 – 2020/21 will enable KCC to evidence to Government a Band 3 rating which in turn will enable Kent to secure an Incentive Fund allocation of £4.6m in 2018/19 compared to £3.2m for a Band 2 rating.

This is not new money – rather it is a case of demonstrating we have good asset management in order to secure current funding levels.

Equalities:

Available with the report going to ETCC on 31 January 2018.

**Cabinet Committee recommendations and other consultation:**

The proposal is being discussed by Members of the Environment and Transport Cabinet Committee (ETCC) on 31 January.

Changes to the DfT funding were first reported to ETCC in January 2016. Subsequently a Member Task & finish Group was established to support the development of our approach to highways asset management in Kent.

In July 2016, ETCC endorsed ‘Our Approach to Asset Management in Highways;’ a short document setting out the principles in applying asset management. Later on January 2017, ETCC endorsed our detailed Strategy Document, ‘Implementing our Approach to Asset Management In Highways.’ Both documents have since been formally adopted and are available on the Kent County Council website.

**Any alternatives considered:**

None

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

.....  
signed

.....  
date

Name:

# Asset Management in Highways

## Developing our Approach to Asset Management in Highways

2018/19 – 2020/21

Version	Author	Date	Comment
0.1	Alan Casson	15 <sup>th</sup> December 2017	Draft for DivMT Review
1.0	Alan Casson	19 <sup>th</sup> December 2017	Approved by DivMT
1.1	Alan Casson	27 <sup>th</sup> December 2017	Draft for ETCC Review
1.2	Alan Casson	16 <sup>th</sup> January 2018	Revised Draft for ETCC

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## The Purpose of this Document

This document, ***Developing Our Approach to Asset Management in Highways***, is the third in a group of three related, published documents about the management of highway assets in Kent.

The first, ***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". This first document will be reviewed and published at intervals of no more than five years or when there are significant changes to the County Council's vision or policies.

The second document, ***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. This document will be reviewed and published at intervals of no more than three years or when there are significant policy or vision changes.

This third document, ***Developing our Approach to Asset Management in Highways***, outlines the current condition of highway assets and forecasts future condition and levels of service. It also includes areas that we want to develop in future to further enhance service delivery and ensure continuous improvement.

This document will be reviewed and published annually.



## Introduction

The highway network is the most valuable asset we own with a gross replacement cost estimated at £25bn.

Asset	Quantity	Estimated Value <sup>i</sup> (The cost of a like for like replacement)
<b>Roads and Footways</b>	→ 5,400 miles (8,700km) of roads; → 3,900 miles (6,300km) of footways → Associated lines & crash barriers	£10.4bn
<b>Drainage</b>	→ 250,000 roadside drains; → 8,500 soakaways → 250 ponds and lagoons;	
<b>Structures</b>	→ 1595 bridges and viaducts → 568 culverts → 537 other structures	£1.3bn
<b>Street Lighting</b>	→ 125,359 street lights → 22,906 lit signs → 5,159 lit bollards	£157.9m
<b>Intelligent Traffic Systems</b>	→ 712 traffic lights → 127 CCTV cameras → 351 interactive warning signs	£42.5m
<b>Soft Landscape</b>	→ 500,000 trees → 8,604,000 m <sup>2</sup> roadside verges → 54,000 m <sup>2</sup> urban hedges	-
<b>Street Furniture</b>	→ Non-illuminated signs → Pedestrian barriers → Salt bins	£61.4m
<b>Land</b>	→ 75km <sup>2</sup>	£13.0bn
<b>Total Estimated Value</b>		<b>£24.96bn</b>

Few of our assets are in 'as new' condition but we are committed to their effective management, not only now but also for future generations.

Kent County Council's corporate strategy ***Increasing Opportunities, Improving Outcomes*** sets out the 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.*

<sup>i</sup> Figures from the 2016/17 Whole of Government Accounts Valuation

and it is committed to achieving this vision through three strategic outcomes which provide a focus for everything we do.

- 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.

Although a complex and challenging task, the effective management of our highway infrastructure plays a vital role in delivering these strategic outcomes. How we are going to manage this challenge is set out in the documents ***Our Approach to Asset Management in Highways*** and ***Implementing Our Approach to Asset Management in Highways***.

How we are doing in tackling the task can be found in this document which includes:

- a summary of the current condition of each asset group;
- forecasts of future condition for a range funding levels (This has been done through lifecycle modelling for those assets with suitable data.);
- forecasts of levels of service for a range of funding levels; and
- summary improvement plans for the management of each asset group.

The modelling assumes normal deterioration rates and no allowance as been made for any significant damage caused by severe weather. There has also been no allowance made for significant single projects requiring large investment.

Although we have carried out modelling for a 10-year period we recognise things change. We will therefore review this modelling annually in-line with available budgets.

## Part 1: Overview

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### Overview

We have always *managed our highway assets* by looking for and implementing the best ways to maintain them. We are now developing a more structured **Asset Management** approach to these activities to ensure we are deriving more value for the residents of Kent by broadening our focus to select strategies that consider the whole lifecycle of assets. This will improve the long-term value for Kent and support the Councils objectives by allowing informed, evidence based decision making.

The extent to which we have so far implemented asset management principles varies across our asset groups. For some, 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 performance or 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 table below summarises the approach we have adopted to forecasting future budget needs or performance outcomes for each of the areas.

Asset Group	Modelling carried out on. . .	Annual Cost	
		Current Funding	Steady State
Roads	Maintenance needs	£13,000k	£45,000k
Drainage	Level of Service	£5,115k	£6,820k
Safety Barriers	Maintenance needs	£450k	£1,968
Bridges, Tunnels & Highway Structures	Maintenance needs	£1,781k	£6,000k
Footways	Maintenance needs	£1,000k	£4,800k
Street Lighting	Steel Column renewal	£1,600k	£2,200k
Intelligent Traffic Systems	Asset renewal	£500k	£2,800k
Soft Landscape	Level of Service	£3,200k	£4,200k
Road Markings, Studs, Lines & Signs	Level of Service	£1,030k	£3,500k
<b>Total</b>		<b>£27,676k</b>	<b>£77,288k</b>

The figures above relate to capital funding for Road and Footway assets groups, revenue funding for the Soft Landscape asset group and a combination of revenue and capital for all remaining groups.

### **Asset Condition Outcomes and Levels of Service**

When determining asset condition outcomes or levels of service, we have considered two options in the context of our statutory obligations, the County Council's Strategic Objectives, customer expectations and available resource. 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 considerably more over the life of our assets and therefore cannot be recommended.

#### *Current Resource Levels*

Condition outcomes and a level of service and investment that exceeds our statutory minimum duties. Interventions such as maintenance and asset renewals are where possible undertaken on a planned, optimised basis, though a percentage of spend is on reacting to asset failure that has not been prevented by asset management.

#### *Steady State*

Condition outcomes and a level of service and investment that fulfils our statutory obligations and preserves the overall condition of the asset in its current state. The majority of 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. This approach reduces significantly the amount of resource spent on reacting to asset failure. Any investment less than this would mean that a steady state condition or existing service level could not be achieved.

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.

## Part 2: Condition and Forecasts by Asset Group

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### Roads

This asset group has excellent condition data and there is a good understanding of how the asset deteriorates. There are also several technologies available to model the impact of different levels of investment.

The condition data we have on this asset has been collected over many years, by specialist survey contractors using nationally recognised surveys. Originally the primary driver for this data collection was to develop evidence based maintenance programmes but due to its comprehensive nature, it can also be used for lifecycle planning with Kent specific deterioration rates.

### Routine Road Maintenance

The figures used below relate to proactive, planned capital investment in our road network, predominantly in the form of road asset renewal or life extension specialist treatments such as micro asphalt or surface dressing. They do not include any allowance for the funds the County Council spends each year to reactively repair road defects. Whilst surface defects will always occur, and we have experienced a number of weather emergencies in the last decade which have worsened the condition of our network, surface defects are primarily a symptom of a lack of planned investment in the network. The less resource invested in planned maintenance, the more surface defects will occur. Reactive repairs are, on average, twice as expensive per square metre as planned resurfacing.

During the last few years we have spent an average of £6.8m a year reactively repairing road defects. The total for the period 2013/14 to 2016/17 was £27.4m using a combination of revenue and capital funding. It is very difficult to accurately model the relationship between road condition, the number and cost of surface defects that will occur. Investment less than that modelled to achieve a steady state condition would result in an increase in defects, increasing the pressure on revenue and capital funds and in turn reducing the amount of capital funding that can be spent on planned maintenance.

Most commentators accept that capital investment in local roads throughout the country has been insufficient for decades and this has been further exacerbated in recent years by reduced revenue funding from central government as the Government seeks to reduce public spending. We believe that the current balance between routine and capital road maintenance spend in Kent is appropriate. It will always be necessary to carry out routine reactive maintenance to address surface defects, particularly in respect of roads that have failed structurally. In many cases, however, where roads are otherwise structurally sound, it is possible to carry out targeted patch repairs to prevent failure and add life to the asset. Often this

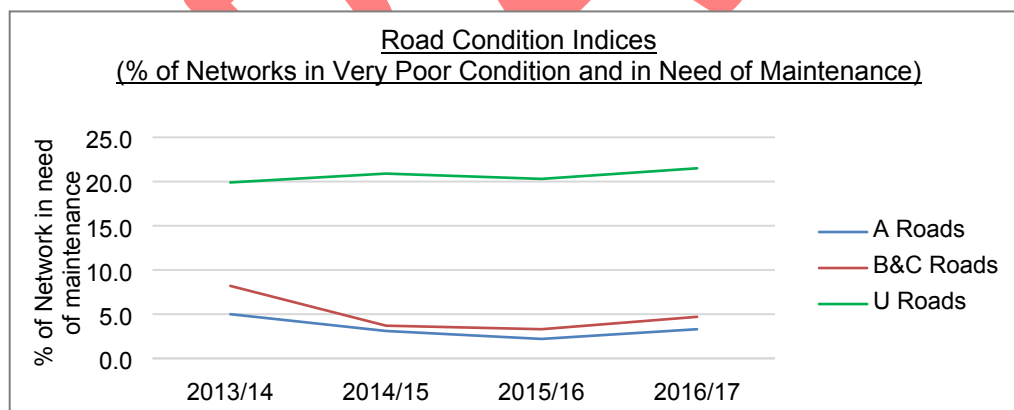
represents exceptional value for money and is more cost effective than resurfacing the whole road.

### Current Condition

Following completion of the 2016/17 road condition surveys, the percentage of our road network considered to be of very poor condition is: 3.3% of A roads, 4.7% of B and C roads and 21.5% of unclassified roads.

Road Class	Year			
	2013/14	2014/15	2015/16	2016/17
<b>A Roads</b>	5.0%	3.1%	2.2%	3.3%
<b>B&amp;C Roads</b>	8.2%	3.7%	3.3%	4.7%
<b>U Roads</b>	19.9%	20.9%	20.3%	21.5%
<b>All Roads</b>	14.2%	13.3%	12.4%	13.8%

The improvement in condition of classified roads between 2013/14, 2014/15 and 2015/16 reflects the increased investment in 2012/13, 2013/14 and 2014/15 of £22.0m, £20.3m and £22.6m respectively. The budgets for 2015/16 and 2016/17 were lower at £16m and £13m. The lag between investment and recorded changes in condition is due to the survey regime. For example, maintenance undertaken during year 1 will be surveyed in either year 2 or year 3 and the full effect of the work will not appear in the results until the end of year 3. This demonstrates a clear correlation between planned capital investment in and condition of our roads.



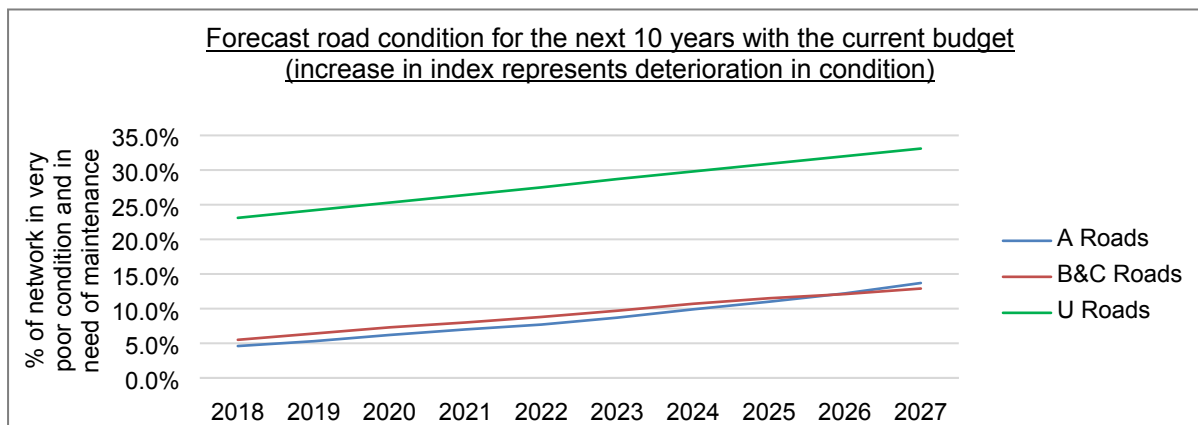
It is estimated that the current condition of the road network equates to a maintenance backlog in the region of £630m, an increase of £46m from last year.

### Condition Forecasts

#### Current Budget

The current annual budget for planned road asset management is around £13m. We have modelled the effect on road condition if this current level of Government funding remains unchanged.

Road Class	Year									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
A Roads	4.6%	5.3%	6.2%	7.0%	7.7%	8.7%	9.9%	11.0%	12.2%	13.7%
B&C Roads	5.5%	6.4%	7.3%	8.0%	8.8%	9.7%	10.7%	11.5%	12.1%	12.9%
U Roads	23.1%	24.2%	25.3%	26.4%	27.5%	28.7%	29.8%	30.9%	32.0%	33.1%



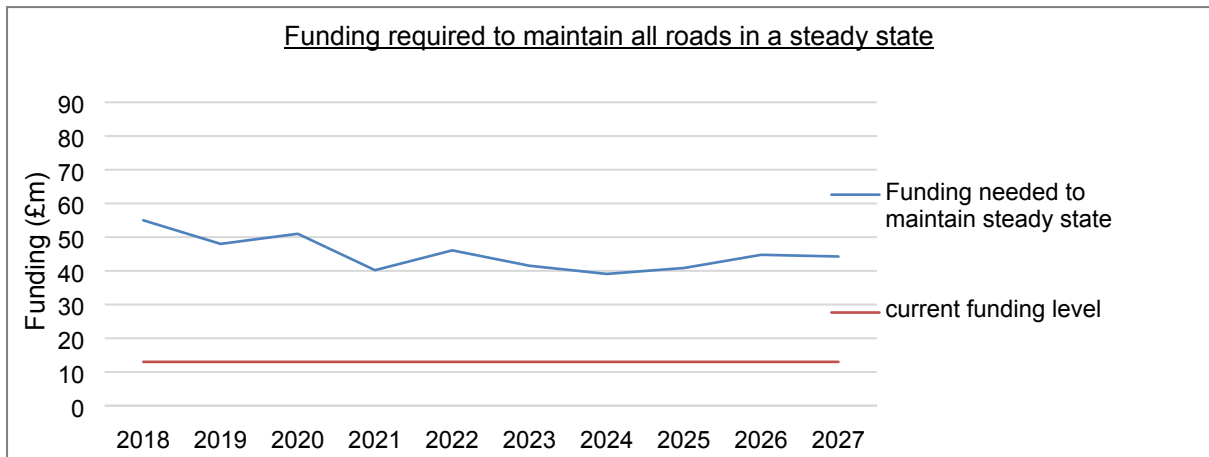
We estimate that in this scenario the backlog will increase from £630m now to around £1bn by 2027.

