

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 19th March, 2019

10.00 am

Darent Room - Sessions House



AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 19 March 2019 at 10.00 am
Darent Room - Sessions House

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 M A C Balfour (Chairman), Mr M D Payne (Vice-Chairman), Mr A Booth, Mr T Bond, Mr A Cook, Mr N J Collor, Mr S Holden, Mr A R Hills, Mr R C Love, OBE, Mr P J Messenger, Mr J M Ozog and Mr H Rayner
- 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

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.
- 4 Minutes of the meeting held on 17 January 2019 (Pages 7 - 20)

To consider and approve the minutes as a correct record.

5 Verbal Updates

To receive a verbal update from the Cabinet Member for Planning, Highways, Transport and Waste and the Cabinet Member for Community and Regulatory Services.

6 Performance Dashboard (Pages 21 - 30)

To receive and note a report that shows progress made against targets for Key Performance Indicators

7 Risk Management: Growth, Environment and Transport Directorate (Pages 31 - 46)

To consider and comment on the risks presented.

8 Aviation 2050: The future of UK Aviation (Pages 47 - 60)

To consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed Kent County Council response to the consultation.

9 Development of the Strategic Delivery Plan (Pages 61 - 90)

To consider and discuss the draft Strategic Delivery Plan summary.

10 19/00020 - Proposed Revision to Joint Transportation Board Agreement (Pages 91 - 106)

To comment and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed decision to adopt a revised JTB Agreement.

11 19/00021 - Reduction in Subsidy to the Young Persons Travel Pass (YPTP) Standard Pass (Pages 107 - 128)

To consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed decision to update the Cabinet Decision of June 2015 to:

1. reduce the subsidy to the standard YPTP pass by £60;
2. introduce an option to pay by instalments, the costs of which to be funded by the charging of a modest £10 administration fee;
3. maintain the cost of the pass to students from low income families at £100;
4. maintain the provision of free passes to those in care and care leavers; and
5. maintain the current offer that those families purchasing more than two standard cost passes will only pay for the first two.

12 Big Conversation Programme Update and Maidstone and West Malling Public Consultation Report (Pages 129 - 238)

To note the contents of the report and comment or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste.

- 13 19/00013 - Kent County Council adoption of High Weald Area of Outstanding Natural Beauty Management Plan 2019-24 (Pages 239 - 250)

To consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste to formally adopt the reviewed and revised High Weald Area of Outstanding Natural Beauty Management Plan 2019-24.

- 14 Draft Kent Biodiversity Strategy (Pages 251 - 304)

To consider and note the draft Kent Biodiversity Strategy.

- 15 KCC Country Parks - Report of Local Government and Social Care Ombudsman (Pages 305 - 316)

To consider the Final Report, attached as Appendix 1, and provide any comments to the Cabinet Member.

- 16 19/00016 - Procurement and award of contract/s for Highway Arboriculture Programmed Works (Pages 317 - 350)

To consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed decision to:

(a) approve the procurement of the Arboriculture Programmed Works Contract and in consultation with the Cabinet Member for Planning, Highways, Transportation and Waste delegate authority to the Director of Highways, Transportation and Waste to approve the award of the subsequent contract to the preferred bidder; and

(b) in consultation with the Cabinet Member for Planning, Highways, Transportation and Waste delegate authority to the Director of Highways, Transportation and Waste to award extensions of the Arboriculture Programmed Works Contract in accordance with the possible extension clauses within the contract.

- 17 Brexit Grant Review (Pages 351 - 360)

To note progress in KCC delivering traffic management and road asset improvements.

- 18 Work Programme (Pages 361 - 368)

To consider and agree a work programme for 2019/20.

- 19 19/00018 - Part 1 - Renewal of contract for Coroners Service body removals and body transfers. (Pages 369 - 390)

To consider and endorse, or make recommendations to the Cabinet Member for Community & Regulatory Services on the proposed decision to:

(a) award contracts for coroners body removals and body transfers for the Kent and Medway coroner areas for the period 23 May 2019 to 22 May 2022 with the option to extend the contracts for two further one year terms to 22 May 2023 and 22 May 2024; and

- (b) delegate authority to the interim Director of EPE in consultation with the Cabinet Member for Community and Regulatory Services to conclude the contracts for coroners body removals and body transfers for the Kent and Medway coroner areas for the period 23 May 2019 to 22 May 2022 with the option to extend the contracts for two further one year terms to 22 May 2023 and 22 May 2024.

Motion to Exclude the Press and Public

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

EXEMPT ITEMS

(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

Monday, 11 March 2019

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 on Thursday, 17 January 2019.

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

ALSO PRESENT: Mr P M Hill, OBE and Mr M Whiting

IN ATTENDANCE: Mr S Jones (Director of highways, Transportation and Waste), Miss G Little (Democratic Services Officer) and Ms S Holt (Head of Culture & Sport Group)

UNRESTRICTED ITEMS

140. Chairman's Announcements

(Item 1)

1. The Chairman proposed that supporting documentation be no longer be printed in the agenda pack for the Environment and Transport Cabinet Committee as it was available electronically and that printed copies be provided to Members only on request.
2. RESOLVED that in future, supporting documentation be provided electronically and not printed in the agenda pack for the Environment and Transport Cabinet Committee. Printed copies would however be provided on request.

141. Apologies and Substitutes

(Item 2)

Apologies were received from Mr P Messenger, Mr A Hook, Mr R Love and Mr A Booth. Mr G Cooke, Mr R Bird, Mr D Brazier and Mrs R Binks attended as substitutes respectively.

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

(Item 3)

There were no declarations of interest received.

143. Minutes of the meeting held on 28 November 2018

(Item 4)

RESOLVED that the minutes of the meeting on 28 November 2019 are a correct record and that they be signed by the Chairman subject to the removal of minute 125.3 (Declaration of interest).

144. Verbal Update
(Item 5)

1. Mr M Hill (Cabinet Member for Community and Regulatory Services) gave a verbal update on the following issues:

Accuracy of Kent Police Crime Recording:

Kent Police's crime-recording arrangements that had previously been graded as inadequate had recently undergone inspection from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and were rated as outstanding. Mr Hill said that he written to the Chief Constable to congratulate Kent Police on behalf of Kent County Council.

Update of the Preparations for Brexit:

Within Mr Hill's portfolio, the two areas that would sustain the greatest impact as a result of Brexit would be the Emergency Planning Service and Trading Standards.

The Emergency Planning Service had been engaged in developing plans for the multi-agency Kent Resilience Forum and the operational plan had been trialled with further training exercises planned for February and March 2019. The existing mutual aid arrangements with the seven South East authorities were also in the process of being revised. Training in multiagency response and recovery had also been arranged for Duty Directors, Managers and other staff; and a command rota was being developed to cover Kent County Councils response over a six-month period and based on a 24/7-hour response rate. Kent County Council was also leading on its multiagency communications planning and an internal communications plan was being developed to raise staff awareness. Across the directorate, a resilience group had also been established and this would meet monthly with regular progress and monitoring reports. Kent County Council was also reviewing its business continuity plans and had set up a number of workshops which were also being held for Challenger and Environment Planning and Enforcement staff.

The Trading Standards Service which was the area most affected by Brexit was undertaking recruitment for additional border force staff. Brexit may require multi-port operational activities which would have detrimental effect on the Council's resources.

2. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) gave a verbal update on the following issues:

Update of the Preparations for Brexit:

Kent County Council had been awarded £29 million of capital grant funding from the Transport Secretary to begin construction on road improvements and infrastructure in preparation for leaving the EU on 29 March 2020. This included work at Manston Airport, a new TAP outside Dover on the A256 and work on the A249, A25 and A20 amongst others. Additional funding was also anticipated for the operational resources to support the work which would be granted following the finalisation of the Traffic Management and Enforcement Compliance Plans as part of the multiagency work within the Kent Resilience Forum.

Manston Airport Trial:

The Manston trial took place on 7 January 2019 in preparation for operation Brock. The purpose of the trial was to test the proposed entry and exit points of the site, the release rate of the Heavy Good Vehicles (HGVs) and the time it took for the vehicles to travel from Manston to the Port of Dover, via the to the port of new TAP on the A256. There were 89 vehicles from several companies who took part in the tow trial runs, one at 08:00am which released the vehicles in batches of 25 and one at 11:00am which released 83 at once. The results showed that a steady flow of traffic could be maintained down to the Port with assistance from well-trained onsite staff.

Bus Portal:

A new bus feedback form was due to be launched on 28 January 2019 on Kent County Council's Bus portal website. The form would enable residents to provide feedback on the Council's subsidised bus services and those provided by commercial operators. The information gathered would then be shared at the bus operator's regular quarterly quality bus partnership meetings and recurring issues would be sent to the Traffic Commissioner on behalf of the residents. Communication was due to be circulated to Members, Parish Councils and the general public.

Winter Service:

With regard to emergency planning for the winter season, Mr Whiting said that 23,000 tonnes of salt had been stocked, 17 new gritter lorries had been procured, salt bins had been filled and Parish Councils had offered residents salt bags. As of 7 January 2019, Kent County Council had carried out 12 salting runs across the county and were due to finish the installation of brine saturations by the end of February 2019.

Waste Transfer Station:

The Waste Transfer Station took longer to clear as a result of increased demand over the Christmas period, however, Kent County Council

increased its resources across all waste sites and extended its opening hours to manage service demand. This was a short-term pressure and capacity issues had since been resolved.

3. Mr Hill, Mr Whiting and Mr Jones (Director of Highways, Transportation and Waste) responded to comments and questions from Members, including the following: -
 - (a) Mr Whiting acknowledged Members concerns regarding compliance and enforcement which was an issue recognised by a number of agencies. The Leader of Kent County Council had addressed this with the Home Secretary, Transport Secretary and other partner agencies in an attempt to understand what powers already existed, who was responsible for those powers and whether new ones needed to be created to enable enforcement. Supplementary to this, Mr Jones said that there were designated facilities within the Kent strategic road network for freight which managed the flow of traffic in and out of Dover. The Compliance Strategy adopted a similar approach in order to successfully control the direction and flow of traffic.
 - (b) In response to Government funding, Mr Whiting confirmed that the £29 million would be awarded to Kent County Council before 29 March 2020 to ensure that the infrastructure was in place.
 - (c) Mr Jones said that a dedicated team had been established to manage the work issued to supply chains and confirmed that there were no anticipated issues with delivering the routine work. Communication to the general public regarding the routine works would be carried out in advance and this would be done through consultation or via letter.
 - (d) In response to Members concerns regarding the recruitment of veteran surgeons at the Port of Dover, Mr Hill agreed to liaise with officers and respond to Members directly.
 - (e) With regard to salt bins, Mr Whiting asked Members to report empty salt bins to Simon Jones and said that a review of empty salt bins would be carried out

4. RESOLVED that the verbal update be noted, with thanks.

145. KCC response to the Gatwick Airport draft Master Plan 2018
(Item 6)

Katie Pettit (Principle Transport Planner) and Joe Ratcliffe (Transport Strategy Manager) were in attendance for this item.

1. Ms Pettit introduced the report which set out Kent County Council's proposed response to Gatwick Airport's consultation on its draft Master Plan 2018, which closed on 10 January 2019. Ms Pettit set out the three scenarios suggested by Gatwick to support the airports growth, Kent County Council's opposition to the proposed expansion and invited Members comments for inclusion within the response that would be sent to Gatwick.
2. Mr Balfour welcomed comments and questions from the Committee:
 - (a) Mr Lake (Member for Sevenoaks Rural South) was invited to speak. Mr Lake commended the report and endorsed the response from Kent County Council. Two points of concern however included the negative impact of air pollution as a result of Gatwick's proposed expansion and the congestion of traffic on the M25 motorway to Gatwick.
 - (b) Mr Bird welcomed the report, however, requested that strengthened wording be included within the response that highlighted the necessity of improved railway connections into Gatwick.
 - (c) Members echoed the concerns raised and commended the officers report.
3. RESOLVED that the proposed Kent County Council response to the consultation be endorsed subject to the inclusion of a strengthened proposal regarding rail connections into Gatwick.

146. Sub-national Transport Bodies: Transport for the South East
(Item 7)

Joe Ratcliffe (Transport Strategy Manager) was in attendance for this item.

1. Mr Payne introduced the report which outlined the proposed establishment of a Sub-national Transport Body (STB) for the South East; Transport for the South East (TfSE), which if approved by Government, would have statutory powers post 2020.
2. Mr Ratcliffe advised the Committee that the purpose of the report was to ensure that Members were made aware of the forthcoming consultation on the proposal that would be submitted by TfSE to Government and that Members would have an opportunity to view the response following the consultation at the Committee in July 2019.
3. The Mr Payne and Mr Ratcliffe responded to comments and questions from Members, including the following: -
 - (a) In response to Members request to include data collation and publication within the list of statutory powers proposed by the TfSE, Mr Payne said that the powers that had been reviewed and investigated for inclusion within the current stage of the proposal were those which were deemed acceptable for submission to Government.

- (b) With regard to whether the transport body was self-contained, Mr Payne assured the Committee that the proposed establishment of an STB was a result of the South East 7 (SE7) councils that sought to establish connectivity through the South East and other southern areas of Britain to Berkshire. The list within the report deliberately failed to mention Essex and East Anglia whom may in future years establish its own equivalent to a strategic Sub-national Transport Body.
- (c) Mr Payne assured Members that the TfSE would be operating inline with existing highways authorities and said that there was no intention to interfere with funding or work being managed at a local level.

4. RESOLVED that the report be noted.

147. 19/00001 - Policy to adopt charging for non-household waste materials at Household Waste Recycling Centres
(Item 8)

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

1. Mr D Beaver introduced the report which set out the findings of the consultation and the recommended proposed changes to Kent County Council's operating policy to adopt charging for non-household waste materials at Household Waste Recycling Centres (HWRCs). Mr Beaver highlighted to Members that the current waste infrastructure would not cope with the anticipated levels of waste growth as a result of forecasted population increase and therefore, the recommended policy changes aimed to reduce demand on site, create revenue streams and create clearer intelligence that would enable more successful enforcement against individuals defrauding the Authority through illegal disposal of trade and commercial waste.
2. Ms H Allard drew Members attention to the results of the public consultation (set out within the report) and the key concerns from the public regarding the proposal to introduce charging at HWRCs. The most common concern cited by the consultation was the perception of increased fly-tipping, however, Ms Allard confirmed that there was no significant evidence which suggested charging at HWRCs impacted on this. Out of the authorities that had introduced charging, twelve had seen no impact or minimal impact and four said they had seen an increase; however, this was inline with national trends.
3. Mr S Jones (Director of Highways, Transportation and Waste) informed the Committee that the list on page 77 of the agenda pack had been revised

since its publication and that garden ornaments (clay and concrete) should not have been listed within the table of chargeable waste materials.

4. The officers then responded to comments and questions from Members, including the following: -
 - (a) Mr Beaver assured Members that communication and training for HWRC staff was key. Following comments received as part of the public consultation, the KCC Waste Management Officers amended the policy to include staff discretion around the charging of waste disposal.
 - (b) In response to concerns regarding fly-tipping as a result of charging at HWRCs, Mr Beaver informed the Committee that his role as an officer was to present the facts as they were received and provide Members with the opportunity to resolve the operational issues that Kent County Council faced during a time of unprecedented change. Mr Beaver referred to neighbouring authorities that took the decision to prohibit their residents from depositing soil, rubble, hardcore and plasterboard and agreed that if Kent had adopted the same approach, fly-tipping may have been an issue. However, Members of the Council were clear that they wanted to protect the network and wanted to continue to provide services to the public. As alluded to previously, the evidence did not support that charging at HWRCs would negatively impact on fly-tipping.
 - (c) With regards to how fly-tipping is measured, Mr Beaver confirmed that it was measured via the number of incidents, not the weight in tonnage.
 - (d) Members commended the work of the officers and the cross-party Members Working Group who had approached the matter in a strategic and pragmatic fashion which helped to form the structured committee debate.
5. RESOLVED that the proposed decision (19/000701) to be taken by the Cabinet Member for Planning, Highways, Transport and Waste to introduce disposal charges for soil, rubble, hardcore and plasterboard at the KCC HWRCs, with charges as follows:
 - Soil, rubble and hardcore: £4 per bag (or part bag)/ item (a bag being up to the size of a standard black sack);
 - Plasterboard: £6 per bag (or part bag)/ sheet (a bag being up to the size of a standard black sack); and
 - A daily limit on soil, rubble and hardcore, of a maximum of 5 bags/ items per day,

be endorsed.

(Mr B Lewis asked for his vote against this decision to be recorded)

148. 18/00068 - Managing Kent's Highways Infrastructure

(Item 9)

Andrew Loosemore (Head of Highways Asset Management), Alan Casson (Strategic Asset Manager) and David Latham (Highway Policy and Inspections Manager) were in attendance for this item.

1. Mr Loosemore introduced the report which set out the proposal to adopt and publish two key asset management strategy documents which would enable the Council to evidence a Band 3 Incentive Fund rating and maximise Department for Transport (DfT) capital funding for 2019/20. He also introduced a document containing proposed Service Level Risk Assessments to complete our initial implementation of the new Well Managed Highway Infrastructure Code of Practice and support KCC's ability to defend claims.
2. The officers then responded to comments and questions from Members, including the following: -
 - (a) With regard to the maintenance of footways, specifically in relation to overcrowded residential parking and the damage caused by utility companies, Mr Balfour (Chairman) informed the Committee that the Kent Design Guide was under review and that the comments received from Members had been noted by the officers.
 - (b) In response to concerns regarding flooding and drainage, Mr Loosemore said this was managed through a risk-based approach and resources were deployed using a prioritised order. In terms of residential areas of flooding, the drainage team would adopt a reactive cleansing approach based on reports received from the general public and the routine highways safety inspections. However, the strategic network which caused greater risk to property owners, road users and residents required a proactive, systematic approach. The drainage team had also introduced a new structure with six additional engineers, a new team leader and a new technical support officer, all of whom would be responsible for carrying out routine work and finding innovative solutions to recurring drainage problems.
 - (c) Members commended the report and the work of the officers.
3. RESOLVED that the proposed decision (18/00068) to be taken by the Cabinet Member for Planning, highways, Transport and Waste on:
 - (a) the Asset Management strategy documents that, once formally adopted and published, will form the basis of evidencing a Band 3 Incentive Fund rating and secure Department for Transport capital funding of £4.6m in 2019/20; and
 - (b) the proposed Service Level Risk Assessments which record our current approach to highway maintenance and associated risks which, once formally adopted and published, will complete our initial implementation of

the new Code of Practice. In turn this supports KCC ability to put forward a special defence in accordance with S58 of the Highways Act,

be endorsed.

149. 18/00072 - Thanet and Sevenoaks Bus Service changes - Report into Public Consultation and Recommended Action

(Item 10)

Mr Phil Lightowler (Head of Public Transport) was in attendance for this item.

1. Mr P Lightowler introduced the report which set out the proposed changes, the consultation outcomes and the recommendations for changes to the Thanet and Sevenoaks bus services that were provisionally planned for implementation from 1 April 2019.
2. Mr Balfour welcomed comments and questions from the Committee regarding the proposed changes to the Sevenoaks bus service:
 - (a) Mr Lake (Member for Sevenoaks Rural South) was invited to speak. Mr Lake requested that the proposed changes to remove the earlier and later 404 bus services from Sevenoaks to Edenbridge be reviewed due to the negative impact that this would have on school children and commuters.
 - b) Mr Rayner (Member for Malling West) sought agreement to use his Combined Members Grant with additional contributions from neighbouring parishes to fund a replacement bus service for Sevenoaks.
3. Mr Lightowler responded to comments and questions from Members, including the following: -
 - (a) In response to Mr Lake's concerns regarding the proposed withdrawal of the 6:00pm service, Mr Lightowler confirmed that the Go Coach operator and Kent County Council had deployed inspectors to travel on the Sevenoaks route to determine the number of regular users who were reliant on the 6:00pm service. The outcome of the inspections did not support the need for a 6:00pm commuter journey. With regards to the bus operator's ability to manage increased demand as a result of school expansions, Mr Lightowler informed the Committee that major expansions were planned of the Sevenoaks schools and there were plans to review the future bus network. He said that Kent County Council as the Public Transport Body would be meeting with bus operators, Trinity School and the Weald of Kent in the near future. Mr Lightowler acknowledged that this information was not within the consultation proposal document, however, he wanted to assure Members of the Committee that a separate piece of work which focused

on the school network had commenced. Mr Lightowler agreed to liaise with Mr Lake outside of the Committee meeting.

(b) In response to Mr Rayner's suggestion, Mr Lightowler agreed to liaise with Mr Rayner and the Parish Council's to determine whether a replacement bus service could be achieved using Combined Member Grants.

4. Mr Balfour welcomed comments and questions from the Committee regarding the proposed changes to the Thanet bus service:

(a) Mrs Binks (Member for Broadstairs) raised the following points:

- The information within the report was incorrect as the number 56 bus service did not travel into Ramsgate,
- whilst pleased that consultation resulted in the replacement service of the number 37 bus, Mrs Binks asked why the report failed to mention the two petitions and earlier public consultation meetings in relation to the 56 bus and why the offer made by residents to pay for the retention of the 56 service had not been followed up by officers; and
- the proposed new route and timetable offered by the 37 bus service meant that fewer buses would be going to the hospital and would require those attending hospital appointments to walk a greater distance; both of which had a negative impact upon the elderly and disabled. Mrs Binks sought confirmation as to whether the timetables would be reviewed and whether the 37 bus service would be subject to discontinuation in the future.

(b) Mr Lewis (Member for Margate) addressed concerns of social isolation and the negative impact that the proposed changes would have on Thanet as one of the most socially and economically deprived areas within Kent. With regard to the altered service stop which was a further 0.6 miles away from the city centre, Mr Lewis echoed the concerns of Mrs Binks and asked what assessment criteria had been applied to determine the effect on the elderly, those with disabilities and those with young children.

5. Mr Lightowler responded to comments and questions from Members, including the following: -

(a) In response to the concerns raised by Mrs Binks, Mr Lightowler confirmed that contracts were due to be withdrawn, however, these would be replaced by changes to the commercial network to ensure minimal impact to the user. The replacement of the number 56 service

with the 37 service was Stagecoach's response in terms of what they could provide to counteract the impact caused by the withdrawal of the number 56 service. With regards to the timetable, Stagecoach had agreed to review this, specifically the 09:24am journey as the new proposed time prohibited usage of the English National Concessionary Travel Scheme (ENCTS) bus pass. In response to whether the 37 bus service could be discontinued at some point in the future, Mr Lightowler said that Kent County Council could not hold commercial operators to a contractual time limit, however, he provided assurance that Stagecoach were continuing to invest within the Thanet network and further expansion was planned for 2019/20.

(b) In response to the points raised by Mr Lewis, Mr Lightowler said that out of the 625 average daily users, only 108 had responded to the consultation which suggested that the revised network offered by the commercial bus service suited most user's needs. There had also been two drop-in sessions whereby officers sat and spoke with individuals about their journey and could advise that person of the best alternative bus route. In response to comments regarding social isolation, Kent County Council aimed to achieve savings within its subsidised bus routes by offering alternative commercial services to its users and safeguard communities that only have access to one or two buses a week.

6. Mr Lightowler and Mr Whiting (Cabinet Member for Planning, Highways, Transport and Waste) then responded to general comments and questions from Members on the proposed changes to the Thanet and Sevenoaks bus services, including the following: -

(a) In response to questions from Mr Whybrow, Mr Lightowler said that Kent County Council preferred not to use the Bus Funding Criteria Tool on this occasion as it would have automatically focused on services that cost more per passenger subsidy. By adopting an intelligence led approach and liaising with all operators, the Council was able to find alternative routes within the commercial services network which would help generate savings and protect services that needed to remain in place. Supplementary to this, Mr Balfour (Chairman) and Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) supported Mr Whybrow's request for a cross-party Member Working Group.

(b) Mr Whiting confirmed that he would take into account Members comments and questions when taking the proposed decision (18/00072) and would respond in his verbal update to the issues raised by Members.

7. RESOLVED that the comments and concerns raised by Members be noted and that that the proposed decision (18/00072) to be taken by the Cabinet

Member for Planning, Highways, Transport and Waste to implement the changes to selected bus services in Thanet and Sevenoaks effective from April 2019, be endorsed.

(Mr B Lewis asked for his vote against this decision to be recorded)

150. 18/00073 - Thanet Transport Strategy

(Item 11)

Tim Read (Head of Transportation) and James Wraight (Principle Transport and Development Planner) were in attendance for this item.

1. Mr Read introduced the report which provided an overview of the proposed changes to the revised draft Thanet District Transport Strategy and its progress to date and commended Mr Wraight, the responsible officer, for the work he had done.
2. The officers then responded to comments and questions from Members, including the following: -
 - (a) Mr Wraight said that in terms of the Bus Strategy, the purpose of the inner-circuit was to provide additional routes within the district using commercially viable bus services. The objective of the Thanet Transport Strategy was to support the proposed growth and identify where enhanced bus services could be provided on a commercial basis. In terms of the financial implications, it was anticipated that the necessary highway structure would be funded by development with no financial commitment expected from Kent County Council, however, Thanet District Council may impose a Community Infrastructure Levy for other elements highways infrastructure.
 - (b) In response to concerns regarding Thanet District Council's cycling schemes and how this may be incorporated into the Thanet Transport Strategy, Mr Wraight said that the strategy did not replace Thanet's walking and cycling strategy, nor did the strategy contain a comprehensive list of all possible interventions that could happen within the Thanet area. The prime purpose of the Thanet Transport strategy was to clearly draw on the interventions, considered by Kent County Council, to be key in supporting planned growth.
 - (c) Mr Wraight confirmed that the likely impact of growth on Brenley Corner had been determined using a separate modelling process, the results of which did not support the perception that Brenley Corner would incur significant impact. Due to the modest level of anticipated traffic impact

from the Local Plan growth, it is expected that the Thanet Local Plan would not be required to produce a mitigation strategy at this junction.

(d) Members paid tribute to the officers for their work and their continued transparency when presenting information to the Local Joint Transportation Board.

3. RESOLVED that the proposed decision (18/00073) to be taken by the Cabinet Member for Planning, highways, Transport and Waste on the revised Thanet Transport Strategy for subsequent consideration through the Thanet Local Plan examination process, be endorsed.

151. Capital Programme 2019-22, Revenue Budget 2019-20 and Medium-Term Financial Plan 2019-22

(Item 12)

Mr K Tilson (Finance Business Partner for the GET directorate) was in attendance for this item.

1. Mr Tilson introduced the report that was designed to accompany the Draft Budget Book 2019-22 published on 2 January 2019 and referred to the revenue savings and additional spend demands that were of particular interest to the Committee, as well as the new schemes being proposed for inclusion into the capital programme for 2019/20.
2. RESOLVED that the draft capital and revenue budgets and Medium-Term Financial Plan (MTFP), including responses to consultation and government provisional settlement, be noted.

152. Work Programme

(Item 13)

RESOLVED that the work programme be noted, subject to the inclusion of the following items:

- (a) Country Parks Management Report
- (b) Response from Government following the submission of the to the Sub-national Transport body proposal

153. Pothole Blitz Contract Management

(Item 14)

Andrew Loosemore (Head of Highway Asset Management) and Kirstie Williams (Mid Kent Highways Manager) were in attendance for this item.

1. Ms Williams introduced the report that provided an overview of the Pothole Blitz contract and the controls in place to ensure the effective management

of the contract. In terms of monitoring, the recent recruitment within the district teams amounted to 59 additional staff members whose prime responsibility was to monitor the progression of contracted works, a further three dedicated Clerks of Work were employed who were responsible for attending every construction site to ensure there were no defects. Kent County Council had also recently obtained the power to fine contractors if they breached street works permitting and as a result, an additional 12 staff members were employed to carry out ad-hoc inspections on street works. Ms Williams also highlighted to Members that the Pothole contract had delivered a substantial number of repairs across the district, including 54,000 individual potholes and over 267,000 square meters of larger patchwork repairs.

(a) In response to the commissioning framework principles, Ms Williams said that Kent County Council, like other local authorities, would write conditions into their contracts which required them to meet employment laws.

2. RESOLVED that the contents of the report be noted.

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

To: Environment & Transport Cabinet Committee – 19th March 2019

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Environment and Transport Performance Dashboard shows progress made against targets set for Key Performance Indicators. The latest Dashboard has data up to January 2019.

Recommendation(s):

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

1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the fourth report for the 2018/19 financial year.

2. Performance Dashboard

- 2.1. The current Environment and Transport Performance Dashboard which provides results up to the end of January 2019 is attached at Appendix 1.
- 2.2. The Dashboard provides a progress report on performance against targets for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plan. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.3. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.
- 2.4. Latest performance is ahead of target for four out of the six key performance indicators for Highways & Transportation. Streetlight figures now include illuminated signs and bollards, with repairs in timescale currently behind target as the new maintenance contractor Bouygues has been mobilising to get systems and processes in place, with performance expected to improve following mobilisation. LED conversions is slightly behind target, with the overall programme expected to complete in May 2019. The high number of potholes

repaired includes those caused by severe weather early in 2018. Work currently in progress is now below expectations, following high levels of activity during 2018.

- 2.5. Performance is ahead of target for Waste Management indicators, except for the percentage of waste recycled and composted at Household Waste Recycling Centres (HWRCs), which while behind target has been increasing each quarter this year. Overall recycling rates remain at 49% for the county, slightly down from last year, with less recyclable waste materials being generated by residents. We continue to work closely with district councils to incentivise increased recycling by residents. Annual waste arisings are currently at 705,000 tonnes, down from the previous peak of 732,000 in the year to September 2016, due to a reduction of bulky waste, garden waste and less recyclable waste being generated. Tonnage sent to Allington has reduced from a peak of 333,000 tonnes in the year to June 2016 and now stands at 325,000 a year. We continue to exceed targets for diversion of waste from landfill, with bulky waste and other non-recyclable waste not sent to Allington, amounting to 29,000 tonnes, being processed as refuse derived fuel.
- 2.6. For digital take-up, five indicators are ahead of target and two are behind target and actions are in place to improve these indicators.
- 2.7. For Environment, Planning and Enforcement, both indicators are meeting target. Greenhouse Gas emissions have reduced significantly ahead of the stretching target, with LED streetlight conversions being the major reason for this improvement.

3. Recommendation(s):

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

4. Background Documents

The Council's Business Plans:

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>

5. Contact details

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Environment and Transport Performance Dashboard

Financial Year 2018/19

Results up to January 2019

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Produced by Strategic Commissioning - Analytics

Publication Date: February 2019

Guidance Notes

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

RAG RATINGS

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

Floor standards are set in Directorate Business Plans and if not achieved must result in management action.

DOT (Direction of Travel)

↑	Performance has improved in the latest month/quarter
↓	Performance has worsened in the latest month/quarter
↔	Performance is unchanged this month/quarter

Activity Indicators

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

Key Performance Indicators Summary

Highways and Transportation	Month RAG	YTD RAG
HT01: Potholes repaired in 28 calendar days (routine works not programmed)	GREEN	GREEN
HT02: Faults reported by the public completed in 28 calendar days	GREEN	GREEN
HT12: Streetlights, illuminated signs and bollards repaired in 28 calendar days	AMBER	AMBER
HT04: Customer satisfaction with service delivery (100 Call Back)	GREEN	GREEN
HT08: Emergency incidents attended to within 2 hours	GREEN	GREEN
HT11c: Number of LED streetlight conversions (since start of programme)	AMBER	N/a

Waste Management	RAG
RAG reported for rolling 12 month	
WM01: Municipal waste recycled and composted	GREEN
WM02: Municipal waste converted to energy	GREEN
WM01 + WM02: Municipal waste diverted from landfill	GREEN
WM03: Waste recycled and composted at HWRCs	AMBER
WM04: Percentage of customers satisfied with HWRC services	GREEN

Digital Take up – reported year to date	YTD RAG
DT01: Percentage of public enquiries for Highways Maintenance completed online	AMBER
DT02: Percentage of Young Persons Travel Pass applications completed online	AMBER
DT03: Percentage of concessionary buss pass applications completed online	GREEN
DT04: Percentage of speed awareness courses completed online	AMBER
DT05: Percentage of HWRC voucher applications completed online	GREEN
DT06: Percentage of Highway Licence applications completed online	GREEN
DT13: Percentage of 16+ Travel Cards applied for online	GREEN

Environment, Planning and Enforcement	YTD RAG
EPE20: Percentage of planning applications which meet DCLG standards and requirements	GREEN
EPE13: Greenhouse Gas emissions from KCC estate (excluding schools)	GREEN

Service Area	Director	Cabinet Member
Highways & Transportation	Simon Jones	Mike Whiting

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target	Floor
HT01	Potholes repaired in 28 calendar days (routine works and not programmed)	100%	GREEN	↑	97%	GREEN	90%	80%
HT02	Faults reported by the public completed in 28 calendar days	90%	GREEN	↓	93%	GREEN	90%	80%
HT12	Streetlights and illuminated signs/bollards repaired in 28 calendar days - December data	87%	AMBER	↑	86%	AMBER	90%	80%
HT04	Customer satisfaction with service delivery (100 Call Back) - December data	94%	GREEN	↑	87%	GREEN	75%	60%
HT08	Emergency incidents attended to within 2 hours	100%	GREEN	↑	98%	GREEN	98%	95%
HT11d	Number of actual LED streetlight conversions (since start of programme)	113,079	AMBER		N/a		114,840	103,360

HT12 – The shortfall in performance for repair time is due to the new contractor taking over routine maintenance for the first time and getting systems and processes in place. Performance is expected in improvement and achieve target once the new contractor has fully mobilised. Formerly this indicator only included streetlights, but now includes all illuminated signs and bollards. Year to Date figure is from when the indicator changed in October.

HT11d – The LED conversion programme has recently fallen slightly behind the planned delivery. All 118,000 conversions are expected to be completed by the end of May 2019.

Service Area	Director	Cabinet Member
Highways & Transportation	Simon Jones	Mike Whiting

Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Range		Prev. Yr YTD
				Upper	Lower	
HT01b	Potholes repaired (as routine works and not programmed)	11,147	Above	10,650	6,650	6,739
HT02b	Routine faults reported by the public completed	48,180	Yes	49,200	39,200	41,143
HT12b	Streetlights and illuminated signs/bollards repaired - October to December	11,487	New indicator			
HT06	Number of new enquiries requiring further action (total new faults)	77,988	Yes	90,200	73,800	78,417
HT07	Work in Progress (outstanding enquiries waiting action)	5,959	Below	8,100	6,660	7,137

HT01b – The number of potholes repaired has been high this year, due to the severe weather last winter, with the ‘Beast from the East.’

HT12b – Formerly just streetlights, this indicator now includes all illuminated signs and bollards. Year to Date figure is from when the indicator changed in October.

Service Area	Director	Cabinet Members
Waste Management	Simon Jones	Mike Whiting

Key Performance Indicators (Figures are provided as rolling 12-month totals to remove seasonality)

Ref	Indicator description	Latest Quarter	RAG	DOT	Target	Floor	Previous Quarter
WM01	Municipal waste recycled and composted	49.0%	GREEN	↓	46.8%	44.3%	49.1%
WM02	Municipal waste converted to energy (including conversion to refuse derived fuel)	50.3%	GREEN	↔	47.9%	45.4%	50.3%
01+02	Municipal waste diverted from landfill	99.3%	GREEN	↔	94.7%	89.7%	99.3%
WM03	Waste recycled and composted at HWRCs	68.4%	AMBER	↑	69.3%	67.3%	68.2%
WM04	Percentage of customers satisfied with HWRC services (Annual Indicator)	99%	GREEN	↑	96%	85%	98%

WM03 – Recycling rates declined at HWRCs during 2017, but have increased since March 2018.

Activity Indicators

Ref	Indicator description	Latest Quarter	In expected range?	Expected Range		Previous Quarter
				Upper	Lower	
WM05	Waste tonnage collected by District Councils	537,000	Below	560,000	540,000	535,000
WM06	Waste tonnage collected at HWRCs	168,000	Below	190,000	170,000	167,000
05+06	Total waste tonnage collected	706,000	Below	750,000	710,000	702,000

WM05 and WM06 – Following an increase in waste tonnage during 2016, waste tonnage arisings have been declining for over 2 years, and are now 3.6% lower than at September 2016, despite significant population growth across the county.

Service Area	Director	Cabinet Member
Highways, Transportation and Waste	Simon Jones	Mike Whiting

Digital Take-up indicators

Ref	Indicator description	Year to Date	YTD RAG	DOT	Target	Floor	Previous Year
DT01	Percentage of public enquiries for Highways Maintenance completed online	46%	AMBER	↑	50%	25%	43%
DT02	Percentage of Young Persons Travel Pass applications completed online	80%	GREEN	↑	80%	60%	82%
DT03	Percentage of concessionary bus pass applications completed online	28%	GREEN	↑	20%	5%	18%
DT04	Percentage of speed awareness courses bookings completed online	78%	AMBER	↔	80%	65%	80%
DT05	Percentage of HWRC voucher applications completed online	98%	GREEN	↑	98%	80%	97%
DT06	Percentage of Highway Licence applications completed online	80%	GREEN	↑	60%	50%	59%
DT13	Percentage of 16+ Travel Cards applied for online - Dec data	78%	GREEN	↔	50%	40%	58%

DT01 – The target has increased this year from 40% last year. For pothole and streetlight faults online reporting is at 70%.

DT04 - The target has increased this year from 75% last year. A project is in place to renew the online software system to improve the customer journey and encourage more people to book online.

Division	Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Mike Whiting

Key Performance Indicators

Ref	Indicator description	Year to Date	RAG	DOT	Target	Floor	Prev. Yr.
EPE20	Percentage of planning applications which meet DCLG standards and requirements	100%	GREEN	↔	100%	80%	100%

Key Performance Indicator (reported quarterly in arrears)

Ref	Indicator description	Latest Quarter	RAG	DOT	Target	Floor	Previous Year
EPE14	Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	34,148	GREEN	↑	37,900	40,900	39,954

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
Mike Hill, Cabinet Member for Community and Regulatory Services
Barbara Cooper, Corporate Director, Growth, Environment & Transport

To: Environment and Transport Cabinet Committee – 19th March 2019

Subject: Risk Management: Growth, Environment and Transport Directorate

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:

This paper presents the strategic risks relating to the Environment and Transport Cabinet Committee, comprising of three risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner' on behalf of the Corporate Management Team; plus a summary of key risks from within the directorate.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the risks presented.

1. Introduction

- 1.1 Risk management is a key element of the Council's internal control framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled.
- 1.2 Directorate risks are reported to Cabinet Committees annually and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider

potential interdependencies with other services across the Council and external parties.

- 1.3 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register.
- 1.4 The majority of these risks, or at least aspects of them, will have been discussed in depth at the relevant Cabinet Committee(s) throughout the year, demonstrating that risk considerations are embedded within core business.

2. Growth, Environment and Transport led Corporate Risks

- 2.1 The Corporate Director for the Growth, Environment and Transport directorate is the lead Director for three of the council’s corporate risks. A brief summary of changes over the past year are outlined below, with full details contained in the risk register attached at appendix 1.

Risk Reference	Risk Description	Current Score	Target Score
CRR0042	Post Brexit border systems, infrastructure and regulatory arrangements	25 (High)	20 (High)
<p>The main concerns relating to this risk have been stated in a number of comprehensive reports over the past year, including to County Council (July and December 2018); the Growth, Economic Development and Communities Cabinet Committee (January 2019, September 2018 and July 2018); Environment and Transport Cabinet Committee (November 2018); and Cabinet (January 2019).</p> <p>At time of writing, the external environment in relation to this risk is still uncertain, and the risk has been raised from 20 to 25 in February 2019.</p> <p>While KCC is not in a position to influence the likelihood of the risk occurring, we continue to work intensively with partners at local and national level to prepare for potential impacts and mitigate them as far as possible, accepting the fact that not all elements are within our control. This work has involved a comprehensive review of service business continuity plans across the organisation.</p> <p>A section 31 financial grant of £28.81m has been awarded to KCC by the Department for Transport for Kent’s road network to support Operation Brock and significant activity is underway.</p> <p>Other direct costs incurred by KCC services are currently being captured.</p>			

CRR0003	Access to resources to aid economic growth and enabling infrastructure	16 (High)	12 (Medium)
<p>The risk centres around three concerns, namely an inability to secure sufficient contributions from development to support growth; funders not recognising Kent priorities for investment; and / or a lack of resources to continuously shape and determine bids.</p> <p>KCC is engaging with stakeholders to develop an Enterprise and Productivity Strategy. A UK Shared Prosperity Fund (UKSPF) will replace EU structural funds, with further clarity to be provided on how to access, and links with Local Enterprise Partnerships and the development of Local Industrial Strategies. A Government consultation on the UKSPF was due in December but has been delayed.</p>			
CRR0004	Civil contingencies and resilience	16 (High)	12 (Medium)
<p>While there are a large number of robust controls in place for this risk, the level of risk was raised from medium to high due to the continued uncertainty surrounding potential implications of a 'no-deal' Brexit scenario and the potential for Brexit contingency planning to detract focus from other, more 'routine' exercising of controls.</p>			

3. Growth, Environment and Transport risk profile

3.1 The current risks in the GET Directorate risk register are shown below. Risks are presented in order of significance (highest first).