This level of deterioration is significant and it is questionable whether the authority could continue to fulfil its Highways Act duties in later years of the forecast period if this occurred and the quantum of road surface defects correspondingly rose. That is because, even if investment in planned maintenance was maintained at current levels, it is reasonable to conclude that there will be a significant rise in road surface failures requiring the Authority to carry out considerably more reactive repairs to keep the network in a safe condition. Unless, that extra expenditure on reactive repairs was funded from additional funding, it is likely that funding for planned maintenance would need to be diverted to meet this additional cost. If that were to occur, the modelled deterioration above would accelerate, as we would spend less on planned maintenance, leading to a rapid spiral effect of asset deterioration and increased reactive repairs.

### *Steady State Condition*

To keep our roads at their current condition level and maintain the backlog at £630m over the next ten years, the modelling has estimated the total cost to be £450m. This equates to an average annual capital investment of £45m<sup>ii</sup>. A breakdown by year is shown in the graph below.

<sup>ii</sup> 17/18 prices



### Future Improvements to Enable Us to Improve the Management of our Roads

- Further development of the modelling to improve confidence in forecasting.
- Explore the effects of various treatment strategies on whole life costs.
- Develop modelling to forecast future surface defect quantities and cost based on different investment scenarios.
- Explore possible correlation between overall road condition and accident rates.



## Drainage

Given its significant effect on other asset groups, customer service and road safety, management of this asset group is something that should have a high priority.

Although we have a good understanding of the lifecycle of drainage assets the data we have for this asset group is more limited than that for roads or footways. We therefore do not currently have the means to complete detailed modelling of different funding scenarios. In this case we have taken a more simplistic but equally valid approach to forecasting levels of service, rather than condition, that will result from a number of funding levels. These forecasts have been based on past experience and engineering judgement.

### Current Levels of Service

The current levels of service are:

Service Area	Level of Service
<b>Drainage Cleansing</b>	Incidents of flooding that pose an immediate high risk to highway safety or risk of internal property flooding will be responded to within 2 hours of the initial report
	Roadside drains at known hotspots will be cleaned on a cyclic basis once every six months
	Main road roadside drains will be cleaned on a cyclic basis once every 12 months
	Will carry out targeted cleansing of all other drainage assets where there is a risk either to highway safety or of internal property flooding, within 2 hrs to 90 days, depending on the severity of the risk.
<b>Ironwork Repairs</b>	Damaged drain covers that pose a risk to the safety of highway users will be repaired or replaced within 2 hours – 90 days of notification, depending on the severity of the risk.
<b>Pumping Stations</b>	Pumping stations will be serviced once every 12 months
	Identified maintenance of the pumping stations will be prioritised based on risk to highway safety and of internal property flooding.
<b>Drainage Investigations</b>	Drainage problems that pose a risk to highway safety or of internal property flooding will be investigated within 2 hours – 90 days of notification, depending on the severity of the risk.
<b>Drainage repairs and improvements</b>	Repairs and improvements will be prioritised based on the risk to highway safety and of the risk of internal property flooding. They will be delivered on the basis of highest risk first.

## Options for Level of Service

When determining our levels of service two options were considered:

- The level of service with the current budget.
- The level of service with a reduced budget.

The impact of each of these two 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
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### The Level of Service with the 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

The current budget for retaining this level of service is £5.1m

### *The Level of Service with a Reduced Budget*

We have estimated that a 25% reduction in the annual budget, to £3.8m will result in the level of service shown below.

<b>The likelihood that we will...</b>	Drainage Cleansing	Ironwork Repairs	Pumping Stations	Investigations	Repairs and Improvements
...reduce incidents of highway flooding requiring an immediate or urgent response	<b>Very Unlikely</b>	<b>Not Applicable</b>	<b>Unlikely</b>	<b>Very Unlikely</b>	<b>Very Unlikely</b>
...improve customer satisfaction and confidence in service provision	<b>Very Unlikely</b>	<b>Unlikely</b>	<b>Very Unlikely</b>	<b>Very Unlikely</b>	<b>Very Unlikely</b>
...have a robust defence against increased claims for damage and personal injury	<b>Very Unlikely</b>	<b>Very Unlikely</b>	<b>Unlikely</b>	<b>Unlikely</b>	<b>Unlikely</b>
...effectively protect roads and footways from the adverse effects of standing water	<b>Very Unlikely</b>	<b>Not Applicable</b>	<b>Not Applicable</b>	<b>Very Unlikely</b>	<b>Very Unlikely</b>
...reduce disruption caused by road flooding	<b>Unlikely</b>	<b>Not Applicable</b>	<b>Not Applicable</b>	<b>Unlikely</b>	<b>Unlikely</b>
...have greater resilience against increasingly frequent intense rainfall events.	<b>Very Unlikely</b>	<b>Not Applicable</b>	<b>Very Unlikely</b>	<b>Very Unlikely</b>	<b>Very Unlikely</b>

The above tables illustrate that the current budget is not sufficient to achieve the desired outcomes above and therefore it follows that any reduction in funding from current levels will result in a significant negative impact on service delivery.

### **Future Improvements to Enable Us to Improve the Management of Our Drainage Asset.**

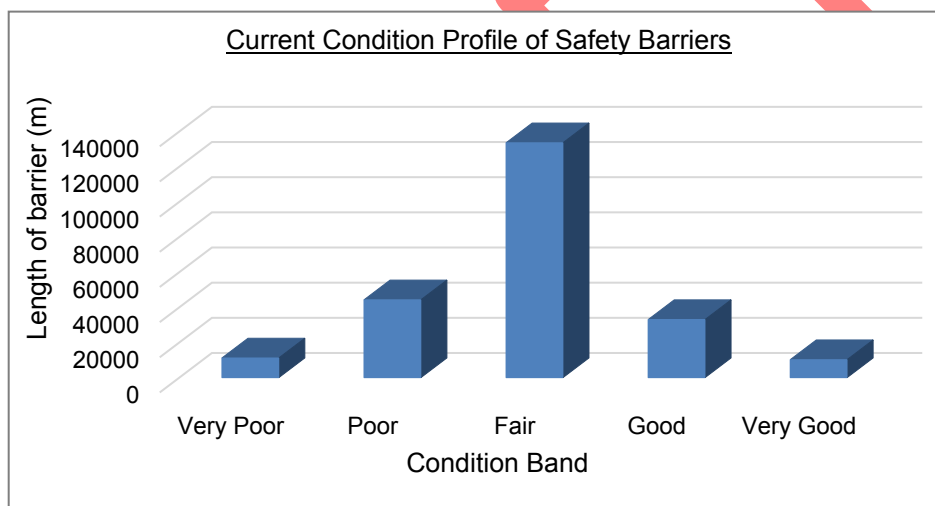
- Implementation of computer based modelling techniques to assess a variety of cleansing and maintenance strategies.

## Safety Barriers

Safety barriers fulfil a critical role and their failure to perform as designed has serious implications for highway safety.

Principal inspections of safety barriers on A and B roads are undertaken every five years, by a specialist Contractor. This information is collated and the barriers graded from one (very poor) to five (very good) for priority repair. The grading information has been used in conjunction with the HMEP Ancillary Assets Toolkit to forecast future replacement needs for this asset group. These initial forecasts include; the replacement/upgrade of barriers, based on an expected life of 25 years; retensioning of all tensioned barriers on a two year cycle, based on a current annual cost of £120k; and a current annual budget of £450k for damage repair.

### Current Condition Profile of the Asset



	<b>Total Length of asset (m)</b>	<b>Very Poor</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>
<b>Length of asset in each condition band</b>	232,290	11,190	44,263	133,594	33,024	10,219

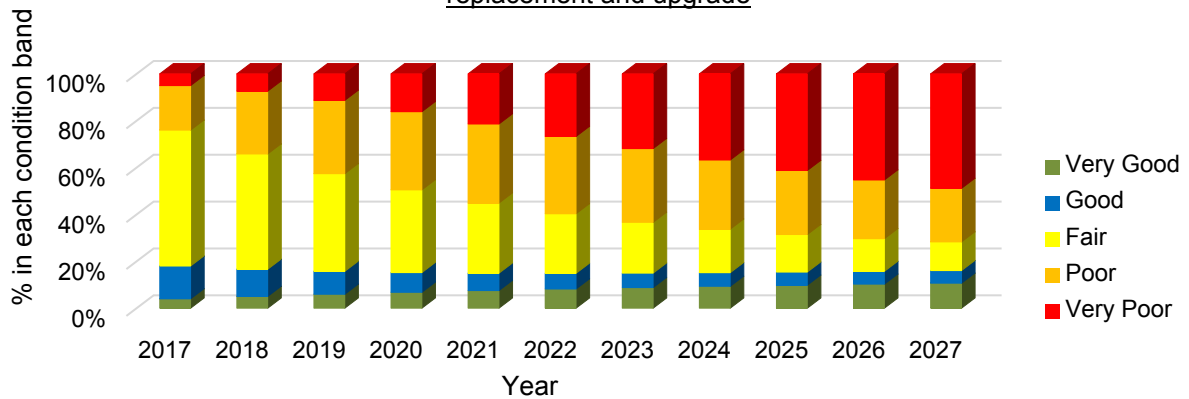
We have estimated that the current backlog for replacing or upgrading safety barriers that are considered to be in a very poor condition is around £1.6m.

### Age Profile Forecasts

#### *Current Budget*

The current annual budget for replacement and upgrading is £450k.

Forecast of safety barrier condition over the next 10 years with the current budget of £450k for replacement and upgrade



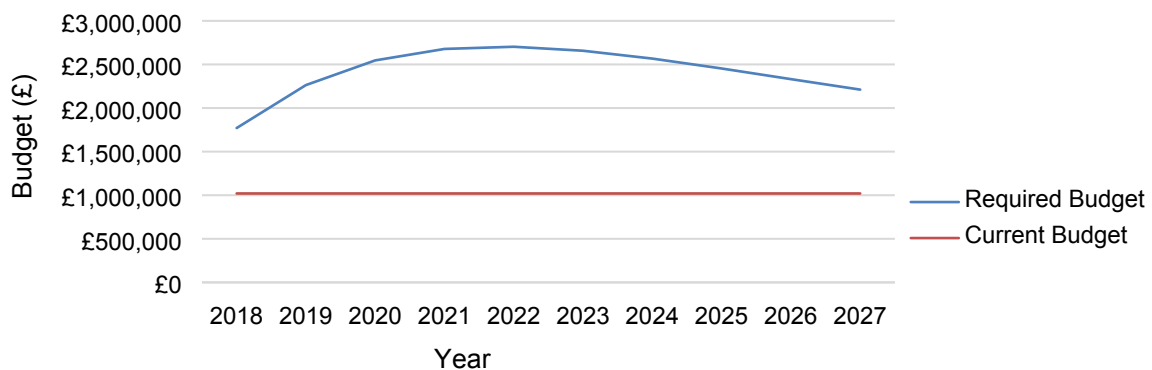
	Length (m) in each condition band if the replacement/upgrade budget remains at the current level										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>Very Good</b>	9292	11671	13813	15740	17475	19037	20442	21706	22845	23869	24791
<b>Good</b>	32521	26946	22724	19560	17222	15525	14324	13503	12973	12663	12517
<b>Fair</b>	134727	114286	96818	82000	69513	59054	50348	43144	37215	32367	28427
<b>Poor</b>	44135	62254	72660	77492	78393	76617	73104	68553	63471	58220	53049
<b>Very Poor</b>	11615	17133	26275	37498	49687	62057	74072	85384	95786	105171	113506

We have estimated that the replacement/upgrade backlog by 2027 will be £15.4m if the annual budget remains at the current level.

*Forecast Budget Required to Maintain Current Age Profile*

The modelling forecasts an annual average replacement/upgrade budget of £2.4m would be needed to maintain the percentage of safety barriers in very poor condition at the current level.

Forecast annual budget required to maintain % of safety barriers in very poor condition at current level (includes replacement & retensioning)



## Future Improvements to Enable Us to Improve the Management of Our Safety Barrier Asset

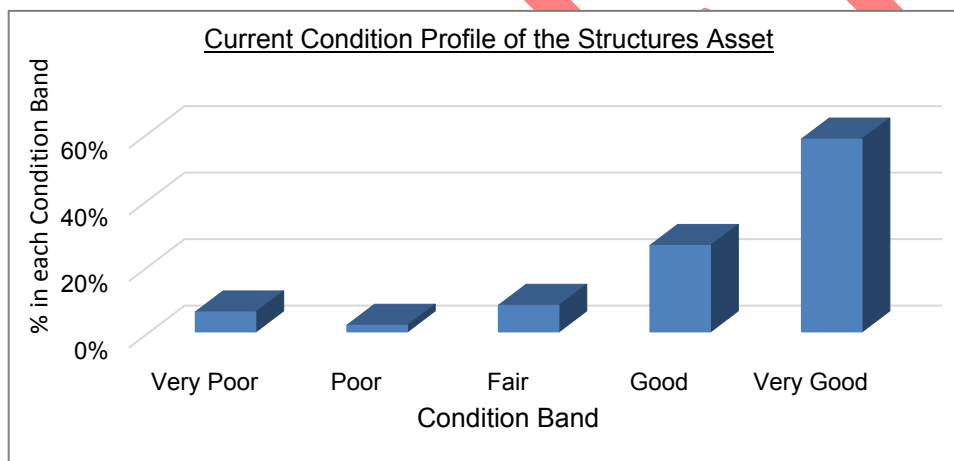
- The next planned detailed inspection will utilise advancements in collection hardware/software to improve the quality of the asset inventory data.
- The information collected will be tailored to meet the need for the asset management of the safety barrier systems with both serviceability and specification condition grades recorded.
- A data asset management system with a GIS interface will be utilised to improve the management of this asset.