Risk Reference	Risk Description	Current Score	Target Score
GT0023	Post-Brexit public protection regulatory arrangements.	20 (High)	16 (High)
<p>This is closely linked to the corporate risk referenced above and highlights risks regarding the future UK/EU relationship post-Brexit and the potential to significantly impact on the regulatory environment and KCC's ability to discharge its public protection responsibilities. As part-mitigation, KCC has appointed further Trading Standards resources to respond to the risk.</p>			
GT0021	Internal services provided to the Directorate do not meet an acceptable standard.	16 (High)	9 (Medium)
<p>The Directorate Management Team is continually liaising with KCC commissioners on any issues that arise regarding performance of service providers (e.g. KCC Local Authority trading companies or outsourced services) and ensuring that there is appropriate involvement of Growth Environment and Transport (GET) representatives in shaping specifications and contract monitoring. This is in addition to liaising with corporate services at the council to ensure they are able to provide expert advice at the right time.</p>			

GT0020	Identification, planning and delivery of Medium-Term Financial Plan targets.	16 (High)	4 (Low)
<p>The directorate is required to make its contribution to the challenging savings targets required by the council over the medium term. There is a reduced ability for the directorate to mitigate year-on-year. For example, there is a significant capital programme for the directorate to support, and in addition a number of services rely on significant external funding, grants and partner contributions. Demand for some services can also fluctuate.</p> <p>The directorate participates fully in the KCC medium term financial planning and financial monitoring processes and a directorate portfolio board reviews and governs significant project and programme proposals that will deliver significant savings, in addition to business as usual efficiency savings.</p>			
GT0022	Information Governance - Embedding the General Data Protection Regulations (GDPR).	12 (amber)	8 (Medium)
<p>The General Data Protection Regulations came into effect on 25 May 2018 and have a significant effect on how data is managed in KCC. A significant effort has been made by all services in the directorate to bring their data protection processes into line with the new regulations, with a directorate working group overseeing progress. The directorate is now ensuring the embedding of the regulations into core business.</p> <p>A directorate guide to GDPR processes and procedures has been devised, to complement existing corporate guidance. This is now being adopted corporately.</p>			
GT0003	Directorate Response and Resilience to Severe Weather incidents	12 (amber)	6 (Low)
<p>This is a directorate-focused version of the corporate civil contingencies risk. The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. Services within the directorate must continue to play an important role in planning for, responding to, and recovering from these events. This includes the annual development, execution and review of the winter plan for Kent's highways, as well as liaison with Kent Resilience Forum partners to ensure preparedness for weather related incidents.</p>			
GT0019	Delivery of in-year budget targets.	4 (Low)	4 (Low)
<p>The budget report to Cabinet (28 Jan 2019) outlined a forecast overspend of +£0.105m, which was a net improvement of -£0.118m from the last reported position. Latest information would support the assertion that the directorate will achieve a balanced budget at year-end.</p>			
GT0001	Health and Safety considerations	10 (amber)	10 (Medium)
<p>Many of the directorate's services are 'frontline' in their nature in the heart of Kent's communities. This brings inherent risks to the safety of the public, KCC staff or contractors, which need to be well controlled with robust processes that are subject to continual review.</p> <p>As well as service-specific work, a GET Health & Safety group has oversight of health and safety matters, reporting to the Directorate Management Team regularly.</p>			

GT0004	Skills shortage and capacity issues to apply for funding and manage contracts and projects	9 (amber)	6 (Low)
<p>This is a sub-set of the corporate risk regarding access to aid economic growth and enabling infrastructure. KCC needs to submit suitable business cases in order to bid successfully for funds and requires staff with the appropriate skill set to manage contracts and projects. It is possible that the Authority could be unable to attract or retain suitably trained project managers as the private sector remains competitive in this area.</p> <p>A workforce strategy and action plan has been developed and is regularly reviewed, aiming to address key skills gaps.</p>			

3.2 Brexit-related risks: Clearly, the fluid national picture relating to the UK's exit from the EU means that significant uncertainty surrounds a number of risks that have been identified by services across the directorate. This may well mean that the risk profile alters between point of drafting this paper and the date of presentation to the Committee. If so, the risk owner(s) will provide a verbal update to the Committee.

4. Key Divisional Risks

4.1 The Corporate and Directorate risks are underpinned by risks at a divisional level that are typically more operational in nature. The Directorate Management Team has regular oversight of significant divisional risks, which currently includes those relating to:

- ensuring services continue to comply with significant policy changes at national level and meet service delivery standards in challenging financial context;
- sufficiency of capital funding for highway asset management;
- successful delivery of major projects and service transformation;
- operational risks such as unplanned highway collapses, health and safety concerns in household waste recycling centres;
- Longer term risks such as climate change impacts.

5. Recommendation

The Cabinet Committee is asked to consider and comment on the risks presented in this report.

6. Background Documents

- 6.1 KCC Risk Management Policy and associated risk management toolkit on KNet intranet site. <http://knet/ourcouncil/Management-guides/Pages/MG2-managing-risk.aspx>

Contact details

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Growth Economic Development and Communities Cabinet Committee
GET-Led Corporate Risks

Corporate Risks - Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since March 2018
CRR0003	Access to resources to aid economic growth and enabling infrastructure	16	12	↔
CRR0004	Civil Contingencies and Resilience	16	12	↑
CRR0042	Post-Brexit border systems, infrastructure and regulatory arrangements	25	20	↑

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

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

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR0003	Risk Title	Access to resources to aid economic growth and enabling infrastructure			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
<p>The Council seeks access to resources to develop the enabling infrastructure for economic growth, regeneration and health.</p> <p>However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it.</p> <p>At the same time, Government funding for infrastructure is limited and competitive and increasingly linked with the delivery of housing and employment outputs.</p> <p>A UK Shared Prosperity Fund will replace EU structural funds, with further clarity to be provided on how to access, and links with Local Enterprise Partnerships (also being reviewed) and the development of Local Industrial Strategies.</p>		<p>Inability to secure sufficient contributions from development to support growth.</p> <p>Funders do not recognise Kent priorities for investment.</p> <p>Lack of resources to continuously shape and determine bids.</p>	<p>Key opportunities for growth missed.</p> <p>The Council finds it increasingly difficult to fund KCC services across Kent (e.g. schools, waste services) and deal with the impact of growth on communities.</p> <p>Kent becomes a less attractive location for inward investment and business.</p> <p>Our ability to deliver an enabling infrastructure becomes constrained.</p> <p>Reputational risk.</p>	<p>Barbara Cooper, Corporate Director Growth, Environment and Transport (GET)</p> <p>Responsible Cabinet Member(s): Mark Dance, Economic Development Mike Whiting, Planning, Highways, Transport & Waste</p>	<p>Likely (4)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Serious (4)</p> <p>Target Residual Impact Serious (4)</p>
Control Title					Control Owner	
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth					Stephanie Holt-Castle, Interim Director Environment Planning & Enforcement (EPE)	

Environment Planning & Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be identified	David Smith, Director Economic Development / Stephanie Holt-Castle, Interim Director EPE	
Coordinated approach in place between Development Investment Team and service directorates	David Smith, Director Economic Development	
Dedicated team in Economic Development in place, working with other KCC directorates, to lead on major sites across Kent	David Smith, Director Economic Development	
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group	David Smith, Director Economic Development	
Strong engagement with South East LEP and with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds	Dave Hughes, Head of Business and Enterprise	
KCC is actively engaged in preparation of local plans across Kent and Medway, responding to all consultations	Tom Marchant, Head of Strategic Planning & Policy	
Local Transport Plan 4 produced and approved by County Council	Tom Marchant, Head of Strategic Planning & Policy	
Organisation Development plan is targeting gaps in resources to support bids.	GET Directorate Management Team	
KCC has responded to the Government's 'Strengthened Local Enterprise Partnerships' review	David Smith, Director Economic Development	
KCC has contributed to the refresh of the Strategic Economic Plan, now entitled 'Economic Strategy Statement'	Barbara Cooper, Corporate Director Growth, Environment and Transport	
Action Title	Action Owner	Planned Completion Date
Engage with stakeholders to draw up an agreed Enterprise & Productivity Strategy 2018-2050	David Smith, Director Economic Development	March 2020
Respond to consultation on Government's UK Shared Prosperity Fund	David Smith, Director Economic Development	TBC – consultation delayed

Work with LEP partners to implement new LEP arrangements arising from the 'Strengthened Local Enterprise Partnerships' review as appropriate

David Smith, Director
Economic Development

April 2020

Risk ID	CRR0004	Risk Title	Civil Contingencies and Resilience			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood and impact of major incidents and emergencies. This includes responses associated with the Government's Counter-terrorism Strategy (CONTEST) 2018. Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats, severe weather incidents, threats of 'cyber attacks' and uncertainties around implication of a 'no-deal' Brexit.	<p>Failure to deliver suitable planning measures, respond to and manage these events when they occur.</p> <p>Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.</p> <p>Lack of resilience in the supply chain hampers effective response to incidents.</p> <p>Focus on 'no-deal' Brexit contingency planning means less opportunity to progress other aspects of emergencies and resilience agenda.</p>	<p>Potential increased harm or loss of life if response is not effective.</p> <p>Serious threat to delivery of critical services.</p> <p>Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage.</p> <p>Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p>On behalf of CMT:</p> <p>Barbara Cooper, Corporate Director Growth, Environment & Transport (GET)</p> <p>Responsible Cabinet Member(s):</p> <p>On behalf of Cabinet:</p> <p>Mike Hill, Community & Regulatory Services</p>	<p>Likely (4)</p> <p>Target Residual Likelihood</p> <p>Possible (3)</p>	<p>Serious (4)</p> <p>Target Residual Impact</p> <p>Serious (4)</p>	
Control Title				Control Owner		
Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Includes sub-groups relating to Health and Severe Weather				Mike Overbeke, Head of Public Protection (for Kent Resilience Team Activity)		

The Director of Public Health works through local resilience fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health	Andy Scott-Clark, Director of Public Health
Management of financial impact to include Bellwin scheme	Cath Head, Head of Finance (Operations)
Implementation of Kent's Climate Adaptation Action Plan	Carolyn McKenzie, Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Fiona Gaffney, Head of Resilience and Emergency Planning and Kent Resilience Team Manager (KCC)
On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements. ICT resilience improvements are embedded as part of the ICT Transformation Programme	Rebecca Spore, Director of Infrastructure
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively over the short term	Stephanie Holt-Castle, Interim Director Environment Planning & Enforcement (EPE)
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements	Andrew Scott-Clark, Director Public Health
Emergency planning training rolled out at strategic, tactical and operational levels. KCC Resilience Programme in place to deliver further training opportunities and exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners	Stephanie Holt-Castle, Interim Director EPE
Updated and expanded Duty and Recovery Director rota introduced	Stephanie Holt-Castle, Interim Director EPE
KCC Business Continuity Management Policy and overarching Business Continuity Plan in place, underpinned by business continuity plans at service level	Stephanie Holt-Castle, Interim Director EPE

Prevent Duty Delivery Board established to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county	Penny Southern, Corporate Director ASCH	
Kent Channel panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) established at district and borough level	Nick Wilkinson, Prevent and Channel Strategic Manager	
Ongoing development of a counter-terrorism local profile	Nick Wilkinson, Prevent and Channel Strategic Manager	
Quality Assurance approach introduced for business continuity plans to emphasise service accountability. This includes the testing of interdependencies between KCC business continuity plans and those of 3 rd parties	Stephanie Holt-Castle, Interim Director EPE	
Fire Safety Guidance provided by KCC reviewed and updated	Flavio Walker, Head of Health & Safety	
Local procedures have been and are being continually reviewed and refined for occasions the national threat level increases to critical. This includes an update of the Corporate Business Continuity Plan	Stephanie Holt-Castle, Interim Director EPE	
New approach to Business Continuity Governance arrangements implemented, to enable increased focus on directorate issues and complement KCC's cross-directorate Resilience group	Fiona Gaffney, Head of Resilience and Emergency Planning and Kent Resilience Team Manager (KCC)	
Kent Resilience Forum Local Authorities Emergency Planning group's mutual aid arrangements with District Councils and other councils across the region undertaken	Fiona Gaffney, Head of Resilience and Emergency Planning and Kent Resilience Team Manager (KCC)	
Action Title	Action Owner	Planned Completion Date
Building resilience into multi-agency recovery structures for a longer time response	Stephanie Holt-Castle, Interim Director EPE	March 2019
KCC services to review business continuity arrangements, taking potential no-deal Brexit scenarios into consideration (cross-reference to CRR0042)	Service Managers	March 2019 and ongoing

Risk ID	CRR0042	Risk Title	Post-Brexit border systems, infrastructure and regulatory arrangements			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The personnel, procedures, systems and physical infrastructure necessary to provide sufficient capacity and capability for fast and efficient flow of goods and people through the Dover / Continental Ports and Eurotunnel in accordance post-Brexit requirements are not in place as required.	That the 'implementation period' agreed between UK leaving the EU is not enacted leading to immediate third country status for the UK on 29 March 2019.	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.	Barbara Cooper, Corporate Director Growth, Environment & Transport	V. Likely (5)	Major (5)	
KCC is reliant on coherent, coordinated governance across Government to aid the Local Authority and partners locally in planning their contingency arrangements.	That the implementation period agreed between the UK and EU is insufficient to develop the personnel, procedures, systems and physical infrastructure in time to support post-Brexit border arrangements.	Temporary closure or permanent changes to all or part of the M20 or M26 to support Operation Stack / Brock and other mitigations for port delays.	Responsible Cabinet Member	Target Residual Likelihood	Target Residual Impact	
	That a customs arrangement between the UK and EU is not agreed and there are delays in the physical transport of people / goods across the border.	Significant reduction in the capacity of the Kent Highway Network, with consequential increase in local and pan-Kent road journey times, impacting on local residents and businesses.	Mike Whiting, Planning, Highways, Transport & Waste	V. Likely (5)	Serious (4)	
	That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities and other infrastructure stakeholders necessary to address the personnel, procedures and physical infrastructure to support post-Brexit border arrangements.	Significant long-term detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.	Mike Hill, Community Services			

Control Title	Control Owner	
Regular engagement with senior colleagues in relevant Government Departments on the impacts and implications of Brexit on KCC's regulatory responsibilities relating to Trading Standards and the resilience of Kent highways	Barbara Cooper, Corporate Director GET	
KCC membership and co-chair of the Kent Border Planning Steering Group and associated working groups such as Emergency Planning, Infrastructure etc.	Barbara Cooper, Corporate Director GET	
Internal KCC co-ordination through a Brexit Co-ordination Group and Informal Members Group	David Whittle, Director SPRCA	
KCC leads and manages the Kent Strategic Freight Forum	Barbara Cooper, Corporate Director, GET	
KCC membership and support to the Kent Resilience Forum	Fiona Gaffney, Head of Resilience and Emergency Planning	
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning group for potential disruption at Port of Dover and Eurotunnel)	Barbara Cooper, Corporate Director, GET (KCC lead)	
Action Title	Action Owner	Planned Completion Date
KCC services to review business continuity arrangements, taking potential no-deal Brexit scenarios into consideration	Service Managers	March 2019 and ongoing
Operation Fennel strategic plan submitted, to be approved by the Secretary of State for Transport	Barbara Cooper, Corporate Director, GET	March 2019
KCC to make a case for further funding from the Ministry for Housing, Communities and Local Government (MHCLG) for direct costs of the impact of Brexit in the county.	Barbara Cooper, Corporate Director, GET	April 2019
KCC contribution to multi-agency communications plan in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases	Christina Starte, Head of Communications	March 2019 and ongoing

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

To: Environment and Transport Cabinet Committee – 19th March 2019

Subject: Aviation 2050: The future of UK Aviation

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All divisions

Summary:

This report outlines Kent County Council's (KCC) proposed response to the Department for Transport's (DfT) consultation on *Aviation 2050: The future of UK Aviation*, which is the Government's new aviation strategy. The consultation closes on 11th April 2019.

The DfT put out a call for evidence for a new aviation strategy from July to October 2017. KCC responded to this, primarily on issues of noise and sustainable growth. The response made the case that growth is often to the detriment of communities living near airports or under flight paths. KCC's response concluded that the call for evidence underplayed the impact of noise and that communities should be directly considered in the principles of the strategy.

The draft aviation strategy has taken into account many comments from the call for evidence and consequently has a new strategic theme to "Ensure aviation can grow sustainably." The focus of the entire strategy has shifted to quality of life and health impacts in the context of a partnership for sustainable growth that can balance the economic, social and environmental impacts of growth. Positive steps forward have been made in the consultation document to strengthen the noise policy framework as well as to clarify how changes in aviation noise emissions are monitored, with a range of policy proposals that will provide better information, measurements and assistance for local communities.

KCC's proposed response continues to focus on the theme of sustainable growth, with other stakeholders better placed to advise Government on matters such as technological advancements and safety. The proposed KCC response is in line with the adopted *Policy on Gatwick Airport* and accords with recent responses to other aviation consultations.

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 proposed Kent County Council response to the consultation.

1. Background: Aviation Strategy Call for Evidence

- 1.1 The Department for Transport (DfT) put out a call for evidence for a new Aviation Strategy. This call for evidence ran from 21st July to 13th October 2017. Kent County Council (KCC) responded to the call for evidence and was generally supportive of the proposed aim and objectives of the strategy.
- 1.2 However, KCC strongly made the case that growth is often to the detriment of communities living near airports or under flight paths. KCC's response stated that the call for evidence underplayed the issue and that addressing the impacts of aviation noise deserved to be an objective in its own right. This is because of the intolerable situation with aircraft noise over west Kent, predominately due to air traffic arrivals into Gatwick Airport. KCC's response suggested that communities affected by aviation should be directly considered in the principles of the strategy; otherwise the Aviation Strategy risks not reflecting the recent commitment to addressing noise and air quality in other government aviation consultations.
- 1.3 The call for evidence also introduced a new policy, without consultation, that Government is supportive of all airports making best use of their existing runways, including those in the South East. This has proven especially relevant to Gatwick because the restriction on use of the emergency runway expires in 2019 and consequently the draft Master Plan 2018 proposes that it is routinely used in accordance with this Government policy. KCC's response to Gatwick's draft Master Plan therefore made it clear that a robust planning process is needed to ensure that growth is appropriately managed and its impacts mitigated.
- 1.4 The call for evidence received 372 consultation responses, and Government published its response, *Beyond the Horizon*, in April 2018. This stated that the Aviation Strategy would set out the long-term direction of aviation policy to 2050 and beyond. It's aim was worded "To achieve a safe, secure and sustainable aviation sector that meets the needs of consumers and of a global, outward-looking Britain." Six objectives were set out, unchanged from the call for evidence, with further information on key challenges given. These objectives were:
 1. **Help the aviation industry work for its customers:** The focus of the strategy will be on improving the flying experience for passengers at every stage of their journey, including accessibility, compensation, information, and addressing disruptive passenger behaviour.
 2. **Ensure a safe and secure way to travel:** Safety and security will be the top priority and the strategy will address risk management, safety standards overseas, trials of new hand luggage screening, and raising security standards internationally.
 3. **Build a global and connected Britain:** Building on existing global connectivity as the UK leaves the EU and opens up new links with the rest of the world by establishing a new relationship with the EU on aviation issues, looking at air service agreements elsewhere, reducing barriers to the movement of freight.
 4. **Encourage competitive markets:** The strategy will look to maximise the benefits of competition in the sector by ensuring that it delivers the

right outcomes for consumers, continuing the transparency of slot regulation, looking at regional connectivity in the UK by both air and surface transport.

5. **Support growth while tackling environmental impacts:** As demand for air services is expected to continue to grow significantly, there needs to be a new framework for growth that takes account of the impact of aviation on the environment and ensures growth is sustainable. The strategy will consider the need for a new framework and what that should look like, address airspace modernisation, look at whether the right regulations/controls/incentives are in place to address noise, review how road and rail links to airports are delivered.
6. **Develop technology, innovation and skills:** To encourage technological developments by reducing policy and regulatory barriers to innovation, including making the most of the opportunities of a digital future (data sharing), automation and electrification of aircraft, aligning government, industry and academia to incentivise innovation, and addressing skills shortages.

2. Summary of 'Aviation 2050: The future of UK Aviation'

2.1 The UK has the largest aviation network in Europe and the third largest in the world. The Government recognises that the aviation sector is a significant contributor to the UK economy (supporting around half a million jobs) and consequently actively supports growth of the sector. However, this is caveated that growth must take place in a sustainable way and that actions must be taken to mitigate environmental impacts.

2.2 The strategy recognises challenges that the industry is facing, including:

- Global change and shifting markets
- Impact of competition on business models
- Increasing passenger demand
- Changing expectations of passengers
- Effects of international climate change
- Making the most of new technology.

2.3 The purpose of the new strategy is to keep the UK competitive globally, ready to take advantage of new opportunities in the aviation and aerospace sectors. This must be done whilst managing challenges in the economic, political and environmental arenas.

2.4 The strategy is based around strategic themes rather than the objectives of earlier iterations described at 1.4. These themes are:

1. **Build a global and connected Britain:** To build new connections to rapidly growing aviation markets, to pursue objectives on environmental measures and liberalisation internationally.
2. **Ensure aviation can grow sustainably:** Demand for air travel has grown significantly since 2010 but it must be sustainable. This requires a partnership between the government, regulator, industry and other

stakeholders to work within a new policy framework to better manage the environmental impacts of the sector.

3. **Support regional growth and connectivity:** Recognising airports as local economic hubs that provide connectivity, employment and transport, as well as potential contributions to economic rebalancing.
 4. **Enhance the passenger experience:** Making sure all passengers have a good experience of flying by creating a new Passenger Charter to promote best practice. This also includes commitments on border checks and action against disruptive passengers.
 5. **Ensure a safe and secure way to travel:** The UK is a global leader in aviation security and safety and the strategy seeks to address global variations in standards as well as work with the industry to make the skies safer for everyone.
 6. **Support General Aviation:** This covers all non-scheduled civil aviation, such as business jets and air displays. The strategy seeks to encourage growth in the sector.
 7. **Encourage innovation and new technology:** The strategy recognises the role of innovation and new business models in growing the sector and wants to capture the benefits for consumers by unlocking new options for how people and goods move.
- 2.5 The government is seeking feedback on the policy proposals outlined within each strategic theme, and any suggestions for additional proposals that could be considered. The objective of this consultation is to then inform the content of the final strategy document by considering proposals based on the strategic case, implementation, regulatory/financial burdens, and overall acceptability to different stakeholders.

3. **Summary of KCC's proposed response to the consultation** *(full response to the consultation questions is provided in Appendix A)*

- 3.1 The consultation has a total of 97 questions, but KCC's draft response focuses on the proposed policies which could ultimately have an impact on Kent and its residents and businesses.
- 3.2 Within the theme of "ensuring aviation can grow sustainably", the government seeks views on the establishment of a sustainable growth partnership which would attempt to balance the benefits of aviation with addressing environmental and community impacts. KCC's draft response proposes to fully support this action and would welcome the explicit inclusion of Local Authorities to ensure environmental and community impacts are appropriately balanced against the benefits to aviation. The response also reiterates the need for such partnership to ensure that airports formally commit to sharing benefits with local communities, especially when growth is organic and outside of the planning process. For example, Gatwick has made clear its ambitions to reach 50 million passengers per annum (mppa) and is expanding in a way that does not require planning consent. It is proposing the use of larger aircraft and greater utilisation of the shoulder peak periods to achieve this level of growth. Gatwick is therefore able to grow regardless of the policy position in the Crawley Borough Council Local Plan (policy GAT1), which supports growth up to 45mppa, and that was not expected until 2030.

- 3.3 Airports are already producing new master plans and expansion proposals since the release of the policy to make best use of existing runways, and it is therefore vital that the partnership for sustainable growth and its constituent proposals are enacted now. Further, some of the proposals are simpler to implement, such as changing the minimum standards for noise insulation schemes. KCC asks government to work with stakeholders to judge how quickly the proposals can be brought forward.
- 3.4 KCC's proposed response firmly supports the proposals for a stronger noise policy framework. However, to improve their efficacy, we consider that thought needs to be given to supporting those in rented accommodation when they are newly affected by noise or increased noise. Current insulation and relocation schemes are targeted at home owners to the detriment of long-term tenants. It is proposed that KCC welcomes the review of minimum standards for insulation schemes, although individual airports should always be encouraged to go beyond the minimum requirements. Tailored guidance on this should support the Local Planning Authorities and take into account recommendations from airports and the Independent Commission on Civil Aviation Noise (ICCAN).
- 3.5 Proposals for the modernisation of airspace and growth through use/development of new runways will require new flight paths and cause new communities to be overflown, as well as existing communities to be more frequently overflown. Involvement in the decisions about where and when aircraft can fly is simply not sufficient in instances where there is new noise disturbance. Compensation and mitigation should be very high for new communities even though noise cannot be totally mitigated. The proposal to ask the Independent Commission on Civil Aviation Noise (ICCAN) to consider how to best support communities in engaging with the airspace change process is important, especially in the context of airspace modernisation because it will result in newly affecting communities with noise, as well as potential concentration of overflight.
- 3.6 The height at which aircraft fly along designated flight paths is also an issue for those overflown (as the lower the aircraft, the more noise). There is increasing evidence from complaints from residents that aircraft are flying lower than they should. There needs to be stricter enforcement of the heights aircraft fly, especially on approaches to Gatwick over west Kent, which experiences low flying aircraft on a regular occurrence.
- 3.7 The draft response proposes that KCC does not support growth at all costs and therefore encourages a review to be undertaken following new evidence on health impacts for local communities affected by airport operations. There is continually emerging evidence on the impacts of aviation noise that strongly demonstrates the real health costs felt by individuals, including evidence that people are becoming more sensitive to noise than they have been before.
- 3.8 We also have concerns regarding resourcing for the extensive airspace modernisation programme in the south. It is imperative that the Government provides the Civil Aviation Authority (CAA) and the ICCAN with sufficient resources to ensure appropriate stakeholder engagement is undertaken and that airspace modernisation is completed within targeted timescales. To determine the most effective methods of meeting the needs of affected

communities will require substantial work from the airspace change promoters, within demanding timescales. It is therefore important that they are supported and that the CAA has the necessary powers to compel promoters to enact the change process, as well as complete it to a satisfactory standard.

- 3.9 KCC's proposed response also recommends the passenger experience includes integrated ticketing, such as rail fares purchased concurrently with flight tickets. Enhancing the passenger experience looks at the whole end-to-end journey from booking a flight to onward travel from the destination airport. It is accepted that the whole experience of using an airport can be heavily influenced by surface access options. This is not just in terms of journey time, but also reliability, price and customer experience.
- 3.10 In response to the proposals outlined within "supporting regional growth and connectivity", KCC asks the government to consider it appropriate for the airport operator to pay for, or towards, the upgrading of connecting local transport infrastructure where they are increasing the capacity of the airport and this should form a policy proposal as part of the partnership for sustainable growth. Whilst this is usually addressed through the planning system, where airports are growing outside of this process there is still a burden on local transport routes.
- 3.11 Travel to and from the airport must also be considered as this is vital for freight where it is often the case that goods are transferred to van or lorry for redistribution. The proposal to support airports to develop master plans and surface access strategies consistent with regional and national transport strategies is welcomed. This is particularly important as more Sub-national Transport Bodies are formed and achieve statutory status. There is a need to integrate the strategies for these vital transport infrastructure assets with the longer-term vision for the Strategic Road Network, Major Road Network and rail network. Transport for the South East is the appropriate body to consider these various pieces of strategic transport infrastructure collectively with economic and population growth to formulate sensible transport investment recommendations.
- 3.12 Other transport improvements and strategic objectives for economic rebalancing will also influence choice of location for additional capacity. For example, High Speed 2 would make Birmingham Airport closer to the South East in terms of journey time and the emphasis on growth in the Northern Powerhouse region might suggest Manchester Airport.
- 3.13 There continues to be a financial burden on Local Authorities in terms of officer and Member time to provide representation at consultative committees, bespoke groups (such as the Noise Management Board at Gatwick, and the Health Local Authorities Briefing, for example), and various other bodies addressing noise and growth at local airports. When the whole of airspace in the south is modernised through individual airspace change proposals then this will put great strain on Local Authorities in terms of staff and member resource particularly in the context of reduced Local Government funding.

4. Conclusion

- 4.1 The DfT launched a 16-week consultation on the 17th December seeking views on the proposals outlined in their draft Aviation Strategy; *Aviation 2050: The Future of UK Aviation*.
- 4.2 KCC's proposed response focuses on the theme of sustainable growth, with other stakeholders better placed to advise Government on matters such as technological advancements and safety. The proposed response is in line with the adopted *Policy on Gatwick Airport* and accords with recent responses to other aviation consultations.
- 4.3 The consultation closes on the 11th April 2019. Following analysis of consultation responses and revisions made to the document, it remains the Government's intention to publish the final strategy, in the form of a white paper, by mid-2019.

5. Financial Implications

- 5.1 N/A.

6. Legal Implications

- 6.1 N/A.

7. Equalities Implications

- 7.1 Equalities Impact Assessment (EqIA) screening was undertaken as part of the development of KCC's Policy on Gatwick Airport, which this draft consultation response aligns with, which indicated no adverse effects on persons of protected characteristics. In accordance with KCC Policy, the EqIA is in the process of being refreshed prior to submission of this consultation response.

8. Other Corporate Implications

- 8.1 N/A.

9. Governance

- 9.1 N/A.

10. Recommendation:

- 10.1 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 Kent County Council response to the consultation.

11. Background Documents

Appendix A: Proposed Response by Kent County Council to the Aviation 2050: The future of UK aviation.

Aviation 2050: The future of UK aviation

<https://www.gov.uk/government/consultations/aviation-2050-the-future-of-uk-aviation>

Kent County Council Policy on Gatwick Airport

Kent County Council Policy on Gatwick Airport (December 2014)

<https://democracy.kent.gov.uk/documents/s49886/Item%209%20-%20Policy%20on%20Gatwick%20Airport.pdf>

12. Contact details

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Appendix A: Kent County Council Draft Response to the Department for Transport Consultation: Aviation 2050: The Future of UK Aviation

Kent County Council's response focuses on the theme of sustainable growth, with other stakeholders better placed to advise Government on matters such as technological advancements and safety. The response is in line with the adopted KCC Policy on Gatwick Airport (December 2014) and accords with recent responses to other aviation consultations.

Chapter 3: Ensure aviation can grow sustainably

18. To what extent does the proposed partnership for sustainable growth balance realising the benefits of aviation with addressing environmental and community impacts?

Whilst Kent County Council (KCC) recognises that growth in the UK aviation sector will improve the country's connectivity and competitiveness, the Council is keen to ensure this growth is sustainably managed. Therefore, KCC fully supports the proposed establishment of a partnership for sustainable growth and would welcome the explicit inclusion of Local Authorities to ensure environmental and community impacts are appropriately balanced against the economic benefits of aviation. For example, this could include planning restrictions within sensitive noise contours. Noise management, air quality, community engagement and surface access are all areas of key concern for many local communities. We also support the ability to tailor the future policy framework to local circumstances and the latest data available, for example on health impacts.

A partnership for sustainable growth should also ensure that airports formally commit to sharing benefits with local communities, especially when growth is organic and outside of the planning process. As a related point, Gatwick has made clear its ambitions to reach 50 million passengers per annum (mppa) and is expanding in a way that does not require planning consent. For example, it is proposing using larger aircraft and greater utilisation of the shoulder peak periods. It is therefore able to grow regardless of the policy position in the Crawley Borough Council Local Plan (policy GAT1), which supports growth up to 45mppa, and that was not expected until 2030. The framework should include a review of the current ability of the planning process to manage airport growth and appropriately mitigate its impacts through – for example – robust conditions and legal obligations, supported by a robust local and national policy framework.

The proposals on sharing the benefits of growth with communities is focused on community funds and recycling waste. We consider that the waste impacts of airports are not of direct benefit to communities but do affect climate change impacts and so would be better addressed within that objective.

The proposals for a stronger noise policy framework are very much welcomed, and long overdue considering the disputed interpretation of the current policy from the 2013 Aviation Policy Framework. The new focus on health and quality of life is more meaningful than on number of people 'significantly affected' because it allows consideration of those in the Lowest Observable Adverse Effect Level (LOAEL) contour as well as those beyond the Severe Observable Adverse Effect Level (SOAEL) and Unacceptable Adverse Effect Level (UAEL) thresholds. One notable omission from this section is the need for Health Impact Assessments as part of any expansion plans. Only with such information will it be possible to judge if the economic benefits justify the social costs.

Modernisation of airspace and growth through use/development of new runways will require new flight paths and cause new communities to be overflown. Involvement in the decisions

about where and when aircraft can fly is simply not sufficient in instances where there is brand new noise disturbance. Aviation noise may not be a statutory nuisance but that does not mean it does not cause substantial distress. Compensation and mitigation should be very high for new communities even though noise cannot be totally mitigated. Where newly affected, there is a case for financial support for residents who wish to move altogether. We therefore welcome the review of minimum standards for insulation schemes, although we would always encourage individual airports to go beyond the minimum requirements. There is no policy proposal on relocation schemes, and often such assistance is restricted to home owners. We would ask the final Aviation Strategy to encourage airports to consider assistance for those in rented accommodation where they are either newly affected or affected by a significant increase in noise as a result of airport growth. This would additionally avoid indirect discrimination as identified Equality Act 2010.

The height at which aircraft fly along designated flight paths is also an issue for those overflown (as the lower the aircraft, the more noise). There is increasing evidence from complaints from residents that aircraft are flying lower than they should. There needs to be stricter enforcement of the heights aircraft fly, especially on approaches to Gatwick over west Kent, which experiences low flying aircraft on a regular occurrence.

Overall, the proposed partnership for sustainable growth is a broad approach to economic, social and environmental issues that must be balanced to permit expansion. How these are balanced will be determined by the future development at individual airports and adoption of the long-term policy framework. Until there is more detail on how the partnership is to be applied, it is impossible to say whether it will satisfactorily balance the benefits of growth with the negative impacts.

19. How regularly should reviews of progress in implementing the partnership for sustainable growth take place?

Frameworks should be established and adopted as soon as possible. The premature adoption of Government policy to support the best use of existing runways has prompted airports to propose measures to grow now, prior to any formal partnership for sustainable growth being in place. For example, the Gatwick Airport Draft Master Plan 2018 proposes to consult on a Development Consent Order to routinely use the emergency runway in 2019 and Heathrow are proposing to introduce new arrivals procedures to increase capacity.

Whilst KCC does not have a view on how regularly reviews of progress should take place, we would argue they should have the scope to be tailored according to each specific airport partnership and therefore appropriate to local circumstances but with a prescribed review after, for example, three years or following first application of the principles.

20. Are there any specific ‘triggers’ (e.g. new information; technology development etc) that should be taken into account when planning a review?

There is continually emerging evidence on the impacts of aviation noise that strongly demonstrates the real health costs felt by individuals, including evidence that people are becoming more sensitive to noise than they have been before. Additionally, research is now being carried out on areas of air quality that have previously had limited research in an aviation context, such as ultrafine particulate matter. Ultimately the financial burden of health impacts due to the aviation sector are picked up by the National Health Service (NHS), and there are additional economic costs in terms of reduced productivity. However, unsustainable growth in the industry including more intensive use of the existing runways will lead to more intensive noise impacts. KCC cannot support growth at all costs and would

therefore encourage a review to be undertaken following new evidence on health impacts for local communities affected by airport operations.

21. How could the policy proposals be improved to maximise their impact and effectiveness in addressing the issues that have been identified?

The policy proposal that the National Infrastructure Commission (NIC) should include airport capacity in their future assessments is accepted. However, the preferred option to produce a general National Policy Statement on airports and let the industry determine which airports should be expanded is flawed because it provides no certainty (even if only for a specific time period) for communities around airports. The NIC work or a separate commission should determine the location for expansion, and this should be set through a location-specific NPS as has been done for Heathrow so that the planning criteria are appropriate and specific for those local circumstances.

The proposal to ask Independent Commission on Civil Aviation Noise (ICCAN) to consider how to best support communities in engaging with the airspace change process is important, especially in the context of airspace modernisation because it will result in newly affecting communities with noise, as well as potential concentration of overflight. Airspace change proposals are determined by a range of technical requirements, and what is permissible is dependent on the safety and operating procedures of aircraft, as well as geographical constraints. The ability to communicate this detailed information to manage expectations about noise levels and timescales for changes is currently missing from the process. A source of frustration at the Gatwick Noise Management Board has been the perceived latency of improvements to the noise environment due to technical requirements and the speed of the airspace change process.

There is no specific policy proposal on sustainable surface access within Chapter 3, although we appreciate that the aims would be replicated in other policy documents (such as the Road to Zero strategy). Nevertheless, surface access to airports is of national importance because additional passengers and freight getting to the airports will have an impact on the journey time reliability of road and rail networks for other users. Reliability of those networks will also influence the choices made about which airport to use, as does the cost of the various modes. We consider it appropriate for the airport operator to pay for, or towards, the upgrading of transport infrastructure where they are increasing the capacity of the airport and this should form a policy proposal as part of the partnership for sustainable growth. Current growth at Gatwick has the potential to absorb much of the M23 smart motorway additional capacity as well as capacity from upgrades to the Brighton Main Line to the detriment of other users of the network and yet funded by general taxation.

Growth in the aviation sector will support economic growth and is increasingly important as the UK broadens its trading connections across the world. Nevertheless, this growth can have dire consequences for communities in the vicinity of the airport or overflown by its flight paths. West Kent has suffered an intolerable increase in overflight in recent years, and Gatwick also has a much greater night movement and noise allowance than Heathrow in the summer season, an unfair outcome against which we have consistently campaigned. Therefore, we welcome the proposals to provide a much stronger noise policy framework. To improve their efficacy, we consider that thought needs to be given to supporting those in rented accommodation when they are newly affected by noise or increased noise. Current insulation and relocation schemes are targeted at home owners to the detriment of long-term tenants. Gatwick has tried to launch an information booklet with estate agents to inform prospective residents about the likely noise impacts they will experience. However, there is anecdotal evidence that this information is not being passed on and therefore it may need to

be done through the legal packs associated with purchase in addition to voluntary information given to prospective buyers. It has also proven difficult for Local Plans to prevent development within the boundary of noise contours which has led to new residential properties being affected by noise. Tailored guidance should be issued to Local Planning Authorities to assist the Local Plan making process to take account of the recommendations from airports and the ICCAN.

Finally, proposals for Health Impact Assessment should be included to properly assess the impacts from noise and air quality emissions from airports as part of growth proposals. These should be an independent exercise rather than carried out by the airports themselves.

22. How should the proposals described be prioritised, based on their importance and urgency?

The policy proposals should not be a straightforward priority list, but rather should be addressed concurrently to ensure maximum benefit as soon as possible. Airports are already producing new master plans and expansion proposals since the release of the policy to make best use of existing runways, and it is therefore vital that the partnership for sustainable growth and its constituent proposals are enacted now. Further, some of the proposals are simpler to implement, such as changing the minimum standards for noise insulation schemes. Government must work with stakeholders to judge how quickly the proposals can be brought forward.

As a general observation, we would consider the proposals to limit impacts on health and quality of life to be potentially the most beneficial in terms of social wellbeing and environment, for example use of cleaner fuels and reductions in noise.

23. What implementation issues need to be considered and how should these be approached? (e.g. resourcing challenges, high levels of complexity, process redesign, demanding timelines)

We have concerns regarding resourcing for the extensive airspace modernisation programme in the south. It is imperative that the Government provides the Civil Aviation Authority (CAA) and the ICCAN with sufficient resources to ensure appropriate stakeholder engagement is undertaken and that airspace modernisation is completed within targeted timescales. To determine the most effective methods of meeting the needs of affected communities will require substantial work from the airspace change promoters, within demanding timescales. It is therefore important that they are supported and that the CAA has the necessary powers to compel promoters to enact the change process, as well as complete it to a satisfactory standard.