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## Bridges, Tunnels and Highway Structures

There is an extensive inventory database and well established, nationally recognised inspection regimes for structures. This has resulted in a wealth of information on this asset group which is currently held on a bespoke database. A recent review of data collection and management within this asset group concluded that while the data collection regimes were fit for purpose the data management systems no longer were. As a result, work currently being undertaken has established what is now required from a structures management system and this is being implemented. Although underway, implementation of the new structures management system is not complete and as an interim measure the following forecasts of asset condition have been determined using the HMEP ancillary assets toolkit populated with Kent specific data.

### Current Condition Profile of the Asset



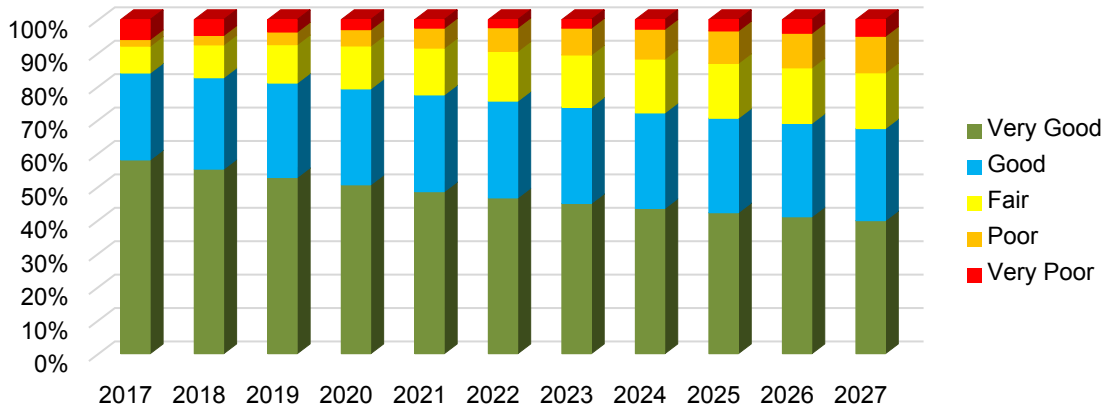
	<b>Very Poor</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>
<b>% in each Condition Band</b>	6%	2%	8%	26%	58%

### Age Profile Forecasts

#### *Current Budget*

The current annual average budget for structures maintenance is £1.8m

Forecast of condition of the structures stock over the next 10 years with the current budget



Year	% in each condition band if the budget remains at the current level										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>Very Good</b>	58%	55%	53%	51%	48%	47%	45%	43%	42%	41%	40%
<b>Good</b>	26%	27%	28%	29%	29%	29%	29%	29%	28%	28%	28%
<b>Fair</b>	8%	10%	11%	13%	14%	15%	16%	16%	16%	17%	17%
<b>Poor</b>	2%	3%	4%	5%	6%	7%	8%	9%	10%	10%	11%
<b>Very Poor</b>	6%	5%	4%	3%	3%	2%	3%	3%	3%	4%	5%

#### Forecast Budget Required to Maintain Current Overall Condition Profile

Using these modelling forecasts, it has been estimated that the annual average budget needed to maintain the current overall condition profile would be in the order of £6m.

#### Future Improvements to Enable Us to Improve the Management of Our Structures Asset

- Fully implement the new structures management system to enable more robust lifecycle modelling, particularly for different treatment strategies.



## Footways

As with roads, this asset group has a comprehensive set of condition data from surveys covering a number of years. However, there are fewer sets of complete network data than for roads due to the survey regime.

Although based on a nationally recognised survey, which produces an estimate of the condition of the asset, the current outputs do not lend themselves to being used in lifecycle planning as the survey involves the surveyor assessing the defects and recording the condition band this places a section of footway in, rather than recording the defects themselves. It has been possible to estimate future asset condition under a number of budget regimes by using a series of recorded assumptions.

### Reacting to Surface Defects

The figures used below 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 footway surface defects.

During the last few years we have spent an average of £1.4m a year reactively repairing footway defects. The total for the period 2013/14 to 2016/17 was £5.5m using a combination of revenue and capital funding. It is very difficult to accurately model the relationship between footway condition, the number and cost of surface defects that will occur. Investment less than that modelled to achieve a steady state condition would result in an increase in surface defect numbers, increasing the pressure on revenue and capital funds and in turn reducing the amount of capital funding that can be spent on planned maintenance.

### Current Condition

Following completion of the 2016/17 footway condition survey, the percentage of our footway network considered to be in a poor condition is 33.1% an increase from 32.7% calculated in 2015/16.

Condition	Year	
	2015/16	2016/17
Poor	32.7%	33.1%
Good	67.3%	66.9%

It is estimated that the current maintenance backlog for footways is in the region of £84m.

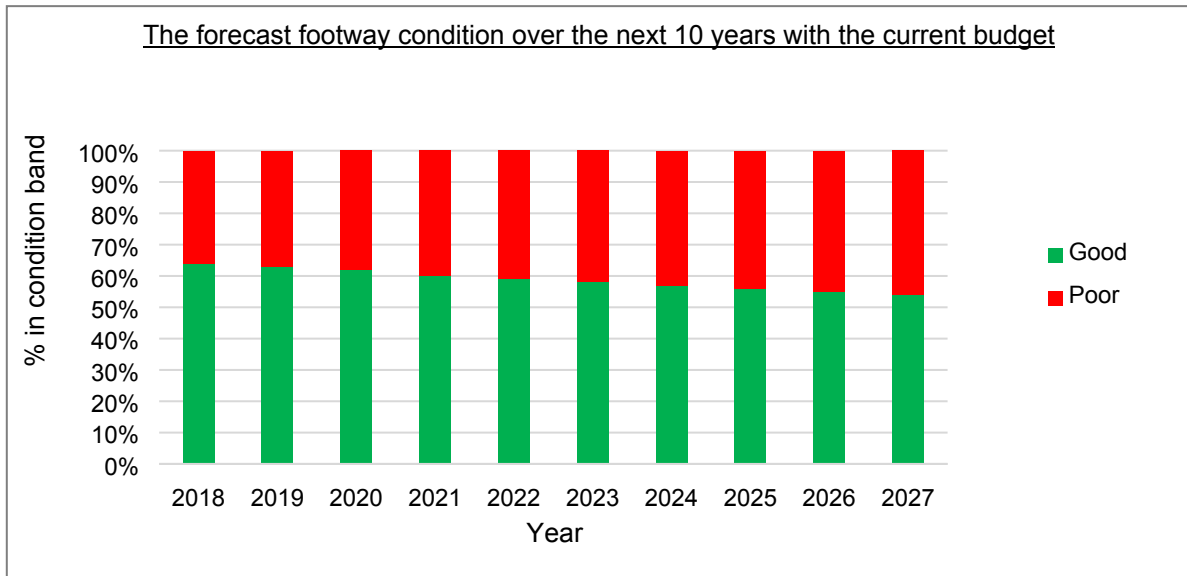
### Condition Forecasts

#### *Current Budget*

We have modelled the effect on footway condition if the current levels of Government funding remain unchanged.

Condition	Year									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Poor	36%	37%	38%	40%	41%	42%	43%	44%	45%	46%
Good	64%	63%	62%	60%	59%	58%	57%	56%	55%	54%

Figures rounded to nearest whole percentage number

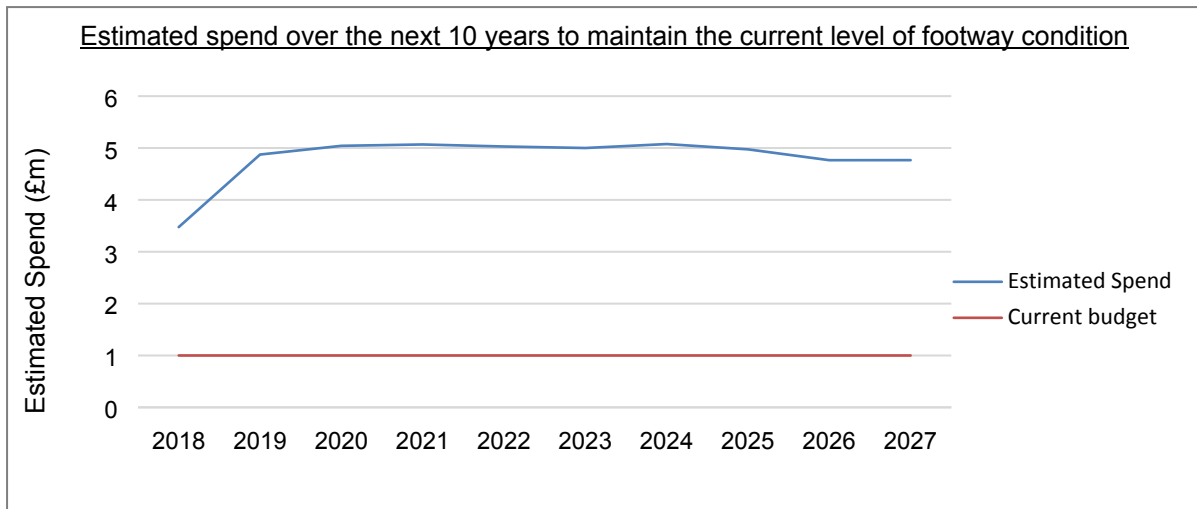


We estimate that in this scenario the backlog will increase from £84m now to around £116m by 2027.

This level of asset deterioration is significant. Whilst the authority could likely continue to address safety critical defects, we will have a considerably more uneven footway network towards the end of this forecast period. An Equality Impact Initial Screening exercise has identified that this is likely to have an adverse impact on certain specified groups protected under the Equality Act, namely the elderly and disabled.

#### *Steady State Condition*

We have modelled a scenario where the footways are maintained at their current condition level over the next ten years and calculated that an average annual capital investment of £4.8m, at today's prices, would be required. This scenario will result in the backlog figure remaining at £84m, plus inflation, in ten years' time. Any investment less than this would mean that a steady state condition could not be achieved.



### Future Improvements to Enable Us to Improve the Management of Our Footways Asset

- 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, do not adjoin a carriageway section. The condition assessment for these sections of our network need to be developed.
- The type of data collected for this asset will be reviewed to improve our confidence in the modelling.
- Use of condition data to enable scheme modelling.

## Street Lighting

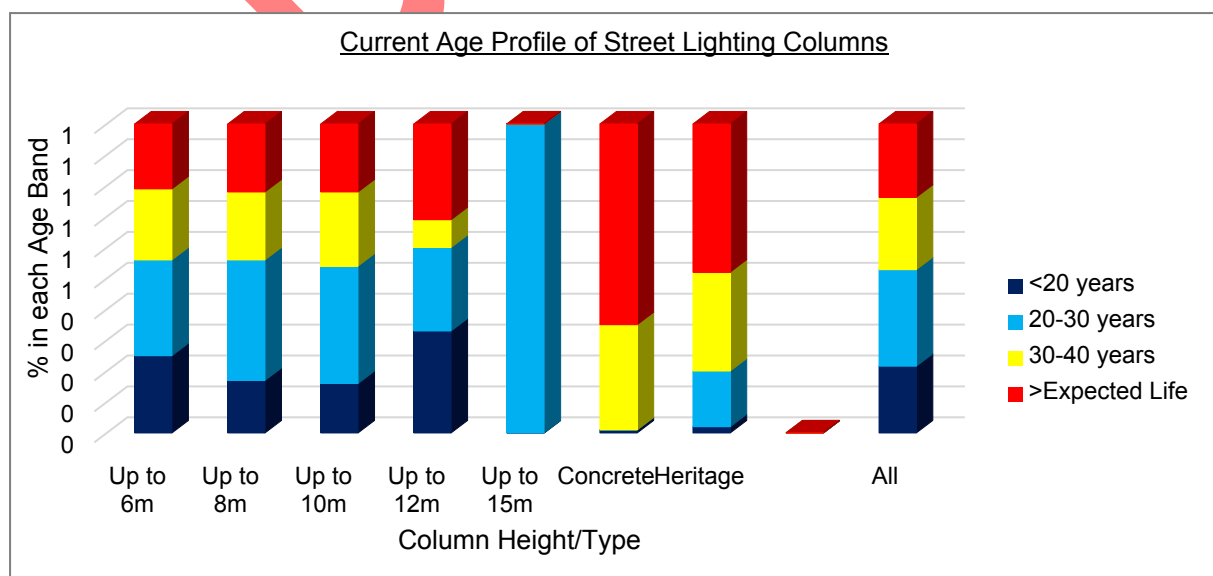
Kent has an extensive database of its Street Lighting asset and this has been used in conjunction with the HMEP Ancillary Assets Toolkit to forecast future replacement needs. The initial forecasts cover the replacement of the seven types of column as they reach the end of their expected life. Initially only these groups have been used as they cover 75% of the total asset by number, are the highest value and are less likely to need replacement following unforecastable damage, such as vehicle impact.

### The Effect of Ageing Infrastructure on Street Lighting Maintenance

A robust structural testing programme resulted in the provision of additional capital funding for the replacement of life expired steel street lights in the three years 2013 to 2016. This 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 2,000 steel street lights will need replacing following their programmed structural re-test. The cost of replacing these is estimated at £2.2m per year (2016 rates).

The focus on steel assets in has been to the detriment of concrete street lights which have received no funding in the last three years. If a concrete column were to suddenly fail, this would pose a significant danger to road users. In addition, the lanterns cannot be replaced on these columns, which in turn means they cannot be converted to LED under our conversion project resulting in loss of energy savings. There are approximately 3,500 concrete street lights all of which are coming to the end of their life and require replacing. The cost of replacing these is estimated at £3.85m (2016 rates) and a separate capital bid has been made for extra funds to undertake this work. Part of this funding has now been approved and orders are underway to commence some concrete column replacements.