24. What are the financial burdens that need to be managed and how might those be addressed?

There continues to be a financial burden on Local Authorities in terms of officer and Member time to provide representation at consultative committees, bespoke groups (such as the Noise Management Board at Gatwick, and the Heathrow Local Authorities Briefing, for example), and various other bodies addressing noise and growth at local airports. When the whole of airspace in the south is modernised through individual airspace change proposals then this will put great strain on Local Authorities in terms of finance and time, at a time of reduced Local Government funding.

Some of this burden may be reduced when the ICCAN is established and able to represent community interests in noise impacts, provided that it is truly independent and viewed as such by local communities.

26. Are there any options or policy approaches that have not been included in this chapter that should be considered for inclusion in the Aviation Strategy?

Surface access to airports should be addressed. We consider it appropriate for the airport operator to pay for, or towards, the upgrading of transport infrastructure where they are increasing the capacity of the airport so that it generates more surface transport movements. Whilst this is usually addressed through the planning system, where airports are growing outside of this process there is still a burden on local transport routes. Although there may be voluntary contributions to infrastructure upgrades, such as Gatwick Airport's contribution to the Gatwick Station upgrade, it would be beneficial to have a policy position on this.

27. Looking ahead to 2050, are there any other long term challenges which need to be addressed?

Airports have been forecasting increased passenger numbers through the use of larger aircraft. Whilst there are incremental capacity increases in the small aircraft types (e.g. Airbus A320neo), it is now apparent that demand for the super jumbo type planes is dwindling with the announcement of the end of production of the A380s. This change in demand for aircraft types will change how and where airlines operate. DfT and industry forecasts need to reflect this change when they are looking at where future runway capacity might be needed. Furthermore, other transport improvements and strategic objectives for economic rebalancing will also influence choice of location for additional capacity. For example, High Speed 2 would make Birmingham closer to the South East in terms of journey time and the emphasis on growth in the Northern Powerhouse region might suggest Manchester Airport.

The growing population within airport noise contours is a continuing long-term trend and whilst the proposals to better inform prospective residents and provide guidance on insulation is a positive step forward, there needs to be further work to either restrict development in these contours or provide an outlet for residents affected by noise to share their concerns.

Chapter 4: Support regional growth and connectivity

31. To what extent do these proposals provide the right approach to support the complex and varied role that airports play in their regions?

International gateways (ports and airports) are vital to our trading success, and their importance is increasing given our new relationship with the EU and the rest of the world in terms of trade. We recognise that growth in the UK aviation sector will improve the country's connectivity and competitiveness, thereby supporting economic growth.

Again, travel to and from the airport must be considered as this is vital for freight where it is often the case that goods are transferred to van or lorry for redistribution. If the road network around our airports is unable to cope then that is a further barrier to economic growth. This is as true of routes to airports as it is of routes to the Port of Dover or Southampton. Growth at our airports should not compromise the transport networks in place and should ideally improve them (road and rail for passengers and freight). The proposal to support airports to develop master plans and surface access strategies consistent with regional and national transport strategies is welcomed. This is particularly important as more Sub-national

Transport Bodies are formed and achieve statutory status. There is a need to integrate the strategies for these vital transport infrastructure assets with the longer-term vision for the Strategic Road Network, Major Road Network and rail network. Transport for the South East is the appropriate body to consider these various pieces of strategic transport infrastructure collectively with economic and population growth to formulate sensible transport investment recommendations.

Chapter 5: Enhance the passenger experience

45. How could the policy proposals be improved to maximise their impact and effectiveness in addressing the issues that have been identified?

Enhancing the passenger experience looks at the whole end-to-end journey from booking a flight to onward travel from the destination airport. It is accepted that the whole experience of using an airport can be heavily influenced by surface access options. This is not just in terms of journey time, but also reliability and price. The passenger experience could also include integrated ticketing, such as rail fares purchased concurrently with flight tickets. This could provide a seamless experience, and also help encourage model shift to public transport.

Chapter 8: Encourage innovation and new technology

77. To what extent are the government's proposals for supporting innovation in the aviation sector the right approach for capturing the potential benefits for the industry and consumers?

The consultation document sets out a wide range of forthcoming opportunities to advance the UK's aviation industry, such as in drone use and by creating the first UK spaceport. It also looks at future technologies that could be developed and impact on other areas of public service provision, for example personal air mobility vehicles could alter use of traditional public and private transport.

Where innovation drives new technology that solves the challenges the aviation sector currently faces, including noise, we consider that there would be broad support. However, where the different drivers (noise, fuel consumption, carbon, etc.) conflict, then there is a clear role for government in establishing an appropriate balance. This could be through regulation, but also incentives in the form of research grants and supporting skills through university and practical training opportunities.

From: Eric Hotson, Cabinet Member for Corporate and Democratic Services
David Cockburn, Corporate Director Strategic and Corporate Services and Head of Paid Service

To: Environment and Transport Cabinet Committee, 19th March 2019

Subject: Development of the Strategic Delivery Plan

Classification: Unrestricted

Past Pathway: Policy and Resources Cabinet Committee (29th June 2018)

Future Pathway: Cabinet Committees (March 2019), Policy and Resources Cabinet Committee (13th June 2019)

Summary: The Strategic Delivery Plan will be the strategic business plan for Kent County Council, which supports the delivery of the outcomes in the Strategic Statement. As a rolling plan, it sets out the significant activity we need to deliver over the medium term, connecting strategy with the resources and capacity we need to deliver effectively at pace.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to:

(1) **Consider and discuss** the draft Strategic Delivery Plan summary.

1. BACKGROUND

- 1.1 In June 2018, the Policy and Resources Cabinet Committee endorsed the move from directorate business plans to a strategic business plan for the whole Council, which could better support the delivery of the outcomes in KCC's Strategic Statement.
- 1.2 The Strategic Delivery Plan is being collectively developed with services, Cabinet Members and Corporate Management Team. It is supported by a summary document and will be agreed by Corporate Board.
- 1.3 The Strategic Delivery Plan is designed to be outcome led, with a strong focus on accountability for the delivery of significant activity, including commissioning, service change and strategy/policy development. It focuses on action not words, clearly setting out what activity needs to be delivered, with a light-touch narrative of key themes.
- 1.4 It is driving a step change in business planning, looking ahead over a rolling three-year cycle, to progress activity through the right informal and formal governance arrangements. It is progressing management action on resourcing, capacity and compliance issues, in a disciplined way which supports KCC's new Operating Standards.

- 1.5 The Strategic Delivery Plan is supported by divisional/service 'Operating Plans'. The Operating Plans capture core business activity across the Council (e.g. statutory responsibilities) and align with activity within the Strategic Delivery Plan. These remain a management responsibility and will be made accessible to all elected members on KNet from April 2019.

Figure 1: KCC's business and financial planning cycle



2. THE STRATEGIC DELIVERY PLAN PROCESS

- 2.1 The Strategic Delivery Plan approach was endorsed by Policy and Resources Cabinet Committee in June 2018 and agreed with Cabinet Members and CMT in September 2018. A business change approach was developed to support the creation of the plan, maximising the potential of our Microsoft 365 tools to gather, analyse and store information across the Council in a simple, efficient way. Officer engagement began in October 2018, including briefings for Challenger, Directors and Extended CMT.

Identifying a long list

- 2.2 The first step in the process was to create a 'long list' of activity from all divisions across the Council. This included "significant" activity which was likely to be high value, profile, risk and complexity, and likely to meet the key decision criteria. This included people commissioning, infrastructure commissioning (including assets and technology), significant service changes and strategy/policy development.
- 2.3 The officer response was extremely positive, with proactive engagement with the business change approach from across the Council. A simple

online form was used to gather information from services, which was open for a 6 week submission period and only took a few minutes to submit. This allowed the instant collation of a vast amount of information on 183 different activities by the end of November, with automatic analysis of the data trends.

- 2.4 The breadth and volume of activity identified for the 'long list', enabled constructive discussions with Cabinet Members and CMT in early December about the resource and capacity implications for the Council. These are further considered in Section 4.
- 2.5 The discussion identified some activities which did not meet the criteria for the Strategic Delivery Plan as they were operational delivery or core business (e.g. statutory duties), not strategic activity. It is important that the plan does not become an exhaustive list of everything we do (already captured in documents such as Operating Plans, Budget Book and strategies/policies), but prioritises the most significant activity for the Council. An updated list of 171 activities was confirmed by Cabinet Members by the end of December.

Prioritising a short list

- 2.6 The aim was now to move from a 'long list' to a 'short list' which could inform the narrative for the draft Strategic Delivery Plan. The short list needed to prioritise activity with high strategic importance, value, risk and complexity. Any activity not prioritised for the short list would be used to inform the development of divisional Operating Plans. Detailed activity 'scorecards' were used to capture all the information about each piece of activity on a page, including financial information, decision authority and accountability.
- 2.7 In early January 2019, we assessed all the activity submitted by services, from a whole Council perspective to inform a relative prioritisation discussion with Cabinet Members and CMT. This was achieved using a simple, consistent framework which is considered best practice by the National Audit Office and has already proven valuable for prioritising project, programme and assurance work within the Council.
- 2.8 In early February, Cabinet Members and CMT confirmed 79 activities for the short list and highlighted key themes to include within the Strategic Delivery Plan. The majority of these activities (89%) are already in delivery and will form the 'pipeline' for CMT and Corporate Board, so management action can be progressed at pace. This pipeline will help to determine which activities will benefit from robust business case development and a disciplined focus through informal and formal governance arrangements, ahead of decision making.

Developing the plan

- 2.9 Once the short list was confirmed, this helped to identify shared themes, opportunities and challenges to include in the narrative for the draft Strategic Delivery Plan, including:
 - Outcomes based commissioning
 - Integration and partnership working

- Place-shaping
- The right infrastructure for a growing county
- Resilient services and communities
- Shaping future strategy

2.10 Brief 'headline' descriptions for each piece of activity were developed, to clarify what the activity intended to achieve, which will feature in the summary document. The information submitted by services was updated to provide clarity on what needed to be delivered and include the proposed informal governance route for each piece of activity.

2.11 Two versions of the Strategic Delivery Plan were developed:

- A full version which includes detailed activity submissions
- A summary which captures our ambition and activity to deliver better outcomes

2.12 Draft versions of the Strategic Delivery Plan were considered by Cabinet Members and CMT in February. The draft Strategic Delivery Plan Summary (**Appendix A**) was shared with elected members as part of briefings on the Strategic Delivery Plan process with Political Groups in late February. Feedback on the draft will be considered to develop the final versions of the Strategic Delivery Plan, ahead of approval by Corporate Board.

3. THE ROLE OF MEMBERS IN BUSINESS PLANNING

3.1 Elected members play an important role in considering activity within the Strategic Delivery Plan through the governance and decision making arrangements for the Council.

3.2 Members work with officers to provide input and advice on individual activities through the Council's informal governance arrangements and contribute to other task and finish groups to inform activity in advance of formal governance and decision making. This adds value by helping to inform options for strategic commissioning or service change and contributes to member's role in strategy and policy development. This is an important part of KCC remaining an effective member led and Strategic Commissioning Authority, with effective joint working between members and officers.

3.3 Members will consider individual activities within in the Strategic Delivery Plan as they progress through Cabinet Committees ahead of formal decision making. Officers are responsible for delivering and managing the activity that flows from decisions that are taken by members. Cabinet Committees provide oversight of activity throughout delivery, for example considering the effectiveness of contract management. Corporate Directors ensure members are engaged in oversight of activity within directorate arrangements, for example informal briefings on the Adult Social Care and Health Portfolio projects.

- 3.4 The Policy and Resources Cabinet Committee has oversight of the business planning framework for the Council. A review of the Strategic Delivery Plan process will be reported to this committee in June 2019.

4. BENEFITS AND CHALLENGES

- 4.1 The development of the Strategic Delivery Plan has highlighted benefits and challenges, which will inform future action and a review of the Strategic Delivery Plan process this Spring.

Benefits

- 4.2 One of the major successes of the Strategic Delivery Plan has been the collaborative engagement from across the Council. Officers and Cabinet Members have worked together to ensure it reflects the key issues in our operating environment and critical success factors for the Council. Officers have embraced new ways of working, proactively submitted a wealth of information and have been keen to support the new process.
- 4.3 The process has demonstrated the significant opportunities of business change. It has maximized our investment in the Microsoft 365 tools, proving these can be used in efficient, creative ways to support key business processes. The tools made it quick and simple to gather information in a structured way from across the council. Automatic analysis in Microsoft Forms provided early indications into how plan was shaping up, to issues could be swiftly addressed. This enhanced the productivity of the whole process and saved hundreds of hours compared to gathering and processing business planning information by traditional means.
- 4.4 The Microsoft Teams site has been a hub for officer information, allowing for real time updates and queries to be resolved instantly. It also facilitated engagement between officers in different teams on shared projects. The learning from this approach can now be applied to other business processes.
- 4.5 The plan has helped to identify clear shared themes, which will support the development of next Strategic Statement. The prioritisation short list process has ensured the right activity is in the plan and has the right focus through the informal governance arrangements. We will capture this learning for the next Strategic Statement to ensure we prioritise even more effectively in future business planning rounds.
- 4.6 The capacity and demand information that emerged through the plan process is now shaping resourcing decisions. CMT have taken a strategic leadership role on this issue, considering how to prioritise the right skills and capacity effectively. Corporate support services are using the plan to respond to future demand. For example, 73% of short list activity identified the need for Strategic Commissioning support, so the division is now using the Strategic Delivery Plan analysis to prioritise limited resources on the most significant activity.

Challenges

- 4.7 The volume of activity identified within the process, in addition to core business delivery, has exposed the need to carefully consider resources, impact and the value of activity to ensure a strong focus on outcomes. 32% of responses said they were still unsure about the capacity needed and needed to further assess what is required. This has demonstrated the need to prioritise and challenge what can be achieved within the year ahead, and over the medium term in the context of rising demand and financial pressures.
- 4.8 The volume issue is particularly significant in terms of demand for corporate support services, who not only need to deliver corporate enabling activity, but also support significant service activity. 71% of activity requires support for across KCC services for delivery, with particularly high levels of demand for Strategic Commissioning (73%) and Finance (63%) support. However, Directors are already responding to this issue by using the analysis of the Strategic Delivery Plan to effectively plan for future capacity and demand.
- 4.9 The volume has also indicated that there is insufficient prioritisation across the Council, both corporately and within services. It was noticeable during the analysis of the emerging plan, that the Strategic Statement outcomes were unbalanced (38% of activity is within Outcome 2), too broad and do not easily capture cross-cutting enabling activity (21% of activity), which is an increasing focus of a Strategic Commissioning Authority model. The breadth of activity reinforces the need to ensure the next Strategic Statement is clearer about member priorities, allowing greater prioritisation of business activity across the Council.
- 4.10 The quality of the financial information submitted by services in the process correlates with issues previously raised by Corporate Assurance about effectively defining costs and benefits. For example, only 54% of activity responses identified revenue investment costs. The gaps in financial information show that too often activity is initiated without a full appreciation of financial implications and there is a need for greater discipline on this through business case development.
- 4.11 The plan has also raised some compliance risks around the sufficiency of equalities and data protection analysis. Only 29% of activity has completed an Equalities Impact Assessment (EQIA) initial screening or has one in progress, and 21% have a Data Protection Impact Assessment (DPIA) completed or in progress. CMT and the General Counsel are providing leadership on this issue to ensure that activity is unable to proceed without having met these compliance requirements, address any immediate risks and continue to enhance the quality of our analysis.

5. DELIVERING THE RIGHT ACTIVITY, IN THE RIGHT WAY

- 5.1 By focusing on high value, complex activity, the Strategic Delivery Plan is an important part of managing organisational risk effectively. Recent National Audit Office reports have highlighted the financial and delivery risks in the local government operating environment. This plan means that

we can have a proactive and disciplined response to managing risk, with many activities within the plan linked to supporting mitigating actions in the Corporate Risk Register.

- 5.2 To do so, we need to ensure we are managing the delivery of the right activity in the right way. The way we will achieve this is through better business case development. The HM Treasury Better Business Cases principles are being used to strengthen this in commissioning practice and assurance of change projects/programmes. Only 53% of the activity in the short list was identified as being part of a programme or project, which highlights the need to consider future change management capacity.
- 5.3 The short list will help to determine what activity requires robust business case development and ensure this is delivered effectively in line with KCC's Operating Standards as it proceeds through the informal and formal governance arrangements. The short list will now become the focus for the Corporate Assurance and Risk team to prioritise activities which need strong, effective business case development and delivery.
- 5.3 CMT are taking a leadership role on management action for the Strategic Delivery Plan, using this to drive forward agenda planning and taking a programmed approach, supported by collective business case development.

6. NEXT STEPS

- 6.1 This report, including the draft summary document, will be made available to Cabinet Committees during March 2019, where requested by the Cabinet Committee Chairman.
- 6.2 The final Strategic Delivery Plan and Strategic Delivery Plan Summary are due to be approved by Corporate Board. It is intended to publish the summary document on Kent.gov and the full plan and supporting Operating Plans on KNet, in April.
- 6.3 To build on the successful momentum of the Strategic Delivery Plan process and positively address emerging issues, a review of the process will be undertaken this Spring. This will be reported to the Policy and Resources Cabinet Committee in June 2019 and used to shape future business planning rounds, which will start later this year, informed by the Spending Review (2019).

7. RECOMMENDATIONS

- 7.1 The recommendations are as follows:

The Environment and Transport Cabinet Committee Cabinet Committee is asked to:

(1) Consider and discuss the draft Strategic Delivery Plan summary.

8. BACKGROUND DOCUMENTS

Appendix A: Draft Strategic Delivery Plan Summary document

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Strategic Delivery Plan (2019-2022)



Draft Summary (Version 0.4)



The Strategic Delivery Plan sets out how we will achieve better outcomes for the people of Kent, by acting as a single business plan for Kent County Council (KCC), providing a clear sense of pace for delivery.

This is a public summary of the significant activity within the Strategic Delivery Plan, which support the outcomes in KCC’s Strategic Statement. It includes a brief narrative of key themes in our wider operating environment that impact on delivery and a list of what needs to be delivered over the next three years, as a rolling plan which is updated annually.

The Strategic Delivery Plan connects strategy (the outcomes we want to achieve) and activity (what we need to deliver), with resources and capacity, aligned with the Medium Term Financial Plan (2019-2022).

The plan is owned by the Leader and Head of Paid Service. It has been collectively developed by Cabinet Members, Corporate Management Team (CMT) and services across the Council.

The activity has been prioritised to ensure that critical activity for the Council delivers at pace and the right activity is focused through our governance arrangements. Elected Members from all political parties will consider the activity within the plan as it proceeds through the Council’s governance and decision making process.

The Strategic Delivery Plan is focused on the most significant activity for the Council. Our essential, day-to-day service delivery is captured in our [Operating Plans](#) (divisional/service business plans) and the [Budget Book](#). The Strategic Delivery Plan is not an exhaustive guide of everything we do, but it is intended to provide a clear sense of how KCC will respond to changes in our operating environment to deliver significant activity successfully.





Corporate Management Team and Cabinet Members have collectively developed the Strategic Delivery Plan to progress significant activity at pace.

It is important that the Strategic Delivery Plan is not just a 'plan' – it needs to progress major activity across the Council and build momentum to deliver better outcomes successfully. The future approach to business plan monitoring will be considered as part of a review of the Strategic Delivery Plan in Spring 2019, drawing on lessons learnt from the process to improve subsequent business planning rounds.

Our People

The Strategic Delivery Plan cannot be delivered without the hard work and contribution of our staff. Lead officers for each activity are responsible for ensuring it is delivered effectively. The detail of how and when activity in the Strategic Delivery Plan will be achieved sits in underpinning management documents, including commissioning strategies, business cases, programme/project plans, governance reports and other reporting processes.

Management Action

The responsibility for putting the plan into practice sits with Corporate Management Team (CMT), who will use the Strategic Delivery Plan as the future 'pipeline' for management action, ensuring appropriate resources and capacity are in place to support effective and timely delivery. Corporate Directors are responsible for delivering activity in the Strategic Delivery Plan and the Operating Plans within their Directorate.

The role of Corporate Board

Activity that has high risk, complexity and financial value within the Strategic Delivery Plan will be also be considered by Corporate Board, providing collective ownership of organisational issues to identify constructive action.

The role of the Executive (Cabinet Members)

Cabinet Members have ensured that the Strategic Delivery Plan prioritises significant activity for the whole Council from a political and business need perspective. This aligns to Cabinet Member priorities and informs a robust focus on activity through the Council's informal and formal governance and decision making processes.

The Executive has responsibility for the business planning framework for the Council. Cabinet Members will provide oversight of progress on the Strategic Delivery Plan, working closely with officers to ensure there are clear objectives, targets and timescales for delivery for activities within their portfolio responsibility.

The role of Elected Members

Elected Members play an important role in considering individual activities within the Strategic Delivery Plan through the governance and decision making arrangements for the Council. Members work with officers to provide input and advice through the informal governance arrangements and contribute to other task and finish groups to inform activity in advance of formal decision making. Corporate Directors also ensure members are engaged in oversight of activity within directorate arrangements, for example providing member briefings on the Adult Social Care and Health Portfolio projects.

Members will consider significant activity in the Strategic Delivery Plan in detail as it progresses through Cabinet Committees ahead of formal decision making, supporting their role in policy and budget development. The Cabinet Committees also enable members to have oversight of activity in delivery, for example examining commissioning arrangements. This supports members in their role of monitoring the effectiveness of service delivery and the appropriateness of policy across the County, for the benefit of Kent's residents and taxpayers. Members are also engaged in other informal task and finish group activity in this respect, including the Contract Management Review Group which is supporting improvements in the quality of commissioning standards.



The Strategic Delivery Plan has identified some shared themes, which require collaboration across KCC services to achieve better outcomes.

Outcomes based commissioning

As a Strategic Commissioning Authority, we want to continue to improve the quality and standards of commissioning and management of our providers to enable better outcomes for residents. We are shaping markets, driving best value and progressing joint commissioning arrangements. We will robustly review commissioning arrangements and undertake evidence-based analysis to inform new commissioning strategies. These will shape future commissioning decisions, moving away from traditional retendering processes to a more strategic, outcomes based approach.

Integration and partnership working

Achieving better outcomes cannot be achieved working in isolation. Quality public services require collaboration and integration between partners, working across the public, private and voluntary and community sector. We are building strong, valued relationships to develop new operating models and tackle whole system challenges. We stand up for Kent's interests nationally and regionally through proactive partnerships and joint lobbying.

Place-shaping

We have an important place-shaping role on behalf of Kent's residents and communities. We work collectively with our partners to protect and enhance our environment, develop community assets and influence master planning for new communities. We work together to ensure we serve those communities with the facilities and services they need, both now and in the future, including health, community wellbeing and education provision.

The right infrastructure for a growing county

A growing county needs the right infrastructure to enable growth and drive productivity. Delivering our capital programme is key to develop and maintain the County's physical infrastructure and assets. We want to be ambitious about the quality of our infrastructure projects, influence strategic planning, maximise development contributions and achieve best value for money for Kent's taxpayers.

Resilient services and communities

A fast changing operating environment means we need to be well-prepared and resilient for planned events, threats and emergencies. We focused on building resilient services and strong, safe communities, working together across KCC and with our partners to plan and respond effectively. We are working collaboratively with partners to enhance community wellbeing to achieve better health and wellbeing outcomes and address the population needs of all Kent's residents.

Shaping future strategy

Business planning connects strategy with action. We are shaping new strategy responses to emerging national policy and business change, which will influence future prioritisation and service delivery to ensure best use of resources and enhance productivity. This is important to re-shape the Council's future strategy and policy framework.

Outcome 1:

Children and young people in Kent get the best start in life



We want Kent to be the best place for children and young people to grow up, be educated, supported and safeguarded so that all can flourish and achieve their potential.

Below is a summary of the operating environment themes which influence the way we work together to achieve Outcome 1.



Change for Kent Children: This programme is an ambitious new practice framework and integrated operating model for services for children and families. It aims to improve outcomes for all children and their families in Kent. The programme will ensure that services effectively respond to improvements recognised by the Ofsted inspection process. It will develop clearly established pathways for families requiring assistance and ensure a coherent offer between statutory social work and early help, in addition to an understanding of how thresholds are managed in a seamless and supportive way. This will be supported by a differentiated approach to working with adolescents, based on a recognition of the different types of risk they face and a challenge from schools that a different way of working is required. We are re-commissioning a range of children and young people's services and shaping markets to support integration.



Supporting care leavers: The Children and Social Care Act (2017) extended support for care leavers up to the age of 25. We have ambitious aspirations for all young people leaving care, so we are reviewing our Care Leaver Offer, placement stability and sufficiency of accommodation to become more effective at shaping markets, supporting transition and discharging our statutory duties on market sufficiency for vulnerable children. It is important that all young people get the support they need, however delivering better outcomes for vulnerable young people has significant costs, for including supporting unaccompanied asylum seeking children (UASC) as care leavers. Therefore, will pursue full cost recovery and reimbursement from the Government, to fund quality service delivery.



Child and adolescent health and wellbeing: We remain committed to improving children and young people's physical and mental health, emotional wellbeing and resilience. We are transforming public health outcomes through the KCHFT Strategic Partnership to enable continuous improvement and deliver financial benefits. We are undertaking robust contract management to improve waiting times, timely assessment and provision for child and adolescent mental health, which is a national as well as local issue.



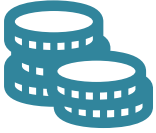
Partner service integration: We need to collectively build better outcomes for Kent's children and young people by working in an integrated way with our partners and tackling systems challenges together. Our strategic partnerships enable the continuous improvement of public health services, embedding new models of delivery, progressing joint commissioning approaches and co-locating teams. The 0-25 Health and Wellbeing Board brings together partners to deliver a joint work programme to improve outcomes and unlock barriers for specialist services, including SEND and speech and language services.



Supporting complex needs: We are re-commissioning services for children and young people with highly complex needs, supporting resilient carers and families. This is to respond to more children and young people living with increasingly complex conditions due to advances in medical science. We want to ensure people have the personalised care and support they need and support vulnerable service users to live as independently as possible. We will work with providers in complex supply markets, to commission better outcomes.



Transition: We want to design and commission services that create seamless pathways of transition and support from children's to adult services. We also want to support people in transition periods when changes occur between and within services as well as between age group categories. This is particularly important for vulnerable young people and those with complex needs, who require integrated support across local government and health services.



Education funding challenges: The National Funding Formula for Schools is a significant change, which requires considered financial management. The dedicated schools grant means funding for Kent pupils is below the national average and it does not sufficiently reflect growing demand for pupils with special educational needs. There remain significant challenges to manage SEND, home to school transport and High Needs Funding demands and pressures, with a need to respond to the recent Ofsted SEND Inspection to drive quality and practice improvements.



Education commissioning: The Education Commissioning Plan addresses the challenge to provide additional school places in the right locations to meet rapidly growing demand, including rising secondary rolls. It supports our statutory duty to provide sufficient education places and appropriate learning pathways for pupils at Post 16. Delivery will be dependent on appropriate Government funding and securing the maximum possible contributions from developers.



Education standards: We want to support Kent's schools to maintain progress in education standards and close the attainment gap for disadvantaged learners. We will need to work with schools to respond to the changes to Ofsted's new inspection framework for education, due to be introduced in September 2019, which may lead to a reassessment of standards.



The Education People: Our new trading company was launched in September 2018 to increase the long term sustainability of education services in Kent, allow schools a greater say in how services operate and enable opportunities for growth and future investment. There is strong focus on school improvement to help schools and early years providers raise standards and outcomes for all children and young people.



Post 16 choices: We want to facilitate the choices, pathways and education, skills and training destinations that young people deserve. This includes maximising the opportunities of the apprenticeships programme and forthcoming T-Levels for technical and vocational learning. We will collaborate with our partners to support an ambitious Post 16 skills agenda, that promotes opportunities, provides the skills businesses need and responds to national funding challenges.

Outcome 1: Activity Summary



This is a list of the significant activity within Outcome 1, including a headline summary of what needs to be delivered.

No.	Activity Title	Headline Summary
1	Delivering the Kent Commissioning Plan for Education Provision 2019-2023	The rolling commissioning plan is updated annually to ensure there are enough good school places for every child who needs one. The plan sets out how we discharge our statutory responsibilities to secure sufficient places and ensure appropriate learning pathways for post 16 pupils. It forecasts the need for future provision, so places are in the right location at the right time to meet increased demand and parental preferences.
2	Transforming Early Help and Preventative Services (EHPS) Commissioning	By April 2020, we will transform the commissioning of six contracts which support strategic priorities for Integrated Children's Services, including youth services, young carers, NEET's, family support, emotional health and wellbeing and commissioned children's centres. Evaluation of our service investment and previous phases of transformation will inform the recommissioning approach.
3	Re-commissioning services to support the Integration of Children's Services	Children, young people and families need to be able to access the right service at the right time. An options appraisal and needs analysis will be undertaken to inform recommissioning to enhance the Integrated Children's Service commissioning offer. As part of the Change for Kent Children programme, this will provide flexibility to respond to future needs and demand, targeting resources to support the most vulnerable.
4	Delivering the Total Placement Service Programme	The programme will transform placement sourcing arrangements for children and young people who need specialist support, enable collaboration with other local authorities and re-shape the market of provision. An annual review of placements will bring greater consistency and visibility of spend, to reduce cost variation and strengthen our negotiating position with the market.
5	Mobilising the Young Persons Supported Accommodation and Floating Support Service	The commissioning programme will mobilise the new service and ensure more cost-effective placements for Care Leavers, Children in Care and Homeless 16-17 year olds. This will move away from expensive spot-purchased placements to improve quality, safeguarding and that support young people to transition into independent accommodation and maintain independence in their own home.
6	Delivering the Commissioning Strategy for Disabled Children's Services	The delivery of the commissioning strategy will ensure provision of services which support highly complex children and young people, resilient carers and personalised care and support for families to live as independently as possible. Through joint commissioning in partnership, in a complex supply market, we will deliver integrated services to meet needs and secure best value.
7	Transforming Children and Young People Mental Health Service commissioning (CYPMHS)	This is a 3 year transformation programme to accelerate support, address gaps and blockages to ensure children, young people and families can access the mental health services they need. KCC jointly commissions services with health (CCG's), with a robust contract management approach to improve outcomes, reduce escalation into specialist services and prioritise Looked After Children.

No.	Activity Title	Headline Summary
8	Integrate and transform Public Health Services for Children and Young People across Kent (KCHFT Strategic Partnership)	We are mandated to use the Public Health Grant to improve health outcomes, developing the KCHFT Strategic Partnership to improve outcomes for children and young people, enable continuous improvement and deliver financial benefits to the Council. We will review the partnership approach and recommission services as part of a commissioning strategy.
9	Progressing integration and joint commissioning through the 0-25 Kent Health and Wellbeing Board.	This board facilitates better joint commissioning with health with a strong partnership focus on children's health and wellbeing outcomes across Kent. The joint work programme will drive improvements and unlock barriers in key services for those with complex needs, including SEND to respond to the recent Ofsted Inspection, speech and language therapies and mental health.
10	Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children	The delivery of the strategy supports our statutory requirements and identifies key actions to shape and progress new relationships with the Kent market. This will drive better value, support greater placement stability for vulnerable children and connect services with our partners. We will analyse the impact of market interventions to inform a business case with clear options for market intervention activity.
11	Full Cost Recovery of Unaccompanied Asylum Seeking Children (UASC) Costs to KCC	We are pursuing full cost recovery and reimbursement for asylum seeking children and care leavers, to address gaps in Government grant funding. A jointly developed business case with the Home Office aims to secure additional funding, identify new opportunities for investment and scope options for different models of delivery, including a review of Millbank Reception Centre.
12	Delivering school improvement support to maintain and enhance school standards through The Education People (TEP)	Our efforts to respond to performance in school standards services have delivered good and outstanding Ofsted results across Kent. We have positive ambitions for all Kent schools and are commissioning quality school improvement services to maintain good progress, enhance standards and tackle any slippages in performance.
13	High Needs Funding and SEND Action Plan	We are responding to rising demand, gaps in sufficient national funding and driving improvements in support for pupils with SEND, ensuring the right provision is in place to meet their needs. Our transformational SEND Action Plan will take decisive action to respond to the recent SEND Ofsted inspection and deliver the improvement required in Education, Health and Care Plans.
14	Delivering the Post 16 Education Review, to facilitate better education, skills and training opportunities for young people	We will scope and deliver a fundamental review of Post 16 Education in Kent, to facilitate the choices, pathways and destinations that young people deserve. We will collaborate with our partners to progress an ambitious Post 16 skills agenda, including working with schools, the HE/FE sector, business community and Education Skills and Funding Agency to tackle national funding issues.

Outcome 2:

Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life



We want to work with our partners to create well designed housing, appropriate infrastructure and promote economic growth. We will strengthen Kent's resilience and promote health and wellbeing for local communities.

Below is a summary of the operating environment themes which influences the way we work together to achieve Outcome 2.



Standing up for Kent: We are strengthening our relationships at a local, regional and national level to stand up for Kent's interests and pursue shared outcomes with our partners. This includes collective partnership work and joint lobbying activity with key partners, including the Kent Leaders and Joint Chiefs, Kent Resilience Forum, South East Local Enterprise Partnership, Kent and Medway Economic Partnership, Kent and Medway Health and Wellbeing Board, Sustainability and Transformation Partnership, Transport for the South East, Kent Housing Group and Thames Estuary Growth Commission.



Planning for growth: We will work in partnership with the Kent Leaders and Kent Housing Group on the Kent and Medway Housing Strategy which aims to accelerate housing growth and develop affordable housing options. This aligns with the Council's work on the Growth and Infrastructure Framework, influencing Local Plans and maximising Developer Contributions, to deliver sufficient, resilient and appropriate infrastructure to support new and existing communities. We want to influence quality development through the Kent Design Guide and work collectively with partners to secure Government and LEP investment to meet Kent's housing and infrastructure needs.



Investing in our infrastructure: We want to promote safer journeys and deliver sustainable community assets. We are investing in our capital infrastructure and maintenance programmes to deliver critical transport, growth and flagship regeneration projects, including programme management of the Local Growth Fund schemes. We will continue to challenge the Government on their future strategy for tackling infrastructure funding gaps for essential community provision, including health and education facilities. Prioritising the right capital projects is important to address the needs of growing communities and respond to pressures from unprecedented levels of growth whilst delivering best value to the taxpayer.



Smart places: We need to seize opportunities presented by smart places and technology innovation to improve and future-proof digital infrastructure. We are supporting national investment and rollout in ultrafast broadband to enable future growth and service transformation.



Enterprise and Productivity: In 2019, we will be developing an Enterprise and Productivity Strategy which sets the long-term ambition for growth, supporting the delivery of the SELEP Strategic Economic Plan and the Government's Industrial Strategy agenda.



Keeping Kent moving: The Local Transport Plan 4 sets out our priorities for the highways capital programme and strategic planning that will shape solutions for freight management, sufficient overnight lorry parking, a permanent solution to Operation Stack/Brock and related highways infrastructure improvements. We will continue to lobby rail operators to maximise opportunities of new rail franchises to improve journey times and capacity for Kent's residents.



Better and safer journeys: The pothole blitz is improving the quality of Kent's roads and our highways maintenance commissioning will enable safer journeys for all road users. The Big Conversation will pilot and deliver new solutions for subsidised bus services in rural communities.



Brexit preparedness: We have proactively worked across KCC and with our partners on Kent's short-term preparedness and response in the event of a 'no deal' Brexit and longer-term impact and opportunities from the UK leaving the EU. This includes planning a managed highways response supported by government investment in key infrastructure and developing skills and capacity within Trading Standards services. We will initiate joint lobbying with our partners on the forthcoming UK Shared Prosperity Fund, to maximise opportunities to secure future funding.



Waste infrastructure and commissioning: We need to deliver essential waste commissioning and infrastructure projects, which support the development of the statutory Minerals and Waste Local Plan. This includes recommissioning a series of critical waste contracts, household waste recycling centre provision and implementing new waste partnership arrangements in East and West Kent.



Community resilience and wellbeing: Place based approaches will bring local services together to effectively confront the wider determinants of public health, reduce demand, deliver cost savings and improve outcomes for local communities. We want to create new models of local delivery which enable resilient, strong communities and promote individual and community wellbeing.



Improving public health outcomes: We are commissioning a range of preventative services to help adults make healthy choices and live longer in good health, supporting the delivery of the Kent and Medway Sustainability and Transformation Plan and the development of Integrated Care Systems. We will work with our partners to refresh the Kent and Medway Joint Health and Wellbeing Strategy, reflecting the emerging evidence base for public health outcomes in the updated Joint Strategic Needs Assessment, NHS Case for Change and Kent Integrated Dataset.



A sustainable Libraries, Registration and Archives service: Our new three-year strategy for Libraries, Registration and Archives offers an exciting and sustainable future for the service. Through this we will start to realise our ambitions to make sure our network of 99 libraries and our archive and register offices are used to their full potential for our communities, delivering projects that will increase our customer base and make a positive difference to people's lives.

Outcome 2:



Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

This is a list of the significant activity within Outcome 2, including a headline summary of what needs to be delivered.

No.	Activity Title	Activity Type
15	Planning for housing growth and infrastructure in Kent	We are working collectively with local planning authorities and strategic partners to plan to accelerate housing delivery to support long term growth across Kent and Medway, including exploring the potential of a housing deal. We want to secure Government capital investment to deliver the right sustainable infrastructure for growing communities.
16	Input to Local Plans and Significant Development across Kent and nationally	We are actively involved in strategic planning matters to ensure the right infrastructure is factored into Local Plans for growth and development across the county, working closely with national and local partners. This work will be supported by updates to the Kent Design Guide to influence quality development and consider emerging issues such as parking requirements in new developments.
17	Maximising opportunities of the Strategic Development Contributions process and updated strategy	We maximise the opportunities of securing developer contributions from S106 and CIL for appropriate community infrastructure investment. We are effectively managing the process and updating the strategy to consider both service and financial impacts and mitigations.
18	Delivering the Council's Infrastructure Capital Delivery Programme	The £500m capital programme drives the design and construction of vital community services, including education, libraries and flagship regeneration projects such as Thanet Parkway and Turner Contemporary. A robust, structured programme management approach supports effective delivery of projects within the MTFP, maximising best value.
19	Delivering Local Growth Fund schemes and projects	We are successfully progressing programme management of Local Growth Fund capital projects, working with SELEP and other partners on the delivery of essential highways, transportation and other regeneration projects to enhance infrastructure for a growing county. This includes schemes being funded from the National Productivity Investment Fund.
20	Delivering the Kent Broadband Programme	The programme aims to further extend the reach of superfast broadband to support digital inclusion in local communities and businesses. It will extend the national Broadband Delivery UK contract with additional investment and deliver pilot approaches to connect further properties.
21	Developing the Kent and Medway Enterprise and Productivity Strategy	With a 2050 time horizon, the Enterprise and Productivity Strategy will inform our response to changes in the living, working and business environment. It will act as a framework for efficient use of resources and future investment decisions, linked to the Local Industrial Strategy.
22	Responding to Thames Estuary Growth Commission Report	Collaboration with national and local partners aims to transform the area by attracting new investment, employment and new homes. We want to progress the new Thames Estuary Growth and Prosperity Board to promote and respond effectively to opportunities with Government.
23	Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding	We will undertake joint lobbying with local and regional partners to maximise bidding opportunities from the forthcoming UK Shared Prosperity Fund, utilising the SELEP Local Industrial Strategy as evidence of Kent's funding needs and requirements.