### Current Age Profile of the Asset



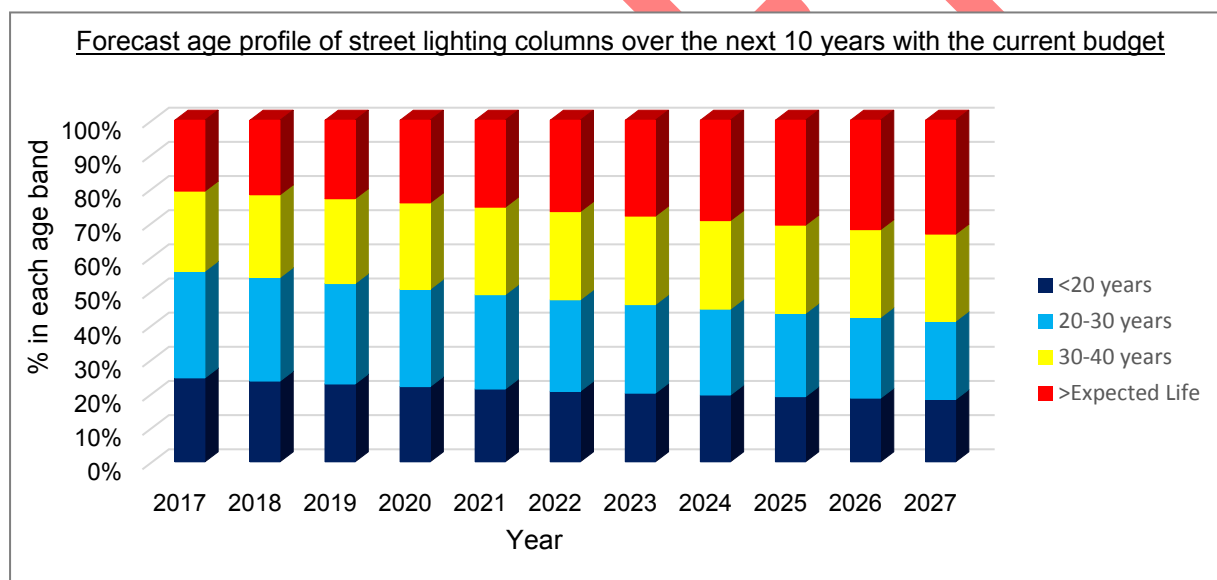
Column Height/Type	Total No. of assets	<20 years	20-30 years	30-40 years	>Expected Life
Up to 6m	79,740	19,935	24,719	18,340	16,746
Up to 8m	13,121	2,231	5,117	2,886	2,887
Up to 10m	16,374	2,620	6,222	3,930	3,602
Up to 12m	1,733	572	468	156	537
Up to 15m	6	0	6	0	0
Concrete	5,388	54	0	1,834	3,500
Heritage	1,387	28	250	444	665

We have estimated that the current backlog in replacing street lighting columns that have reached their expected life is around £27m (excluding the concrete columns referred to above).

## Age Profile Forecasts

### Current Budget

The current annual budget for column renewals is £1.6m.



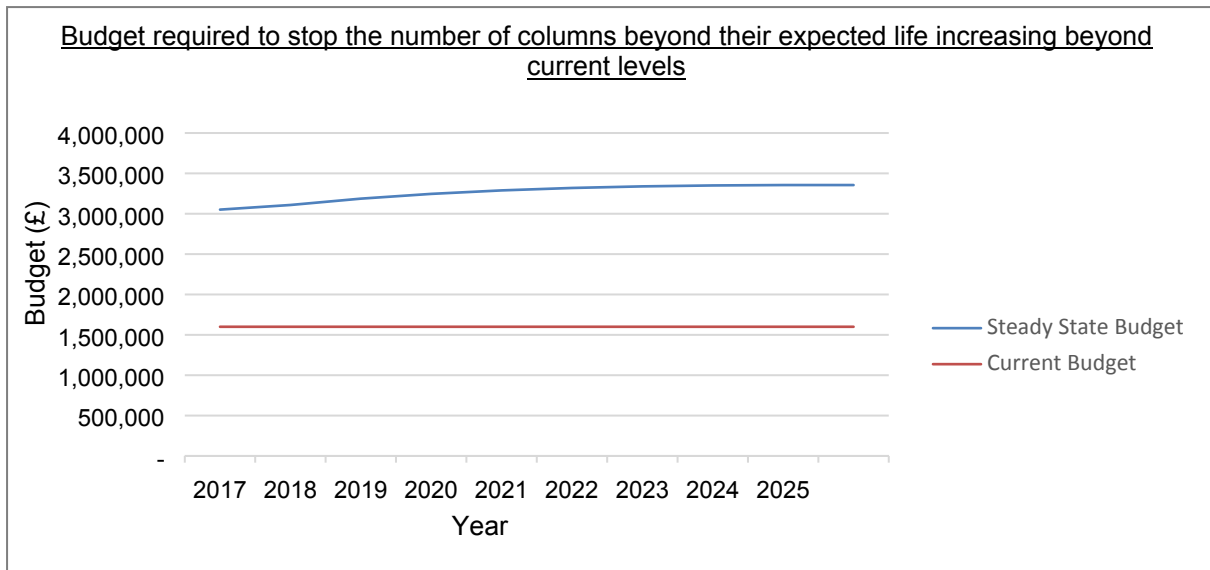
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<20 years	28940	27839	26834	25925	25093	24340	23657	23034	22466	21952	21484
20-30 years	36777	35704	34620	33560	32524	31517	30536	29592	28687	27817	26988
30-40 years	27595	28512	29232	29771	30154	30393	30510	30519	30432	30264	30028
>40 years	24437	25694	27063	28493	29978	31499	33046	34604	36164	37716	39249

The forecast number of assets in each age band over the next 10 years with the current budget.

We have estimated that the renewal backlog by 2027, if the annual budget remains at the current level, will be £44.2m (excluding concrete columns)

### Forecast Budget Required to Maintain Current Age Profile

The modelling shows an annual average renewals budget of around £3.3m is needed to maintain the current age profile of the lighting columns.



### Future Improvements to Enable Us to Improve the Management of our Street Lighting Asset

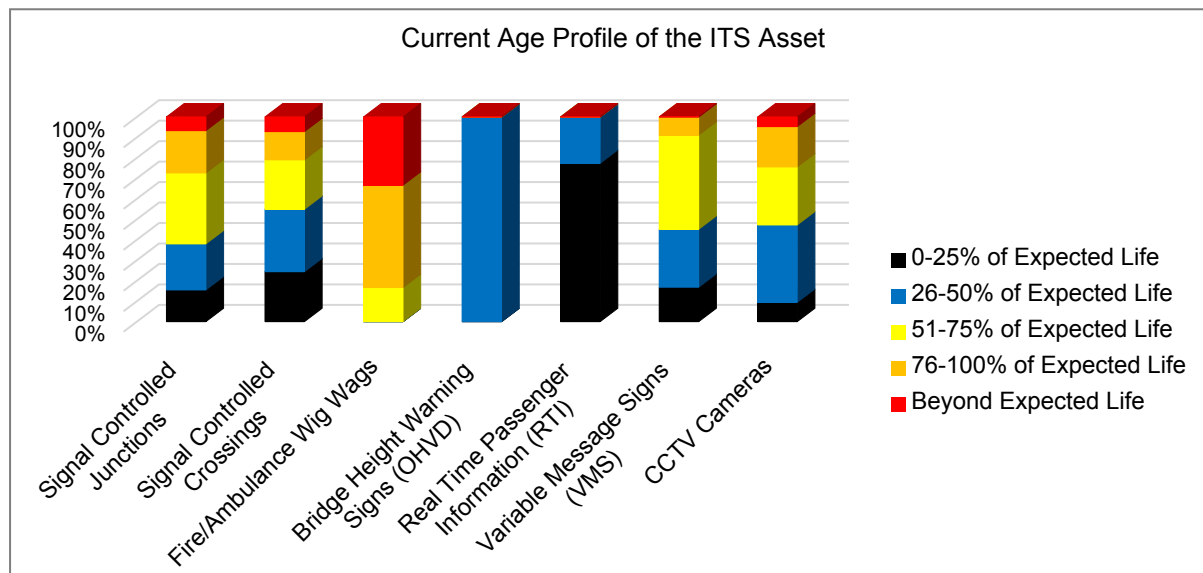
- Increasing our knowledge of column asset age to improve replacement needs from lifecycle planning
- Incorporate other asset sub-groups when running lifecycle planning modelling

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## Intelligent Traffic Systems

We have excellent inventory and condition data on this asset group that has been built up over many years. The HMEP Ancillary Assets Toolkit has been used to model expected asset renewal needs and outcomes for the next ten years.

### Current Age Profile of the ITS Asset



	Total No. of Assets	Condition Band (% of Expected Life)				
		0-25	26-50	51-75	76-100	>100
Signal Controlled Junctions	329	51	74	114	68	22
Signal Controlled Crossings	377	92	115	91	52	27
Fire/Ambulance WigWags	6	0	0	1	3	2
Bridge Height Warning Signs	2	0	2	0	0	0
Real Time Passenger Information Signs	53	41	12	0	0	0
Variable Message Signs	113	19	32	52	10	0
CCTV Cameras	127	12	48	36	25	6

This current condition represents a renewal backlog of £3.65m.

### Age Profile Forecasting

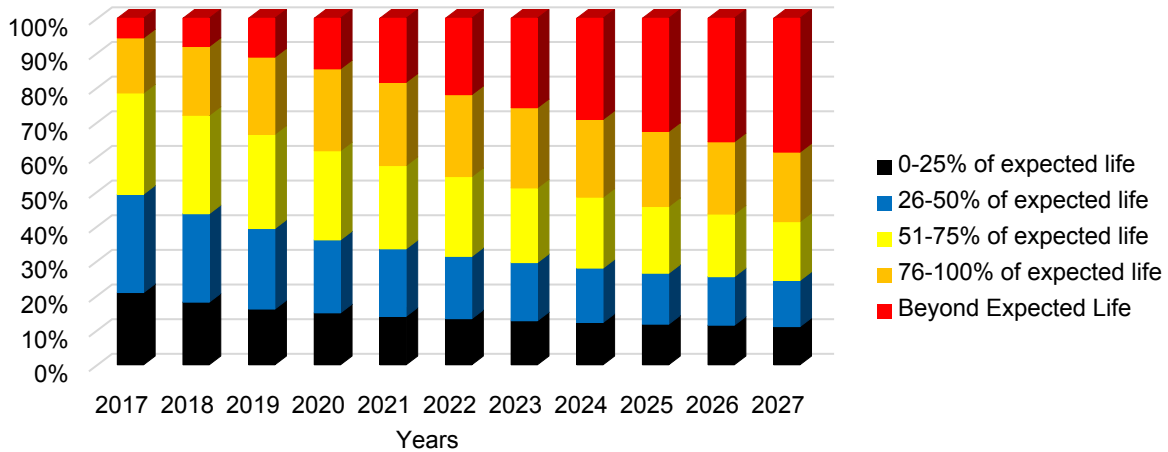
The above information has been used in conjunction with the HMEP Ancillary Assets toolkit to model the budget requirements and age profile of the asset resulting from two scenarios;

- The condition over the next 10 years based on the current budget
- The budget required to keep asset at a steady state over the next 10 years

### Current Budget

The age profile of the ITS asset has been modelled for the next ten years, using the current annual renewal budget of £500,000. It is estimated that this will result in a renewal backlog of around £25.9m by 2027.

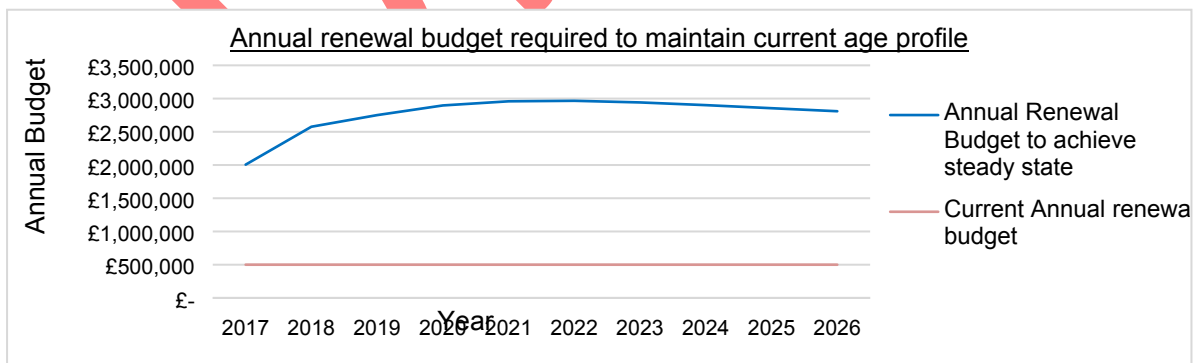
Age Profile of the ITS Asset Over the Next 10 years with Current Budget



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
0-25% of expected life	210	182	162	151	141	134	128	123	118	115	111
26-50% of expected life	286	257	234	212	196	181	169	158	148	141	134
51-75% of expected life	294	286	274	259	242	232	217	206	194	182	171
76-100% of expected life	160	200	224	238	242	238	233	226	218	210	202
Beyond Expected Life	57	82	113	147	186	222	260	294	329	359	389

### Steady State

We have modelled the budget profile that would be needed to maintain current number of the ITS assets beyond their expected life for the next ten years. It is estimated that over ten years the cost would be £27.7m, which equates to an annual average renewal budget of £2.8m.



### Future Improvements to Enable Us to Improve the Management of Our ITS Asset

- Continue to move to a more flexible and modular signal design as technology allows, which will further enable partial site refurbishments and individual component changes to be made to extend asset life.



- Consider adjacent third party developments when determining the site refurbishment list, as we can use third party funding to invest in such asset works and offset our liability.

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## Soft Landscape

We have collected extensive data on our soft landscape asset but due to the nature of the asset and type of maintenance involved we consider a forecast of service levels for different funding levels to be more appropriate than the lifecycle planning approach taken for other asset groups.

### Levels of Service

The history of service levels for this asset is set out in in the document, ***Implementing Our Approach to Asset Management in Highways.***

Annual maintenance frequencies are reviewed periodically in accordance with available funding and the table below summarises the forecast levels of service for three levels of funding.

Service Provision	Steady State Service (£4.2m)	Current Budget Reduced Service (£3.2m)	Statutory Minimum Service (£2.2m)
Urban Grass Cutting	8	6	1-3
Shrub Bed Maintenance	2	1	0
Urban Hedges	2	1	0
Weed Spraying (Hard surface)	2	1	0
Rural Swathe Cutting	2	1	1
Visibility cuts	3	3	3
Rural Hedge Cutting	1 - 2	1	every other year
High Speed Road (HSR)	2	1	1
Bus Routes	Safety & amenity	Safety critical only	
Tree Maintenance	Safety, amenity & nuisance	Safety critical only	

As shown above, we are aware that the current maintenance frequencies fall short of what is required to prevent both medium and long term asset deterioration.

### Future Improvements to Enable Us to Improve the Management of Our Soft Landscape Asset

- Further develop and fine tune the current data held on this asset to ensure the maintenance programmes continue to be fit for purpose and procurement of services is cost efficient.

## Road Markings and Studs, Pedestrian Guardrail and Unlit Signs

We have very little data on these assets and due to their low value, expected life span and the generally reactive nature of their maintenance, we consider a forecast of expected outcomes from different funding levels to be more appropriate for these asset groups than lifecycle planning.