No.	Activity Title	Activity Type
24	Highways Term Maintenance Contract commissioning project	The commissioning project will drive value for money and help maintain our highways assets for safer journeys for all road users. The project will review options for service delivery and solutions for key issues such as depots, ICT systems and operational delivery.
25	Improving our highway assets and fixing Kent's potholes	We are delivering a countywide planned programme of, pothole repairs and carriageway patching, using local contractors to improve our response to improving Kent's highways. We are improving the quality of our highway asset management, through increased drain clearance and general maintenance. We are maximising Government investment including the additional funding provided in the Autumn Budget.
26	Delivery of KCC's input to the development of Operation Stack/Brock and related infrastructure improvements	Highways England is responsible for delivering a permanent solution to Operation Stack/Brock. We will work with Highways England to shape the solution, including sustainable and appropriate provision for overnight lorry parking, in support of our Local Transport Plan 4 priorities.
27	Delivery of a solution to Overnight Lorry Parking	The Local Transport Plan 4 sets our intention to develop a strategy that will deliver solution for overnight lorry parking, working with private sector operators and Highways England to consider the expansion of existing sites and the delivery of new sites. This supports a permanent solution for Operation Stack/Brock and work on freight management.
28	HGV Bans/Freight Management options	The member-led HGV group is considering potential options for the control of lorry movements and freight management solutions. Members will consider the findings of the report and if appropriate implement agreed outcomes, including pilot schemes.
29	Highway response to Brexit	We are proactively preparing a robust highways response to keep traffic moving despite the uncertain impact of Brexit on the county's road network. We are working closely with national, regional and local partners to strengthen key routes with plans to manage any congestion and delays, divert and hold freight traffic as necessary.
30	Management of Brexit impacts/resilience planning for Trading Standards	Trading Standards will be impacted by Brexit related changes to the trading environment, legislation and import controls. The service is positively responding by building skills and capacity and considering legislative change to provide quality advice and guidance to businesses.
31	The Big Conversation – delivery and evaluation of rural discretionary subsidised bus service pilot schemes	We are exploring innovative and sustainable ways of providing transport to rural communities in Kent. We want to maintain and improve accessibility for those without an alternative means of travel in rural areas. We will deliver and evaluate local pilot schemes for discretionary subsidised bus services to shape future delivery opportunities.
32	Parking management and enforcement review	We are undertaking independent research to help inform options for on street parking management and lorry enforcement issues impacting local communities. Working together with our district partners the intention is to explore a broad range of potential solutions, including to the inappropriate parking of lorries in rural areas and how additional income might be generated and invested.
33	Development of the Minerals and Waste Local Plan	The development of the Minerals and Waste Local Plan follows a statutory governance process and requires decisions and monitoring from County Council. The plan will help review, update and clarify related waste management policies.
34	Waste Partnerships; implementation of West Kent (2019) and development of East Kent (2021) with a duration of ten years	We are progressing new waste partnership arrangements in East and West Kent, commissioning appropriate further capacity and maximising capital investment in essential waste infrastructure. This will support KCC to respond to significant market changes and financial pressures.

No.	Activity Title	Activity Type
35	Critical Waste contracts commissioning programme	The programme will secure practical, cost-effective and compliant ways to recommission a series of technical waste contracts during 2019/20 which are critical to service delivery for residents and businesses in Kent. We will consider price implications for recycling, haulage, processing and disposals contracts.
36	Charging for non-household waste materials at Household Waste Recycling Centres	The project to implement this policy change is designed to reduce demand on site, generate revenue streams and create clearer intelligence that will enable stronger and more successful enforcement actions against illegal disposal of trade and commercial waste.
37	Development and implementation of the Libraries, Registration and Archives Strategy	We are developing a three year strategy to deliver the service ambitions and secure a sustainable Libraries, Registration and Archives service. We will maximise outcomes for local communities, though a tiering approach for library opening hours and piloting technology assisted libraries.
38	Reviewing the JSNA to support commissioning, planning and delivery of improved health and wellbeing outcomes across the Kent and Medway health and care system	The review will examine how the JSNA can support the delivery of the Kent and Medway Case for Change, which underpins health and care system transformation and the delivery of the NHS Long Term Plan. The JSNA will also be reviewed to ensure it can meet the planning and implementation needs of all partners across the Integrated Care System.
39	Further development of the Kent Integrated Dataset	The Kent Integrated Dataset supports modelling of future population health and social care needs, and is now also supporting work on system integration and commissioning. The data warehouse infrastructure is being updated and the work aligned with the analytic, research and development capability within Sustainability and Transformation Partnership.
40	Development of a refreshed Kent Joint Health and Wellbeing Strategy	The strategy is a statutory requirement for the Health and Wellbeing Board. It needs to be refreshed to reflect the fast-changing integration and policy context for health and wellbeing outcomes and needs to be informed by the updated evidence base in the JSNA.
41	Transforming preventative services through the Adult Healthy Lifestyle Commissioning Strategy	This supports the Kent and Medway Sustainability and Transformation Plan through supporting adults to make and sustain healthy choices and live longer in good health. The commissioning strategy will drive up performance, quality and consistency. Needs assessments and reviews of existing contracts will remodel services and deliver efficiencies.
42	Continuing the transformation of Sexual Health Services in Kent	The refreshed commissioning plan for sexual health services will deliver service transformation through strategic partnership and contractual arrangements. This will deliver best value by managing increased demand, improving integration, productivity and embedding innovation.
43	Refresh and implementation of the commissioning strategy for Substance Misuse Services (Drug and Alcohol services)	The aim is to prevent harm and deliver effective, accessible and high quality drug and alcohol services. Collaboration, co-design and integration with partners will tackle system challenges and remodel services. The needs assessment will inform the refresh of the commissioning strategy to drive efficiencies, maintain performance, quality and manage clinical risk.
44	Reshaping homelessness support transition services	Adults and children's services have worked together to reshape support services for vulnerable homeless adults and create transition pathways for young people. We will review the effectiveness of prime contractor models and promote collaboration with landlords, districts and families.

Outcome 3:

Older and vulnerable residents are safe and supported with choices to live independently



We want to ensure that the people of Kent are at the centre of their care and support them to live as independent a life as is possible given their needs and circumstances.

Below is a summary of the operating environment themes which influences the way we work together to achieve Outcome 3.



Demand pressures: Demand on health and social care services continues to rise with a growing and ageing population with increasing complex needs. The number of people over 65 is forecast to increase by 57.5% and the number over 85 by 131% by 2036. There is also a growing number of younger adults with complex needs who require integrated support. Social care is by far the most significant proportion of spending for the Council, so any changes to social care funding, demand and service expectations will impact on our budget and service delivery. We need cost effective services where people remain at the centre of the care they receive.



Integration: Integrated Care Systems require a national and local response to move from reactive acute provision to proactive primary and community services, focusing on preventative practice, improving health and reducing health inequalities. This reflects the national policy shift set out in the NHS Long Term Plan, Prevention Green Paper and anticipated Social Care Green Paper. We are working together with our partners to design and develop a transformative Integrated Care System for Kent and Medway through the Sustainability and Transformation Partnership. There is a clear focus on three tiers of integration: local/team integration (through Primary Care Networks), provider integration (through Integrated Care Partnerships) and structural/system level integration (through Integrated Care Systems).



Local care: New Local Care models will put the patient at the centre of everything they do, empowering GP's and local teams to integrate practice and work together to reduce hospital admissions by supporting more people in their local community. Local Care means jointly developing innovative solutions, at the right time to support people to live independently and meet local community challenges in Primary Care Network geographies. Multi-agency staff will work together as one team through Multi-Disciplinary Teams to break down silos between health and social care services. This will help to create safer 'out of hospital' solutions to reduce the pressure on both health and social care services. We will engage with early adopters and enable teams at the local level to find the right bespoke model for communities across Kent. Local Care not only focusses on those who currently require support, it is also about promoting the importance of maintaining well-being and prevention, including maximising the potential of social prescribing models.



Market shaping: We have a statutory duty in the Care Act to ensure sufficient capacity within the social care market. The Kent care market has been under increased pressure due to price increases from the National Minimum/Living wage, issues with viability of providers and significant workforce gaps. We will refresh the Adult Social Care Community Support Market Position Statement to inform market shaping, market oversight, market growth and sustainability. The updated commissioning strategy will inform future commissioning, workforce development, improve the quality of care and ensure KCC is responsive to market conditions.



Your Life, Your Wellbeing: Our ‘Your Life Your Wellbeing’ strategy outlines how we will focus on ‘a life not a service’ by continuing with a person-centred, timely and integrated approach to care and support. We are focused on delivering high quality, outcome focused, coordinated care that is easy to access and enables people to stay well and live independently and for as long as possible in their home setting.



Being Digital: We want to help people to achieve the best possible health and wellbeing outcomes, living independent and fulfilling lives in their own homes and communities by using digital innovation and technology. Our ‘Being Digital’ Strategy will deliver changes to complement more traditional forms of care and support. Technology will not be a replacement for care, however we believe it can bring improvements in efficiency, effectiveness and help improve the quality of care.



Public Health and Prevention: The Government’s “Prevention is better than cure” Green Paper set the tone for the importance of prevention in the NHS Long Term Plan. Working together with our partners will make best use of limited resources to close health inequalities gaps, improve quality and deliver cost effective services. We use our public health responsibilities to put physical and mental health and wellbeing at the heart of everything we do, helping people to lead healthier lives.



Mental health: The NHS Forward View set the national objective of improving parity of esteem and reducing inequalities for people with mental health problems. Our statutory Care Act duties mean our focus is on supporting those eligible for mental health support through effective commissioning, improving access and service quality. The Mental Health Crisis Care Concordat is progressing a multi-agency response in Kent and Medway, reviewing existing and planned commissioning intentions and service delivery to review the outcomes of the Concordat and drive improvements in crisis care. Our effective Public Health campaigns are successfully highlighting important mental health issues, including suicide prevention.



Voluntary and Community Sector: The Voluntary and Community Sector in Kent has a vital role in providing innovative local support and solutions. We want to strengthen our strategic partnership and commissioning relationship with the sector, by reviewing historic grants arrangements, increasing grant compliance and exploring the most appropriate future arrangements to support community services.



A new operating model: The new operating model for the Adult Social Care and Health directorate goes live in April 2019. It aims to transform the current case load model into a more sustainable, client focussed and collaborative system. The multi-disciplinary teams focus on what people can do to identify the person’s strengths and use meaningful community networks that can help them and their family in making decisions about care and support. This needs to be supported by effective business systems and improved practice, such as the implementation of MOSAIC - the Directorate’s new case management and finance management system.

Outcome 3:

Older and vulnerable residents are safe and supported with choices to live independently



This is a list of the significant activity within Outcome 3, including a headline summary of what needs to be delivered.

No.	Activity Title	Activity Type
45	Development of KCC's approach to an Integrated Care System for Kent and Medway	We will develop KCC's policy, financial, strategic commissioning and service approach to an Integrated Care System for Kent and Medway, responding to the opportunities and challenges set out in the NHS Long Term Plan, Prevention Green Paper and forthcoming Adult Social Care Green Paper.
46	Supporting Local Care Implementation	Supporting the implementation of Local Care through engagement in the Kent and Medway Sustainability and Transformation Partnership (STP) at Primary Care Network level to integrate health and care provision by empowering GP practices and multi-disciplinary teams to put the patient at the centre of Local Care models.
47	Continue to build effective strategic partnerships to maximise resource and improve public health outcomes (KCHFT and District partnerships)	Our strategic partnership with Kent Community Health Foundation Trust (KCHFT) and districts aims to improve the health of Kent residents, whilst meeting statutory obligations, driving better value and supporting integration. A review will examine service improvements and contract management to inform future partnership and commissioning decisions.
48	Refresh of the Community Support Market Position Statement to inform market shaping, oversight and sustainability	We have a statutory duty in the Care Act to ensure sufficient capacity within the social care market to meet the needs of people who are funded by the local authority as well as self-funders (people who fund their own services). We will refresh the Adult Social Care Community Support Market Position Statement to inform market shaping, market oversight, market growth and sustainability. The updated commissioning strategy will inform future commissioning, workforce development and influence outcomes for people and the overall market conditions.
49	Effective Winter Pressures Commissioning that enables the right support in the right setting	We work in partnership to commission the appropriate use of acute hospital beds, enable people to return home with the right support to prevent readmission, or remain in their own homes. We are managing winter pressures in a planned, considered way with flexible commissioning to respond to limited resources.
50	Refresh of the Older Persons Accommodation Strategy and Delivery Plan	The right accommodation solutions are needed to support people to live independently or receive the right care and support in extra care housing. The refresh of the strategy will ensure the right provision is in the right places, with the appropriate type, build volume, tenure and size. We will commission quality placements in response to rising demand and increasingly complex needs.
51	Analysis of Housing with Care (Extra Care) Placements	To support the Accommodation Strategy there is a need to analyse demand for additional Housing with Care (extra care) units as an alternative to residential care. An evidence based business case will examine the right utilisation of units, district placement process, access and nomination rights and suitability for increasingly complex needs, to inform future commissioning.

No.	Activity Title	Activity Type
52	Reviewing adult social care grants and recommissioning Community Based Wellbeing Support services	We are transforming historic adult social care grants and recommissioning community wellbeing services that prevent or delay people entering into health and social care systems. We are moving to more open, transparent processes and examining existing contracts which support service user and carer wellbeing.
53	Review of Voluntary and Community Sector Grants across the Council	We will review adults, children's and public health grants to the Voluntary and Community Sector to establish compliance with the VCS Policy and Public Contract Regulations. The review will explore the most appropriate future arrangements to support important community services.
54	Recommissioning Care and Support in the Home Services and delivering associated projects.	We are recommissioning combined community home based services, to mitigate cost pressures, enhance consistency and create services that are more responsive to client needs. The projects will align services to support integration with health.
55	Commissioning Disability and Mental Health Residential Care Services	We are developing outcomes based commissioning of residential services for adults with learning disabilities, physical disabilities and mental health needs. This will involve a fundamental review of historic contracts and shaping new approaches through market engagement, informed by service users, carers and partners.
56	Dementia Service Redesign and commissioning - KMPT	We want to ensure the right support for people with dementia in Kent, particularly to respond to budget pressures, rising demand and increasingly complex needs. We are redesigning services to commission in partnership with Kent and Medway NHS and Social Care Partnership Trust (KMPT).
57	Kent & Medway Neurodevelopmental (ND) Health Service commissioning	We are jointly commissioning services with CCG's in the health service across Kent and Medway for adults with autism and Attention Deficit Hyperactivity Disorder (ADHD). We are forming a contractual alliance to create multi-disciplinary teams.
58	Delivering the Transforming Care Programme for children and young people with autism and/or learning disability	We work collaboratively with Medway Council and the NHS to deliver the national Transforming Care Programme to prevent unnecessary admissions to hospital, institutional settings or reduce the length of stay in hospital. This generates income and provides bespoke support for families.
59	Delivering the Transforming Care Programme for Adults with Learning Difficulties (LD)	We are working with Medway CCG to support the national Transforming Care Programme to reduce the number of people with learning disabilities in specialist in-patient units. This will expand community based support and develop a highly skilled workforce to support people with the most complex needs.
60	Recommissioning of Carers Short Breaks	We commission respite for adults who are caring for another adult, to enable carers to keep caring and prevent residential care home admissions. The intention is to extend the current contract and use evidence based redesign to inform recommissioning.
61	Deliver the Income Pathway projects and develop future policy on the contribution from Adult Social Care clients	The Income Pathway assessment has informed a series of projects which will improve financial management and will and develop the future policy position on the contribution from social care clients, for home care and other non-residential services.
62	Implementing MOSAIC Adult Social Care case management and finance system	We are implementing a flexible Adult Social Care case management and finance system to improve and streamline processes. This is critical to support service management, future digital delivery, the delivery of transformation and integration.



The Strategic Delivery Plan is underpinned by activity which enables the delivery of multiple outcomes and delivery of corporate services. This activity is typically cross-cutting across services and communities and supports KCC as a Strategic Commissioning Authority.

Below is a summary of the themes which influence the way we work together to achieve better outcomes.



The importance of our staff: We value our staff and their talents – we have a skilled and motivated workforce which is flexible and innovative. We want to work collaboratively with our communities and partners to deliver effective services and find collective solutions. We want to create a working culture that is ambitious and promotes effective leadership and responsibility at all levels. We will embrace business change opportunities to find more productive and effective ways of working, so people can focus on service delivery.



Strategy: The Strategic Delivery Plan has identified important new strategy and policy development and our response to significant national policy changes, including Fair Funding and Business Rate Retention. The learning from the Strategic Delivery Plan process will shape future strategy, including the development of the next Strategic Statement and the wider strategy and policy framework for the Council, to drive future prioritisation and outcomes based accountability.



Commercial opportunities: Our trading company arrangements provide flexibility to maximise growth and provide the Council with a sustainable dividend return. Our holding company governance arrangements will align our commercial interests, ensuring inter-company productivity, efficiency and maximise cross-cutting opportunities for commercial growth. This requires robust governance and democratic oversight and scrutiny.



Commissioning success: As a Strategic Commissioning Authority, service directorates and commissioners need to work collaboratively together with the external market to secure best value. We want to shape market development, examine market sufficiency and improve our commissioning relationships. We are undertaking rigorous contract reviews and stocktakes to promote quality commissioning standards and enhance value for money through our contracting arrangements. We want to create an efficient commissioning workforce, with the right professional capabilities, commercial judgement and leadership to deliver successfully.



Analysis: To understand and respond to changing demand and pressures, we need to have the right evidence base to inform new solutions. This involves services working together to identify the right analytical and diagnostic support, including robust evaluation and a critical understanding of spend and cost drivers.



Redesign: We are using evidence based decision making to redesign service delivery and progress new operating models. This supports the delivery of better outcomes through partnership working and requires the right capacity, capability and skills from our workforce.



Asset management: We are implementing an agile, innovative and forward thinking asset management approach, through the delivery of our Property Asset Strategy and associated asset utilisation projects. This will create an effective, efficient estate, to drive value for money, ensure statutory compliance and enable service transformation within KCC and with our partners. We are maximising value from capital receipts through our disposals programme for reinvestment, and

exploring opportunities for property development arrangements to generate financial return and stimulate development. We are carrying out essential works to keep our assets safe, warm and dry, efficiently targeting limited resources on maintenance and repair to meet business need.



Customer expectations: The way people access services is changing with growing digital and social media use driving changes in customer expectations over the choice and control of services and how they wish to access information. This provides opportunities to reform services to better meet customer needs and expectations. We want to improve digital platforms and support digital inclusion.



Business Change: We need to maximise new technology opportunities, transforming systems and championing new ways of working. We need a skilled, motivated workforce that can work in productive, innovative ways within KCC and with our partners. We need greater utilisation of existing assets and tools to capitalise on our investment and work more efficiently. We need to develop staff with the knowledge and confidence to deliver business change successfully.



Resilience: We have a duty of care to staff, service users and residents. We need to deliver our business continuity, compliance and emergency planning responsibilities, to ensure our services are well-prepared and resilient. This includes preparing for threats, issues and events such as Brexit, health and safety, counter-terrorism and cyber security.



Apprenticeships: We want to promote and expand the potential of apprenticeships across the Council and business community, with a particular focus on training opportunities for young people aged 17-25. We are embracing the opportunities of Apprenticeship Levy and working to meet our public sector target requirements.



Enabling better outcomes across all our services requires corporate support and significant commissioning, strategy/policy and service delivery changes.

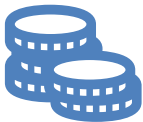
This is a list of the significant enabling activity, including a headline summary of what needs to be delivered.

No.	Activity Title	Activity Type
63	Development of the new Strategic Statement for Kent County Council	The Council's new Strategic Statement for 2020 will set out our vision, outcomes and priorities, shaping the business planning, performance and strategy/policy framework for the Council over the medium term.
64	To input to, influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the MTFP	The Fair Funding Review and Business Rate Retention are fundamental national policy changes to funding arrangements for local government. We work with our partners to influence the Government at a national level and assess the opportunities and challenges for our Medium Term Financial Plan.
65	Implementing outcomes based budgeting and accountability	Outcomes based budgeting and accountability ensures that resources are directly linked to the Council's outcomes. The approach will provide a clear evidence base to demonstrate the impact of strategic activity and whether outcomes are being achieved, to help prioritise resources.
66	Review of Company Governance	We are reviewing the ownership structure for wholly-owned trading companies within KCC's investment strategy. We are establishing a holding company to reduce overheads and increase commerciality, optimising governance arrangements to maximise return to the Council.
67	Strategic Commissioning: Whole Council Approach Stocktake and Future Delivery Options	To continue our journey to become a strategic commissioning authority, this project reviews the costs, benefits, lessons learnt and opportunities of current models and will develop optimum model options for delivery.
68	Good, Better, Best - Continuing evolution of Commissioning in KCC to enable better outcomes for the residents of Kent	We are continuing to evolve and improve our commissioning standards. We will develop a best practice commissioning standards framework, simplify processes and develop staff capability across the Council through the Chartered Institute of Procurement and Supply (CIPS) assessment.
69	Review of KCC's Voluntary and Community Sector (VCS) Policy	The policy reflects the crucial role of the Voluntary and Community Sector in Kent. We will review the policy to assess impact and effectiveness, and define the future approach to our relationship with the sector.
70	Delivery of the Property Asset Strategy	The Property Asset Strategy sets out how we will create an effective, efficient estate which provides value for money, reduces environmental impact and supports service transformation, both within KCC and with our partners. The implementation of the strategy will require an agile, innovative and forward thinking asset management approach.
71	Delivery of the Disposals Programme	The disposals programme manages the pipeline of Council properties which are no longer required and can be disposed to generate capital receipts for reinvestment. Using property investment expertise, each asset is assessed to determine appropriate options. Maximising value from capital receipts will support Property Development Arrangements.

No.	Activity Title	Activity Type
72	Delivering a business case for Property Development Arrangements, to maximise value from the disposal of appropriate Council assets	We are developing a business case to explore options to maximise value from the disposal of appropriate assets, by benefiting from property development activity. The business case will consider optimal governance and legal structures to maximise investment opportunities, financial return and stimulate development.
73	Developing a business case for the asset utilisation of Oakwood House	Oakwood House is being considered within the Asset Utilisation programme. A business case is being developed to identify best value options and service proposals, to determine the right asset approach.
74	Re-commissioning of Contracts to provide Facilities Management services to the KCC office estate.	The existing facilities management contract is being extended and this more fundamental re-commissioning will involve service delivery and procurement options based on good practice and comparable organisations. The new commissioning approach aims to implement a fit for purpose solution which achieves best value for the Council.
75	Delivery of the Capital Programme and Revenue Maintenance for KCC's Corporate Landlord Estate	The capital maintenance programme includes the Modernisation of Assets, Planned and Reactive Maintenance to carry out essential work to keep our assets safe, warm and dry. The revenue maintenance commissioning works ensure buildings remain compliant, targeting resources on essential upgrade and repair works to meet business need.
76	Delivering a compliance programme responding to Grenfell, Hackitt Review and Health and Safety reviews	A cross-directorate group is overseeing the delivery of actions from an asset management review to ensure compliance, take remedial action and provide assurance on KCC's fire safety and health and safety requirements. This includes delivering condition survey programmes and assessing service delivery and commissioning arrangements.
77	Delivering the KCC Brexit Resilience Emergency planning and Business Continuity programme	Robust business continuity and emergency planning arrangements are important to enable KCC to develop resilience to the impacts of Brexit. The programme has four phases, working collaboratively across the Council to ensure we are well-prepared and have effective plans in place.
78	Oracle contract review and planning for procurement	The Oracle contract is being renewed, which provides core business systems across the Council. However, over the medium term alternative products may become available. We need to review the options as part of the recommissioning process to assess business benefits and implications.
79	Maximise the number of staff accessing Apprenticeship training within Kent County Council	We want to promote and expand the potential of apprenticeships across the Council, with a focus on training opportunities for young people (17-25). This is an important part of responding to the Apprenticeship Levy and meeting our public sector target requirements.



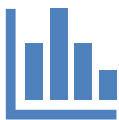
This document is a public summary of the Strategic Delivery Plan. The full Strategic Delivery Plan document sets out the detail on how activity will be achieved and is an internal document for KCC's staff and elected members. It is supported by key documents and processes.



Finance: The Strategic Delivery Plan is aligned with the [Medium Term Financial Plan](#), which provides a detailed overview of capital and revenue spend, including a full list of capital programme and project activity. The annual [Budget Book](#) presents a detailed budget breakdown for all services.



Organisation Development: Our medium-term People Strategy and Organisational Development Plan, approved by CMT, sets out how we will improve workforce capacity and capability to deliver business change, through an annual action plan and centralised training budget. Directorate OD Plans inform and engage with the plan to manage skills development and will reflect the Strategic Delivery Plan.



Performance: We have robust processes in place to monitor performance indicators and activity indicators, including through the Quarterly Performance Report (for Cabinet), Directorate Dashboards (for Cabinet Committees) and the Annual Report Performance Report (for County Council). Detailed KPI's and milestones for individual activity are managed through these processes by the responsible officer, or through appropriate programme/project management governance.



Risk: The activity within the Strategic Delivery Plan requires robust risk management, reflected in Risk Registers which are reported through management and formal governance processes. Risks for individual activity may also be reflected in programme/project risk registers.



Programmes and Projects: Portfolio Boards and the Corporate Assurance team provide oversight of change activity including programmes and projects. This is supported by portfolio, programme and project governance within Directorates, with reporting to CMT and Policy and Resources Cabinet Committee.



Strategies and Policies: Our strategic activity is an important part of delivering our strategy and policy priorities and is reflective of our wider operating environment. KCC's Strategy and Policy Register provides an overview of the major strategic documents in the council.



Governance and decision making: Significant activity identified in the Strategic Delivery Plan will progress through KCC's governance and decision making process, with oversight and input from elected members, as set out in the Constitution.



Operating Plans: Our divisional and service Operating Plans cover both strategic activity and essential service delivery, acting as important business planning documents for the Council.

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

Simon Jones, Director, Highways, Transportation and Waste

To: Environment and Transport Cabinet Committee – 19th March 2019

Subject: Proposed Revision to Joint Transportation Board Agreement

Non-Key Decision: 19/00020

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Electoral Decision: All

Summary: This report sets out proposed changes to the current Joint Transportation Board (JTB) Agreement between KCC and the Districts/Boroughs.

Recommendation:

The Cabinet Committee is asked to comment and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed decision to adopt a revised JTB Agreement as shown at Appendix B.

1. Background

- 1.1 This report sets out for consideration by Cabinet Committee, a proposed decision of the Cabinet Member for Planning, Highways, Transport and Waste to formally amend the current JTB agreement. The proposed revised agreement is attached at Appendix B.
- 1.2 Joint Transportation Boards between KCC and the District/Borough Councils were established in 2005 to facilitate discussion and co-operation on local highway and transportation issues. Underpinning the JTBs is a legal agreement signed by KCC and each District/Borough.
- 1.3 Current arrangements allow for the agreement to be revised at the instigation of the Kent and Medway Chief Executives, however there is nothing in the current agreement that precludes amendments to individual agreements.
- 1.4 The Cabinet Member has met with JTB chairmen and a number of differences in practice in existing agreements were highlighted. The following section highlights the areas where the current Chairmen (see Appendix C) felt changes to the agreements could bring more clarity and uniformity across the county, which they felt would be advantageous. Guidance has been given by KCC Democratic Services.

2. Proposed changes

2.1 The most significant changes are:

- Inclusion of a formal review period set at four years to ensure agreements retain currency and consistency. (Page 3, paragraph 11).
- More clarity over the membership and role of parish council representatives at JTB (Section 2, paragraphs 2.1 to 2.3).
- A new duty for the Leader of KCC to formally ratify KCC and District/Borough Chair and Vice Chair (Section 3).
- New arrangements to implement agenda setting meetings, role of the chair to determine final agenda items, format of the agenda and maintaining a forward work programme. (Section 4, paragraphs 4.1 to 4.3) with the aim of increasing the transparency of JTB meetings to residents.
- Setting out formal rules for speaking at meetings (Section 4, paragraph 4.7).
- Setting out in Section 5, greater detail on the areas/themes which are within the remit of the JTB for discussion.
- A new section 6 for petition discussions however it should be noted that this section does not replace current governance arrangements regarding petitions at KCC and Districts/Boroughs.

3. Risks

- 3.1 As there are 12 separate agreements that need to be signed and ratified, there will be timetabling differences as each is taken through the respective governance process and timetable in each District/Borough which will mean that different Agreements will be in place until this process is completed.
- 3.2 Some Districts/Boroughs may not agree all or some of the proposed changes, however by involving the current JTB Chair in the revision of the agreement this should help to ensure this risk is minimised.

4. Financial Implications

- 4.1 There are no financial implications of the proposed amendments.

5. Legal implications

- 5.1 There are no additional direct legal implications from the proposed amendments. However, by formally reviewing the agreement and more clearly setting out their governance arrangements and remit will strengthen any resulting decisions of either KCC or the District/Borough. The Forward Plan will also make it easier to residents to be aware of future discussions which they may find of interest.

6. Equalities and data protection implications

6.1 There are no equalities or data protection implications resulting from the proposed amendments.

7. Governance

7.1 It is necessary that each council endorses the amendments in accordance with its own governance procedures. This proposed non-key Cabinet Member decision satisfies both statutory and local requirements for KCC to have the amendments agreed through the Environment and Transport Cabinet Committee.

8. Next Steps

8.1 Subject to the views of Cabinet Committee, it is proposed that the revised agreement is taken back through the KCC/District/Borough formal governance procedures for sign-off.

9. Recommendation

9.1 The Cabinet Committee is asked to comment and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed decision to adopt a revised JTB Agreement as shown at Appendix B.

10. Appendices

- **Appendix A:** Proposed Record of Decision
- **Appendix B:** Proposed revised JTB Agreement
- **Appendix C:** Current JTB Chairmen

11. Contact details

Report Author:

Simon Jones

Director of Highways Transportation and Waste

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Relevant Director:

Simon Jones

Director of Highways Transportation and Waste

Telephone number: 03000 413479

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

<p>DECISION TAKEN BY</p> <p>Mike Whiting</p> <p>Cabinet Member for Planning, Highways, Transport and Waste</p>	<p>DECISION NO:</p> <p>19/00020</p>
<p>For publication</p>	
<p>Key decision* No</p>	
<p>Subject: : Joint Transport Board Revised Agreement</p>	
<p>Decision: As Cabinet Member for Planning, Highways, Transport and Waste, I agree to adopt a revised JTB Agreement</p>	
<p>Reason(s) for decision: Joint Transportation Boards between KCC and the District/Borough Councils were established in 2005 to facilitate discussion and co-operation on local highway and transportation issues. Underpinning the JTBs is a legal agreement signed by KCC and each District/Borough</p> <p>The current Agreement terms allow for the Agreement to be reviewed every four years or at the instigation of the Kent County Council Corporate Director responsible for Highways and Transportation and amended by agreement between the parties if necessary as a consequence of any review.</p> <p>The date of the current agreements range from 2005 to 2018</p>	
<p>Cabinet Committee recommendations and other consultation: The Cabinet Member has met with JTB chairmen and they have inputted to the final document</p>	
<p>Any alternatives considered: N/A</p>	
<p>Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:</p>	

.....
signed

.....
date

Name:

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DATED (DAY/MONTH/YEAR)

THE KENT COUNTY COUNCIL

-and-

DISTRICT/BOROUGH COUNCIL

**AGREEMENT ON
JOINT TRANSPORTATION BOARDS**

Legal & Secretariat
Kent County Council
County Hall
Maidstone
Kent ME14 1XQ

File ref:
Fax No: 01622 694402
WP Ref:
DX No:
Tel:

THIS DEED OF AGREEMENT is made the (day) of (month) Two thousand and nineteen between THE KENT COUNTY COUNCIL of County Hall Maidstone Kent ME14 1XQ of the one part (hereinafter referred to as "KCC") and (NAME OF DISTRICT/BOROUGH) of (address) (hereinafter referred to as the "Council") of the other part

In this Agreement the words and expressions contained or referred to hereunder shall have the meaning thereby ascribed to them in the Second Schedule. The clause headings do not form part of this Agreement and shall not be taken in its construction or interpretation.

WHEREAS:

1. KCC and the Council are local authorities as defined by Section 270(1) of the 1972 Act
2. By virtue of Section 1(2) of the Act KCC is the local highway authority for all the highways in the County of Kent whether or not maintainable at the public expense (and which are not highways for which the Secretary of State for Transport is the highway authority) and is by enactments also the Traffic Authority and Street Works Authority
3. KCC and the Council have agreed to act together to continue with certain political arrangements previously established in relation to highway issues
4. This Agreement reflects the intention of KCC and the Council to co-operate regarding highway and transportation issues in the interests of the residents of Kent.

COMMENCEMENT AND OPERATING TERM

5. This Agreement shall commence on the X day of (month / year) and will continue until terminated by either party in writing in accordance with the provisions of this Agreement

COUNCIL OBLIGATIONS

6. The Council will establish and maintain during the currency of this Agreement the arrangements for the Joint Transportation Board as set out in the First Schedule

KCC OBLIGATIONS

7. KCC will establish and maintain during the currency of this Agreement the arrangements for the Joint Transportation Board as set out in the First Schedule

MISCELLANEOUS

8. The parties acknowledge that the constitutions of KCC and/or the Council may change which may result in consequential changes to the Agreement
9. This Agreement shall be known as the JTB Agreement
10. Nothing in this Agreement shall create a legal partnership between the parties and

save as may be specifically provided in this Agreement neither party shall be or hold itself out as or permit itself to be held out as :-

- a) the agent of the other or
- b) entitled to pledge the credit of the other; or
- c) entitled to incur any other obligations or make any promise or representation on behalf of the other

REVIEW

11. This Agreement may be reviewed every four years or at the instigation of the Kent County Council Corporate Director responsible for Highways and Transportation and amended by agreement between the parties if necessary as a consequence of any review.
12. This Agreement may be terminated by either party on six months written notice addressed to the relevant Chief Executive/ Kent County Council Corporate Director responsible for Highways and Transportation.

THE FIRST SCHEDULE

Joint Transportation Boards

- 1.1 A Joint Transportation Board (JTB) will be established by KCC and the Council (name of council).
- 1.2 Each Party shall be responsible for their own costs incurred in the operation of the JTB.
- 1.3 The JTB shall be a non-statutory advisory forum

Membership

- 2.1 JTB membership will comprise all KCC local members for divisions in the Council's area with an equal number of members appointed by the Council. The Council may appoint substitutes for its Members.
- 2.2 The JTB shall agree a number of Parish/Town Council representative, not less than one and no greater than three from within its geographical area. The parish and town council representatives will be nominated by the Area Committee of the Kent Association of Parish Councils or other representative body for parish councils within the district if this provides a more complete representation a substitute member may also be nominated. The parish or town council representatives may speak but may neither vote nor propose a motion nor an amendment.
- 2.3 Any JTB Member may request an item to be included on the JTB agenda. Any Council Member or County Local Member may attend and speak at any meeting of the JTB but may not vote nor propose a motion nor an amendment (unless voting members of the JTB).
- 2.4 The Chairman of any parish or town council within the area of the council (or a parish councillor of that parish nominated by him/her) may attend any meeting to

speaking with the permission of the Chairman on any item on the agenda of a particular reference to that parish.

Chairman

- 3 In alternate years a Member of KCC (who is a member of the JTB) will chair the JTB and a Council Member (who is a member of the JTB) will be Vice-Chairman of the JTB and then a Member of the Council will chair the JTB and a KCC Member will be Vice-Chairman of the JTB and so on following on the arrangements which existed in the year before this agreement came into force. The Chairman and Vice-Chairman will be nominated by their respective councils. Once ratified by the Leader of KCC, the Chairman and Vice-Chairman of the JTB will take office at the first meeting of the JTB following the Annual Meetings of the Council each year.

Meetings

- 4.1 The JTB will generally meet four times a year on dates and at times and venues to be specified by the Council in accordance with its normal arrangements in consultation with KCC.
- 4.2 Six weeks prior to each JTB meeting the Chairman, Vice-Chairman and relevant officers from both authorities will meet to discuss and set the agenda for the forthcoming meeting. The final decision on agenda items will be determined by the JTB Chair. Agenda will be split between Part A, (KCC items), Part B (Local Council items) and for information reports
- 4.3 A Forward Work Programme will be maintained and reported at each JTB for information.
- 4.4 The quorum for a meeting shall be four comprising at least two voting members present from each of KCC and the Council.
- 4.5 Subject to the procedural rules in Clauses 2, 3, 4.2 and 4.4 above taking precedence the Council's procedural rules shall apply to JTB meetings as if they were Council committees.
- 4.6 The JTB will be clerked by an officer of the Council. Copies of all papers shall be sent to the Monitoring Officers of both councils who may attend and speak at any meeting (or instead each Monitoring Officer may arrange for a substitute officer to speak on their behalf). Officer will be expected to attend JTB meetings to present substantive report items.
- 4.7 At the discretion of the Chairman, non-members of the JTB, including members of the public may speak for a maximum of three minutes. The number of speakers allowed will also be at the discretion of the Chairman. Parish Council representatives / Chairman shall be given preference as set out in paragraph 2.4
- 4.8 The access to information principles shall be applied to the JTB as if it were a Council committee.
- 4.9 Following each meeting, the clerk will produce a summary of the JTB's recommendations on any items under Part A and send to the Cabinet Member at

KCC. The summary should include the title of the agenda item, a copy of the report and a copy of the recommendations agreed by the JTB. A similar report should be prepared for recommendations under Part B depending on the preference of the individual Borough or District.

Terms of reference

5.1 The role of the JTB is advisory to discuss and advise on highways and transportation works scheduled and completed. The JTB will consider:

- (i) capital and revenue funded works programmes
- (ii) traffic regulation orders
- (iii) street management proposals

and will provide advice on these matters to the relevant Executive as appropriate.

5.2 The JTB to advise and recommend in relation to:

- i. Strategic parking and waiting restriction issues
- ii. Petitions received in relation to parking and waiting restrictions
- iii. Street nameplates
- iv. Street naming and numbering
- v. Street seats and furniture on the highway
- vi. Council street lighting schemes on highways
- vii. Public transport operations including bus shelters
- viii. Local Transport Strategy

and will provide advice on these matters to the relevant Executive as appropriate.

5.3 Be a forum for consultation between KCC and the Council on affordable policies, plans and strategies related to highways, road traffic and public transport

5.4 Review the progress and out-turn of works and business performance indicators

5.5 Recommend and advise on the prioritisation of bids for future programmes of work

5.6 Receive reports on highways and transportation needs within the district

Petition Discussions

6.1 Where a petition is agreed as being appropriate for discussion at the JTB, the lead petitioner, Local Council or KCC Member shall be invited to speak for three minutes. Officers will be asked to prepare a response to the petition to be discussed at the next JTB meeting. No further discussion will take place.

6.2 The lead petitioner will also be able to submit a written statement of up to 500 words which should be sent to the Council to arrive by 5pm one week prior to the next JTB meeting,

6.3 The JTB will not debate a petition on the same decision/issue as one debated in the previous twelve months.

Overview and Scrutiny

- 7.1 The Scrutiny Committees of KCC or the Council can require the Chair or Vice-Chair of JTB to attend and be asked questions subject to the provisions of the Constitution of KCC or the Council whichever is relevant
- 7.2 the Scrutiny Committees of KCC or the Council can request (but not compel) officers who report to the JTB to attend and be asked questions

Local Member and parish consultation

- 8 The local members of both the KCC and the Council and the parish or town council(s) will be consulted on any relevant scheme proposals (other than routine operational maintenance of the highway) within the scope of this agreement.

Executive Action

- 9.1 Recommendations under Part A agenda items shall be made to the Cabinet Member of KCC for decision.
- 9.2 Recommendations under Part 3 agenda items shall be made to the Local Council for decision.

Appendix 1

Protocol as agreed by the former KALA during November 2001

OVERVIEW AND SCRUTINY – INTER AUTHORITY CO-OPERATION

Aim of Protocol

- 1 To ensure the Overview and Scrutiny Committees of all Kent Local Authorities can review issues of community interest effectively and with efficient use of all local authority staff resources.

Principles

- 2 All authorities should be supported in considering issues of community well-being wider than the responsibilities of their Councils
- 3 Authorities should work together to maximise the exchange of information and views, minimise bureaucracy and make best use of the time of Members and officers of local and other Authorities

Procedures

- 4 Authorities should seek to exchange information or programmes and results of reviews.
- 5 If an Overview and Scrutiny Committee wishes to review an issue in which another Authority has a statutory role or in which evidence from the officers of another Authority would be helpful, it should consult with that Authority about:-

- (a) the purpose of the review
 - (b) the areas of interest to the other authority
 - (c) the input that can be given by Members or officers of the other Authority
- 6 Consideration should be given to whether the issue is more appropriately discussed in another forum, for example, a joint committee, or whether there is scope for joint action including co-opting of Members of the other Authority onto the Overview and Scrutiny Committee for the purpose of the review
 - 7 Where a proposal is subject to a public consultation process, scrutiny is most helpful if conducted as part of the process eg allowing any findings and recommendations to be available in time to influence the final decision
 - 8 Subject to such prior consideration, Authorities will seek to respond positively to requests for information or for a Member or officer to attend meetings of Overview and Scrutiny meetings or for information
 - 9 While it is ultimately for each Authority to decide who it considers that most appropriate person(s) to speak on its behalf to an Overview and Scrutiny Committee, consideration will be given to meeting special requests
 - 10 Dates and time of Member and officer attendance at Overview and Scrutiny meetings should be agreed with them
 - 11 Each Authority will nominate a contact officer for the operation of these procedure

THE SECOND SCHEDULE

Definitions and Interpretations

“1972 Act”	:	the Local Government Act 1972
“Act”	:	The Highways Act 1980
“Agreement”	:	these terms and conditions together with the Schedule
“Highways”	:	shall have the meaning prescribed by Section 328 of the Act and the term shall be construed accordingly
highways network		
“KCC – local member”	:	The member for the County Council electoral divisions within the Council's area
“Member”	:	the elected Members of KCC or the Council as the case may be
“Environment and Transport Cabinet Committee”	:	the KCC body to advise the Cabinet Member on highways matters
“Kent and Medway Chief Executives:	:	The group of Chief Executive Officers of the Kent County Council the twelve District Councils in Kent and Medway Council

EXECUTED as a DEED by KCC and the Council the day and year first before written

THE COMMON SEAL of the KENT)
COUNTY COUNCIL was hereunto)
affixed in the presence of:-

Authorised Signatory

THE COMMON SEAL of DISTRICT)
BOROUGH COUNCIL was hereunto)
affixed In the presence of:-

Authorised Signatory

List of Current JTB Chairmen and Vice Chairmen

District	Chairman	Vice-chairman
Ashford	Paul Bartlett	Bernard Heyes
Canterbury	Alan Marsh	Rosemary Doyle
Dartford	Ann Allen	Keith Kelly
Dover	James Back	Steve Manion
Folkestone & Hythe	Ann Berry	Tony Hills
Gravesham	Alan Ridgers	Lesley Boycott
Maidstone	Paul Cooper	David Burton
Sevenoaks	Nick Chard	James London
Swale	Andrew Bowles	Ken Ingleton
Thanet	Rosalind Binks	Gerry Taylor
Tonbridge & Malling	Michael Payne	Howard Rogers
Tunbridge Wells	Julian Stanyer	Paul Barrington-King

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

Roger Gough, Cabinet Member for Children, Young People & Education

Phil Lightowler, Head of Public Transport

To: Environment and Transport Cabinet Committee – 19 March 2019

Subject: Reduction in Subsidy to the Young Persons Travel Pass (YPTP) Standard Pass

Key decision: 19/00021

Classification: Unrestricted

Past Pathway of Paper:

Future Pathway of Paper: For decision by Cabinet Member

Electoral Division: All

Summary:

The Young Persons Travel Pass (YPTP) is a discretionary travel scheme provided by KCC to Kent students in years 7 to 11 to support sustainable travel to school and educational choice. Currently the scheme has 24,000 users.

With continued funding pressure on KCC, the sustainability of such discretionary activities needs to be reviewed.

It is proposed that for 2019/20 the price of an annual pass will rise from £290 to £350, being an increase of £60 per full paying pass but with a KCC subsidy of between £300-£350 per pass (based on average operator pass costs/journey to/from).

The £60 uplift comprises a) the inflationary uplift element (£20) which offsets the bus operator inflation that is built into their fare increases and for which KCC has to reimburse operators and is reflected in the 2015 Cabinet decision for annual YPTP price increases. and b) a one-off reduction of £40 to the subsidy that KCC offers and reduces the level of subsidy from £8.9m to £8.1m.

It is also proposed to remove the half yearly payment option and introduce an 8-month instalment option from August to March each year. The cost of this change is £200K.

To ensure that the level of subsidy is maintained, a modest administration fee will be charged so that the cost of instalments is cost neutral to KCC. The fee for 2019/20 will be £10 but waived for those buying a discounted pass.

The entitlement to free passes for those in care/care leavers, the price and entitlement to £100 discounted passes, the offer when you “buy two passes that the third and fourth are free” and the annual inflationary uplift (capped at 5%) remain as per the 2015 decision but could be subject to review following the outcome of the Fair Funding Review and the Financial Settlement.

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 proposed decision to update the Cabinet Decision of June 2015 to:

1. reduce the subsidy to the standard YPTP pass by £60;
2. introduce an option to pay by instalments, the costs of which to be funded by the charging of a modest £10 administration fee;
3. maintain the cost of the pass to students from low income families at £100;
4. maintain the provision of free passes to those in care and care leavers; and
5. maintain the current offer that those families purchasing more than two standard cost passes will only pay for the first two;

The proposed Record of Decision is shown at Appendix A.

1. Introduction

1.1. The YPTP is a discretionary concessionary travel scheme for Kent students in years 7 to 11 who are not entitled to free home to school transport. The scheme directly links to the Strategic Outcome of Children and Young People in Kent getting the best start in life. In continuing to provide subsidised travel, parents who would not qualify for free home to school transport will have the opportunity to select schools which meet the needs of their children, rather than just based on locality.

1.2. It should be noted that across Kent, without the YPTP, students would be accessing travel through operator provided tickets, which depending on validity/area can be significantly more expensive than the YPTP. Prices for an equivalent pass can range from £600 to £950 per annum.

1.3. KCC recognises the importance the pass plays in supporting sustainable travel to school, supporting school selection and inclusivity of choice, and is committed to providing the YPTP. However, due to funding pressures it has been necessary to review discretionary activities such as the YPTP and for there to be a proportionate reduction in subsidy.

2. Proposed Subsidy Reduction

2.1 The proposal is for 2019/20 to reduce the subsidy to the standard pass by £60. This includes £20 anticipated operator inflation per pass which KCC is obliged to reimburse to the bus operators and a reduction of £40 per pass in the level of subsidy. These changes will generate £800K per annum.

- 1.1. There would be no change to the charge for low income families, defined as those on free school meals, which would see the pass remain at £100 per annum. In holding the low income pass at £100 since 2015 this pass group has received greater support, as they have not been impacted by operator inflation.
- 1.2. Those in care/care leavers, currently provided with a pass at no charge, would not be affected by this proposal.
- 1.3. The current offer to those families, with more than two children using a YPTP, that additional passes will be at no charge will also be maintained.
- 1.4. To help affordability, a process for providing instalments is being developed and is covered in section 3 of this paper.

3. Payment Process

- 1.1. Alongside the changes to the level of subsidy, there are proposed changes to the payment process.
- 1.2. The current YPTP process enables applicants to apply for either a yearly or half yearly pass. It is proposed to 'withdraw' the half-yearly option.
- 1.3. It is proposed to allow applicants to pay in full for their pass or to pay in eight equal monthly instalments.
- 1.4. For those applying for instalments, the option will be provided on the basis of eight payments from August to March. For those applying beyond June/July/August, the payments will reduce in number and the pro-rata payment will be increased.
- 1.5. Instalments will be open to all applicant and for those choosing instalments, there will be an administrative charge set at £10 per pass.
- 1.6. All applicants will continue to be able to apply online or through paper applications.
- 1.7. In addition, it is proposed to roll this process out to 16+ Travel Saver, with the same charge of £10 per pass for those paying by instalments, and the higher 16+Travel Saver price of £400. The introduction of instalments would be welcomed by a number of 16+ Travel Saver users, by improving affordability and supporting those accessing bursary support through their education or apprenticeship provider. A paper on this will be presented to Children's, Young People and Education Cabinet Committee on 28 March 2019.

4. Financial Implications

- 1.1. The price of annual Standard Pass will rise from £290 to £350. This includes £20 towards anticipated operator inflation. This is in line with the 2015 Cabinet Decision and a further £40 per pass towards reducing the overall subsidy to the scheme. Based on the anticipated pass take-up, this will generate £800k of income.

- 1.2. Bus operator inflation is estimated to be at c£500k per annum and therefore the 2015 decision to uplift the cost of the pass will continue, capped at 5%, to ensure that the level of subsidy offered by KCC does not increase. This will be reviewed once the outcome of the Fair Funding review is known.
- 1.3. The introduction of instalments carries a financial risk of non-payment once the pass is issued. This risk will be mitigated by collecting payments over a maximum period of 8 months, thereby front-loading receipt of funds.
- 1.4. Where an instalment is missed, a reminder letter will be sent to parents/carers. Students will still be able to use their pass. If more than one instalment is missed, the card will be hot-listed and will not be valid however bus operators will be instructed to allow students to travel home from school.
- 1.5. The £10 administration fee s intended to cover the administrative costs for instalment payments and is based on take-up by 20,000 users. If take-up is lower, KCC will cover the shortfall.

5. Legal implications

None.

6. Equalities implications

- 1.1. An initial EqIA screening covering the reduction in subsidy to the standard pass and the proposed changes to the application/purchase process has been undertaken.
- 1.2. It has not been possible to determine the equality impact of the proposed changes, as equalities information is not held on the parents/guardians who purchase the pass for their children.
- 1.3. The information will be collated through consultation. The service will in late 19/20 under take a major sampling of YPTP parents/guardians to collect equalities information which will help inform the scheme in future years.
- 1.4. The impact of the subsidy reduction has been determined. Modelling of the subsidy reduction has been undertaken by our concessionary travel consultants, MCL. This modelling shows that the maximum potential impact of the subsidy reduction is a 2.9% drop in pass numbers. However, what the model cannot determine is how the impact could be mitigated by school choice, value of the pass against current bus fares and affordability. Affordability is addressed through the implementation of instalments whilst key aspects of the scheme such as free passes for those in care/low-income pass are retained.
- 1.5. For information, the previous significant subsidy reduction in 2015 saw no decrease in use, despite a modelled impact.

7. Other corporate implications

None.

8. Timetable

8.1. A summary of the detailed implementation timetable is shown below.

- Work with Cantium Business Support on instalments process – March/April 2019
- Info sharing to users – Website/E-shots – March/April/May 2019
- Testing of instalments process – May 2019
- Window for pass applications opens - 3 of June 2019.
- Passes delivered for first day of term – 2 Sept 2019

9. Conclusions:

1.1. The YPTP is a discretionary scheme, providing subsidised bus travel for Kent students in years 7 to 11. Due to reductions in national funding, it has been necessary to review discretionary activities such as the YPTP and consequently the level of subsidy for the standard pass is being reduced by £60, increasing the yearly cost to the individual user to £350. To support affordability, an 8-month instalments option will be offered.

1.2. There will be no change to the £100 charge for low income families. Those in care and care leavers will continue to be provided with a free pass. The current offer to those families with more than two children using a YPTP, that additional passes will be at no charge will also be maintained.

Recommendation(s):

1.1. 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 update the Cabinet Decision of June 2015 to:

1. reduce the subsidy to the standard YPTP pass by £60;
2. introduce an option to pay by instalments, the costs of which to be funded by the charging of a modest £10 administration fee;
3. maintain the cost of the pass to students from low income families at £100;
4. maintain the provision of free passes to those in care and care leavers; and
5. maintain the current offer that those families purchasing more than two standard cost passes will only pay for the first two.

The proposed record of decision is shown at Appendix A

10. Background Documents

1. Appendix A: Proposed Record of Decision
2. Appendix B: Initial EqIA

11. Contact details

Report Author: Phil Lightowler Head of Public Transport Telephone number: 03000 414073 Email: philip.ligtowler@kent.gov.uk	Relevant Director: Simon Jones Director of Highways Transportation and Waste Telephone number: 03000 413479 Email: simon.jones@kent.gov.uk
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Mike Whiting

Cabinet Member for Planning, Highways, Transport and Waste

DECISION NO:

19/00021

For publication

Key decision*

Yes –

Subject: Young Persons Travel Pass

Decision:

As Cabinet Member for Planning, Highways, Transport and Waste, I agree to update the Cabinet Decision of June 2015 to:

- reduce the subsidy to the standard YPTP pass by £60;
- introduce an option to pay by instalments, the costs of which to be funded by the charging of a modest £10 administration fee;
- maintain the cost of the pass to students from low income families at £100;
- maintain the provision of free passes to those in care and care leavers; and
- maintain the current offer that those families purchasing more than two standard cost passes will only pay for the first two

Reason(s) for decision:

The Young Persons Travel Pass (YPTP) is a discretionary scheme, providing subsidised bus travel for Kent students in years 7 to 11. The scheme, which is accessed by 24,000 students, has been reviewed in light of funding and demand pressures.

It is proposed that from the 2019/20 academic year there will be a reduction in subsidy of £60 for those who purchase a standard pass. This reduction in subsidy will reduce the net cost of the scheme by £800K. There will be no changes to the current offer in respect of:

- Students from low income families, (defined as those receiving free school meals) where the cost of the pass will remain at £100.
- The provision of free passes to those in care, care leavers and Catch 22.
- The current offer that those families purchasing more than two standard cost passes, will only pay for the first two.

Cabinet Committee recommendations and other consultation:

The proposal supports the budget that was approved at Full Council on 14 February.

The proposal is being discussed by the Environment and Transport Cabinet Committee on 19 March.

Any alternatives considered:

N/A

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

Name:

.....

.....

signed

date



KENT COUNTY COUNCIL
EQUALITY IMPACT ASSESSMENT

Please read the EqIA GUIDANCE and the EqIA flow chart available on KNet.

Directorate:

Growth, Enterprise & Transport

Name of policy, procedure, project or service

Young Persons Travel Pass

What is being assessed?

Subsidy per pass reduction of £60 for standard passes

Responsible Owner/ Senior Officer

Mike Whiting/Phil Lightowler

Date of Initial Screening

15th February 2019

Version	Author	Date	Comment
1.1	Phil Lightowler	26/02/19	Reduction in subsidy to the cost of the standard pass by £60, increasing the cost to the user.

Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO if yes how?	Assessment of potential impact		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative		
Age	For scheme users, no The scheme is limited to 11 to 16 age range . This is not a protected category for those under 18. If applied to parents/guardians the yes.	None	None	a) Yes. Change to application process, moving from yearly/half yearly to yearly/instalments may impact a portion of the user group. Monitoring to be put in place.	Yes. This YTP subsidy continues to provide equal access to the bus network for all young people at an affordable price
Disability	No	None	None	a) No . b) No.	No
Gender	No (See Pregnancy and maternity)	None	None		
Gender identity	No	None	None		
Race	Yes	Yes	None	No.	
Religion or	No	Yes	None	No.	

belief						a). No b).No.
Sexual orientation	No	None	None	None		
Pregnancy and maternity	No	None	None	None		
Marriage and Civil Partnerships	No	None	None	None		

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

Low

The impact is determined as Low, on the basis of;

- *The scheme continues to provide reduced cost bus travel for those students travelling to a school, who would not be eligible for free travel.*
- *It can in selected cases reduce the cost from 25% up to 100%, depending on pass type and journey undertaken.*
- *It is open to all year 7-11 and residing in Kent.including UASC.*
- *The subsidy reduction does not apply to the low income pass, which remains at the same price to the user since 2015.*
- *The standard pass at £350 annual cost/£360 cost on instalments, delivers a price per day of £1.84/£1.89 for bus travel, significantly less than commercial bus fares. This taking account of the £60 subsidy reduction.*
- *The scheme still delivers a cost per day, which for many, is still better than a half fare scheme. Half fare schemes being the norm that are supported by other authorities across the UK, outside of London.*
- *The introduction of instalments will allow the spreading of the cost of payment, better than the current yearly/half yearly arrangement. This instalment option will be open to all. The introduction of instalments may have an impact on those who previously bought half year options and this impact will be monitored.*
- *The administration fee of £10 for instalments is based on recovery the cost of implementing instalments, both for additional staff and payment collection through Cantium Business Support.*
- *The pass can be purchased/applied for online and by application form.*

- *No change free pass offer, for those families with more than two students accessing the scheme is retained.*

Context

This is the third EqIA for this scheme. The first covering the transition from the Kent Freedom Pass (KFP) to Young Persons Travel Pass (YPTP). This occurred in 2014 for the academic year 14/15 and when this transition took place, the total number of passes issued under the scheme dropped from 29,972 to 24,233.

The second version of the EqIA was prepared when the subsidy per standard pass was reduced by £50.

This transition saw no fall in pass numbers, in fact pass numbers increased to 24,950.

Subsequent pass costs increases to absorb operator inflation in 16/17 & 17/18 have seen pass numbers of 24,111 and 23,678.

The third version of the EqIA is for the proposal below.

The YPTP has been available since academic year 2014/15, replacing the Kent Freedom Pass. The subsidy provided to the pass supports families to exercise their preference of suitable school for their young person. Outside of London, where travel for those under 18 is free, 24/7, the YPTP is the only local authority scheme we are aware of, where on payment of their contribution they receive a pass entitling free travel across the Kent local bus network. Other authorities provide half fare or other reduced cost schemes, but not as generous as the Kent scheme.

For academic year 2019/20, the Young Persons Travel Pass is to be re-branded as the Kent Travel Saver, will see a reduction in the subsidy provided to the standard pass and will see introduction of instalments, which will change how the pass can be purchased.

The core offering of the YPTP remains, that on either purchase of a pass or entitlement to a free pass, this allows you unlimited travel on the local bus network of Kent, between the hours of 06.00 and 19.00 Monday to Friday, from the start of the academic year until the 31st July. That a number of operators will continue to provide additional travel entitlement, at either no charge or at an additional cost.

Aims and Objectives

The YPTP is designed to;

- Provide access to a bus pass provided at a subsidised cost, allowing free travel for school journeys, across Kent.

- Open access for all to the school of their choice.
- Develop public transport use at an early age, so that this continues in later life, which supports mobility sustainability.
- The scheme also helps to reduce congestion and ensures that school journeys are not unnecessarily inconvenienced by traffic congestion.

Beneficiaries

The beneficiaries of the scheme are the;

- Parents/Grand parents/ Guardians of children attending a school and who have no entitlement to free transport.
- Those in care, receiving a free pass.
- Parents/Grand parents/Guardians of children, who are on a low income, who access a reduced price.
- Care Leavers

Proposal

That the previous approach to the setting of the subsidy to the cost of the pass, as approved by Cabinet on the 1st June 2015, whereby there was an initial reduction in subsidy to the pass of £50 and any other annual changes, would be capped to a value of 5% of the gross cost of the scheme is replaced for 19/20 with a reduction in subsidy of £60 for those who purchase a standard pass.

The reduction of £60 in subsidy per standard pass will reduce the net cost of the YPTP scheme to KCC by £800K. Set against a context of continued funding reductions from national government to the authority, the pressure on key services and the funding challenge, this ensures that the scheme is financially sustainable. That KCC can continue to provide the discretionary travel scheme accessed by 24,000 students.

For those on a low income, as defined as those registered on the KCC Awards Database as receiving free school meals, the cost of the pass remains at £100.

The provision of free passes to those in care, care leavers remains as is.

The current offer that those families purchasing more than two standard cost passes, will only pay for the first two, with the remainder free is retained.

Following requests from county members to the Cabinet Member for Environment & Transport for provision of a payment instalment process, the

current process where the pass can be purchased in yearly or half yearly options will be replaced. Instead passes will be available in either an annual or instalments option.

For those opting for instalments, they will be issued an annual pass but will pay over 8 months if applying in June/July, with payments pro-rata for those who apply later.

For those on low income they will still be able to take up the option of 8 instalments, however they will not be charged a £10 administration fee.

The cost of the YPTP standard will be £350 annually or £360 on instalments. The low income Travel Saver will be £100 for either option.

A process will be in place for those on instalments in respect of a payment failure, to ensure that it is notified to the pass purchaser, so there is no requirement to stop a pass. In cases of continued non payment, the pass will be stopped.

Potential Impact

The cost of the standard pass will rise by £60 for annual/£70 for instalments, which is a significant increase. Mitigation, through instalments is part of this proposal.

The current process of purchasing the pass in yearly/half yearly will end. There will be some current pass purchasers who prefer this method of purchase, compared to yearly/instalments. Particularly those with year 11 students, purchasing a half year for the first part and not the second, due to exams. The number of people purchasing first half year in 17/18 was 9576 and who then purchased a second half year was 9055. This shows that 517 people who would normally save the second half year cost of the pass, would under the new arrangements would be dis-advantaged. Alternatively for those who previously purchase a full year pas (either full or in two parts) will be able to spread the cost of the pass over 8 payments.

There could be cases, in respect to instalments, where non payment leads to the stopping of a pass and a student not being able to travel. A sympathetic process will be in place to ensure that this is managed with the student in mind.

YPTP Data

Historically the service has not collected equalities information for the parents/guardians of pass holders, as there is no capability within the current IT system. The service will look to develop this option as part of its concessionary card management system renewal.

The data available to the service is in the form of Mossiac data, as shown below. The data below is for current pass holders, as at Jan 19.

District	Full Cost YP Travel Card Holders	Reduced Cost YP Travel Card Holders	Free YP Travel Card Holders	All Young Person's Travel Card Holders	Full Cost YP Travel Card Holders (%)	Reduced Cost YP Travel Card Holders (%)	Free YP Travel Card Holders (%)	All YP Travel Card Holders (%)
Ashford	2,229	161	406	2,796	79.7%	5.8%	14.5%	100.0%
Canterbury	2,216	171	381	2,768	80.1%	6.2%	13.8%	100.0%
Dartford	1,028	63	126	1,217	84.5%	5.2%	10.4%	100.0%
Dover	1,200	82	473	1,755	68.4%	4.7%	27.0%	100.0%
Gravesham	968	62	188	1,218	79.5%	5.1%	15.4%	100.0%
Maidstone	1,775	102	248	2,125	83.5%	4.8%	11.7%	100.0%
Medway	7		2	9	77.8%	0.0%	22.2%	100.0%
Sevenoaks	2,506	85	157	2,748	91.2%	3.1%	5.7%	100.0%
Shepway	1,459	98	357	1,914	76.2%	5.1%	18.7%	100.0%
Swale	1,326	101	251	1,678	79.0%	6.0%	15.0%	100.0%
Thanet	776	103	282	1,161	66.8%	8.9%	24.3%	100.0%
Tonbridge and Malling	3,223	95	287	3,605	89.4%	2.6%	8.0%	100.0%
Tunbridge Wells	1,608	72	238	1,918	83.8%	3.8%	12.4%	100.0%
Unknown	23	2	3	28	82.1%	7.1%	10.7%	100.0%
Total	20,344	1,197	3,399	24,940	81.6%	4.8%	13.6%	100.0%

Mosaic Group	Full Cost YP Travel Card Holders	Reduced Cost YP Travel Card Holders	Free YP Travel Card Holders	All Young Person's Travel Card Holders	Full Cost YP Travel Card Holders (%)	Reduced Cost YP Travel Card Holders (%)	Free YP Travel Card Holders (%)	All YP Travel Card Holders (%)
A - Country Living	2,185	57	128	2,370	92.2%	2.4%	5.4%	100.0%
B - Prestige Positions	3,716	48	191	3,955	94.0%	1.2%	4.8%	100.0%
C - City Prosperity	73	2	6	81	90.1%	2.5%	7.4%	100.0%
D - Domestic Success	3,342	75	322	3,739	89.4%	2.0%	8.6%	100.0%
E - Suburban Stability	1,485	68	220	1,773	83.8%	3.8%	12.4%	100.0%
F - Senior Security	1,761	66	215	2,042	86.2%	3.2%	10.5%	100.0%
G - Rural Reality	1,838	119	243	2,200	83.5%	5.4%	11.0%	100.0%
H - Aspiring Homemakers	2,575	158	417	3,150	81.7%	5.0%	13.2%	100.0%
I - Urban Cohesion	146	3	46	195	74.9%	1.5%	23.6%	100.0%
J - Rental Hubs	435	52	214	701	62.1%	7.4%	30.5%	100.0%
K - Modest Traditions	373	54	367	794	47.0%	6.8%	46.2%	100.0%
L - Transient Renters	543	96	181	820	66.2%	11.7%	22.1%	100.0%
M - Family Basics	1,494	330	618	2,442	61.2%	13.5%	25.3%	100.0%
N - Vintage Value	254	35	179	468	54.3%	7.5%	38.2%	100.0%
O - Municipal Challenge	62	31	41	134	46.3%	23.1%	30.6%	100.0%
U - Unclassified	62	3	11	76	81.6%	3.9%	14.5%	100.0%
Total	20,344	1,197	3,399	24,940	81.6%	4.8%	13.6%	100.0%

JUDGEMENT

Option 1 – Screening Sufficient - No

Justification:

A lack of equalities information for parents/guardians of students means that the full equality impact of the proposed subsidy reduction and introduction of instalments cannot be measured. Impacts have been identified however this could be limited.

Option 2 – Internal Action

Future mitigation put in place in respect of equalities information.

Option 3 – Full Impact Assessment

Equality and Diversity Team Comments

The recommendation would be to undertake further consultation and engagement to ensure a full understanding of impact can be assessed.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

Name:

Job Title:

Date:

DMT Member

Signed:

Name: J. JONES

Job Title:

DIRECTOR HTW

Date: 07 - 03 - 19

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	The move from yearly/half yearly passes to annual/instalments approach may impact current users of the scheme.	Monitor scheme uptake for 19/20 incl split between yearly/instalments. Record all correspondence identifying concerns or adverse outcome as a result of change to pass application process.	Identify the benefit/disbenefit of moving to instalments.	Head of Public Transport	19/20 scheme year	None
All protected groups.	That the service has never collected the equalities data for the parents/guardians	To put in place a process for collecting the equalities information of the parents/guardians,	Detailed equalities information to support future Eq/A	Head of Public Transport	20/21 scheme year	Needs further work, as there will need to be IT involvement.

	<p>of those using the pass. This means that the service relies on Mossiac data for identifying those who use the pass. This does not provide the required transparency.</p>	<p>both electronically and on paper forms.</p> <p>To allow this information to be presented in a downloadable format for analysis.</p>				

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

Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 19th March 2019

Subject: Big Conversation Programme Update and Maidstone and West Malling Public Consultation Report

Classification:
Unrestricted

Past Pathway of Paper: Environment and Transport Cabinet Committee – 20 September 2018

Future Pathway of Paper: Environment and Transport Cabinet Committee

Electoral Division: Countywide

Summary:

This paper provides an update on the Big Conversation Programme. It outlines the results from the public consultation on proposed changes to bus service in Maidstone and Tonbridge & Malling carried out between 22 January to 19 February and, confirms the costs for each of the pilots and proposes that the 5 proposed pilots will be implemented from early June 2019.

The 5 pilots are proposed as:

- Maidstone Feeder Bus
- West Malling Feeder Bus
- Dover Feeder Bus
- Tenterden Taxi Bus
- Sevenoaks Taxi Bus

Recommendation:

The Cabinet Committee is asked to note the contents of the report and comment or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste.

1. Introduction

- 1.1 In June 2018 the Authority launched the 'Big Conversation' consultation to explore options for delivering better, more sustainable transport to rural communities not currently served by commercial operators.
- 1.2 The main objective of the programme was to evaluate whether alternative transport models could deliver a more cost effective and efficient approach when compared to those services we currently subsidise.
- 1.3 The twelve-month pilots will serve to test different models of delivery in relation to:
 - Reducing the current £7m gross annual budget for subsidised bus contracts
 - Assisting rural accessibility for those without alternative means of travel
 - Helping to tackle social isolation
 - Providing resilience and continuity of services
 - Improving the sustainability of services
 - Understanding viability of charging
 - Providing the "right transport solution, in the right places for the right price"
- 1.4 The budget for the Big Conversation programme is £500k and supports a fixed 12-month operation for the pilots. This budget includes the public consultation and scheme development costs which totalled £82k, with the remaining budget (£418k) set aside to deliver and operate the pilot schemes.
- 1.5 In October 2018 five preferred pilots were identified and full business cases have been prepared for each. The five pilots were presented at the Bus Summit held on the 30 October 2018 and are as follows:
 - Maidstone Feeder Bus
 - West Malling Feeder Bus
 - Dover Feeder Bus
 - Tenterden Taxi Bus
 - Sevenoaks Taxi Bus
- 1.6 This report sets out the detail of the proposed changes, the consultation outcomes and recommendations for changes that are provisionally planned for implementation from early June 2019.

2. Pilot Summary

Summary information for each pilot is as follows:

2.1 Maidstone Feeder Bus Pilot

- Local consultation shows overwhelming support for the changes to the service for the 12-month pilot period
- Amendment to the current contract delivered by Nu Venture and Arriva for the Service 13 and 59 respectively
- One off investment to build a layby outside Morrisons Store, Sutton Road
- The services provide a better, more frequent service to the existing users of the 13 and 59 service.

2.2 West Malling Feeder Bus Pilot

- Local consultation shows overwhelming support for the changes to the service for the 12-month pilot period
- Amendment to the current contract delivered by Nu Venture for the Service 58
- Changing terminus point to Maidstone Hospital has reduced infrastructure costs as Lunsford Park required extensive work
- The services provide a better, more frequent service to the existing users of the service

2.3 Dover Feeder Bus Pilot

- There has been local support through the working groups with a consensus that parishes are keen to work with the Authority to promote the schemes
- To restore regular bus services to the residents Staple, Northbourne and Great Mongeham where currently there is no public transport provision. This may also improve the local economy in Dover district

2.4 Tenterden Taxi Bus Pilot

- There has been local support through the working groups with a consensus that parishes are keen to work with the Authority to promote the schemes
- The service will provide a direct benefit to the residents in the villages surrounding Tenterden by providing regular services into the town Monday – Friday where currently there is no or limited public transport provision. This may also improve the local economy in Tenterden.

2.5 Sevenoaks Taxi Bus Pilot

- There has been local support through the working groups with a consensus that parishes are keen to work with the Authority to promote the schemes
- The services will provide a direct benefit to the residents of Fairseat, Stansted, West Kingsdown and Otford by providing regular services to Sevenoaks Monday – Friday where currently there is no public transport provision. This may also improve the local economy in Sevenoaks.
- Proposal is to maximise use of vehicles deployed under their local school contract at Grange Park

2.6 The anticipated 12-month pilot costs are provided below. These costs are within the original budget and includes a 15% contingency budget.

Pilot Costs - March 2018	Maidstone	West Malling	Dover	Tenterden	Sevenoaks
Base Cost Estimate (£) Total £638,106.77	225,841.45	169,031.12	112,786.25	65,472.95	64,975.00
Total Income/funding (£) Total £306,998.58	103,613.00	160,483.58	3,750.00	35,152.00	4,000.00
ESTIMATED NET ANNUAL COST (£) £331,108.19	122,228.45	8,547.54	109,036.25	30,320.95	60,975.00

3. Summary of consultation

3.1 Two pilots amended current services (Service 13/59 in Maidstone and 58 in West Malling) and therefore public consultation was undertaken for four-weeks between 22 January and 19 February 2019. These consultations outlined the detail of the proposals and invited comments on these and any equalities or other impacts on service users and residents.

3.2 A range of promotional activities supported both consultations including;

- direct communications to KCC Members, Parish Councils, associated stakeholders and others registered on the KCC consultation directory;
- posters on buses;
- public events and
- the use of bus inspectors travelling on affected services and engaging with users.

Engagement from local parish councils was on the whole exceptional and has facilitated an excellent level of engagement with residents.

3.3 112 responses were received for in respect of the proposed changes to services 13 and 59 in Maidstone and 111 were received in respect of changes to service 58 in West Malling.

3.4 The following themes were identified in both consultations:

- The majority of responses were submitted by individuals, but a small number responded as an organisation including Parish Councils.
- Around 65% of responders were from individuals aged 65 and over.
- The majority of responses; approximately 65% across both consultations, were submitted by women.
- Overall, respondents agreed with at least one of the proposals presented
 - In Maidstone, 66% of service users agreed with the changes proposed to the 13 service and 72% agreed with the changes proposed for the 59 service.
 - In West Malling around 75% of responders agreed with the proposal two. Proposal one however was not well received and only 9% of respondents agreed with this proposal. Proposal 2 is now the preferred option.

3.5 A summary of the proposals for Maidstone and West Malling are shown in Appendices A and B and the consultation reports are attached in Appendix C and D respectively.

4. Financial Implications

4.1 The five pilot schemes proposed are within the remaining £418k budget set aside for the Big Conversation. The total cost of the schemes for the 12-month period is £331k.

5. Legal implications

5.1 The pilot schemes are proposed to operate for 12 months. Should these pilots prove to be successful, it is anticipated that they will become a regular service. If they are not, the Maidstone and West Malling pilots will revert back to their current service as it is now with the current operator.

6. Equalities implications

6.1 Both public consultations were supported by an EqIA and they have been updated based on the consultation responses. These are attached in Appendix E (Maidstone) and F (West Malling).

6.3 The EqIA process identified that there would be a greater positive impact on the elderly. Whilst the proposals were also supported overall by disabled persons and carers, negative impacts have been identified for these groups. Planned service changes have sought to mitigate this impact.

7. Pilot Period

7.1 The pilots proposed will operate for a twelve-month period. The timescales are as follows:

- Award Contracts to operators - 20 March 2019
- Operators assisted to obtain appropriate licences - 20 March to 18 Apr 2019
- Routes to be tested and developed with operator - 20 March to 18 Apr 2019
- Operators to register services - 19 April to 1 June 2019
- Service Implementation with quarterly reviews - 3 June 2019 to 31 May 2020

8. Conclusions

- 8.1 The responses for the changes proposed to the 13 and 59 services in Maidstone have attracted a high level of support demonstrating the potential service improvement that could be made by adopting the feeder model.
- 8.2 The changes proposed for the 58 service in West Malling received mixed responses. Proposal 1 was widely opposed due to the loss of the direct service to Maidstone Hospital. However, proposal 2 was widely supported demonstrating the potential service improvement that could be made by adopting the feeder model
- 8.3 Work remains ongoing with the operators to mitigate the most acute impacts and themes identified particularly those with Equalities implications.
- 8.3 The Pilots that will be developed are as follows:
- Maidstone Feeder Bus
 - West Malling Feeder Bus
 - Dover Feeder Bus
 - Tenterden Taxi Bus
 - Sevenoaks Taxi Bus

9. Recommendation(s):

- 9.1 The Cabinet Committee is asked to note the contents of the report and comment or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste.

10. Background Documents and appendices

- Appendix A - Summary of Maidstone changes
- Appendix B - Summary of West Malling changes
- Appendix C - Maidstone Bus Pilot - Consultation Report v1
- Appendix D - West Malling Bus Pilot - Consultation Report v1
- Appendix E - EQIA Maidstone Bus Pilot - Post Consultation
- Appendix F - EQIA West Malling Post Consultation

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Appendix A - Summary of Maidstone changes

13 - Hollingbourne, Otham, Leeds, Langley, Maidstone

The 2 most highlighted themes from the open responses were:

- Increased Frequency
- Concern over changing buses

A high proportion of responses also included requests for additional bus stops or service links to further improve this pilot. These have been passed on to Public Transport for consideration, many of which are already being investigated following feedback from parish councils.

	Current service	Proposed service
Destination	Maidstone Town Centre	Morrisons, Sutton Road
Number of Journeys	6 return journeys	10 return journeys
Connections	No Connections Required	Maidstone Town Centre every 10 minutes, Headcorn and Tenterden every 30 mins
Estimated Total Journey Time (Hollingbourne – Maidstone)	36 minutes	42 minutes

Advantages	<ul style="list-style-type: none"> • Don't need to change buses 	<ul style="list-style-type: none"> • More frequent journey opportunities • Connections to Headcorn and Tenterden • Shelters on Sutton Road upgraded with Real Time Information • Less buses will travel on the A274 between Maidstone Town Centre and Morrisons helping to ease congestion • New opportunities for commuters to travel to Hollingbourne Station
Disadvantages	<ul style="list-style-type: none"> • Less journey opportunities 	<ul style="list-style-type: none"> • Need to change buses

59 - Grafty Green, Ulcombe, Kingswood, Chart Sutton, Boughton Monchelsea, Maidstone

The 2 most highlighted themes from the open responses were:

- Increased Frequency
- Concern over changing buses

A high proportion of responses also included requests for additional bus stops or service links to further improve this pilot. These have been passed on to Public Transport for consideration, many of which are already being investigated following feedback from parish councils.

	Current service	Proposed service
Destination	Maidstone Town Centre	Morrisons, Sutton Road
Number of Journeys	3 return journeys	6 return journeys
Connections	No Connections Required	Maidstone Town Centre every 10 minutes, Headcorn and Tenterden every 30 mins
Estimated Total Journey Time (Grafty Green – Maidstone)	50 minutes	62 minutes

Advantages	<ul style="list-style-type: none"> • Don't need to change buses 	<ul style="list-style-type: none"> • More frequent journeys • Ability to travel to Headcorn and Tenterden • Bus will serve Morrisons on Sutton Road • Less buses on the A229 and the A274 between Maidstone Town Centre and Morrisons helping to ease congestion
Disadvantages	<ul style="list-style-type: none"> • Less journey opportunities 	<ul style="list-style-type: none"> • Need to change buses • Heath Road at Loddington Lane in Boughton Monchelsea and Linton Road (A229) will no longer be served by the 59. Alternative stops would be at Church Street, Boughton Monchelsea or Linton Crossroads

Appendix B - Summary of West Malling changes

58 -Addington, Trottiscliffe, Wrotham Heath, Ryarsh, Birling, West Malling, East Malling, Maidstone Hospital, Maidstone

□ The 2 most prominent themes of the open responses were:

- Direct access to Maidstone Hospital
- Importance of A20 link to commercial network

	Current service	Proposal 1	Proposal 2
Destination	Maidstone Town Centre (via Maidstone Hospital)	Martin Square, Larkfield	Maidstone Hospital, Barming
Number of Journeys	5 return journeys	8 return journeys	7 return journeys
Connections	No Connections Required	Maidstone Town Centre (Arriva 71/71A) every 13 minutes	Maidstone Town Centre (Arriva 3/8) every 20 minutes
Estimated Total Journey Time (Addington - Maidstone Town Centre)	56 minutes	57 minutes	1 hour 25 minutes
Advantages	No need to change buses Stops at the hospital Shorter journey time into Maidstone Town Centre	Greatest number of journeys Shorter journey time into Maidstone Town Centre than proposal 2 Direct links to local amenities in Larkfield Bus shelter to be upgraded with Realtime information (RTI)	More journeys than present Stops at the hospital Bus shelter to be upgraded with Realtime information (RTI)
Disadvantages	Least number of journey opportunities	Need to change buses Longer journey time to Maidstone Hospital with no direct service	Need to change buses Longest journey time into Maidstone Longer waiting times between buses

Maidstone Bus Pilot Consultation Report

March 2019



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Public Consultation:
22 January – 19 February 2019

Alternative Formats

This document can be made available in other formats or languages, please email alternativeformats@kent.gov.uk or telephone 03000 421553 (text relay service 18001 03000 421553). This number goes to an answer machine, which is monitored during office hours.

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1. Introduction

1.1. Background

From June to August 2018, Kent County Council (KCC) held a county wide consultation, the Big Conversation, with communities and transport providers to explore innovative and sustainable ways of providing transport to rural communities in Kent. Despite ever-decreasing funding for local councils, we want to maintain and improve accessibility for those without an alternative means of travel in rural areas.

We have used the results of the consultation to develop a number of pilot schemes to test out the ideas and help shape the future delivery of public transport. The most popular idea in the Big Conversation consultation was a feeder service.

The feeder bus picks up passengers from villages in rural communities and then drops them off at a bus stop to transfer on to a commercial service to complete their journey. This type of service makes good use of regular, high frequency commercial bus services to provide more frequent bus services to rural communities.

One of these pilots proposes making changes to the 13 and 59 services, which we already support, in order to improve them to see if we can make them more sustainable by converting them into feeder buses. The pilot scheme is proposed to run from June 2019-June 2020. Full details of the proposed changes can be found within the Maidstone Bus Pilot Consultation Document at www.kent.gov.uk/maistonebuspilot.

From 22 January to 19 February 2019, Kent County Council (KCC) consulted on changes to bus services in the Maidstone area. **This document focuses on the consultation responses for changes to the 13 and 59 services in Maidstone.**

1.2. Purpose of the Consultation

The purpose of the public consultation was to inform the public and stakeholder organisations about the detail of the changes proposed and provide them with the opportunity to 'Have their say' and gain feedback on any potential impacts. The consultation gave the opportunity to:

- Understand why changes to services 13 and 59 are proposed.
- Consider the possible impacts and benefits of the proposals.
- Ask us questions and provide views on the proposals.
- Advise KCC of any particular equality impacts the changes could cause.

1.3. Purpose of this Report

This report presents the analysis and findings of the responses to the public consultation on the proposals.

In addition, the report summarises the consultation process and the engagement and promotional activities that took place. The report also states how the feedback will be used to progress the proposal and identifies the next steps.