### Current Levels of Funding and Service

The current level of funding on these assets is;

Asset	Total Funding	Capital/Planned Funding	Revenue/Reactive Funding
Road Markings & Studs	£510k	£200k	£310k
Pedestrian Guardrail	£105k	-	£105k
Unlit Signs	£415k	£0k	£415k

This allows the delivery of the following levels of service;

Asset	Description	Response time
Road Markings	Safety critical road marking is identified as being more than 50% faded through inspection or enquiry.	Make safe within two hours. Permanent refresh within seven to 28 days.
	Non-safety critical road marking is identified as being more than 50% faded through inspection or enquiry	Refresh within 28 to ninety days.
	The requirement for new road marking is identified as part of the scheme or casualty reduction measure.	Install within ninety days.
Road Studs	Safety critical road stud (stick on or milled) 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.
	Non safety critical road stud (stick on or milled) 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.
	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.
	Requirement for new road stud is identified as part of the scheme or casualty reduction measure.	Install within 90 ninety days.
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 the 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.
<b>Unlit Signs</b>	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.

### Forecast Levels of Service Outcomes with the Current Budget

Service	Road Markings and Studs	Pedestrian Guardrail	Unlit Signs
Damage repair.	Likely	Likely	Unlikely
End of life replacement.	Likely	Unlikely	Unlikely
Improvement to appearance of the public realm.	Highly Unlikely	Unlikely	Unlikely
Provision of new assets.	Unlikely	Unlikely	Unlikely
Deliver cost efficiencies in managing the asset.	Unlikely	Unlikely	Unlikely
Upgrade to use new technology.	Unlikely	Unlikely	Unlikely
Increase public satisfaction with the asset.	Unlikely	Unlikely	Unlikely

## Forecast Levels of Service Outcomes with a Reduced Budget

Service	Road Markings and Studs	Pedestrian Guardrail	Unlit Signs
Damage repair.	Likely	Likely	Highly Unlikely
End of life replacement.	Unlikely	Highly Unlikely	Highly Unlikely
Improvement to appearance of the public realm.	Highly Unlikely	Highly Unlikely	Highly Unlikely
Provision of new assets.	Highly Unlikely	Highly Unlikely	Highly Unlikely
Deliver cost efficiencies in managing the asset.	Highly Unlikely	Highly Unlikely	Highly Unlikely
Upgrade to use new technology.	Highly Unlikely	Highly Unlikely	Highly Unlikely

The above tables illustrate that the current budget is not sufficient to achieve the desired outcomes above and therefore it follows that any reduction in funding from current levels will result in a significant negative impact on service delivery.

## Part 3: Summary and The Future

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### Context

In February 2017, Kent County Council published two key documents. The first, ***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".

The second, ***Implementing Our Approach to Asset Management in Highways***, outlines in more detail 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. Over the last year, we have implemented a range of measures to improve our knowledge of our highways asset and carry out lifecycle cost analyses, in order to make informed decisions about how we maintain our highway assets.

This third document, ***Developing Our Approach to Asset Management in Highways***, uses more robust data, processes and modelling, and outlines the current condition of highway assets and forecasts future condition and levels of service. It also includes areas that we want to develop in future to further enhance service delivery and ensure continuous improvement. Publishing this document will help enable Kent to evidence a Band 3 rating for Incentive Fund purposes and avoid a further reduction in government funding allocated to Kent.

### Current Condition and Forecast Deterioration

In ***Implementing Our Approach to Asset Management in Highways*** we explained that most local authorities are facing significant challenges in maintaining a safe and reliable highway network during a time of ageing assets, 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 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.

The position in Kent is similar to most other authorities. Our forecast for most highway asset groups based on current levels of funding continuing is grave. In most asset groups, it is clear from detailed modelling and analysis that our highway assets will continue to deteriorate, in some cases very significantly.

Whilst all highway asset groups have their respective challenges going forward, this report include two important but difficult conclusions about our largest and most valuable asset groups – roads and footways. Our road assets are in poor condition and will deteriorate significantly if current funding levels are maintained. If that occurs on the scale modelled over ten years, towards the end of that period it will become increasingly challenging to fulfil our Highways Act duties to maintain a safe network. Our footway assets are also in poor condition and will deteriorate significantly over the next ten years. If that happens as modelled, we will have significantly more uneven footway network towards the end of the forecast period. That will disproportionately affect vulnerable groups protected by the Equality Act, namely the elderly and disabled.

### **Future Workstreams**

It has been mooted that the Department for Transport may make some changes to the Incentive Fund mechanism. We await any announcement but it is possible they may introduce a higher level, Band 4, of demonstrating asset management competence. We have also heard a suggestion that there will be additional questions, and it is conceivable that a greater percentage of Government capital grant funding will in future be dependent on our Incentive Fund rating.

Even if none of these changes occur, it is important to note that a considerable amount of asset management-related work will need to be carried out in 2018 and beyond to cement our Band 3 rating, and as part of our future implementation and adoption of Well-managed Highways Infrastructure, a new Code of Practice concerning highway maintenance. These workstreams will include regularly reviewing, developing and improving the plans, frameworks and strategies that Kent has put in place. It also includes refining and improving our data collection and management to improve our ability to carry out lifecycle planning; for example, we need to commission and implement a new structures database, we need to improve and optimise drainage asset data and gully cleansing and we need to commission a new contract or contracts covering our road and footway asset condition surveys and strategic asset management functionality.

Given the scale of maintenance backlogs and modelled deterioration across most asset groups, and that it is unlikely in the current European, national or local context that funding levels will increase by the magnitude needed, it is important that we examine what more we can do to reduce lifecycle costs and improve future maintainability. This clearly is important in terms of existing highway assets when they are renewed or life-extended, but also in relation to new assets, whether they are installed by KCC and others or added to our inventory through adoption. These new highway assets bring significant other benefits to KCC and the people and businesses of Kent, but moving forward we need to consider how we get the balance right between those benefits and our ability to maintain these assets over their lifecycle.

It is therefore intended that, during 2018, officers examine a number of key areas relating to new assets being installed on our network to minimise lifecycle costs and improve future maintainability. These might include, but not be limited to, the following:

- consider the possibility of reviewing the Kent Design Guide to include more focus on reducing lifecycle costs and improving future maintainability;
- consider the possibility of creating technical guidance notes for each asset group and introducing a technical approval process; and
- require future improvement projects to demonstrate that different lifecycle options have been considered and balanced against other drivers.



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

**Directorate:**

Growth, Environment & Transport

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

Developing Our Approach to Asset Management in Highways – 2018/19 to 2020/21

**What is being assessed?**

The impact of the proposed development of our Highways Asset Management strategy, this taking into account significant developments in our approach such as implementing lifecycle planning for all major asset groups.

**Responsible Owner/Senior Officer:**

Andrew Loosemore, Head of Service, Highways Asset Management – Highways, Transportation & Waste

**Date of Initial Screening:**

13<sup>th</sup> December 2017

**Date of Full EqIA:**

NA

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Comment</b>
1.0	Alan Casson	13 <sup>th</sup> December 2017	Draft

# Equality Analysis/Impact Assessment

Growth Environment & Transport

Road and Footway Assets – Lifecycle Cost Planning

Responsible Owner: Andrew Loosemore

Version: 1.0

Date: 13<sup>th</sup> December 2017

## 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.

<b>Low</b>	Low relevance or insufficient information/ evidence to make a judgement	<b>Medium</b>	Medium relevance or insufficient information/ evidence to make a judgement	<b>High</b>	High relevance to equality or likely to have an adverse impact on a protected group
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Based on the individual assessments the overall assessment is **High**.

### Context

The County Council is responsible for the maintenance of 8,700km of roads and 5,400km of footway. We have legal obligations to maintain the public highway in a safe condition and facilitate the movement of traffic around the County. We also have duties under the Equality Act 2010. Our highway assets are estimated to be worth £12bn (excluding land value). Our highway assets are 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.
- **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. It provides 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.
- **Older and vulnerable residents are safe and supported with choices to live independently.**  
Safe and reliable roads provide valuable access to services, amenities and social activities for older and vulnerable people supporting them to live with greater independence.

Our highways enable safe and reliable journeys and in doing so support social and economic prosperity. They also facilitate the transport of services essential to health and wellbeing, including emergency services, medical services, food transportation etc.

Like most local authorities, Kent is 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 and footways in England are deteriorating far exceeds the rate of investment from central government. This is a national issue but arguably affects Kent more significantly given the scale of our highway network and proximity to London, the Dartford crossings and continental Europe.

# Equality Analysis/Impact Assessment

Growth Environment & Transport

Road and Footway Assets – Lifecycle Cost Planning

Responsible Owner: Andrew Loosemore

Version: 1.0

Date: 13<sup>th</sup> December 2017

The majority of capital investment in our highways is funded through DfT grants. However, in 2015 the Government changed the way in which it allocates funding to encourage the full use of asset management methodology into Local Authorities' management of highway maintenance and prioritisation of investment.

In February 2017, Kent County Council published two key documents. The first, ***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".

The second, ***Implementing Our Approach to Asset Management in Highways***, outlines in more detail 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. Over the last year, we have implemented a range of measures to improve our knowledge of our highways asset and carry out lifecycle cost analyses, in order to make informed decisions about how we maintain our highway assets.

Kent proposes to adopt a publish a third document, ***Developing Our Approach to Asset Management in Highways***, essentially a development of the above documents which uses more robust lifecycle cost data, processes and modelling, and outlines the current condition of highway assets and forecasts future condition and levels of service. It also includes areas that we want to develop in future to further enhance service delivery and ensure continuous improvement. Publishing this document will help enable Kent to evidence a Band 3 rating for Incentive Fund purposes and avoid a further reduction in government funding allocated to Kent.

In ***Implementing Our Approach to Asset Management in Highways*** we explained that most local authorities are facing significant challenges in maintaining a safe and reliable highway network during a time of ageing assets, 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 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.

The position in Kent is similar to most other authorities. Our forecast for most highway asset groups based on current levels of funding continuing is bleak. In most asset groups, it is clear

# Equality Analysis/Impact Assessment

Growth Environment & Transport

Road and Footway Assets – Lifecycle Cost Planning

Responsible Owner: Andrew Loosemore

Version: 1.0

Date: 13<sup>th</sup> December 2017

from detailed modelling and analysis that our highway assets will continue to deteriorate, in some cases very significantly.

Whilst all highway asset groups have their respective challenges going forward, this proposed new strategy document include two important but difficult conclusions about our largest and most valuable asset groups – roads and footways.

- Our road assets are in poor condition and will deteriorate significantly if current funding levels are maintained. If that occurs on the scale modelled over ten years, towards the end of that period it will become increasingly challenging to fulfil our Highways Act duties to maintain a safe network.
- Our footway assets are also in poor condition and will deteriorate significantly over the next ten years. If that happens as modelled, we will have significantly more uneven footway network towards the end of the forecast period.

This initial Equality Impact Screening has been completed to consider whether the proposed developed strategy document that is based on more robust lifecycle cost analysis has the potential to disproportionately affect protected groups under the Equality Act. It concludes that continued footway asset deterioration of the scale modelled would disproportionately affect a number of vulnerable groups protected by the Equality Act, namely the elderly and disabled.

# Equality Analysis/Impact Assessment

Growth Environment & Transport

Road and Footway Assets – Lifecycle Cost Planning

Responsible Owner: Andrew Loosemore

Version: 1.0

Date: 13<sup>th</sup> December 2017

## Aims and Objective

See above.

## Information and Data

None, save asset condition and modelling data, which is not specific to protected groups.

## Involvement and Engagement

None at this stage.

## Potential impact

A deteriorating road and footway network may affect older people and people with disabilities more than others.

## Adverse Impact

If we do not resource road and footway asset management and maintain a steady state condition, the condition of our road and footway assets will deteriorate. Whilst that may be mitigated by statutory and ad-hoc inspections in terms of safety critical defects, it is reasonable to conclude that footway surfaces will deteriorate and be more uneven than at present. The extent to which that might occur will depend on the extent of any funding shortfall.

## Positive Impact

Informed asset management decision making.

## Part 2: Judgement

Option 1 – Sufficient Screening

Yes

No

Justification: The project does not affect any particular protected group

Option 2 – Internal Action Required

Yes

No

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

A Full Impact Assessment is required for the following reasons:

- Modelling data and our understanding of funding availability points to road and footway asset deterioration over the next ten years. That will likely lead to more uneven footway in particular and that may affect older people and people with disabilities more than others, given the potential for increased trip hazards.

## Action Plan

NA

## Monitoring & Review

## **Equality Analysis/Impact Assessment**

Growth Environment & Transport

Road and Footway Assets – Lifecycle Cost Planning

Responsible Owner: Andrew Loosemore

Version: 1.0

Date: 13<sup>th</sup> December 2017

NA

### **Equality & Diversity Team Comments**

NA

### **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

Signed:

Job Title: Head of Service, Highways Asset Management

Date:

DRAFT

# Equality Analysis/Impact Assessment

Growth Environment & Transport

Road and Footway Assets – Lifecycle Cost Planning

Responsible Owner: Andrew Loosemore

Version: 1.0 Date: 13<sup>th</sup> December 2017

## Appendix A – Screening Grid

### Proportionality

<b>Low</b>	Low relevance or insufficient information/ evidence to make a judgement	<b>Medium</b>	Medium relevance or insufficient information/ evidence to make a judgement	<b>High</b>	High relevance to equality or likely to have an adverse impact on a protected group
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### Screening Grid

Characteristic	Could this policy, procedure, project or service or any proposed changes to it affect this group less favourably than others in Kent?	Assessment of the potential impact: <b>High/Medium/Low/Unknown</b>		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		
<b>Age</b>	Yes, this has the potential to affect this group less favourably	Low	High	A full Impact Assessment is required	No
<b>Disability</b>	Yes, this has the potential to affect this group less favourably	Low	High	A full Impact Assessment is required	No
<b>Gender</b>	No – this project 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
<b>Gender Identity</b>	No – this project 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
<b>Race</b>	No – this project 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
<b>Religion or Belief</b>	No – this project 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
<b>Sexual Orientation</b>	No – this project 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
<b>Pregnancy &amp; Maternity</b>	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
<b>Marriage &amp; Civil Partnership</b>	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
<b>Carers Responsibilities</b>	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

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**From:** Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste  
Barbara Cooper, Corporate Director of Growth, Environment and Transport

**To:** Environment and Transport Cabinet Committee – 31 January 2018

**Decision No:** 17/00139

**Subject:** Agreement to manage and deliver the National Driver Offender Retraining Scheme Courses for the Kent Police Diversionary Partnership

**Key decision:** Yes

**Classification:** Unrestricted

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

**Electoral Division:** Countywide

**Summary:**

Kent County Council is a licensed service provider for the delivery of National Driver Offender Retraining Scheme Courses (NDORS) and has provided these services to the Kent Police Driver Diversionary Partnership since 2008. These services have been formalised through an agreement between Kent Police and Kent County Council.

The primary focus of the service is to re-educate low end driving offenders in order to reduce road casualties, through delivery of National Driver Offender Retraining Scheme Courses. Kent Police wish to retain KCC's services for the continued delivery of this training.

It is proposed that these services are provided by KCC for a further five years commencing on the 1 April 2018.

**Recommendation(s)**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposal for Kent County Council to continue to provide the management and delivery of the National Driver Offender Retraining Schemes to the Kent Police Diversionary Partnership for a further five years as shown at Appendix A.

**1. Introduction**

- 1.1 Kent Police is the County traffic enforcement body, where appropriate low level traffic offenders can be referred to driver retraining as an alternative to fixed penalty fines and licence endorsements.

- 1.2 The Kent Police Area Driver Diversion Partnership (KPADDP) is led by Kent Police and managed by a Partnership Client Board comprising representatives from Kent Police and Kent County Council.
- 1.3 The primary purpose of the KPADDP is to contribute to a reduction in road casualties through delivery of the retraining scheme recognised by the governing body, that of the National Driver Offender Retraining Schemes (NDORS). The Partnership also aims to reduce reoffending in related aspects of traffic legislation.
- 1.4 Across the Country some Police Authorities commission courses from the private sector, however Kent Police works in the strategic partnership with KCC to reduce road casualties and there is a desire to retain services within this partnership.

## **2. Financial Implications**

- 2.1 Course fees are regulated by the governing body the National Driver Offender Retraining Schemes (NDORS). Part of the services provided will include the booking and scheduling of Clients, administering payments and delivering the training.
- 2.2 Payments received are allocated in accordance with regulation set by NDORS.
- 2.3 The provision of this service by KCC is self-funded with no detrimental effect on base budgets or medium term financial plans.

## **3. Policy Framework**

- 3.1 Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people
- 3.2 As a partner, KCC is committed to Kent Casualty Reduction Strategy adopted in 2014 -2020.

## **4. The Report**

- 4.1 It is proposed that KCC continues to supply services to the Kent Police Area Driver Diversion Partnership (KPADDP) for a further five years
- 4.2 An agreement will be developed to detail the responsibilities of Kent Police as summarised below;
  - Provide strategic leadership for the Partnership.
  - Chair the Partnership Client Board.
  - Identify prospective diversion candidates.
  - Serve notice of intention to prosecute to offenders.
  - Complete due legal process with candidates who fail to comply with the diversion intervention.
  - Liaise with those involved in the referral of offenders.

- Act as decision makers in respect of the relevant retraining course that the offender should complete
- Provide monthly information to allow KCC to predict demand and allow KCC to manage service provision.
- Influence NDORS Ltd to ensure correct and efficient operation of the NDORS computer system.

4.3 KCC's role is that of a service provider, the specification for the services is summarised below;

- Manage and deliver service provision in accordance with national processing times on behalf of the Partnership and drive continuous improvement in service delivery within the context of the NDORS Service Provision Licensing Scheme.
- Lead any necessary procurement of service provider/s in a manner that complies with KCC's policies and meets with the agreement of the Partnership Client Board.
- Ensure that adequate arrangements are in place to meet the needs of all diversion candidates referred by Kent Police and other forces.
- Provide arrangements for payments from candidates.
- Ensure that all interventions comply with the requirements of the relevant national models.
- Ensure that necessary standards in training provision and customer care are maintained.
- Maintain secure, legally compliant up to date records of all courses, candidates and transactions on behalf of Kent Police, particularly as it relates to Data Protection, Freedom of Information and any other relevant legislation.
- Maintain a valid Service Providers Licence as issued by NDORS ensuring compliance with all NDORS policies and procedures

4.4 KCC recovers all its cost when providing the service; these include fixed and variable overhead costs for all relevant personnel, venues, ICT systems and financial processing.

4.5 KCC was externally awarded its Service Providers Licence by NDORS following an external audit conducted in July 2017

## **5. Legal implications**

5.1 KCC will work closely with Invicta Law and Kent Police legal representatives in the development of the new agreement

## **6. Conclusions**

6.1 It is very positive that Kent Police want to continue the current arrangements for NDORS for a further 5 years. In so doing, together KCC and the Police can

continue to support road casualty reduction which forms part of the Road Casualty Reduction Strategy for Kent 2014-2020.

## **7. Recommendation(s):**

7.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposal for Kent County Council to continue to provide the management and delivery of the National Driver Offender Retraining Schemes to the Kent Police Diversionary Partnership for a further five years as shown at Appendix A.

## **8. Appendices**

- Appendix A – Proposed Record of Decision

## **9. Contact details**

Report Author: David Beaver  
Name and title: Head of Waste & Business Services  
Telephone number: 03000 411620  
Email address: [david.beaver@kent.gov.uk](mailto:david.beaver@kent.gov.uk)

Relevant Director: Roger Wilkin  
Name and title: Director, Highways, Transportation and Waste  
Telephone number: 03000 413479  
Email address: [roger.wilkin@kent.gov.uk](mailto:roger.wilkin@kent.gov.uk)

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY**

**Mike Whiting – Cabinet Member for Planning, Highways,  
Transport and Waste**

**DECISION NO:**

17/00139

**For publication**

**Key decision\***

Yes –

**Subject:** Agreement to manage and deliver the National Driver Offender Retraining Scheme Courses for the Kent Police Diversionary Partnership

**Decision:**

As Cabinet Member for Planning, Highways, Transport and Waste I agreed for Kent County Council to continue to provide the management and delivery of the National Driver Offender Retraining Schemes to the Kent Police Diversionary Partnership for a further five years as shown at Appendix

**Reason(s) for decision:**

Kent County Council is a licensed service provider for the delivery of National Driver Offender Retraining Scheme Courses (NDORS) and has provided these services to the Kent Police Driver Diversionary Partnership since 2008. These services have been formalised through an agreement between Kent Police and Kent County Council.

The primary focus of the service is to re-educate low end driving offenders in order to reduce road casualties, through delivery of National Driver Offender Retraining Scheme Courses. Kent Police wish to retain KCC's services for the continued delivery of this training.

**Cabinet Committee recommendations and other consultation:**

The proposal is being considered by Members of the Environment and Transport Committee on 31 January 2018.

**Any alternatives considered:**

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

.....  
signed

.....  
date

Name:

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**From:** Mike Whiting Cabinet Member, Planning, Highways, Transport and Waste  
 Roger Wilkin, Director of Highways, Transportation & Waste

**To:** Environment & Transport Cabinet Committee Meeting - 31 January 2018.

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

**Key decision:** 17/00140

**Classification:** Unrestricted

**Past Pathway of Paper:** Environment & Transport Cabinet Committee – 13 March 2017

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

**Electoral Division:** Canterbury, Dartford, Gravesham, Maidstone, Thanet, Tonbridge and Malling, Tunbridge Wells, Sevenoaks, Swale

**Summary:**

The recent procurement of contract/s for Soft Landscape Urban Grass, Shrubs & Hedges encountered problems with the successful tenderers. One company went into liquidation and the other withdrew its tender. It has therefore become urgent to re-tender this contract in order to have a suitable provider in place in time for the 2018 growing season.

**Recommendation(s):**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning Highways Transport & Waste on the proposed decision to procure and delegate authority to the Director of Highways, Transportation and Waste to award contract/s for the urban grass, shrubs & hedges service as shown at appendix A.

**1. Introduction**

- 1.1 The Urban Grass Shrubs and Hedges contract is required to enable KCC to deliver this important highways service to ensure the green highway estate can be maintained.
- 1.2 The recent procurement of this contract unfortunately was not successful due to problems encountered with the successful contractors. It has therefore become urgent to re-procure this critical service area for commencement from 2<sup>nd</sup> April 2018, in order that arrangements are in place for the new growing season.
- 1.3 A report to this committee on 13 March 2017 detailed the background to the previous procurement.

## 2. Report

- 2.1 The current Soft Landscaping Urban Grass Shrubs and Hedges contract ended on 31 December 2017. A new contract was recently tendered but the exercise resulted in a failed procurement. This was due to one of the successful tenderers going into administration during the award period. The second successful tenderer subsequently withdrew its tender, and we have been left in a position of not having a service provider to deliver the service from 1<sup>st</sup> April 2018.
- 2.2 A procurement report was presented to the Strategic Commissioning Board on 14 December 2017 with the outcome being to advise the Cabinet Member for Planning Highways Transport & Waste to urgently re-procure this contract. The procurement of this contract has now commenced and the timetable detailed below.

### Procurement timetable

Event	UGSH Timetable
Issue ITT	15/12/17
Tender Clarification Deadline	22/12/17
Return of Final Tender Documents	08/01/18
Evaluation of Tenders	09/01/18 – 19/01/18
Post-Tender Meeting	22/01/18 – 26/01/18
Internal review and approvals	29/01/18 – 12/02/18
Inform tenderers of outcome of evaluation process	13/02/18
Standstill Period	13/02/18 – 26/02/18
Contract Award	27/02/18
Start of Contract Period	02/04/18

## 3. Financial Implications

The Soft Landscape service is required to make £380k MTFP savings, phased in from 2017/18 through 2018/19. The contract documentation for procurement has taken this saving into account with the reduction in urban grass cutting frequencies from eight cuts a year to six.

- 3.2 This contract has been tendered on that basis and the revenue budget for this work is contained within the budget of Highways Asset Management - Soft Landscaping team. Until such time as tender prices are returned it is unknown if there will be any pressure on this budget.

## 4. Legal implications

- 4.1 Continuation of the urban grass, shrubs and hedges service at the proposed reduced service levels has no legal implications.

## 5. Equalities implications



5.1 A preliminary equalities assessment for the Soft Landscape service was carried out in the last 12 months as part of the commissioning process. No impacts were found as a result of the proposed reduction in urban grass cuts from 8 to 6 per year. No change in the level of service is proposed for shrubs and hedges, which are currently at one visit per year.

**6. Other corporate implications**

6.1 The decision to award contracts for the maintenance of urban grass, shrubs and hedges has no significant impact in other areas of the Council’s work.

**7. Conclusions**

7.1 The Urban Grass, Shrubs and Hedges contract ended on 31 December 2017 and due to an unsuccessful procurement a re-procurement is required.

7.2 Urgent re-procurement process has commenced in line with the timetable contained within this report and as detailed in the Procurement Report to the Strategic Commissioning Board on 14 December 2017.

**8. Recommendation:**

8.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning Highways Transport and Waste on the proposed decision to re-procure and delegate to the Director of Highways, Transportation and Waste to award contract/s for the urban grass shrubs and hedges service as shown at appendix A.

**9. Background Documents**

- Appendix A - Proposed Record of Decision: Re-procurement and award of contracts for Soft Landscape (UGSH) Canterbury, Dartford, Gravesham, Maidstone, Thanet, Tonbridge and Malling, Tunbridge Wells, Sevenoaks, Swale.

**10. Contact details**

Report Author: Andrew Loosemore Head of Highways Asset Management 03000 4116532 <a href="mailto:andrew.loosemore@kent.gov.uk">andrew.loosemore@kent.gov.uk</a>	Relevant Director: Roger Wilkin Director of Highways, Transportation & Waste 03000 413479 <a href="mailto:roger.wilkin@kent.gov.uk">roger.wilkin@kent.gov.uk</a>
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## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY**

**Mike Whiting**

**Cabinet Member for Planning, Highways, Transport & Waste**

**DECISION NO:**

17/00140

**For publication**

**Key decision\***

Yes –

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

**Decision:**

As Cabinet Member for Planning Highways Transport & Waste, I agreed to procure and delegate authority to the Director of Highways, Transportation and Waste to award contract/s for the urban grass, shrubs & hedges service as shown at Appendix A

**Reason(s) for decision:**

The Soft Landscape urban grass shrubs & hedges contract ended on 31 December 2017. Following a procurement process two contracts were awarded. Since the contracts were awarded one of the successful tenderers went into liquidation and the other withdrew. It has therefore become urgent to re-tender this contract for commencement from 2 April 2018.

**Cabinet Committee recommendations and other consultation:**

The initial proposal to procure the contracts was discussed at the Environment & Transport Cabinet Committee Meeting on 13 March 2017 where Members endorsed the recommendation.

**Any alternatives considered:**

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

.....  
signed

.....  
date

Name:

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**From:** Mike Whiting Cabinet Member for Planning, Highways, Transport and Waste  
Roger Wilkin Director Highways, Transportation and Waste

**To:** Environment and Transport Cabinet Committee - 31 January 2018

**Decision No:** 17/00141

**Subject:** Fees and Charges for Highways activities 2018/2019

**Classification:** Unrestricted

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

**Future Pathway of Paper:** For Cabinet Member decision

**Electoral Division:** Countywide

**Summary:**

This paper details the proposed changes to fees and charges for the 2018/2019 financial year for highway services where a charge is made for the provision of services. This paper also proposes that the Director of Highways, Transportation and Waste is given delegated authority to amend the fees and charges covered by this report up to a maximum of the prevailing Retail Price Index (RPI), or the agreed increase in Council Tax, whichever is the greater.

**Recommendation(s):**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposals to amend fees and charges for 2018/2019 and to delegate authority to the Director of Highways, Transportation and Waste to amend such changes up to a maximum of the prevailing Retail Price Index (RPI), or the agreed increase in Council Tax, whichever is the greater as shown at Appendix A.

**1. Introduction**

1.1 This report details a number of adjustments to the fees and charges for the services provided by KCC as Highway Authority. KCC recovers its reasonable costs for supplying a range of services. Service fees and charges are reviewed annually and officers have reviewed charges to determine;

- whether reasonable costs are being recovered; and
- how they compare with fees charged by other local authorities

1.2 A copy of the full schedule of Fees and Charges is attached as Appendix B which details Highway Service fees, developer fees, charges for technical information and the provision of training services.

## **2. The Report**

### Highway Service Fees

- 2.1 The Highways & Transportation team within HT&W make charges for a range of services provided to a variety of utilities, consultants, businesses and to a lesser extent, members of the public. It is proposed to increase fees in line with recent council tax increases, unless fees are not covering reasonable costs where a further increase has been proposed.
- 2.2 The Environment and Transport Cabinet Committee at their meeting on 13<sup>th</sup> March 2017 proposed a 1.99% increase in line with Council Tax increase. The proposal for 2018/2019 is a further increase in line with the increase in Council Tax (currently anticipated to be 2.99%) Figures have been rounded for ease of application. The effective date for agreed changes to fees and charges is 1 April 2018.
- 2.3 The exceptions to this increase are:
- Bikeability
  - Third Party Signing including tourism signposting
  - All Streetworks charges (excluding Failure to comply with the terms of a pavement licence, Site Inspection Fee and failure to comply with terms of a skip licence which are set nationally)

The fees and charges review has determined that current fees for these services no longer cover actual costs or reflect charges made by other Local Authorities. The proposed new fees have therefore been set in respect of actual service costs.