This report will be published and presented to the KCC's Environment and Transport Cabinet Committee and Cabinet Member for Planning, Highways, Transport & Waste, who will make a final decision on whether or not to proceed with the changes.

2. Consultation Process

This chapter outlines the process followed to deliver the consultation and details the activities and documentation developed to support the delivery of the consultation. The consultation was divided into the five stages shown in Figure 2.1. Detailed information on each section is given below.

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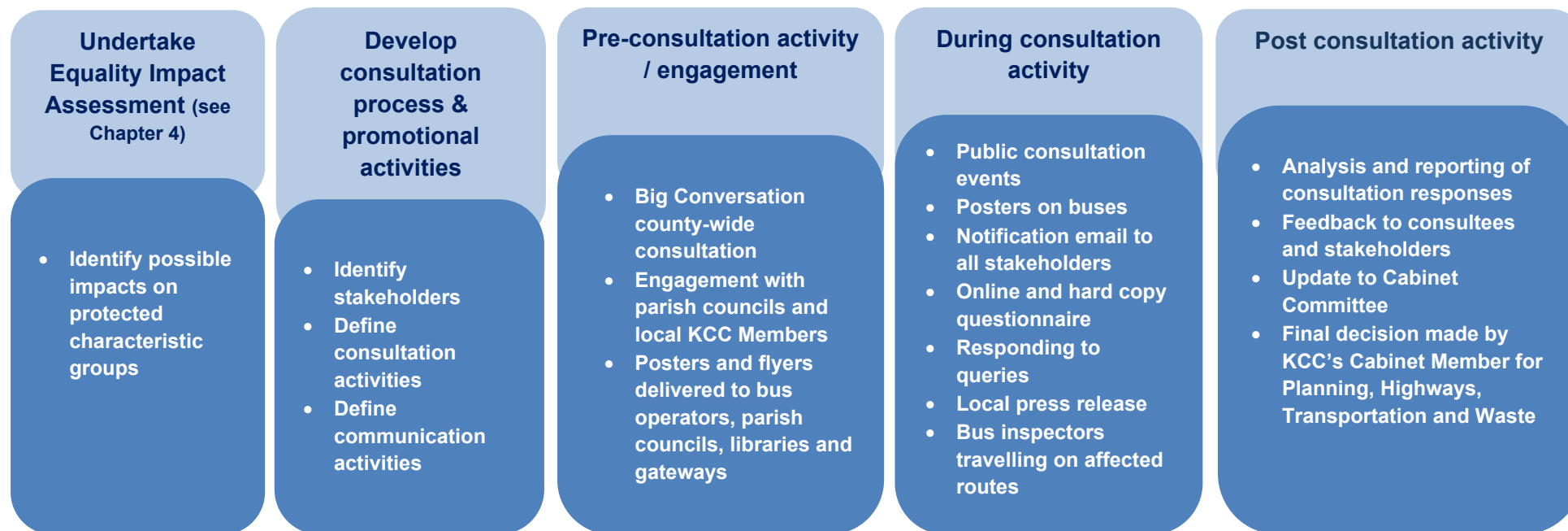


Figure 2.1: The consultation process

2.1. Promoting the Consultation

The consultation process was developed with the aim of enabling local bus users, residents, community groups and other stakeholders to understand the detail of the proposal, to feedback on the approach adopted and to tell us of any particular impacts (positive or negative) presented by the changes to bus services.

The following promotional activities were undertaken to support the delivery of the consultation:

- E-mail provided to all known stakeholders, including; District and Parish Councils and registered parties on KCC's Consultation Directory who had expressed an interest in being kept informed of consultations regarding transport in Maidstone.
- Press release and coverage in local newspapers.
- Posters and flyers placed on affected buses.
- Posters, flyers and consultation materials displayed at local libraries and gateways in areas potential impacted by the proposals.
- KCC Public Transport Inspectors travelled on affected services promoting the consultaion and answering questions.
- Two public drop-in events held in areas potentially impacted by the proposals.
- A page on KCC's Consultation Directory on Kent.gov.uk.

Parish Councils provided significant support to the promotion of the consultation ensuring materials were displayed in their communities and that residents were informed. The strong response level is testament to their hard work.

Please note: materials are available for reference at www.kent.gov.uk/maidstonebuspilot

2.2 Pre-consultation Engagement Activities

- KCC officers engaged with Arriva and Nu-Venture to develop the proposals and understand the impacts.
- KCC officers met with local members and parish councils to develop the proposals and understand the impacts.
- The results of the Big Conversation consultation were used to develop the proposals and can be found at www.kent.gov.uk/bigconversation.
- Equality Impact Assessments were developed to take account of further detail.

2.3 During Consultation Activities

The consultation launched on the 22nd of January for a four-week period. Several activities were undertaken during the consultation period.

Consultation material

A full consultation booklet with maps and timetables was created and available to read and to download from the consultation webpage: www.kent.gov.uk/maidstonebuspilot. A flyer outlining the detail of the proposals was created and distributed on buses, by a KCC Public Transport Inspector when travelling on services and through libraries and gateways. In addition, hard copies of the flyer and of the consultation questionnaire were made available at the two public events. All documents could be provided in the post on request.

The below table shows the number of times each document was downloaded from the consultation webpage.

Document	Downloads
Full consultation document	124
Consultation Stage Equality Impact Assessment	19
Word version of consultation questionnaire	19
Consultation poster	17
Consultation flyer	13

Table 2.3: Material Downloads

Feedback mechanism

People were asked to provide feedback via a consultation questionnaire, which was available online and in a paper version. The paper version was available through libraries and gateways, was distributed at the public events and by the bus inspector and was made available on request via telephone or e-mail.

Face to face engagement

During the consultation period, the local KCC Public Transport Inspector travelled weekly on affected services, distributing flyers, booklets and questionnaires as well as responding to any questions of detail about the nature of the changes and the reasons for them. Over two dozen booklets and questionnaires were distributed in this manner. The bus operator was also supplied with copies of the flyer which were distributed by drivers.

Consultation Events

Two public information drop-in events were conducted:

- 4th February 10:00 – 13:00 at St Nicholas Church, Leeds, Maidstone (on the 13-bus route)
- 9th February 09:30 – 12:30 at Kingswood and Broomfield Village Hall, Kingswood, Maidstone (on the 59-bus route)

These events were held in venues accessible to those using the directly affected bus services. KCC officers were available to explain the changes to residents and respond to any detailed questions. 10 people attended the event first event and approximately 60 attended the event in Kingswood. Kingswood and Broomfield Parish Council provided excellent support at the parish event in their village hall, helping to manage high levels of attendees.

3. Response Profile

This chapter summarises the number of consultation responses received and who responded to the consultation.

There was a total of **112** responses to the consultation:

- Of the 112 responses to the consultation questionnaire, **79** were received online and **33** were hard copy responses
- There was 1 letter written to KCC. The comments have been added to the questionnaire responses and included in this report but the respondents have not been included in the statistical information.
- The responses were analysed together to give an overall picture of the attitude towards the proposals. All responses have been collated and summarised in section 5.

Q1. Please tell us in what capacity you are completing this questionnaire	No. of responses
Yourself	94
Representative of local community group	1
As a Parish/Town/District Council	1
On behalf of a business	2
On behalf of a charity	0
On behalf of a friend or relative	8
Other	0

Table 3.1: Respondent Groups

Respondents were asked which of the services they travelled on:

- 62% of respondents travel on the 59 service
- 26% of respondents travel on the 13 service

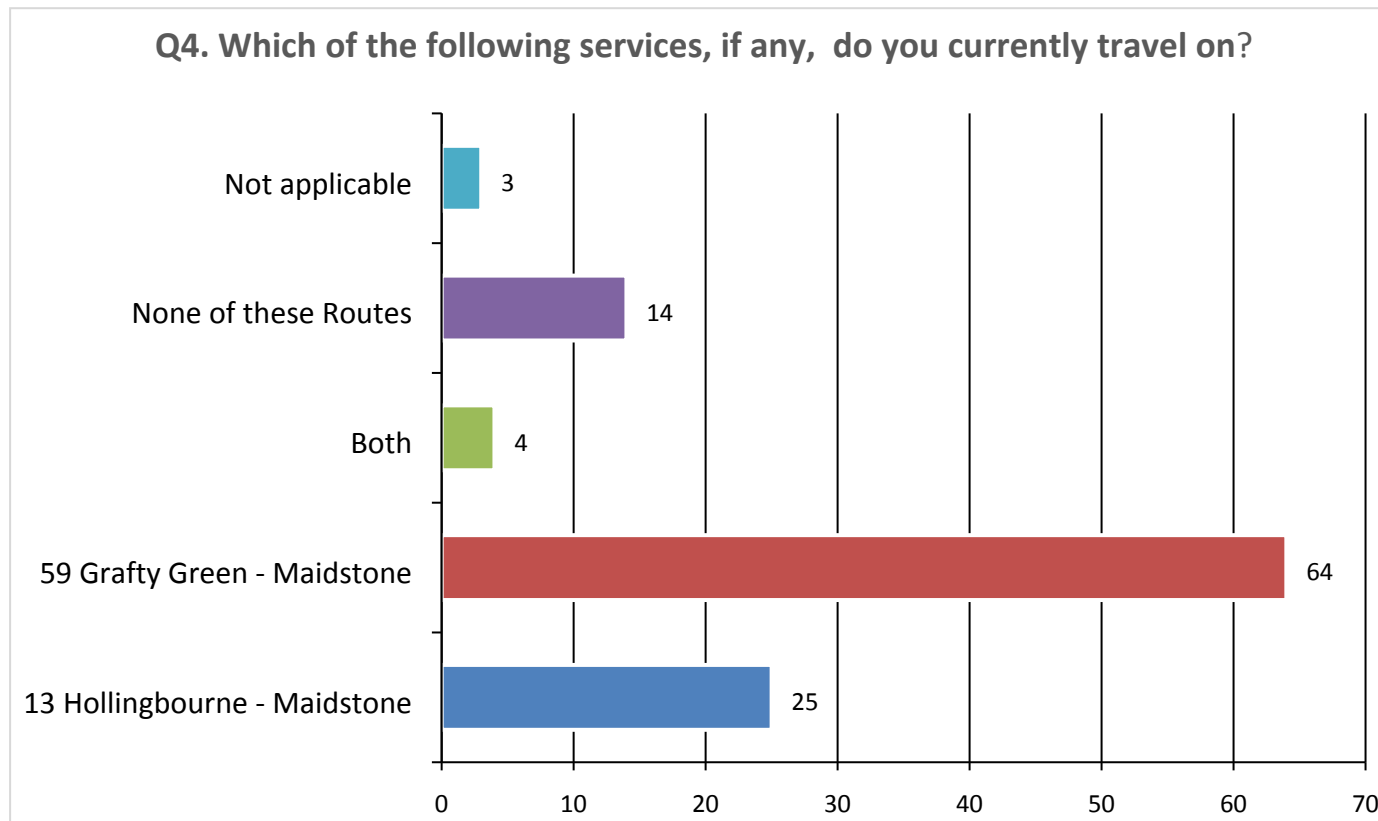


Figure 3.1: Service Users

Respondents were also asked if they travelled using a concessionary travel pass.

Q3. Do you travel using any of the following bus passes?	No. of Responses
Older Persons (English National Concessionary Travel Scheme)	61
Mobility Impairment (English National Concessionary Travel Scheme)	9
Companion (English National Concessionary Travel Scheme)	1
Young Persons Travel Card	6
Kent 16+ Travel Card	3
KCC Free School Bus Pass	1
No, I do not use any bus passes	19
Not applicable	12

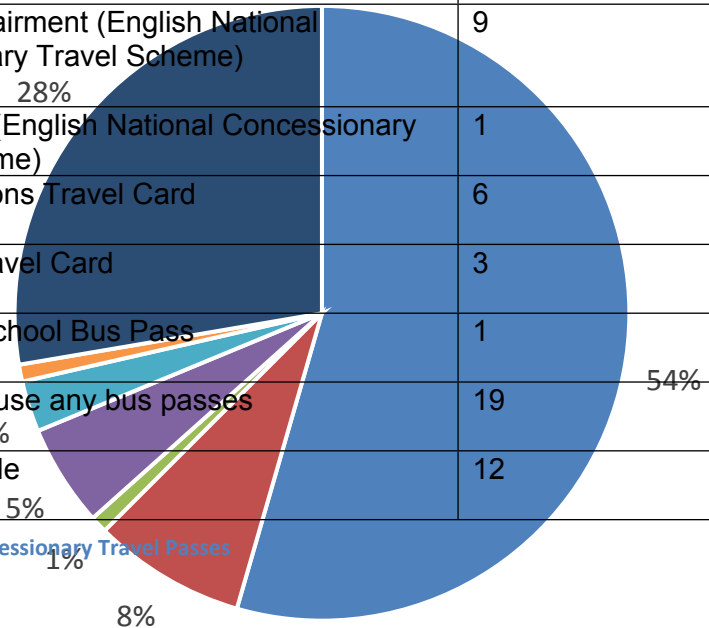


Table 3.2 Concessionary Travel Passes

Figure 3.2: Concessionary Travel Passes

The figure to the right shows the breakdown of responses by postcode. Analysis shows firstly that responses have been received across a broad area along the bus route, suggesting that there was good and widespread awareness of the consultation.

14 responses to this question were not valid and 11 gave the response ME17.

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Q2. Please tell us the first 5 characters of your postcode.	No. of Reponses
ME173	59
ME171	18
ME174	6
ME158	3
ME145	3
ME172	2
ME159	2
ME157	1
ME143	1
ME141	1

Table 3.3 Postcode Data

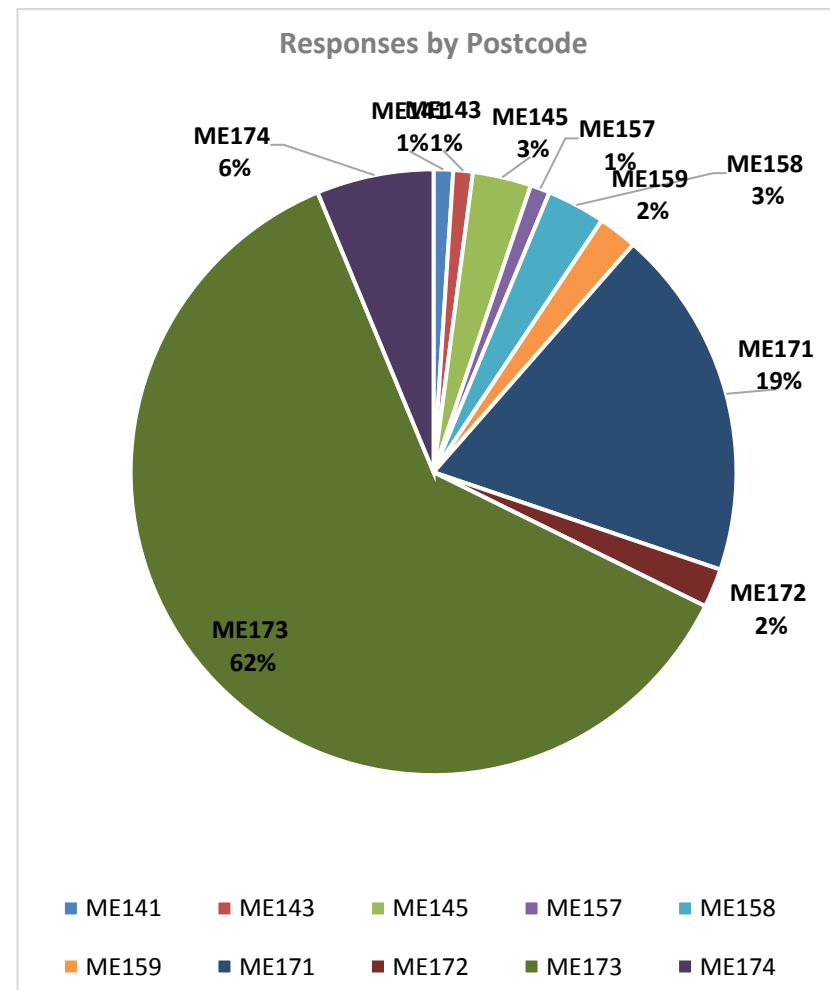


Figure 3.3 Postcode Data

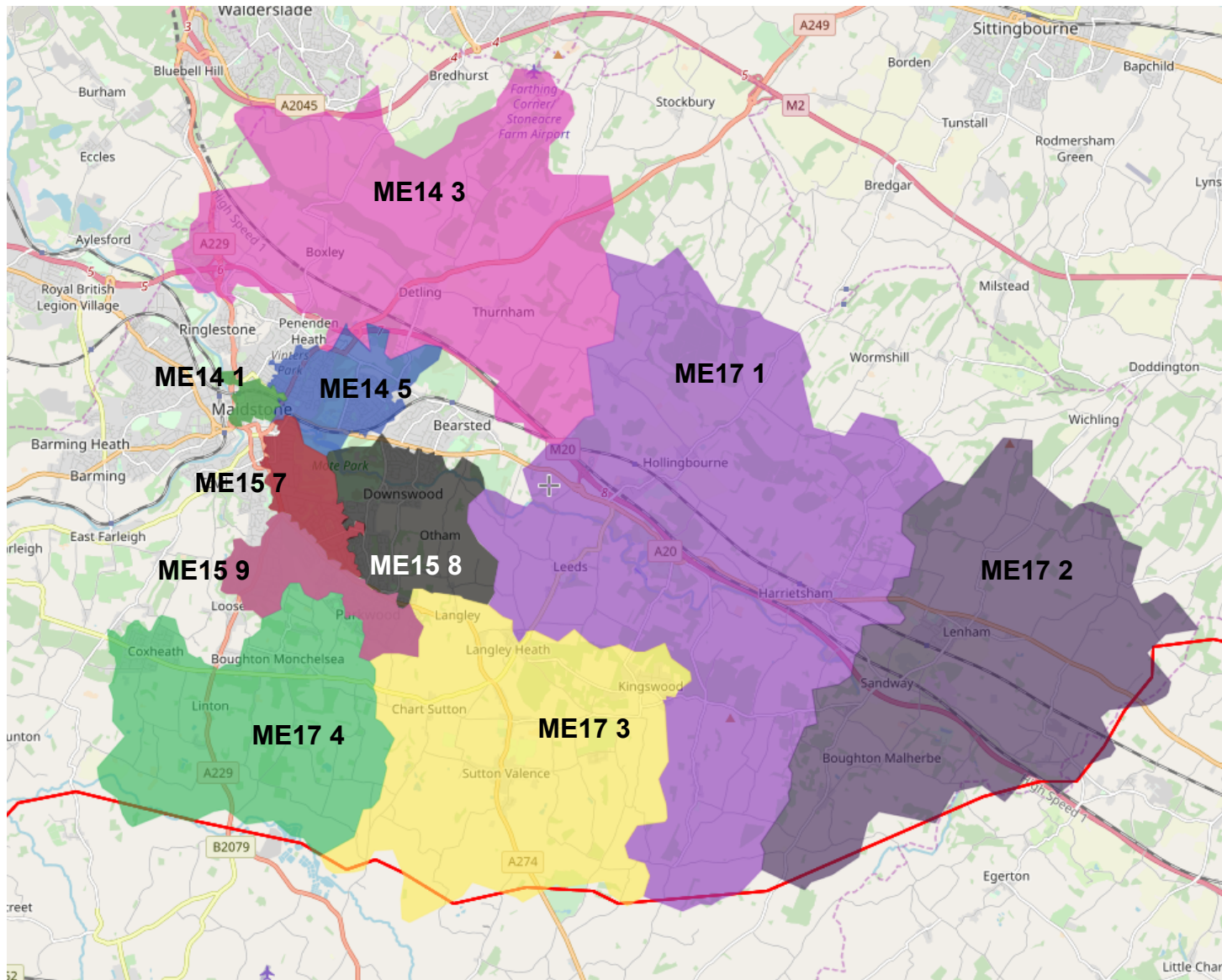


Figure 3.4 Postcode Map

4. Equality, Accessibility & Demographics

An Equality Impact Assessment (EqIA) provides a process to help us understand how the proposals may affect people based on their protected characteristics (age, disability, sex, gender identity, race, religion / belief or none, sexual orientation, pregnancy and maternity, marriage and civil partnership and carer's responsibilities).

We carried out an initial Equality Impact Assessment (EqIA) on the proposals to identify how people may be impacted. This document was available during the consultation and downloaded from the webpage 19 times. The EqIA is available to view at www.kent.gov.uk/maidstonebuspilot. We have used the feedback gathered from the consultation to update the EqIA for the proposed pilot scheme.

The following steps were taken to ensure the consultation was accessible to all:

- In addition to the consultation being available online, two events were held at accessible venues to provide the opportunity for people to view the material and ask detailed questions in order to fully understand equalities and other impacts posed by the changes.

Hard copies of the online questionnaire were available and staff on hand to provide support.

This was particularly important to ensure the consultation was accessible to people who could not or did not want to access the consultation online.

- Hard copies of the consultation summary and questionnaire were available in libraries and gateways and made available on affected bus services.
- KCC's local Public Transport Inspector travelled on affected services, distributing material, explaining the changes proposed and answering questions.
- All publicity material included a phone number and e-mail address for people to request hard copies and alternative formats of the consultation material. Word versions of the consultation booklet, EqIA and questionnaire were provided to ensure accessibility of documentation to consultees using audio transcription software.

Of the protected characteristics identified within Equalities legislation, our Equality Impact Assessments identified; Disability and Pregnancy & Maternity as being more adversely affected by changes to bus services than other groups. It also identified Age and Carers as being more positively affected by the changes.

As such, analysis of the demographics of the responses focus on these areas.

4.1 Respondent Demographics

The following section documents the demographics of the respondents. This data was collated using the 'More About You' questions in the questionnaire. As passenger data is not collected on bus service, analysing if these response levels are representative of service users is difficult.

Elderly and disabled passengers combined account for around 40% of respondent, which is comparable with the 40% of passengers traveling on these services with ENCTS passes. This suggests they are appropriately represented.

4.1.1 Q11 Age

Figure 4.1 shows the distribution of respondents' age. Over 64% were over 65 years old. Not all respondents answered this question.

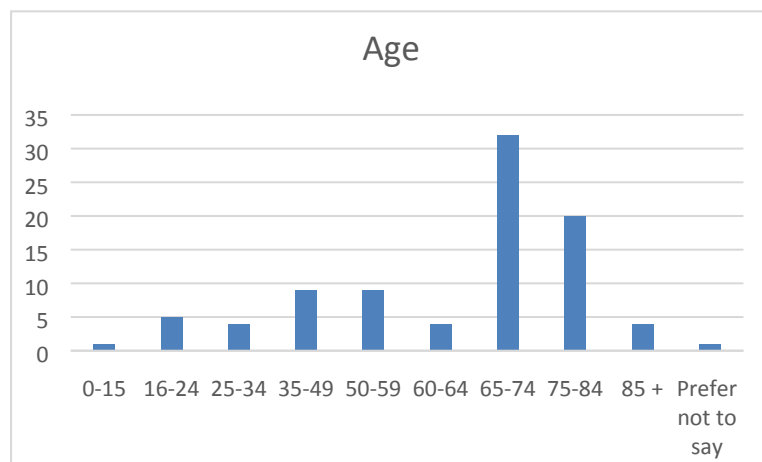


Figure 4.1: Respondents by age

4.1.2 Q9 Gender

- 60% of respondents are women
- 38% of respondents are men
- 2% respondents preferred not to state their sex.

4.1.3 Q13 Disability

21 respondents considered themselves to be disabled.

Of those that stated they considered themselves having a disability, the impairments that affected each respondent are shown in Figure 4.2. Some respondents had multiple impairments.

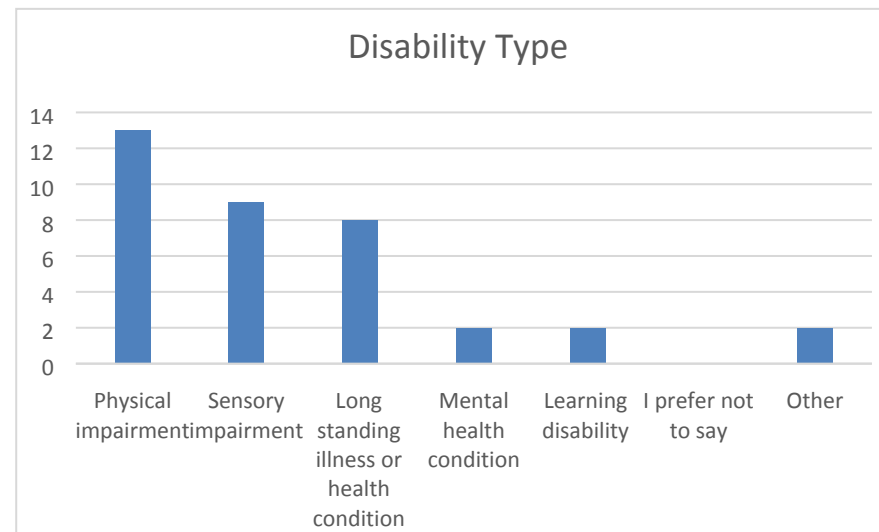


Figure 4.2: 'Disability impairments'

4.1.4 Q14 Carer responsibilities

Responders were also asked to identify if they were a carer. Of the responses received, 97 responded no or preferred not to say. 12 respondents identified

themselves as a carer (10%), as identified in the chart below:

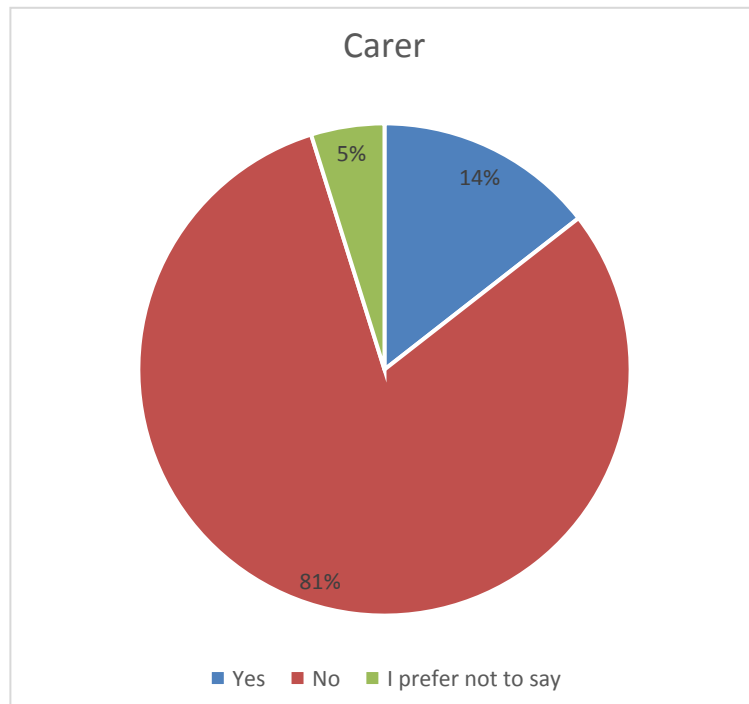


Figure 4.3: 'Carer Responsibilities'

4.1.5 Q8 Other Equality Impacts

Question 8 consisted of two parts:

- **Q8a. Our EqIA has identified that our proposals may negatively impact on disability and maternity. If you identify with these groups, please provide us with details of how these changes could impact you.** 11 people responded to this question.
- **Q8b. If you have any comments about the Equality Impact Assessment, please provide them in the box below.** 3 people responded to this question.

The responses to these questions were very similar and thus they have been reported together.

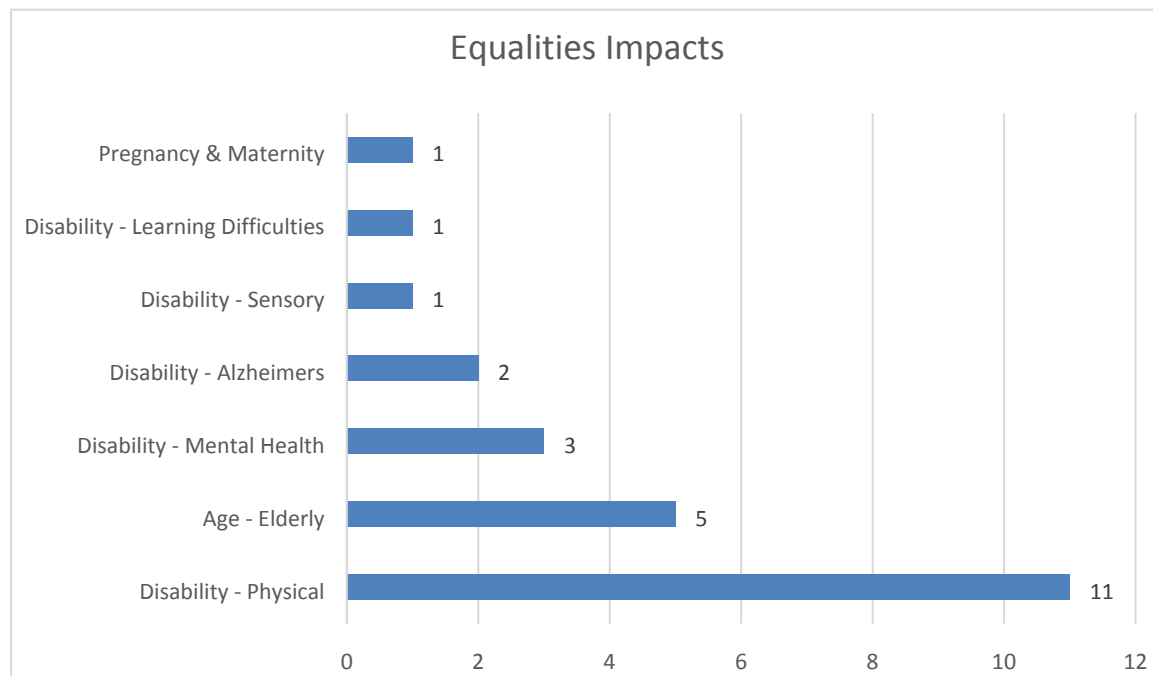


Figure 4.4: 'Equalities Impacts by Proportion'

Theme	Number of comments including each theme	Examples of feedback
Disability – Physical Disability	11	<p><i>“I would be unable to walk the long distance to Sutton rd or Ashford rd to get a bus as I visit Leeds village three times a week”</i></p> <p><i>“This would mean walking a lot further with my friend who uses a walking aid and both of us would find standing around at a bus stop at Morrisons waiting for a connection almost impossible”</i></p>
Age – Older Residents	5	<p><i>I am an 'older' person, and whilst I do not have major disability problems, yet... have knee problems, and cannot stand for long periods</i></p> <p><i>This would be a great help to elderly people who don't drive</i></p>
Disability - Mental Health / Anxiety	3	<p><i>“Having to change to a second bus ...is also very stressful and increases anxiety</i></p>
Disability – Alzheimers	2	<p><i>“I think this would also impact on people with dementia who have got used to doing to same journey and will probably get confused about where they are going and where to get off”.</i></p> <p><i>“I am a carer for a dementia patient, and the longer and more complicated journey will be a disadvantage”</i></p>
Pregnancy and Maternity	1	<p><i>“I ...was recently also pregnant. Having to change to a second bus is just not practical”</i></p>
Disability – Learning Difficulties	1	<p><i>I feel you've neglected to include people with learning difficulties</i></p>
Disability – Sensory	1	<p><i>I AM VERY SHORT SIGHTED AND GETTING MORE DISABLED, RE GETTING UP HIGH STEPS</i></p>

Table 4.1: 'Equalities Impact by Example'

4.2 EQIA Conclusion

High proportions of elderly responders and 21 responders considering themselves to be disabled have been identified in section 3. In addition, 11 responders identified themselves as having carer responsibilities in response to question 13 in the questionnaire. All of these protected groups were identified by initial EqIAs as potentially being more adversely affected by changes to bus services than other groups of society and the volume and proportion of responses from these groups would appear to confirm this.

In addition, 64% of responses were identified as being from female respondents suggesting that women are perhaps also more affected by bus service changes. This is consistent with other recent bus consultations and it is thought that maybe this stems from a greater reliance on the bus as the available mode of travel for women where those in the over 65 age group may have outlived a spouse who was previously the sole driver in the household.

Section 5.3 (below) seeks to analyse the extent to which respondents view varied dependent on whether they formed part of one of the protected groups of; age, disability or carer. However, the combination of the consistency of these responses with the general tone of response and in some instance limited representation means that no particular conclusions can be drawn from this analysis.

The responses across both services were similar. As anticipated, those with a disability were more likely to disagree with the proposals than those who do not identify as disabled. Similarly, those with Carer responsibilities were much more likely to disagree with the changes than those without Carer responsibilities. Although this is a relatively small sample size with only 12 responses from this group, this feedback has been incorporated into the Equality Impact Assessment.

The responses suggest that those over the age of 65 were no more likely to disagree with the proposals than younger respondents. The over 65s were **more likely to agree** with the changes to the 59 service than the younger group, suggesting they would gain greater benefit from the increased journey frequency.

Consideration of some of the open comments provided has allowed for a more detailed breakdown of the impact of these proposals on those with a disability.

Full copies of updated Equality Impact Assessments are attached as an appendix.

5. Consultation Results

5.1 Q5a. To what extent do you agree or disagree with the changes we have proposed for the 13 service (Hollingbourne – Maidstone)

There were 91 responses to this question. The figure on the right identifies the total responses to this question.

- 10 respondents disagreed with the changes.
- 47 respondents agreed with the changes.
- 34 respondents either did not agree or disagree with the changes or did not know.

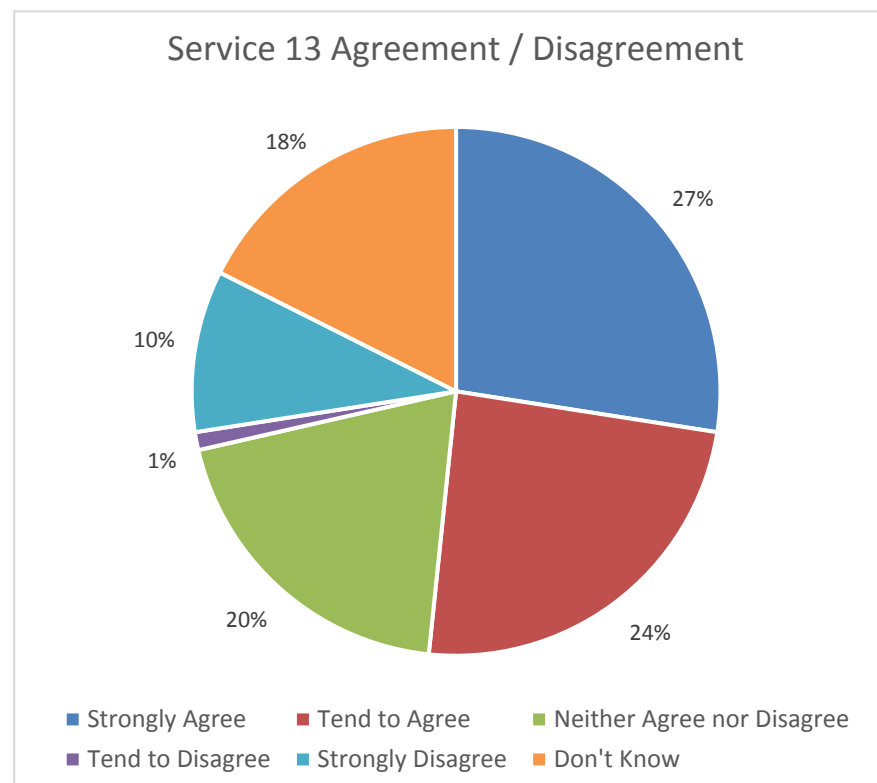


Figure 5.1 Respondents answers to Q5a

5.2 Q5a - further analysis

To further our understanding of the reasoning behind why respondents agreed or disagreed with the proposed changes, we completed some analysis looking at whether the bus service used, respondent age, disabled status or carer status affected their view of the proposal.

5.2.1 Q5a – Service User breakdown

All 29 current users of service 13 responded to this question.

The figure on the right identifies the responses to question 5 from respondents from this group. Of these:

- 5 disagreed with the changes
- 19 agreed with the changes
- 5 either did not agree or disagree with the changes

Levels of both agreement and disagreement are slightly higher due to a reduction in respondents who were unaffected by this service.

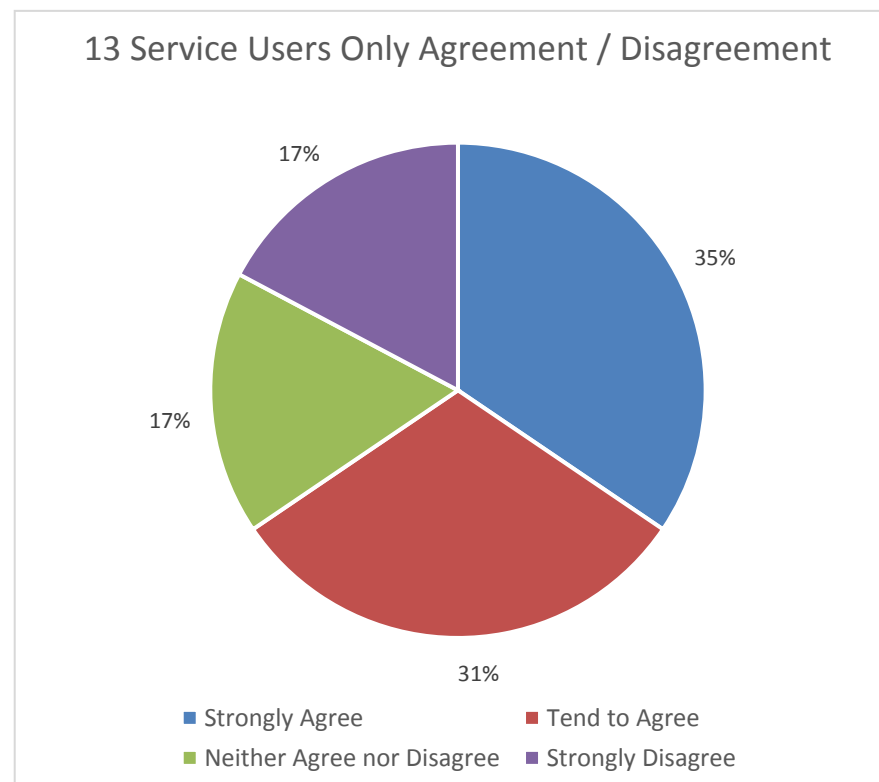


Figure 5.2.1: Respondents answers to Q5 by service user.

5.2.2 Q5a – Disabled status breakdown

21 respondents identified themselves as disabled. The figures below compare the responses to question 5 provided by those respondents identifying themselves as disabled against those not identifying themselves as disabled. Comparison shows higher levels of disagreement to the approach adopted by those identifying themselves as disabled which could suggest a greater impact on this group consistent with the concerns identified within initial EqIAs.