## **3. Principles for future charging**

- 3.1 In setting a proposed charge, a number of key principles have been applied. These are designed to ensure that the costs of service provision to the County Council are recovered, that the fees and charges are reasonable and broadly in line with charges by other Highway Authorities.
- 3.3 It is important that the County Council continues to recover its reasonable costs where these are incurred in providing services for which the Council may charge. By charging for these services, HTW is better able to meet demand for services whilst not impacting on the otherwise pressured revenue budgets.
- 3.4 The proposed Fees and Charges accord with the following key principles:
- It is incumbent on the Service to charge for activities that are discretionary;
  - Charges will be costed, reasonable and comply with all applicable legislation, regulation and guidance;
  - Charges will be reviewed annually;
  - Charges will reflect the direct and indirect cost of service provision. The calculation of indirect costs will include Corporate, Directorate, Divisional and Service overheads;

- Where the County Council is required to source external support to deliver a highway service, i.e. specialist consultants, then the costs incurred by the County Council will be recharged;
- Charges will be easy to administer and simple to understand.

3.5 The proposed charges for specific activities have been established in line with the principles above and our best assessment of the time required to complete tasks and the likely grading of the staff required.

#### **4. Financial Implications**

4.1 The increases where proposed ensure we continue to recover our reasonable costs and ensure that revenue budgets are not subsidising highways services to third parties where there is a legal basis for recovering the costs of that service.

#### **5. Legal Implications**

5.1 The legal authority to set a charge for discretionary services is provided for in the Local Government Act 2003.

#### **6. Equalities Implications**

6.1 There are no equalities implications to this report.

#### **7. Conclusions**

7.1 As the economy continues to recover there is an increased demand to provide services and advice to businesses such as developers, utility companies, consultants and legal establishments. To retain fees and charges at current levels will result in the relevant services being subsidised by the Council Tax payer to the detriment of core frontline operations.

7.2 Subject to approval, a revised schedule of the Fees and Charges will be published on the KCC website in April 2018, and will be reviewed each financial year.

#### **8. Recommendation**

8.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposals to amend fees and charges for 2018/2019 and to delegate authority to the Director of Highways, Transportation and Waste to amend such changes up to a maximum of the prevailing Retail Price Index (RPI), or the agreed increase in Council Tax, whichever is the greater as shown at Appendix A.

#### **9. Background Documents**

- Appendix A Proposed Record of Decision
- Appendix B Highways and Transportation – Fees and charges for 2018/2019

## **10. Contact details**

### **Report Author:**

Kirstie Williams  
Highways Asset Management - Mid Kent Highway Manager  
03000 413867  
[Kirstie.Williams@kent.gov.uk](mailto:Kirstie.Williams@kent.gov.uk)

### **Relevant Director:**

Roger Wilkin  
Director of Highways Transportation and Waste  
03000 413479  
[Roger.Wilkin@kent.gov.uk](mailto:Roger.Wilkin@kent.gov.uk)



## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY**

**Mike Whiting**

**Cabinet Member for Planning, Highways, Transport and Waste**

**DECISION NO:**

17/00141

**For publication**

**Key decision\***

Yes

**Subject: Fees and Charges for highways activities 2018/2019**

**Decision:**

As Cabinet Member for Planning, Highways, Transport and Waste, I agree to amend fees and to amend fees and charges for 2018/2019 and to delegate authority to the Director of Highways, Transportation and Waste to amend such changes up to a maximum of the prevailing Retail Price Index (RPI), or the agreed increase in Council Tax, whichever is the greater.

**Reason(s) for decision:**

The Highways & Transportation team within HT&W make charges for a range of services provided to a variety of utilities, consultants, businesses and to a lesser extent, members of the public. It is proposed to increase fees in line with recent council tax increases, unless fees are not covering reasonable costs where a further increase has been proposed.

As the economy continues to recover there is an increased demand to provide services and advice to businesses such as developers, utility companies, consultants and legal establishments. To retain fees and charges at current levels will result in services being subsidised to the detriment of core frontline operations.

**Cabinet Committee recommendations and other consultation:**

**Any alternatives considered:**

N/A

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

.....  
signed

.....  
date

Name:

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### Highways & Transportation – Fees and Charges for 2017/18

<b>Highway Services- Fees</b>		<b>FEEES FOR 2016/17</b>	<b>FEEES FOR 2017/18</b>	<b>FEEES FOR 2018/19</b>
Third party signing inc. Tourism Signposting - non-refundable application fee		£191	£195	£240
Third party signing inc. Tourism - Site Assessment cost (£150) & sign design cost per sign (£75) payable in advance		£150 + £75 per sign (reviewed to ensure cost recovery)	£155 + £77 per sign (reviewed to ensure cost recovery)	£185 + £85 per sign
Construction costs - payable in advance		Actual cost	Actual cost	Actual cost
Stopping Up Orders for third parties a) Initial assessment fee (non-refundable) b) Application fee following initial assessment approval (including Court, staff time and advertising costs)		a) £300 b) Actual cost (typically £4,000)	a) £300 b) Actual cost (typically £4,000)	a) £300 b) Actual cost (typically £4,000)
Disposal of KCC land historically kept for 'Highway Purposes'		N/A	Land value and actual costs (site specific) based on advice & services from KCC Property and Gen2	Land value and actual costs (site specific) based on advice & services from KCC Property and Gen2

		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
Third Party Traffic Regulation Orders		Actual cost	Actual cost	Actual cost
Archived Traffic Count Data		£150 per count	£153	£158
New Traffic Count		Actual cost (not previously included in list)	Actual cost	Actual cost
Third Party Traffic Scheme advice & design		Actual cost (not previously included in list)	Actual cost	Actual cost
Temporary Road Closures [by Traffic Regulation Order] admin fee for third parties [excludes cost of Order]		£460	£475	£490
Emergency Road Closures [by notice] admin fee for third parties, if justified in exceptional circumstances		£312	£325	£335
Pavement Licence [annual] for refreshment facilities with tables & chairs on the highway		£168	£175	£180
Charge for mid-year amendment to an existing licence		£128	£130	£135

		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
Hoardings placed on the Highway		£42 per week	£45 per week	£50
Failure to comply with terms of a pavement licence	Standard defect fee	£47.50	£47.50	£47.50
Materials stored on the highway		£27 per week	£28 per week	£30 per week
Permit for Scaffolding placed on the Highway		£31 per week	£32 per week	£33 per week
Permit for skip on the highway		£26 per week	£27 per week	£28 per week
Mobile Elevated Work Platform or crane over sailing and / or operating upon the Highway		£80 per week (changed from 10 days)	£150 per week (changed from 10 days)	£155 per week
Site inspection to assess safety & condition if deemed necessary before & after placing of scaffolding, hoarding, etc. on the highway.	Standard inspection fee set by regulation	£50	£50	£50
Failure to comply with terms of a skip licence or failure to license	Standard defect fee by regulation	£47.50	£47.50	£47.50

<b>Footway Vehicle Crossover Applications</b>		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
over the footway – single dwelling Inspection fee for 3 site checks	in line with RASWA regulations at £50 each	£150	£150	£154
Technical fee for application, investigation and ordering the work		£165	£170	£175
Investigate and respond to a written or email enquiry of a freehold property sale regarding legitimacy of an existing vehicle crossing, per site		£45	£46	£47
1-5 Properties		min £520, £208 per property, max £1040	min £530, £215 per property, max £1060	min £546, £221 per property, max £1092
5-25 properties on site		min £1040, additional £104 per property, max £2600	min £1060, additional £106 per property, max £2650	min £1092, additional £109 per property, max £2729
Over 25 properties		min £2600, additional £104 per property	min £2650, additional £106 per property	min £2729, additional £109 per property
Technical fee for application, investigation and ordering the work		£129	£132	£136
Charges relating to damage to highway infrastructure/ equipment Claims against third parties for damage to highway assets Recovery of costs of making safe dangerous land or retaining walls.		Full cost recovery (including staff time)	Full cost recovery (including staff time)	Full cost recovery (including staff time)
Street Lighting – Proposed implementation of fees and charges for applications to attach equipment to street lighting assets.		N/A	£93	£96
Repeat application fee			£26.50	£27

<b>Traffic Signal Supply of Technical Data</b>		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
Prices are for the data sheet, "as built" drawing and configuration print out; at MOVA sites the MOVA data set will also be included.		<b>Cost inclusive of VAT (The prices are for PDF copies only delivered via email.)</b>	<b>Cost inclusive of VAT (The prices are for PDF copies only delivered via email.)</b>	<b>Cost inclusive of VAT (The prices are for PDF copies only delivered via email.)</b>
<b>Number of Sites</b>				
1		£168	£171	£176
2		£240	£245	£252
3		£312	£318	£328
4		£384	£396	£408
5		£456	£465	£479
6		£528	£538	£554
7		£600	£612	£624
8+		Extra £72 per site	Extra £74 per site	Extra £74 per site
50+		To be agreed on an individual basis	To be agreed on an individual basis	To be agreed on an individual basis
Detailed descriptions of how the site operates are available at an additional cost		Extra £144 per site	Extra £147 per site	Extra £151 per site
Traffic signal junction and/or crossing design fees, technical approval, testing and commissioning		N/A	To be agreed on an individual basis	To be agreed on an individual basis

<b>Highway Developer- Fees</b>		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
S38 supervision fee for new estate roads [minimum £1,000;excludes legal fees]		10% of bond	10% of bond	10% of bond
S278 fixed fee for transportation advice to developer:	Bond value £0 - £249k	£5,459	£5,568	£5,734
	Bond value £250k - £999k	£10,918	£11,136	£11,469
	Bond value £1m and above	£16,377	£16,704	£17,203
S278 fee for project management, design checks & site inspections for impts to existing highways [plus legal fees]	Bond value up to £499k	10% of bond	10% of bond	10% of bond
	Bond value £0.5m and above	10% of first £0.5m + 3% of balance	10% of first £0.5m + 3% of balance	10% of first £0.5m + 3% of balance
Pre-application advice	Fees are determined according to the type and scale of the proposed development			



<p>Commuted Sums:- Section 38 of the Highways Act 1980, sub section (6) provides for the expenses to us for maintaining any highway, road, bridge covered by an agreement</p>			<p>Calculated on a site by basis in accordance with Commuted Sum Policy 2003 on construction materials that are significantly over and above that normally required and covers SUDS and Drainage, Special surfaces, Landscaping, Street lighting, Traffic Signals, VMS, Structures and Other items</p>	<p>Calculated on a site by basis in accordance with Commuted Sum Policy 2003 on construction materials that are significantly over and above that normally required and covers SUDS and Drainage, Special surfaces, Landscaping, Street lighting, Traffic Signals, VMS, Structures and Other items</p>
<p>Commuted Sums:- Section 278 of the Highways Act 1980, sub section (3) provides for the expenses to us for maintaining any highway, road, bridge covered by an agreement</p>			<p>Calculated on a site by basis in accordance with Commuted Sum Policy 2003 on construction materials that are significantly over and above that normally required and covers SUDS and Drainage, Special surfaces, Landscaping, Street lighting, Traffic Signals, VMS, Structures and Other items</p>	<p>Calculated on a site by basis in accordance with Commuted Sum Policy 2003 on construction materials that are significantly over and above that normally required and covers SUDS and Drainage, Special surfaces, Landscaping, Street lighting, Traffic Signals, VMS, Structures and Other items</p>
<p>Commuted Sums:- Transfer of liability for Highway Structures as defined by Kent County Council Technical Approval Procedure, adopted under Section 278, Section 38 or other agreement under the Highways Act 1980</p>				<p>Calculated on a site-by-site basis in accordance with ADEPT National Bridges Group 'Commuted Sums For The Relief Of Maintenance And Reconstruction Of Bridges Guidance Notes 2017' and KCC's commuted sum policy</p>
<p>Technical Approval of Highway Structures</p>		<p>Actual Cost</p>	<p>Actual Cost</p>	<p>Actual Cost</p>

<b>Access to Technical Information</b>		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
Highway Definition - the provision of a written response to an enquiry regarding the status of a specific road (Please note: we are unable to describe the extent of the highway boundary in a letter).		£45	£45	£45
The provision of a letter and an A4 coloured plan which shows the considered extent of the publicly maintainable highway in relation to a specific area. Up to 4 questions per site.		£90	£90	£90
Response to each additional question.		£7	£7	£7
Special rate negotiable for larger plans		Request quote	Request quote	Request quote
<b>Land Charge Searches – CON 29</b>		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
Response to a written or email enquiry, re adoption of roads and details of highway schemes within vicinity of a property.		£21	£21 plus VAT	£21 plus VAT
<b>Approved Highway Schemes</b>		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
Information supplied, e.g. Board report		£45	£46	£47
Copy of complete Scheme Drawings per plan supplied		£40	£41	£42
Copy of extract from Scheme Drawings per plan supplied [up to max A3]		£29	£30	£31
Gazetteer: un-collated copy per district		£34	£35	£36
Gazetteer: collated copy per district		£40	£41	£42

<b>Approved Strategies &amp; Policies</b>		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
Copies of (cycling, walking, bus, maintenance plan, pavement design guide etc) for highway consultants		£34	£35	£36
Photocopies of H&T documents or files for information [charge is for materials and equipment; no charge for staff time]		15p per A4 copy 20p per A3 copy	15p per A4 copy 20p per A3 copy	15p per A4 copy 20p per A3 copy
Extra over cost for colour copies		£1 per colour copy	£1 per colour copy	£1 per colour copy
<b>Crash database - technical records supplied</b>				
3 year history of crashes at a location:-		£112	£114	£117
5 year history of crashes at a location:-		£202	£206	£212
<b>Provision of training services</b>		<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>	<b>FEES FOR 2018/19</b>
Bike-ability Cycle Training charges in this case are set for academic rather than financial year, from September		£10	£10	£12 per child in term time courses.  £20 per child in half term/school holidays.
Adult 'Learn to Ride' Course (2 hours basic skills)		N/A	N/A	£10
Adult Confident Road Cycling (2.5 hours; broader risk assessment and ability analysis required, so more instructor preparation time)		N/A	N/A	£15
Cycle / Helmet hire for above 2 courses.		N/A	N/A	£5 per Cycle per session. Helmet offered free of charge as req.
Advanced Cycling			£20	£25
Minibus Driver Training			£130	£133

		<b>FEEES FOR 2016/17</b>	<b>FEEES FOR 2017/18</b>	<b>FEEES FOR 2018/19</b>
Minibus Driver Reassessment		£37.50 Incorrect figure in previous years	£45	£46
Theatres in Education - charge to school for performance – primary or secondary per performance, but may be waived		50% of cost (no change proposed)	50% of cost (no change proposed)	50% of cost (no change proposed)
National Driver Alertness Course [formerly NDIS] Self-financing scheme provided for Kent Police		£165 (no change proposed, review with police during 2016/17)	£165 (following review no change proposed for 2017/18)	£194
“Speed Awareness” course, self-financing scheme provided for Kent Police		£87 (no change proposed, review with police during 2016/17)	£87 (following review no change proposed for 2017/18)	£92
Page 188 “What’s Driving Us” course, self-financing scheme provided for Kent Police		£85 (no change proposed, review with police during 2016/17)	£85 (following review no change proposed for 2017/18)	£90
“Driving for Change” Course Self-financing scheme provided by Kent Police		£85 (no change proposed, review with police during 2016/17)	£85 (following review no change proposed for 2017/18)	£90
“Rider Intervention Developing Experience” Self-financing scheme provided by Kent Police		£100 (no change proposed, review with police during 2016/17)	£100 (following review no change proposed for 2017/18)	£100
National Motorway Awareness Course (previously National Motorway Speed Awareness Course), self-financing scheme provided for Kent Police		N/A	N/A	£92
National Speed Awareness Course 20mph, self-financing scheme provided for Kent Police		N/A	£76 (£81 from 1 <sup>st</sup> Sept)	£81

**From:** Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste  
Mike Hill, Cabinet Member for Community and Regulatory Services  
John Simmonds, Cabinet Member for Finance  
Barbara Cooper, Corporate Director for Growth, Environment and Transport

**To:** Environment and Transport Cabinet Committee – 31 January 2018

**Subject:** Draft 2018-19 Budget and 2018-20 Medium Term Financial Plan

**Classification:** Unrestricted

**Summary:**

County Council debated the authority's Autumn Budget Statement on the 19 October 2017.