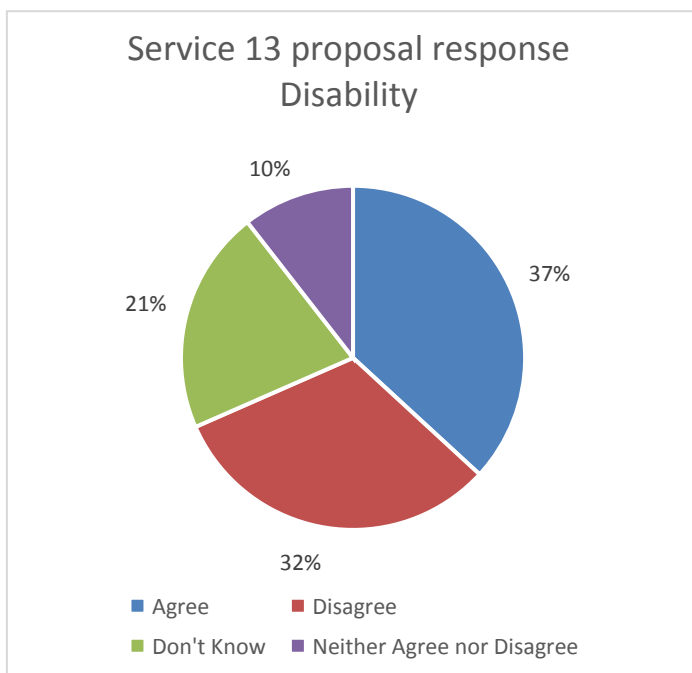


Figure 5.2.2: Respondents answers to Q5 by those identifying themselves as disabled

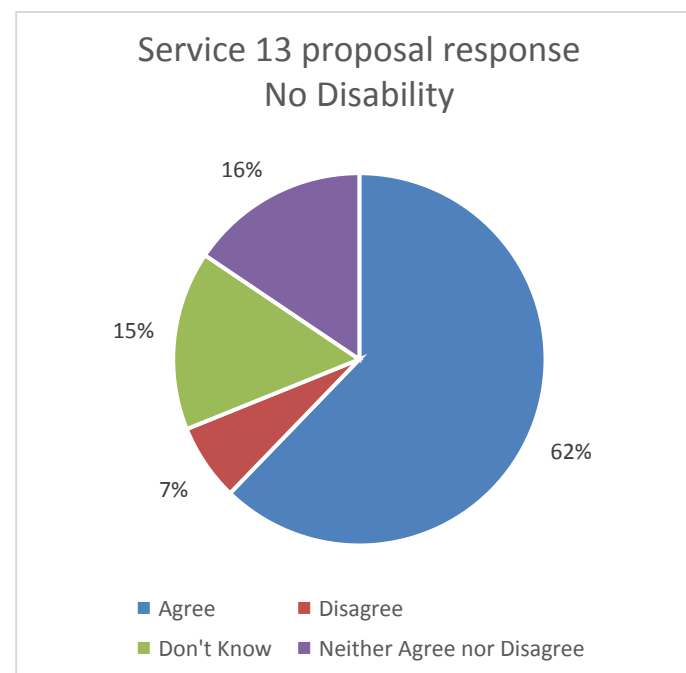


Figure 5.2.3: Respondents answers to Q5 by those not identifying themselves as disabled.

5.2.3 Q5a - Age breakdown

The figures below compare the responses to question 5 by those under the age of 65 against those over the age of 65 to determine if there is any fundamental difference of view dependent on age. Analysis identifies a those over the age of 65 are marginally more likely to agree with the changes suggesting they may gain greater benefit from the changes.

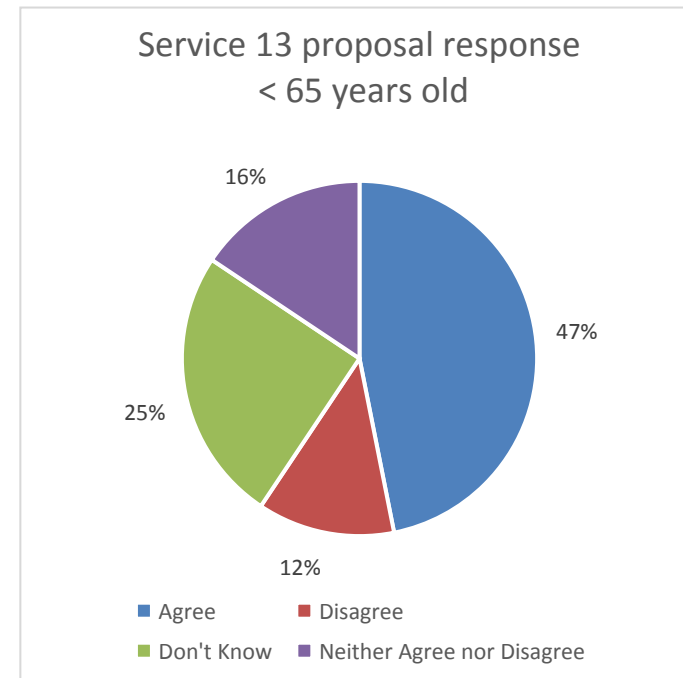
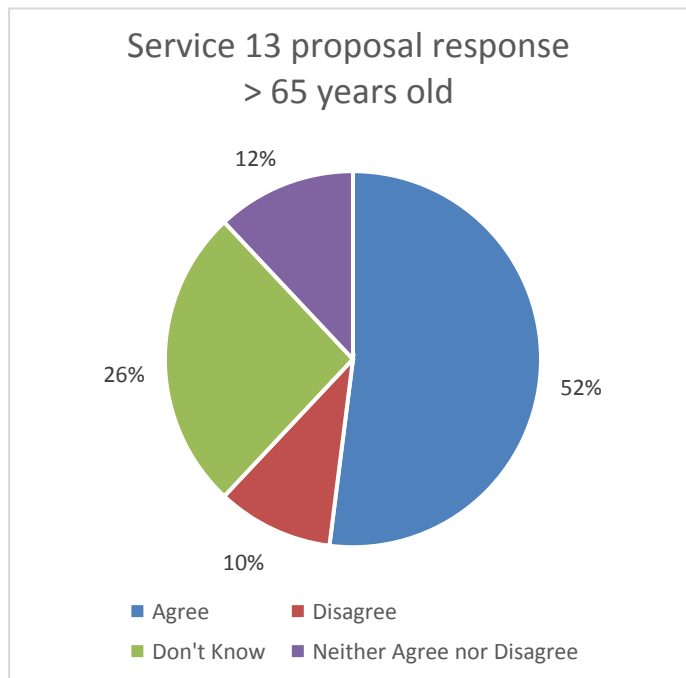


Figure 5.2.4: Respondents answers to Q5a by those over the age of 65

Figure 5.2.5: Respondents answers to Q5a by those under the age of 65

5.2.4 Q5a - Carer Status breakdown

12 respondents identified themselves as having a Carer responsibility. The figures below compare the responses to question 5 provided by those respondents identifying themselves with a responsibility as a Carer against those without this responsibility. Comparison shows higher levels of disagreement to the approach adopted by those identifying themselves as having a responsibility as a Carer which could suggest a greater impact on this group consistent with the concerns identified within initial EQIAs.

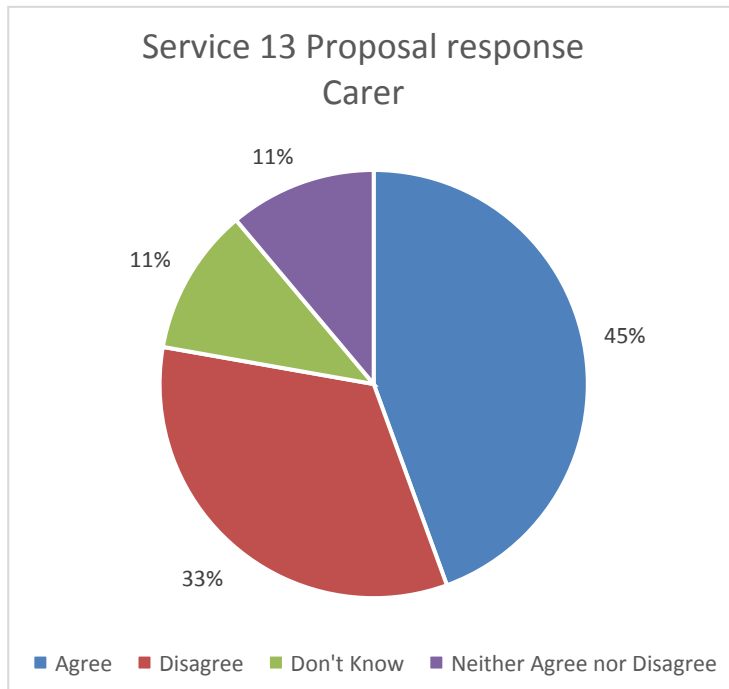


Figure 5.2.6: Respondents answers to Q5 by those identifying themselves as having a responsibility as a Carer

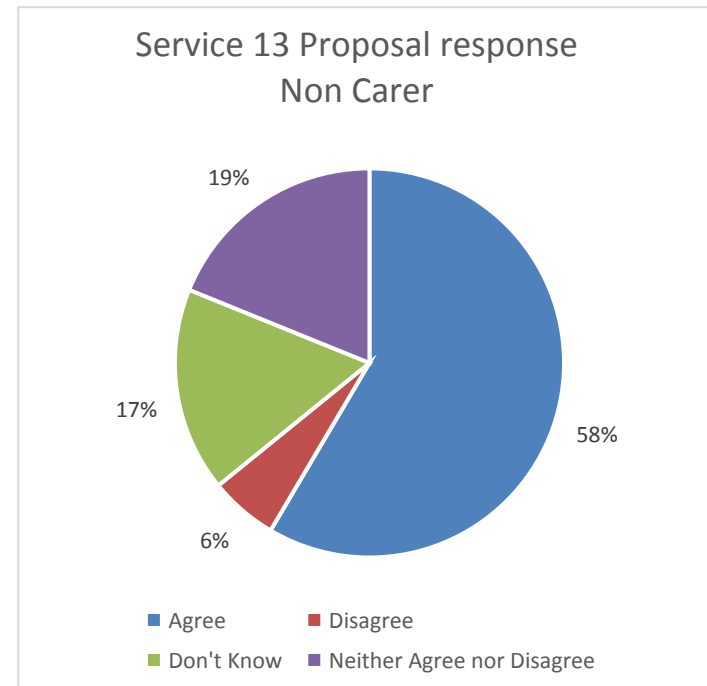


Figure 5.2.7: Respondents answers to Q5 by those identifying themselves as NOT having a responsibility as a Carer

5.3 Q5b. Please add any comments you have on the proposed changes to the 13 service (Hollingbourne – Maidstone)

There were 38 responses to this question. Some of the typical comments are presented in the table below.

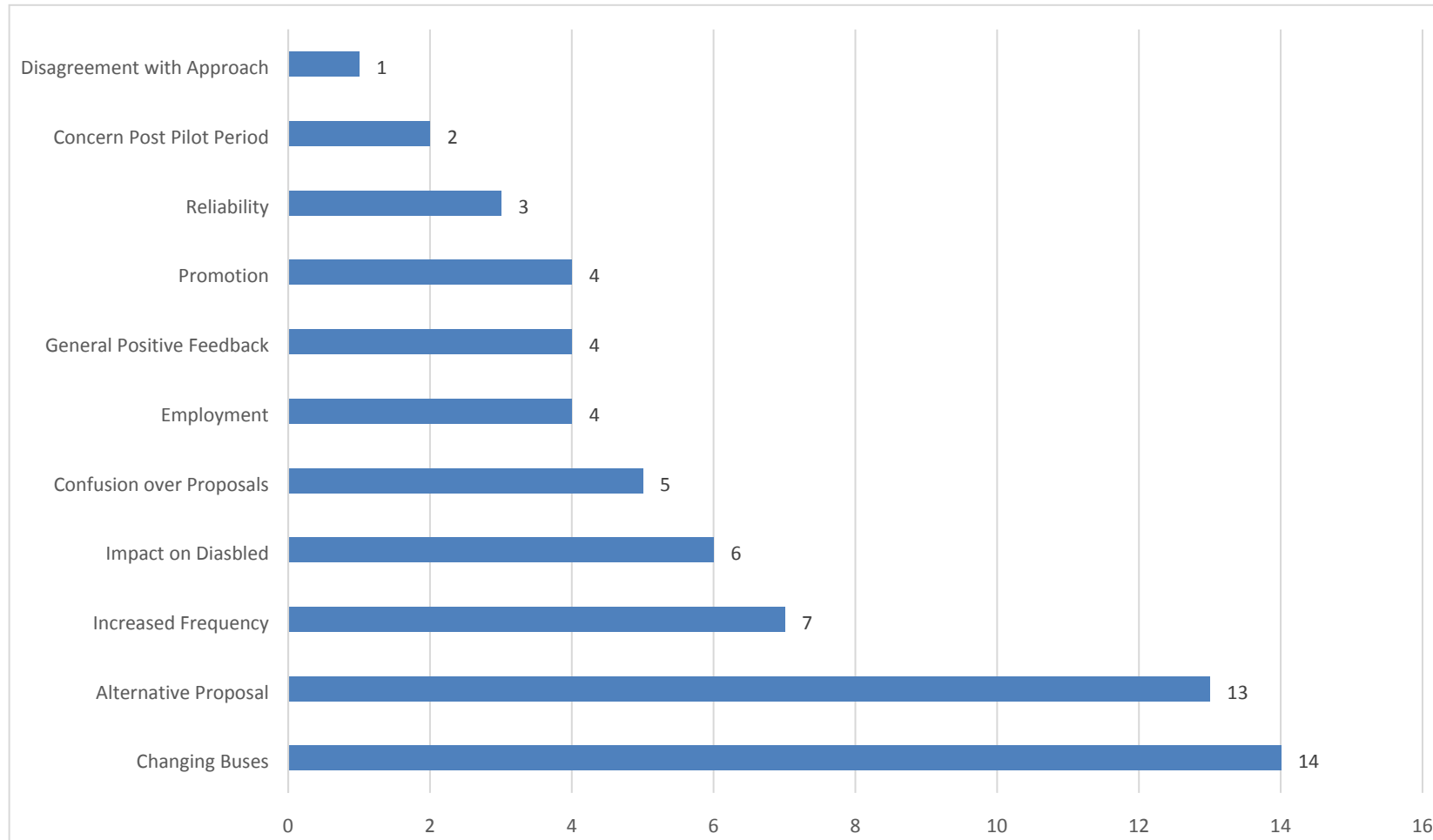


Figure 5.3: Themes to open questions by proportion.

Theme	Example of feedback
Changing buses	<p><i>A feeder service would be acceptable as long as the busses interconnected without too much waiting around</i></p> <p><i>My only worry is that the link bus to Maidstone is not punctual</i></p> <p><i>I agree as long as the feeder bus connects ok and you don't have to wait another hour</i></p> <p><i>The 82 is supposedly a 10 min service but on any given day the 82s seem to run in bunches, ie disruption in Maidstone means they are never equally spaced running.</i></p>
Alternative Proposal	<p><i>would like a bus stop at the plough and Aldi</i></p> <p><i>There will be a new retirement village in Leeds Village</i></p> <p><i>A connection to the 10x service at Great Danes would be welcome</i></p>
Increased Frequency	<p><i>Agree as long as there are more buses</i></p> <p><i>I think it will be great to have more frequent service</i></p>
Impact on Disabled	<p><i>As great as it would be to have a more regular service as someone who suffers with severe anxiety and depression having to disrupt my journey to change busses will add extra stress to using public transport.</i></p>
Confusion over Proposals	<p><i>In relation to the phrase that buses will "terminate at Morrisons, Sutton Road" - where do they go after that?</i></p> <p><i>It is unfair to leave the villages of Hollingbourne, Leeds and Langley without a bus service</i></p>
Employment	<p><i>I need to get to work on time and I worry that the feeder bus idea will incur late arrival to town</i></p>
General Positive Feedback	<p><i>It should improve the service for residents</i></p>
Reliability	<p><i>The most important factor in bus transport for me is reliability</i></p>
Promotion	<p><i>What will be done to entice people out of their cars and onto these buses, that doesn't already happen now?</i></p> <p><i>Please find a way of informing the public of the new service. I would be very upset if the whole of the service was removed because of lack of use.</i></p>
Concern Post Pilot Period	<p><i>What happens to the services if after the years trial they are deemed a failure?</i></p>
Disagreement with Approach	<p><i>There is nothing new in these ideas</i></p>

Table 5.3: Themes to open questions by example.

5.4 Q6a. To what extent do you agree or disagree with the changes we have proposed for the 59 service (Grafty Green – Maidstone)

There were 67 responses to this question.

- 60% of respondents agreed with the changes
- 21% of respondents disagreed with the changes
- 19% of respondents did not agree or disagree or did not know

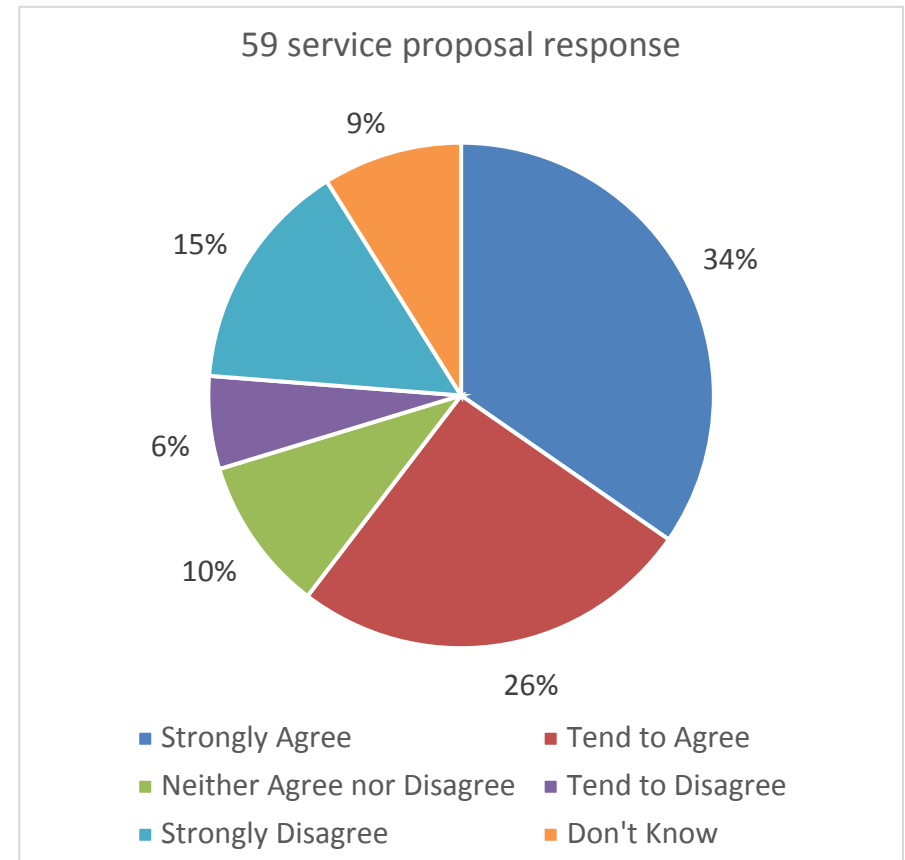


Figure 5.4: Respondents answers to Q6.

5.5 Q6a - further analysis

To further our understanding of the reasoning behind why respondents agreed or disagreed with the proposed changes, we completed some analysis looking at whose responding as service users, respondent age, disabled status or carer status affected their view of the proposal.

5.5.1 Q6a - Service breakdown

All 68 current users of service 59 responded to this question.

The figure on the right identifies the responses to question 5 from respondents from this group. Of these:

- 48 (72%) agreed with the changes
- 18 (25%) disagreed with the changes
- 2 (3%) neither agreed or disagreed with the changes

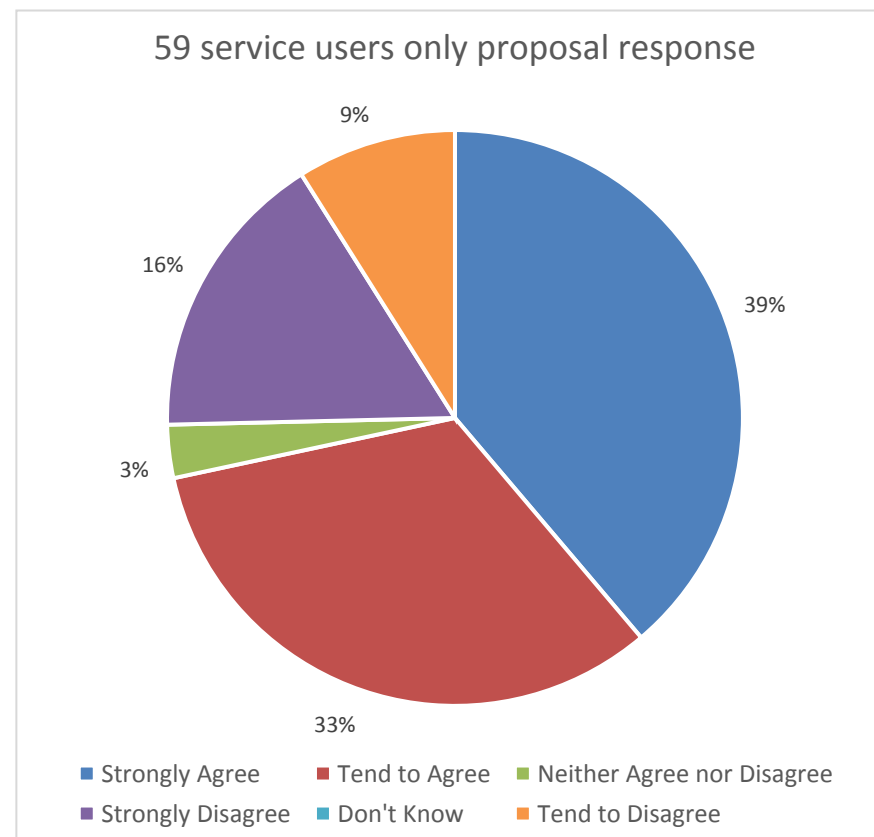


Figure 5.5.1: Respondents answers to Q6 by service user.

5.5.2 Q6a - Disabled status breakdown

21 respondents identified themselves as disabled. The figures below compare the responses to question 5 provided by those respondents identifying themselves as disabled against those not identifying themselves as disabled. Comparison shows higher levels of disagreement to the approach adopted by those identifying themselves as disabled which could suggest a greater impact on this group consistent with the concerns identified within initial EqIAs.

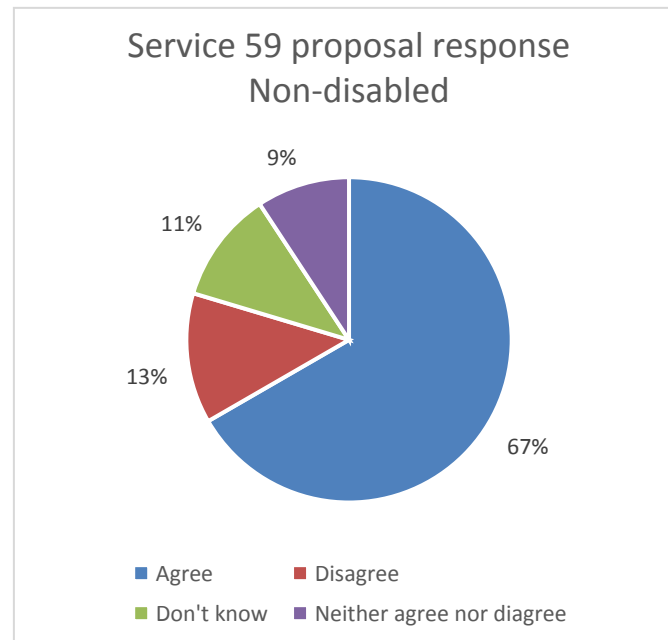
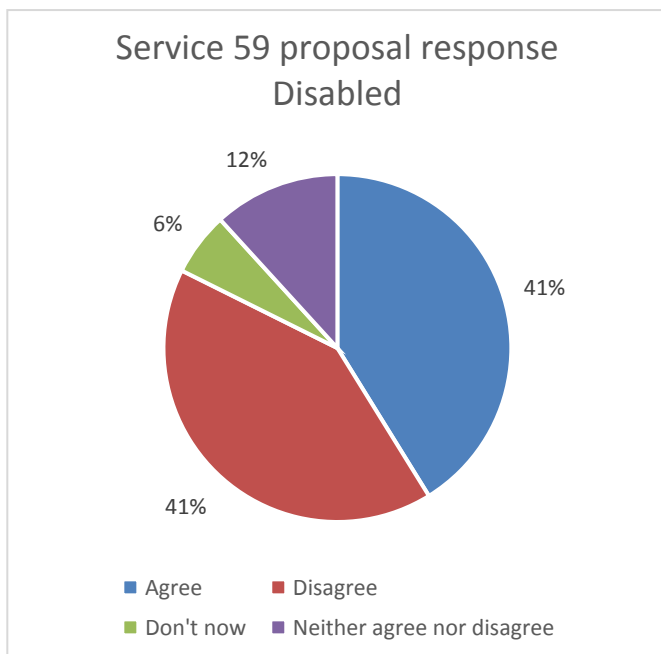


Figure 5.5.2: Respondents answers to Q5 by those identifying themselves as disabled

Figure
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5.5.3 Q6a – Age breakdown

The figures below compare the responses to question 5 by those under the age of 65 against those over the age of 65 to determine if there is any fundamental difference of view dependent on age. Analysis identifies a those over the age of 65 are more likely to agree with the changes suggesting they will gain greater benefit from the changes.

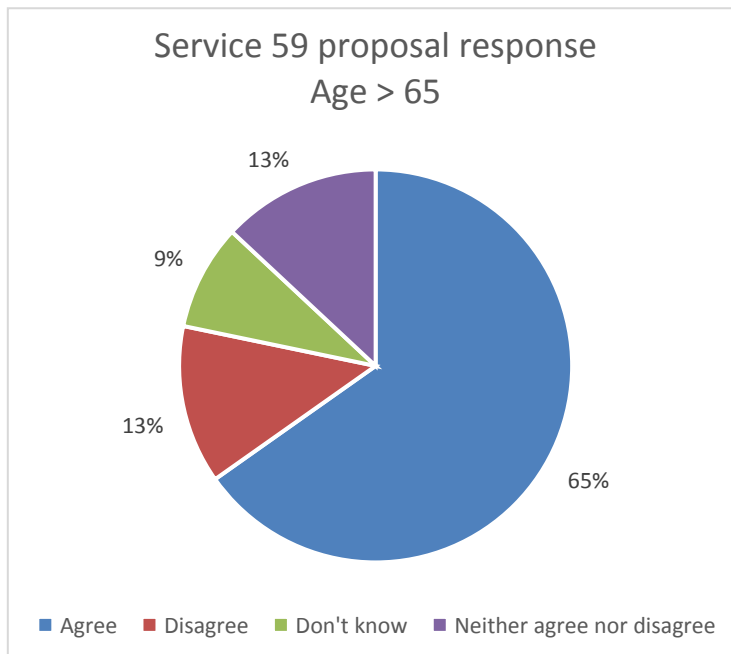


Figure 5.5.4: Respondents answers to Q5 by those over the age of 65

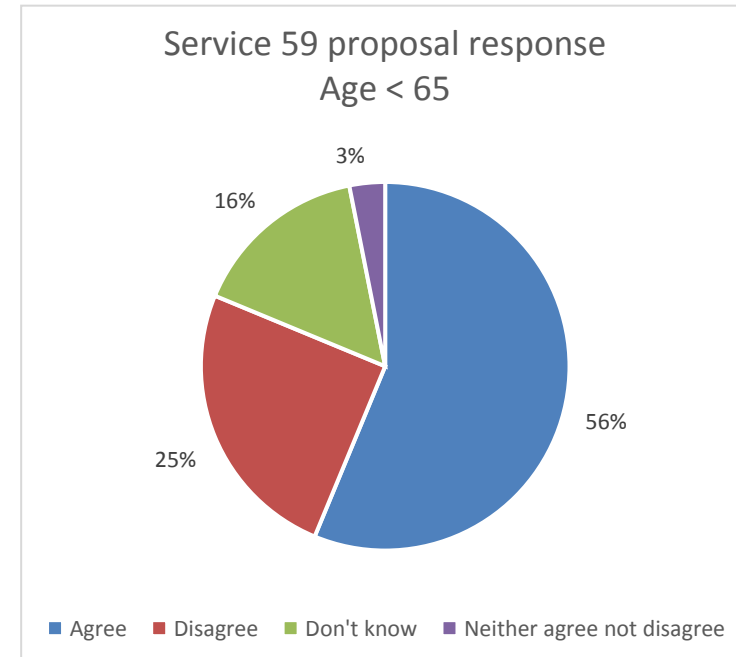


Figure 5.5.5: Respondents answers to Q5 by those under the age of 65

5.5.4 Q6a - Carer Status breakdown

12 respondents identified themselves as having a Carer responsibility. The figures below compare the responses to question 5 provided by those respondents identifying themselves with a responsibility as a Carer against those without this responsibility. Comparison shows higher levels of disagreement to the approach adopted by those identifying themselves as having a responsibility as a Carer which could suggest a greater impact on this group consistent with the concerns identified within initial EqlAs.

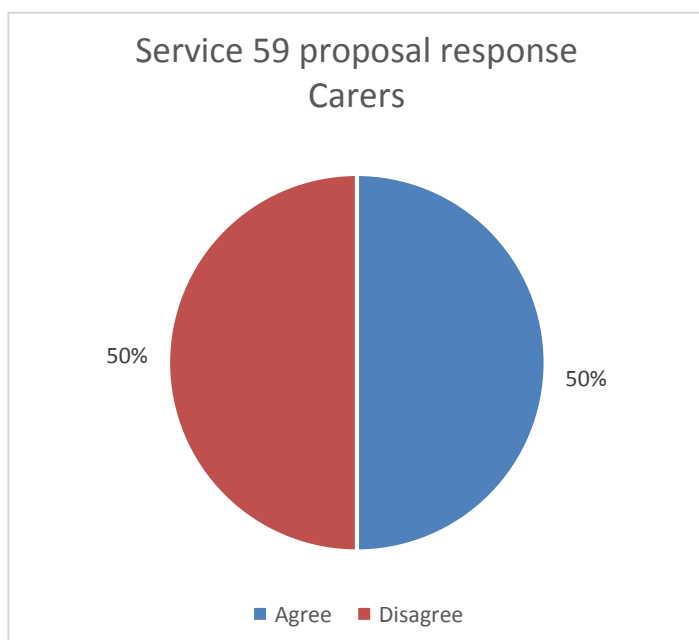


Figure 5.5.6: Respondents answers to Q5 by those identifying themselves as having a responsibility as a Carer

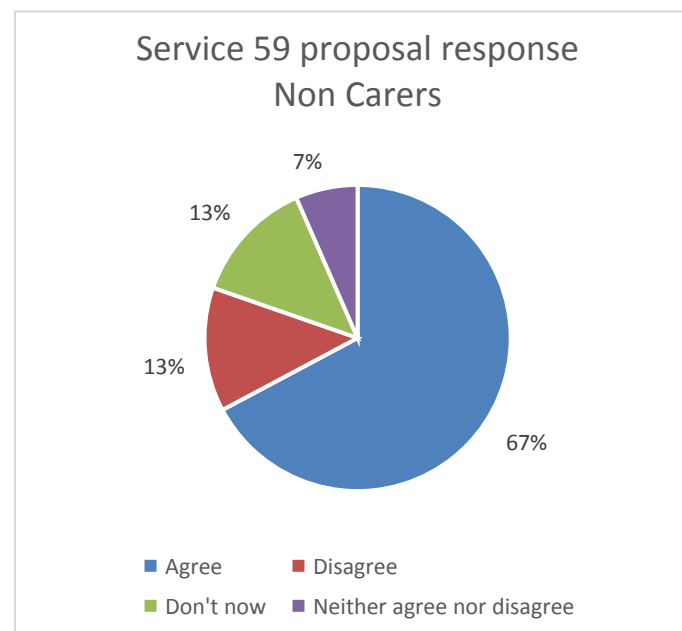


Figure 5.5.7: Respondents answers to Q5 by those identifying themselves as NOT having a responsibility as a Carer

5.6 Q6b. Please add any comments on the proposed changes to the 59 service (Grafty Green – Maidstone)

Respondents were invited to provide comments as free text in response to question 5 (relating to the approach) and in response to question 6 (in relation to Equality impacts). The responses were very similar and, in many instances, completely duplicated. Therefore, for the purposes of representing this information, the questions have been combined. Some of the typical comments are presented in the table below.

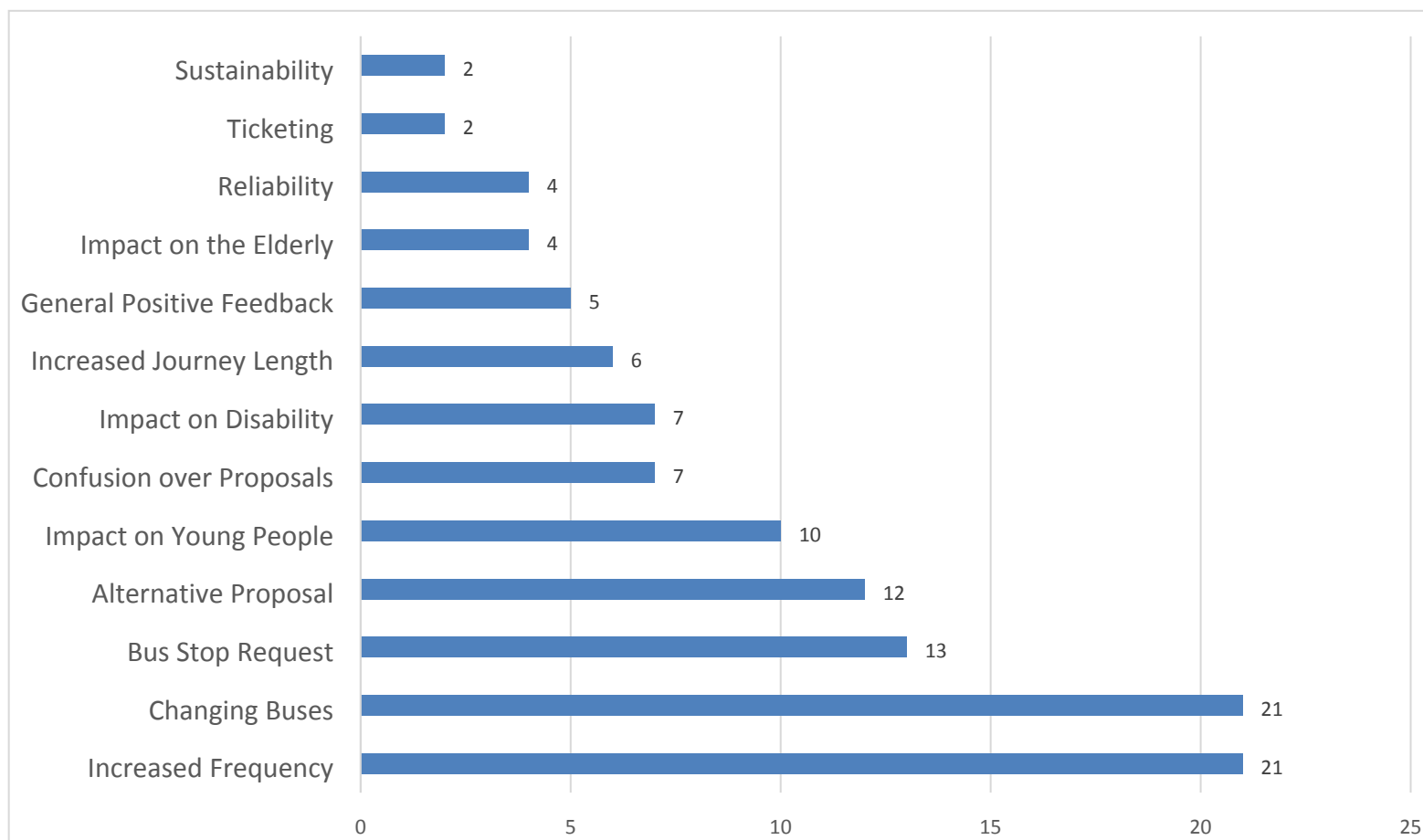


Figure 5.6: Themes to open questions by proportion.

Table 5.6: Themes to open questions by example.

Theme	Examples of feedback
Increased Frequency	<i>Would prefer the greater frequency of buses which link up with the 82 and 12 I agree on the basis that the proposal, if implemented, would mean more no. 59 buses if it means more buses servicing rural villages, it must be a good thing It would make things easier if more buses ran The more frequent service is an advantage, and much needed</i>
Changing Buses	<i>the need to change at Morrisons would be an inconvenience The biggest problem would be missing the last bus I am concerned about the bus shelters available on the sutton rd and if the buses will wait at Morrisons should the 82 be held up by traffic It is therefore really important that consideration is given around timings Having to change buses mid route is very stressful</i>
Bus Stop Request	<i>would like bus stops at the plough and aldi We would be really interested in a stop at one or both of our office locations</i>
Alternative Proposal	<i>an additional interchange at Warmlake Crossroads would do much to increase destination opportunities and minimise journey times there will also be no way for our residents to get to the doctors surgeries at Coxheath</i>
Impact on Young People	<i>The trial should also have made changes to the school bus... The Coxheath loop needs to be taken out</i>
Confusion over Proposals	<i>buses will "terminate at Morrisons, Sutton Road" - where do they go after that? This will undoubtedly encourage parents to drive their children to school rather than getting them to change buses and have a longer journey Leaving the people stranded in these villages is unfair</i>
Impact on Disability	<i>This would not be suitable... Especially when visually impaired "I could not stand and wait at Morrisons for too long "I will be unable to use this service as I will not be able to change buses</i>
Increased Journey Length	<i>some concern over ... increased overall journey time</i>
General Positive Feedback	<i>Good idea to link to Morrisons shopping stop</i>
Impact on the Elderly	<i>change of busses is a distinct problem for elderly</i>
Confusion over Proposal	<i>This will undoubtedly encourage parents to drive their children to school Just because we live in a village we shouldn't be cut off from getting to town</i>
Reliability	<i>Please make 59 more frequent and reliable</i>
Ticketing	<i>Bus prices need to be sorted out</i>
General Disagreement	<i>Would strongly recommend thinking again about these changes</i>

5.7 Q7. Please add any further comments you have on the proposed changes to the 13 and 59 services in the box below.

This question was answered 50 times.

- 8 comments were clearly related to service 13 and have been included in section 5.3.
- 32 comments were clearly related to service 59 and have been included in section 5.6.
- 10 comments were not specific to either service, but repeated themes already mentioned in Q5b or Q6b. These have been reported in **both** sections 5.3 and 5.6.

6. Next Steps

On the 19th March, this report and an updated EqlA will be considered by the Environment and Transport Cabinet Committee, who will be asked to make a recommendation about whether to progress with the changes proposed or not.

The consultation report, EqlA and recommendation will be considered by the Cabinet Member for Highways Transportation and Waste who will ultimately make the decision.

This decision and this report will be communicated via our website www.kent.gov.uk/maidstonebuspilot and we will send a notification to those who have provided contact details throughout the process, including stakeholder organisations.

If the decision is taken to make changes to services these would likely take effect from Monday 3rd June. In advance of this, notices would be placed on all affected bus services notifying passengers of the changes. Should the pilot go ahead, additional or alternative proposals made by respondents will be considered by the Public Transport team.

The Equality Impact Assessment has been updated and the agreed adjustments will be taken forward.

West Malling Bus Pilot Consultation Report

March 2019



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Public Consultation:
22 January – 19 February 2019

Alternative Formats

This document can be made available in other formats or languages, please email alternativeformats@kent.gov.uk or telephone 03000 421553 (text relay service 18001 03000 421553). This number goes to an answer machine, which is monitored during office hours.

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1. Introduction

1.1. Background

From June to August 2018, Kent County Council (KCC) held a county wide consultation, the Big Conversation, with communities and transport providers to explore innovative and sustainable ways of providing transport to rural communities in Kent. Despite ever-decreasing funding for local councils, we want to maintain and improve accessibility for those without an alternative means of travel in rural areas.

We have used the results to develop a number of pilot schemes to test out the ideas and help shape the future delivery of public transport. The most popular idea in the Big Conversation consultation was a feeder service.

The feeder bus picks up passengers from villages in rural communities and then drops them off at a bus stop to transfer on to a commercial service to finish their journey. This type of service makes good use of regular, high frequency commercial bus services to provide more frequent bus services to rural communities.

One of these pilots proposes making changes to the 58 service, which we already support, in order to improve it to see if we can make it more sustainable by converting it into a feeder bus. The pilot scheme is proposed to run from June 2019 - June 2020.

From 22 January to 19 February 2019, Kent County Council (KCC) consulted on proposed changes to bus services in the West Malling area. **This document focuses on the consultation responses for changes to the 58 service in West Malling.**

1.2. Purpose of the Consultation

The purpose of the public consultation was to inform the public and stakeholder organisations about the detail of the changes proposed and provide them with the opportunity to 'Have their say' and gain feedback on any potential impacts. The consultation gave the opportunity to:

- Understand why changes to the service 58 are proposed.
- Consider the possible impacts and benefits of the proposals.
- Ask us questions and provide views on the proposals.
- Advise KCC of any particular equality impacts the changes could cause.

1.3. Purpose of this Report

This report presents the analysis and findings of the responses to the public consultation on the proposals.

In addition, the report summarises the consultation process and the engagement and promotional activities that took place. The report also states how the feedback will be used to progress the proposal and identifies the next steps.

This report will be published and presented to the KCC's Environment and Transport Cabinet Committee and Cabinet Member for Planning, Highways, Transport & Waste, who will make a final decision on whether or not to proceed with the changes.

2. Consultation Process

This chapter outlines the process followed to deliver the consultation and details the activities and documentation developed to support the delivery of the consultation. The consultation was divided into the five stages shown in Figure 2.1. Detailed information on each section is given below.