The Autumn Budget Statement report set out an update to the Medium Term Financial Plan (MTFP) for 2018-19 and 2019-20, including progress on proposals to close the unidentified budget gap in the original plan. County Council reaffirmed the role of Cabinet Committees in scrutinising the budget. This report is designed to accompany the final draft 2018-19 Budget and 2018-20 MTFP published on 15<sup>th</sup> January.

**Recommendation(s):**

The **Environment and Transport Cabinet Committee** is asked to note the draft budget and MTFP and is invited to make suggestions to: the Cabinet Member for Finance; the Cabinet Member for Planning, Highways, Transportation and Waste; and the Cabinet Member for Community and Regulatory Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on the 5 February 2018 and County Council on the 20 February 2018.

## 1. Introduction

- 1.1 The draft Budget and MTFP publication, published on 15 January, sets out the overall national and local fiscal context, KCC's revenue and capital budget strategies, and KCC's treasury management and risk strategies. It also includes a number of appendices which set out the high level revenue budget plan, a more detailed one year plan by directorate, prudential and fiscal indicators, as well as an assessment of KCC's reserves.

The financial plans in this publication take into account all of the significant changes from the current year, including additional spending demands, changes to funding, and the consequential savings needed to balance the budget to the available funding.

## 2. Fiscal Environment and KCC Financial Strategy

- 2.1 Cabinet Committees need to have regard to the overall fiscal environment in which the Council has to operate, and the Council's overall budget strategy, when considering individual Directorate proposals.

The revenue budget and Medium Term Financial Plan (MTFP) and the capital investment programme have been proposed based on the spending plans set out from central government in the 2015 Spending Review (SR2015) and subsequent annual Budget Statements and Local Government Finance Settlements. SR2015 represented an extension of the period of austerity on public spending from 2010 in response to the need reduce the national budget deficit and control the total public sector borrowing. SR2015 allowed individual authorities to agree to a four year budget plan setting out intended medium term efficiencies in return for greater certainty of government grant allocations.

- 2.2 SR2015 represented a 'flat cash' settlement for local government for the period 2016-17 to 2019-20. Effectively this means that the whole sector could expect to have the same amount in total to spend on local services in 2019-20 as it had in 2015-16, in cash terms. This 'flat cash' settlement included phased reduction in the main Revenue Support Grant (RSG) and transitional grants to mitigate the impact in 2016-17 and 2017-18; the phased introduction of Improved Better Care Fund (iBCF) from 2017-18 onwards; and annual council tax increases to cover inflation/referendum limit, estimated increases in the tax base, and the introduction of an 8% social care precept over the four year period (2% per annum).

In reality 'flat cash' represents a significant reduction in real terms as it provides no additional funding to cover rising costs and demand for local government services, and requires all councils to find substantial spending reductions/income generation in order to set balanced budgets (a statutory requirement). The only viable alternative to budget savings/income generation is to seek agreement to higher council tax increases under the referendum arrangements introduced under the Localism Act 2011.

- 2.3 The settlement for 2017-18 was improved for social care, allowing greater flexibility over the social care council tax precept (enabling up to 3% to be levied in any one year but no more than 6% over the period 2017-18 to 2019-20) and the introduction of a one-off social care support grant in 2017-18. These changes allowed councils to support additional spending in the short term but had no impact on the medium term flat cash settlement.

The March 2017 Budget included additional monies in the iBCF in 2017-18 (with lesser increases for 2018-19 and 2019-20). This announcement enabled the council to address urgent issues around delayed transfers of care and market sustainability and marginally improved the flat cash equation over the four year settlement.

- 2.4 The provisional local government settlement 2018-19 did not include any substantial changes to the grant settlements from previous announcements i.e. substantial reductions in RSG, removal of transitional grants in 2018-19, and phased introduction of iBCF over three years. This when combined with council tax increases (base, referendum limit and social care precept) maintained the flat cash equation.

The settlement did however, allow for an increase of 1% on the council tax referendum limit (3% for 2018-19 and 2019-20) and the announcement of 10 additional areas to pilot 100% business rate retention as a one-off for 2018-19.

### 3. **Specific Issues for the Environment and Transport Cabinet Committee and the Growth, Environment and Transport (GET) directorate**

3.1 Full details of the Directorates budget proposals are included within the draft 2018-19 Budget Book and 2018-20 Medium Term Financial Plan which was published on the 15 January. This document sets out the whole council budget and MTFP.

Individual committees will need to refer to the individual directorate tables in the Book for the budgets and savings that relate to this committee. The pertinent sections are:

- Capital programme (section 9) on pages 120 – 128 for GET;
- Revenue budget (sections 10/11) on pages 135 and 140 – 141 for GET;
- Appendix A(ii) to the MTFP on pages 153 – 164.

3.2 In addition to the above references, there are a number of financial issues concerning the Growth, Environment and Transport (GET) directorate that we wanted to bring to your attention and these include:

3.2.1 **Additional spending demands** – given that in excess of 75% of the gross costs within the GET directorate relate directly to contracts and commissioned services, it will be of no great surprise that nearly £7m (£6,976 – page 158) of financial pressures exist in relation to price, demography, legislation and service strategies.

3.2.2 **Policy savings** – despite the fact that 83% of the £6.55m (page 162) of savings are due to be met from additional income generation, efficiencies (staffing, non-staffing and contracts/procurement) and transformation, there is a residual 13% (£1.145m) that relate to a change in policy. The most significant change from the Autumn Budget Statement, and the most relevant to this Committee, was the reduction to the Subsidised Bus saving from £2m down to £0.45m (page 162).

3.2.3 **Capital programme** – the capital investment plans for GET shows an aggregate project spend of £762m (page 124) and notable additions for 2018/19 that are within the remit of this committee include a number of LGF/LEP and NPIF funded schemes, Streetlight column replacements, Windmill Weather Proofing, Medway Flood Storage and £7.5m into Highways Improvements that is in addition to the Department for Transport (DfT) grant funding.

#### 4. **Recommendation(s):**

The **Environment and Transport Cabinet Committee** is asked to note the draft budget and MTFP and is invited to make suggestions to the Cabinet Member for Finance; the Cabinet Member for Planning, Highways, Transport and Waste and the Cabinet Member for Community and Regulatory Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on the 5 February and County Council on the 20 February.

## 5. Background documents

5.1 Consultation materials published on KCC website and the outcome report.

Budget Consultation Materials - <http://www.kent.gov.uk/about-the-council/have-your-say/our-budget>

5.2 The Chancellor of the Exchequer's Spending Review and Autumn Statement on 22 November 2017 and OBR report on the financial and economic climate.

Autumn Budget Statement - <https://www.gov.uk/government/publications/autumn-budget-2017-documents/autumn-budget-2017>

OBR Forecasts <http://budgetresponsibility.org.uk/download/economic-and-fiscal-outlook-november-2017/>

5.3 The provisional Local Government Finance Settlement 2018-19 announced on 19 December 2017 - <https://www.gov.uk/government/speeches/provisional-local-government-finance-settlement-2018-to-2019-statement>

5.4 The 2018-19 Dedicated Schools Grant settlement – <https://www.gov.uk/government/publications/dedicated-schools-grant-dsg-2018-to-2019>

## 6. Contact details

Report Author

- Kevin Tilson, Finance Business Partner for Growth, Environment and Transport
- 03000 416769
- [kevin.tilson@kent.gov.uk](mailto:kevin.tilson@kent.gov.uk)

Relevant Directors:

- Barbara Cooper, Corporate Director for Growth, Environment and Transport
- 03000 415981
- [barbara.cooper@kent.gov.uk](mailto:barbara.cooper@kent.gov.uk)

- Andy Wood, Corporate Director for Finance
- 03000 416854
- [andy.wood@kent.gov.uk](mailto:andy.wood@kent.gov.uk)



**From:** Mike Whiting, Cabinet Member for Planning, Highways,  
Transport & Waste,  
  
Mike Hill, Cabinet Member for Community & Regulatory  
Services,  
  
Barbara Cooper, Corporate Director of Growth, Environment  
and Transport

**To:** Environment & Transport Cabinet Committee – 31 January  
2018

**Subject:** Financial Monitoring 2017-18

**Classification:** Unrestricted

**Recommendation(s):**

**The Environment and Transport Cabinet Committee** is asked to note the revenue and capital forecast variances from budget for 2017-18 that are within the remit of this Cabinet Committee, based on the October monitoring reported to Cabinet on 15 January 2018.

**1. Introduction:**

1.1 This will be a regular report to this Committee on the forecast outturn of the Growth, Environment and Transport (GET) directorate.

**2. Background:**

2.1 A high level financial monitoring report is regularly presented to Cabinet, usually on a monthly basis, outlining the financial position for each directorate together with key activity indicators. This will be reported to Cabinet Committees following consideration by Cabinet. A link to the October monitoring report for 2017-18 has been provided.

2.2 Although a link to the full report is provided, this Cabinet Committee only needs to consider the items that are within its remit, e.g. certain services within the GET directorate. These are contained within the following sections of the Cabinet report: Table 1 (revenue position by Directorate), section 3.3.7 (headline revenue movements since the last report), section 3.4.7 (revenue budget monitoring headlines), and section 5 (capital); and Appendix 1 (Breakdown of Directorate Monitoring Position).

### 3. Recommendation(s):

**The Environment and Transport Cabinet Committee** is asked to note the revenue and capital forecast variances from budget for 2017-18 that are within the remit of this Cabinet Committee based on the October monitoring reported to Cabinet on 15 January 2018.

### 4. Background Documents

#### 4.1 October monitoring report for 2017-18:

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=115&MId=7590&Ver=44>

### 5. Contact details

#### Report Author

- Kevin Tilson, Finance Business Partner, Growth, Environment & Transport
- Telephone number: 03000 416769
- Email address: [kevin.tilson@kent.gov.uk](mailto:kevin.tilson@kent.gov.uk)

#### Relevant Director

- Barbara Cooper, Corporate Director, Growth, Environment & Transport
- Telephone number: 03000 415981
- Email address: [barbara.cooper@kent.gov.uk](mailto:barbara.cooper@kent.gov.uk)

**From:** Benjamin Watts, General Counsel  
**To:** Environment and Transport Cabinet Committee on 31 January 2018  
**Subject:** Work Programme 2018

**Classification:** Unrestricted

**Past and Future Pathway of Paper:** Standard agenda item

**Summary:** This report gives details of the proposed work programme for the Environment and Transport Cabinet Committee.

**Recommendation:** The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2018.

## **1. Introduction**

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

## **2. Work Programme 2018**

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

will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

- 2.5 In addition to the formal work programme, the Cabinet Member for Economic Development, the Chairman of the Cabinet Committee and other interested Members are intending to visit all district councils over the next two years starting with Dover, Dartford, Swale and Thanet.

### **3. Conclusion**

- 3.1 It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings, for consideration.

**5. Recommendation:** The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2018.

**6. Background Documents:** None

### **7. Contact details**

Report Author:  
Georgina Little  
Democratic Services Officer  
03000 414043  
[Georgina.little@kent.gov.uk](mailto:Georgina.little@kent.gov.uk)

Lead Officer:  
Benjamin Watts  
General Counsel  
03000 410466  
[benjamin.watts@kent.gov.uk](mailto:benjamin.watts@kent.gov.uk)

## Environment and Transport Cabinet Committee - WORK PROGRAMME 2018

Item	Cabinet Committee to receive item
Portfolio Dashboard	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (September)
Risk Register – Strategic Risk Register	Annually (March)
Winter Service Policy	Annually (September)
Directorate Business Plan	Annually (March)
Work Programme	At each meeting

Wednesday 31 January 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Kent Environment Strategy			Deferred from Nov to Jan
7	Country Parks Strategy Consultation	Key		Deferred from Nov to Jan
N/A	Maidstone Integrated Transport – Sutton Road/ Willington Street			Deferred from Nov to Jan Removed from Jan meeting – 19/01/2018
8	KCC response to the Department for Transport's 'Shaping the Future of England's Strategic Roads' consultation on Highways England's 'Strategic Road Network Initial Report'			
9	Approach to Highways Asset Management	Key		New to agenda
10	Agreement to manage and deliver the National Driver Offender Retraining Schemes for the Kent Police Driver Diversionary Partnership key decision	Key		New to agenda
11	Re-procurement of the Urban Grass, shrubs and hedges contract	Key		New to agenda
12	Planning, Highways, Transport and Waste Fees and Charges	Key		
13	2018/19 Medium Term Financial Plan			
14	2018/19 Financial Monitoring			
15	Work Programme (Standing Item)			

Tuesday 20 March 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard			
7	Growth and Infrastructure Framework (17/00137)	Key	19/01/2018	Deferred from Jan to March
8	Public Rights of Way Access Improvement Plan			Deferred from Nov to Jan - agenda setting on 12/10/17. Then deferred from Jan to March - agenda setting on 05/12/2017.
9	DFT Major Road Consultation			
10	Pitch Allocation Policy for Gypsy and Traveller Service Change	Key	16/01/2018	Deferred from Jan to March
11	Tunbridge and Malling Transport Strategy			
12	HWRC Policy Changes			
13	Bus Services			
14	Risk Register			
15	Business Plan			
16	Work Programme (Standing Item)			