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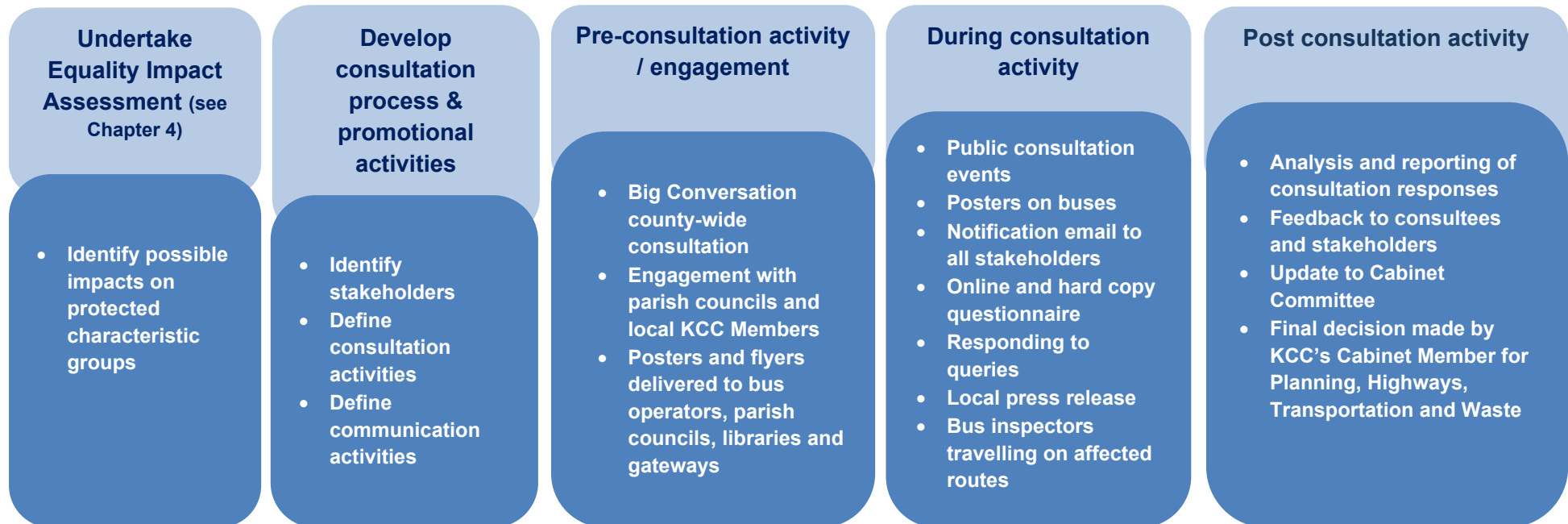


Figure 2.1: The consultation process

2.1. Promoting the Consultation

The consultation process was developed with the aim of enabling local bus users, residents, community groups and other stakeholders to understand the detail of the proposal, to feedback on the approach adopted and to tell us of any particular impacts (positive or negative) presented by the changes to bus services.

The following promotional activities were undertaken to support the delivery of the consultation:

- E-mail to all known stakeholders, including; District and Parish Councils and registered parties on KCC's Consultation Directory who had expressed an interest in being kept informed of consultations regarding transport in West Malling.
- Press release and coverage in local newspapers.
- Posters and flyers placed on affected buses.
- Posters, flyers and consultation materials displayed at local libraries and gateways.
- KCC Public Transport Inspector travelled on affected services promoting the consultaion and answering questions.
- Two public drop-in events held in areas potential impacted by the proposals.
- A page on KCC's Consultation Directory on Kent.gov.uk.

Please note: materials are available for reference at www.kent.gov.uk/westmallingsbuspilot.

Parish Councils provided significant support to the promotion of the consultation ensuring materials were displayed in their communities and that residents were informed. The strong response level is testament to their hard work.

2.2 Pre-consultation Engagement Activities

- KCC officers engaged Nu-Venture to develop the proposals and understand the impacts.
- KCC officers met with local members and parish councils to develop the proposals and understand the impacts.
- The results of the Big Conversation consultation were used to develop the proposals.
- Equality Impact Assessments were developed to take account of further detail.

2.3 During Consultation Activities

The consultation launched on the 22nd of January for a four-week period. Several activities were undertaken during the consultation period.

Consultation material

A full consultation booklet with maps and timetables was created and available to read and to download from the consultation webpage: www.kent.gov.uk/westmallingbuspilot. A flyer summarising the proposals was created and distributed on buses, by a KCC Public Transport Inspector when travelling on services and through libraries and gateways. In addition, hard copies of the flyer and of the consultation questionnaire were made available at the two public events. All documents could be provided in the post on request.

The below table shows the number of times each document was downloaded from the consultation webpage.

Document	Downloads
Full consultation document	276
Consultation Stage Equality Impact Assessment	13
Word version of consultation questionnaire	23
Consultation poster	15
Consultation flyer	8

Feedback mechanism

People were asked to provide feedback via a consultation questionnaire, which was available online and in a paper version. The paper version was available through libraries and gateways, was distributed at the public events and by Public Transport's bus inspectors and was made available on request via telephone or e-mail.

Face to face engagement

During the consultation period, the local KCC Public Transport Inspector travelled on affected services, distributing flyers, booklets and questionnaires as well as responding to any questions about the changes and the reasons for them.

Consultation Events

Two public information drop-in events took place:

- 6th February 13:00 – 16:00 at East Malling Institute Hall.
- 7th February 09:00 – 12:00 at Ryarsh Village Hall.

These events were held in venues accessible to those using the directly affected bus services. KCC officers were available to explain the changes to residents and respond to any detailed questions. The event in East Malling attracted approximately 40 attendees and 12 attended the event in Ryarsh. East Malling and Larkfield Parish Council provided excellent support at the parish event in their village hall, helping to manage high levels of attendees.

3. Response Profile

This chapter summarises the number of consultation responses received and who responded to the consultation.

There was a total of **111** responses to the consultation:

- Of the 111 responses to the consultation questionnaire, **74** were received online and **37** were hard copy responses.
- There were 6 e-mails or letters written to KCC. The comments have been added to the questionnaire responses and included in this report, but the respondents have not been included in the statistical information.
- The responses were analysed together to give an overall picture of the attitude towards the proposals. All responses have been collated and summarised in section 5.

Q1. Please tell us in what capacity you are completing this questionnaire	No. of responses
Yourself	93
Representative of local community group	0
As a Parish/Town/District Council	5
On behalf of a business	0
On behalf of a charity	0
On behalf of a friend or relative	10
Other	1

Table 3.1: Respondent Groups

Respondents were asked if they were current service users of the 58 service Addington-Maidstone. Of the 111 responses:

- 93 were current users
- 11 were not current service users

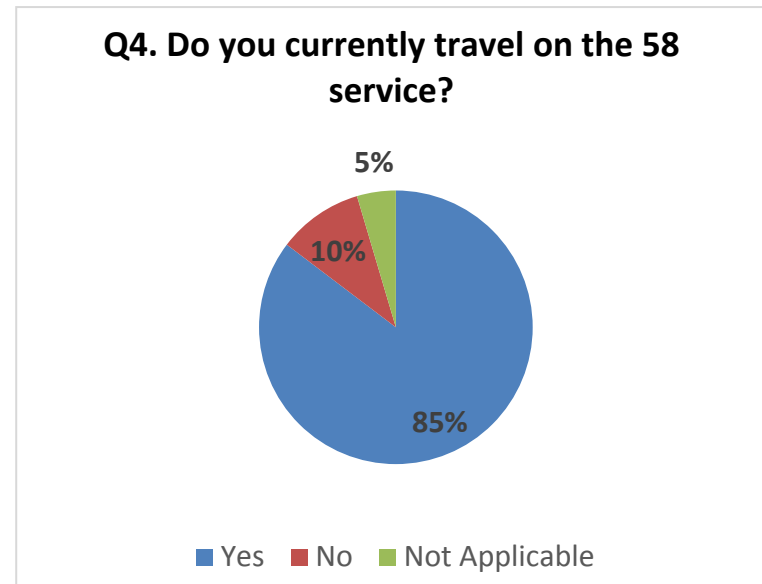


Figure 3.1 Service Groups

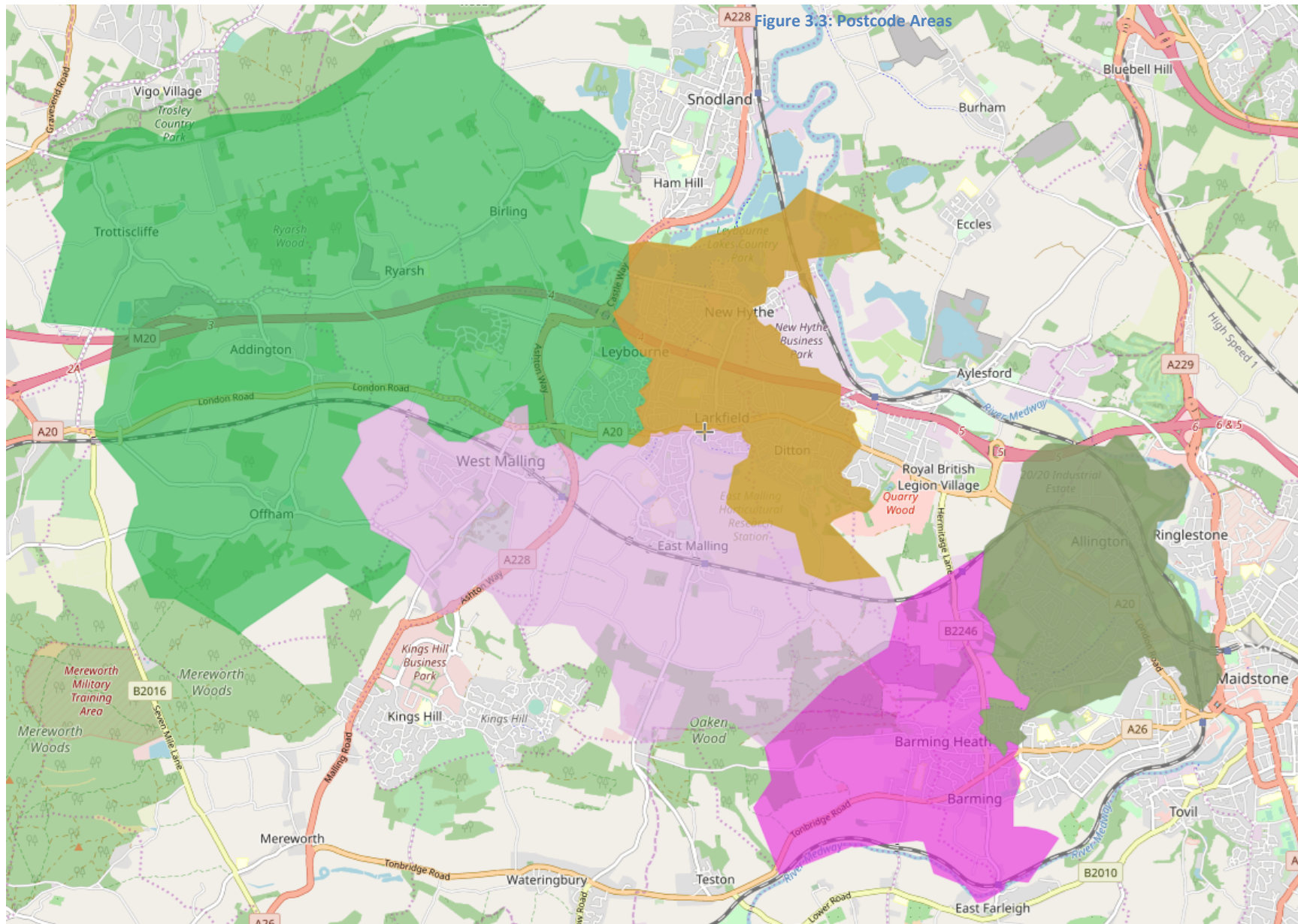
Table 3.2 on the right shows the breakdown of responses by postcode. These areas are visible below on Figure 3.3.

Analysis shows that there was good and widespread awareness of the consultation along the route of the existing and proposed service 58.

There are a few results in postcode areas which are not on the 58-bus route and which are not displayed on the map below.

Q2. Please tell us the first five characters of your postcode	No. of Responses
ME196	41
ME195	38
ME206	14
ME160	3
ME169	1
TN91S	1
TN10	1

Table 3.2 Postcode Groups



Respondents were also asked if they travelled using a concessionary travel pass. 110 people answered this question

Q3. Do you travel using any of the following bus passes?	No. of Responses
Older Persons (English National Concessionary Travel Scheme)	72
Mobility Impairment (English National Concessionary Travel Scheme)	9
Companion (English National Concessionary Travel Scheme)	2
Young Persons Travel Card (YPTP)	4
Kent 16+ Travel Card	1
KCC Free School Bus Pass	0
No, I do not use any bus passes	19
Not applicable	6

Table 3.4: Concessionary Travel Passes

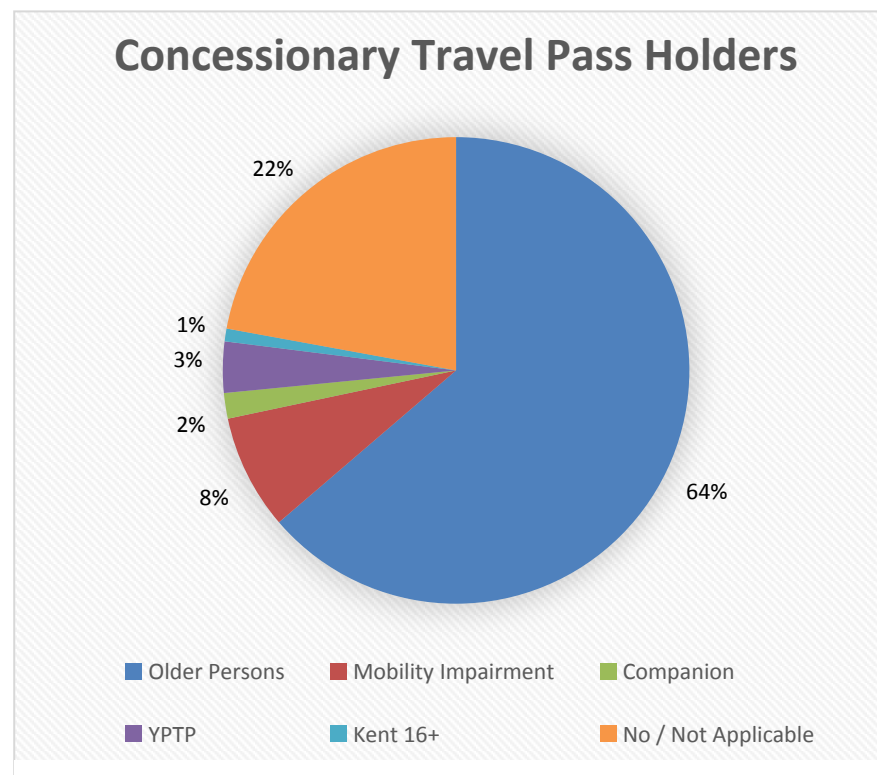


Figure 3.4: Concessionary Travel Passes

4. Equality, Accessibility & Demographics

An Equality Impact Assessment (EqIA) provides a process to help us understand how the proposals may affect people based on their protected characteristics (age, disability, sex, gender identity, race, religion / belief or none, sexual orientation, pregnancy and maternity, marriage and civil partnership and carer's responsibilities).

We carried out an initial Equality Impact Assessment (EqIA) on the proposals to identify how people may be impacted. This document made available as part of the consultation and was downloaded **13** times from the consultation webpage.

The EqIA is available to view at www.kent.gov.uk/westmallingbuspilot. We will use the feedback gathered from the consultation to update the EqIA for the detailed design.

The following steps were taken to ensure the consultation was accessible to all:

- In addition to the consultation being available online, two events were held at accessible venues to provide the opportunity for people to view the material and ask detailed questions. Hard copies of the online

questionnaire were available and staff on hand to provide support.

This was particularly important to ensure the consultation was accessible to people who could not or did not want to access the consultation online.

- Hard copies of the consultation summary and questionnaire were available in libraries and gateways and made available on affected bus services.
- KCC's local Public Transport Inspector travelled on affected services, distributing material, explaining the changes proposed and answering questions.
- All publicity material included a phone number and e-mail address for people to request hard copies and alternative formats of the consultation material. Word versions of the consultation booklet, EqIA and questionnaire were provided to ensure accessibility of documentation to consultees using audio transcription software.

Of the protected characteristics identified within Equalities legislation, our Equality Impact Assessments identified; Disability and Pregnancy & Maternity as being more adversely affected by changes to bus services than other (non-protected) groups. It also identified Age and Carers as being more positively affected by the changes.

As such, analysis of the demographics of the responses focus on these areas.

4.1 Respondent Demographics

The following section documents the demographics of the respondents. This data was collated using the 'More About You' questions in the questionnaire. Not all respondents answered these questions. As passenger data is not collected on bus service, analysing if these response levels are representative of service users is difficult.

Elderly passengers account for around 50% of respondents and those with disabilities account for around 20%. Around 70% of passengers traveling on this service use ENCTS passes. This suggests they are appropriately represented

4.1.1 Q12 Age

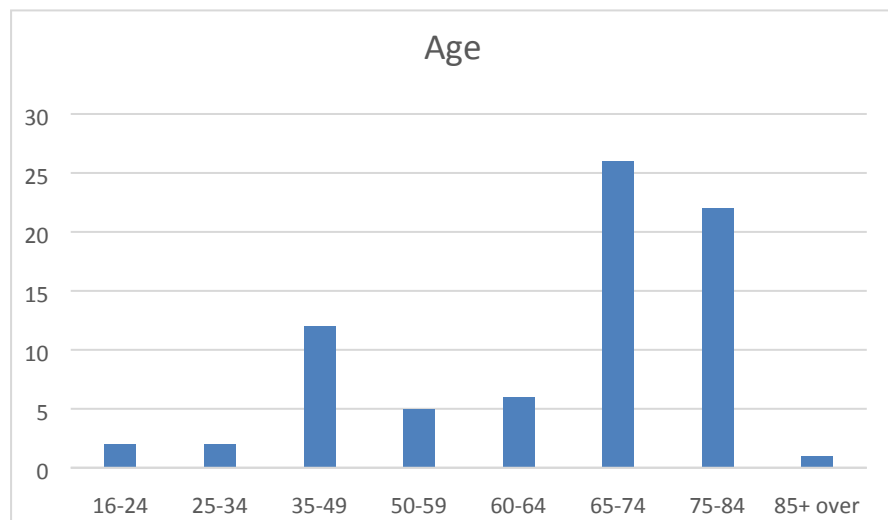


Figure 4.1: 'Age'

Figure 4.1 shows the distribution of respondents' age. Over 64% were over 65 years old.

4.1.1 Q10 Gender

- 70% of respondents are women
- 30% of respondents are men

4.1.2 Q14 Disability

- 29 respondents considered themselves to be disabled.
- Of those that stated they considered themselves having a disability, the impairments that affected each respondent are shown in Figure 4.2.

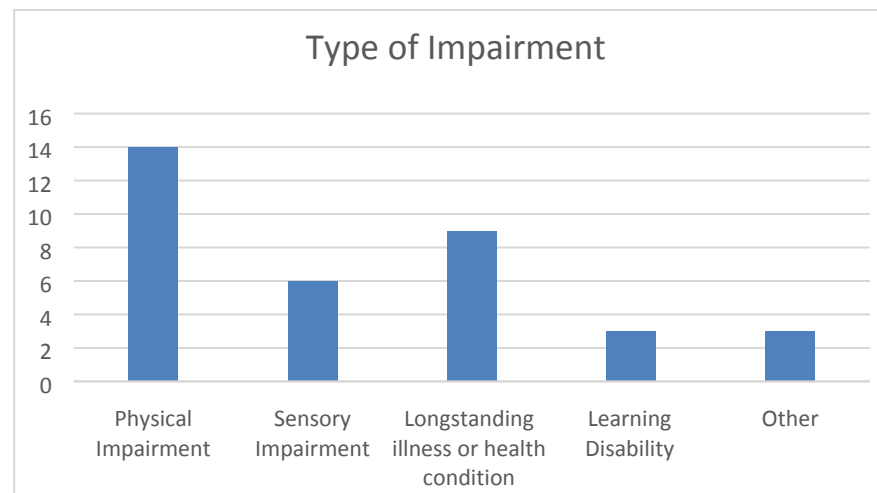


Figure 4.2: 'Disability impairments'

4.1.3 Q15 Carer responsibilities

Responders were asked to identify if they were a Carer. Of the responses received, 66 responded no or preferred not to say. 16 respondents identified themselves as a Carer, as identified in the chart below:

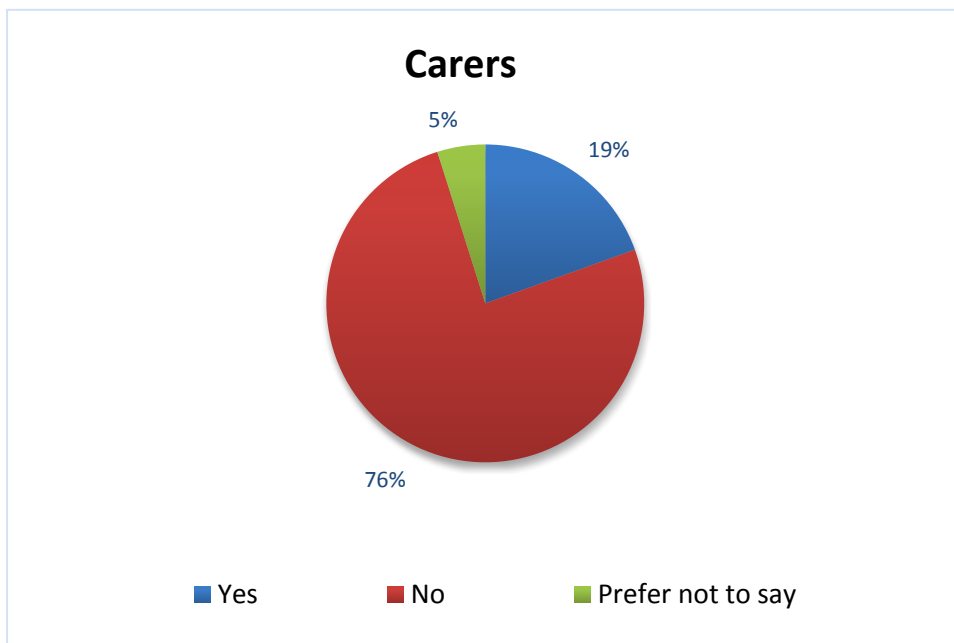


Figure 4.3: 'Carer Responsibilities'

4.1.4 Q9. Other Equality Impacts

Respondents were invited to provide comments on the Equality Impact Assessment completed at the consultation stage and of any particular impact from an equality and diversity perspective. The comments received are summarised below.

Equalities impacts were also captured in Q5b, Q6b and Q7. These responses have been recorded in the relevant sections and have fed into the EqIA conclusion.

There were 32 responses to this question, which have been divided into themes. Six of these comments did not identify either a protected characteristic or an impact and have not been included below.

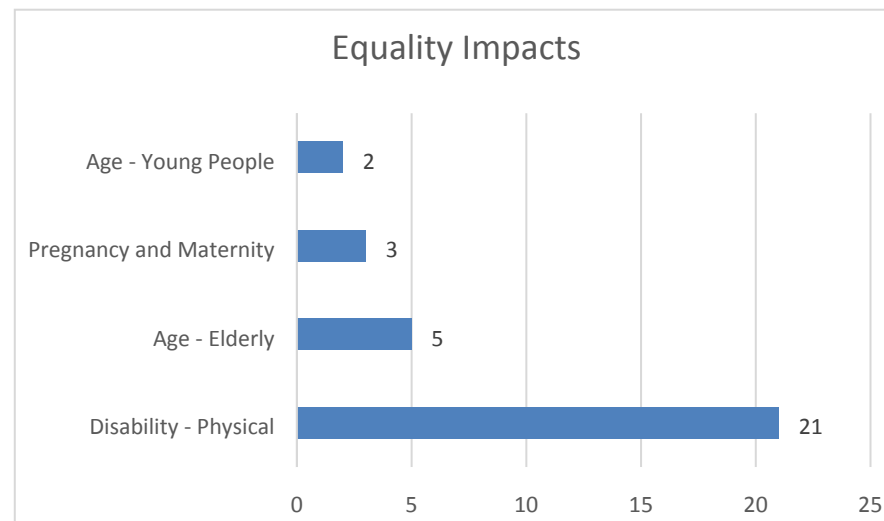


Figure 4.4: 'Equalities Impact by response levels'

Theme	Typical Comments
Impact on Disability – Physical	<p><i>“Have trouble walking would mean getting on and off four bus for one trip it’s hard enough getting on to one bus let alone four rely on the bus to get about for shopping and visiting friends”</i></p> <p><i>“I have very bad knees and back due to arthritis and this restricts my walking”</i></p> <p><i>“Due to mobility problems, more changes would put more pressure on my joints than I care to have”</i></p>
Impact on Elderly	<p><i>“It discriminates on ... the elderly as they are less likely to be able to cope with the longer journey times”</i></p> <p><i>“ The proposed changes would impact on the senior residents in this area”</i></p>
Impact on Pregnancy and Maternity	<p><i>“Proposal 1...will, also, make life more difficult for parents with small children who have to use this service”</i></p>
Impact on Young People	<p><i>“For children going to a Maidstone school this would mean they would have to change buses”</i></p>

Table 4.1: ‘Equalities Impacts by comments’

Table 4.1 Equality Impacts by Theme

4.2 EqlA Conclusion

High proportions of elderly responders and 28 responders considering themselves to be disabled have been identified in Section 4.1. In addition, 16 responders identified themselves as having carer responsibilities in response to question 15 in the questionnaire. All of these protected groups were identified by initial EqlAs as potentially being more affected by changes to bus services than other cohorts of society and the volume and proportion of responses from these groups would appear to confirm this.

In addition, 70% of responses were identified as being from female respondents suggesting that women are perhaps also more affected by bus service changes. It is thought that this could stem from a greater reliance on the bus for women where those in the over 65 age cohort may have outlived a spouse who was previously the sole driver in the household.

Whilst the initial EqlA identified pregnancy and maternity as a protected group who may be more affected by changes to bus services, there was minimal feedback from this group, so it is difficult to draw any conclusions from this analysis.

Section 5.3 (below) seeks to analyse the extent to which respondents' views varied dependent on whether they formed part of one of the protected groups of; age, disability or carer. A key part of this analysis was to understand how the negative impacts of having to change buses and the positive impact of increasing service frequency impact these groups overall.

Consideration of some of the open comments (Q5b, Q6b and Q9) provided has allowed for a more detailed breakdown of the impact of these proposals on those with a disability. This has allowed for the Equality Impact Assessment to be updated with greater detail.

Full copies of updated Equality Impact Assessments are attached as an appendix.

5. Consultation Results

5.1 Q5a. To what extent do you agree or disagree with the changes we have proposed for Proposal 1 to terminate at Martin Square, Larkfield for onwards transfers to Maidstone Town Centre?

There were 109 responses to this question.

- 82% of respondents disagreed with Proposal 1
- 9% of respondents agreed with Proposal 1
- 9% of respondents either did not know or neither agreed or disagreed with Proposal 1

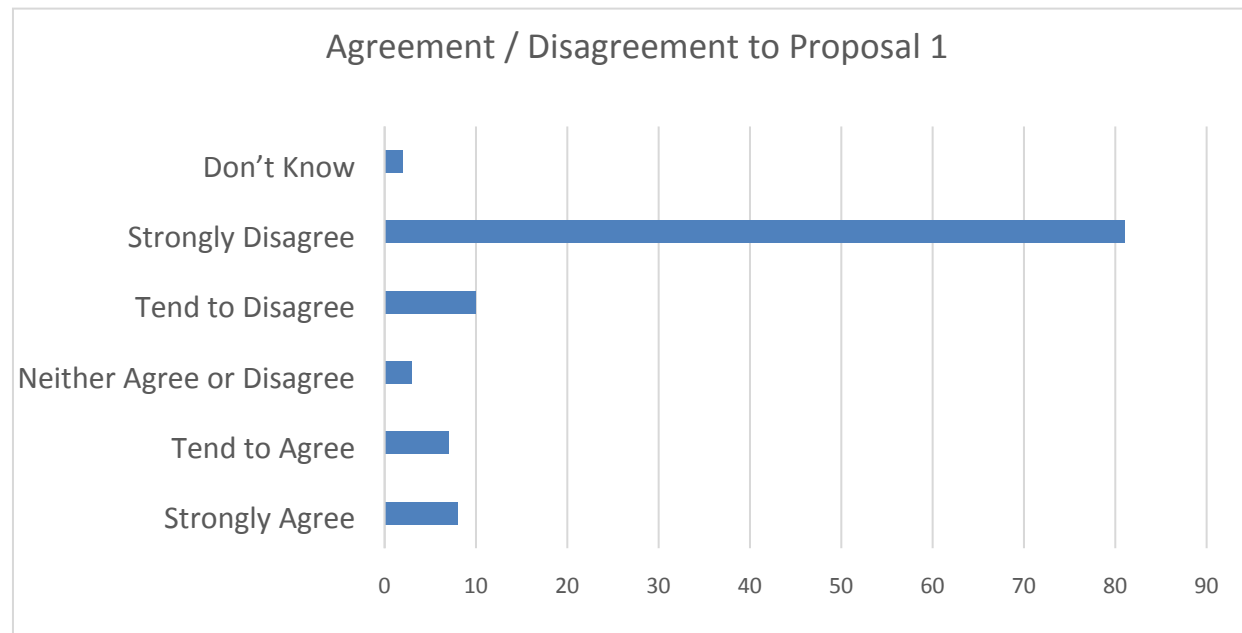


Figure 5.1: Respondents answers to Q5a

5.2 Q5a - further analysis

To further our understanding of the reasoning behind why respondents agreed or disagreed with the proposed changes, we completed some analysis looking at respondent age, disabled status or carer status affected their view of the proposal.

5.2.1 Q5a – Age breakdown

The figures below compare the responses to question 5 by those over the age of 65 against those under the age of 65 to determine if there is any fundamental difference of view dependent on age. Analysis identifies a very similar position regardless of cohort with similar majorities of responses in each instance disagreeing with the approach adopted.

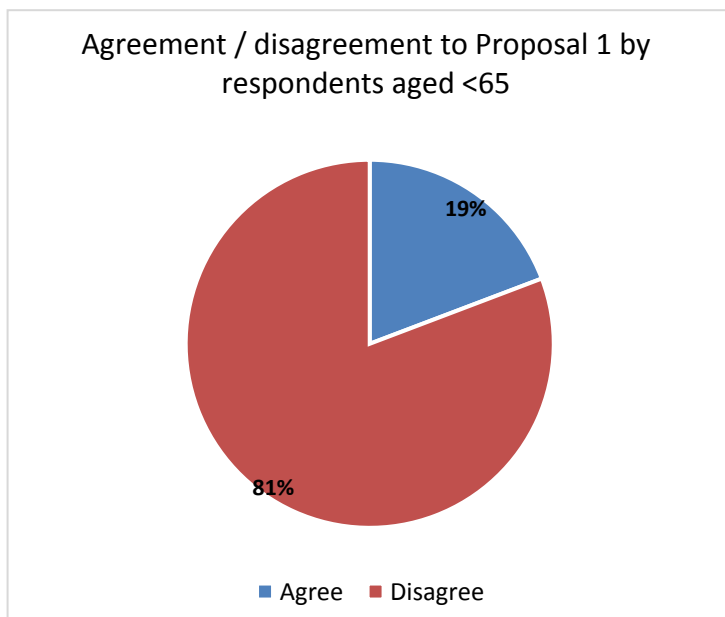


Figure 5.2.1: Respondents answers to Q5a by those under the age of 65

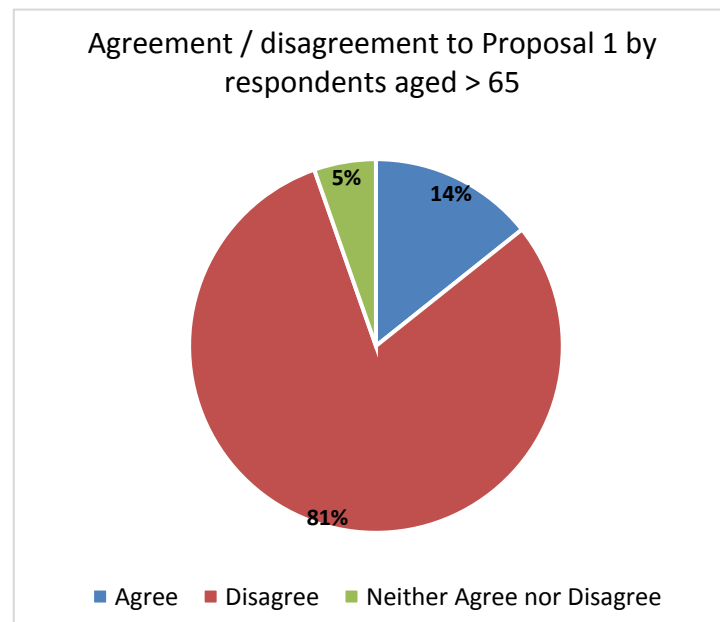


Figure 5.2.2: Respondents answers to Q5a by those over the age of 65

5.2.2 Q5a - Disabled breakdown

28 respondents identified themselves as disabled. The figures below compare the responses to question 5 provided by those respondents identifying themselves as disabled against those not identifying themselves as disabled. Comparison shows higher levels of disagreement to the approach adopted by those identifying themselves as disabled, which could suggest a greater impact on this group consistent with the concerns identified within initial EqlAs.

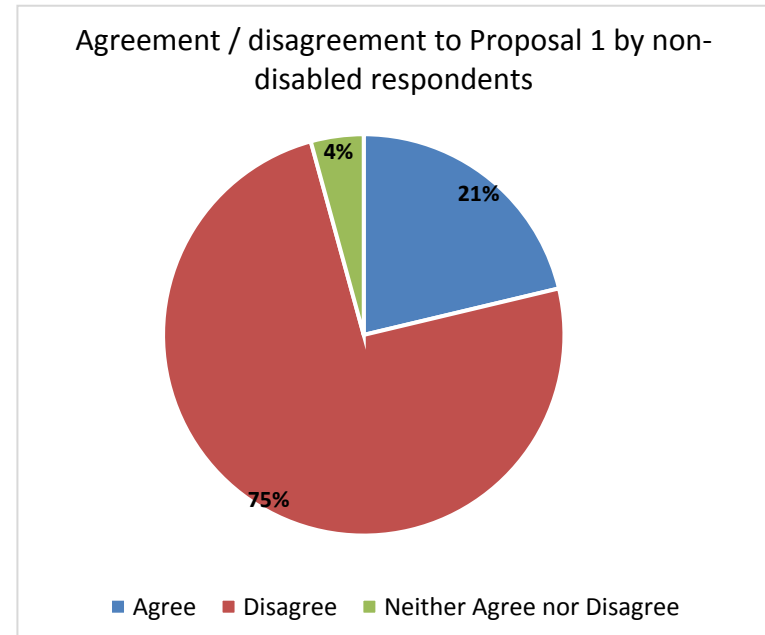
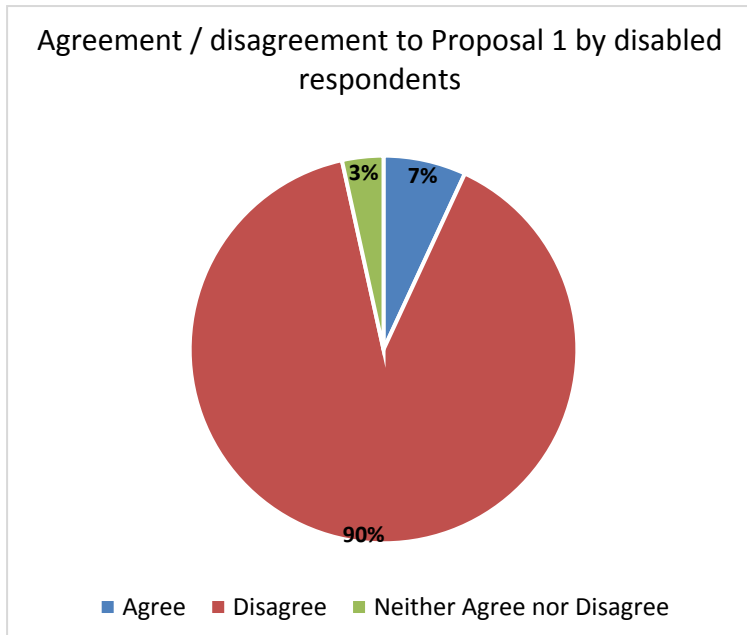


Figure 5.2.3: Respondents answers to Q5a by those identifying themselves as disabled

Figure 5.2.4: Respondents answers to Q5a by those identifying themselves as not disabled.

5.2.3 Q5a - Carer breakdown

16 respondents identified themselves as having a Carer responsibility. The figures below compare the responses to question 5 provided by those respondents identifying themselves with a responsibility as a Carer against those without this responsibility. Comparison shows similar levels of disagreement to the approach adopted by those identifying themselves as having a responsibility as a Carer.

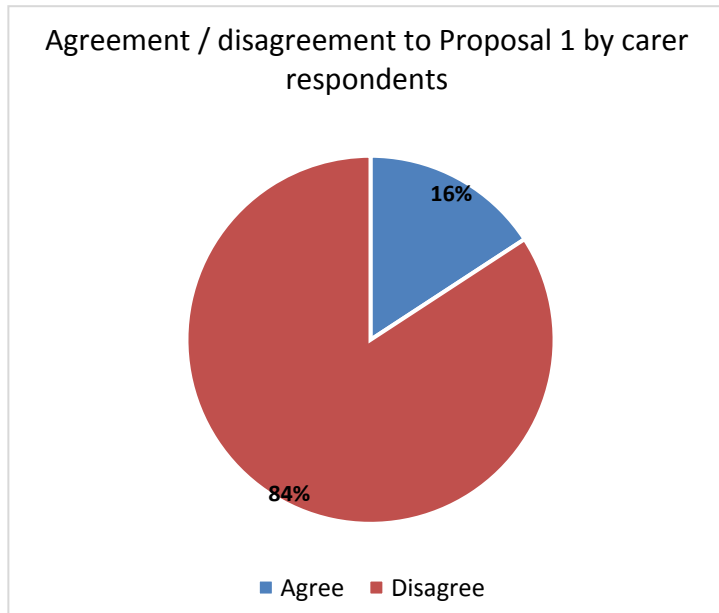


Figure 5.2.5: Respondents answers to Q5a by those identifying themselves as having a responsibility as a Carer

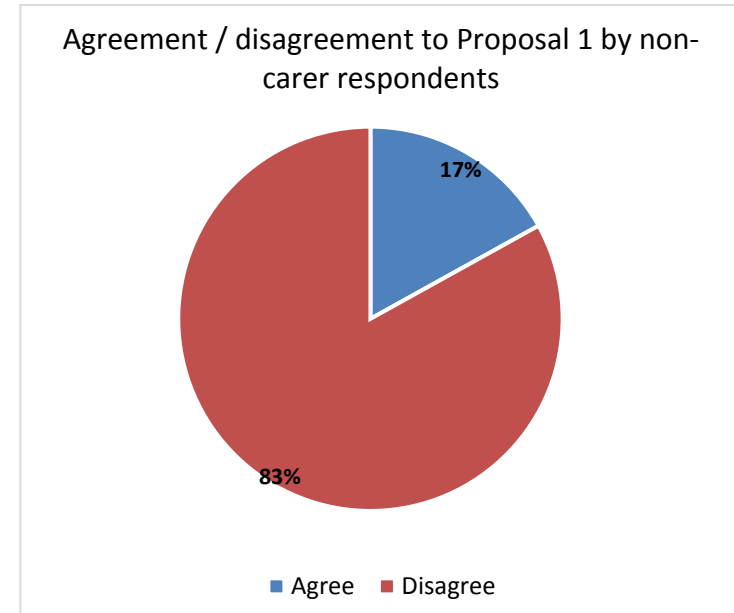


Figure 5.2.6: Respondents answers to Q5a by those identifying themselves as NOT having a responsibility as a Carer

5.3 Q5b. Please add any comments you have on Proposal 1 to terminate at Martin Square, Larkfield

There were 57 responses to this question.

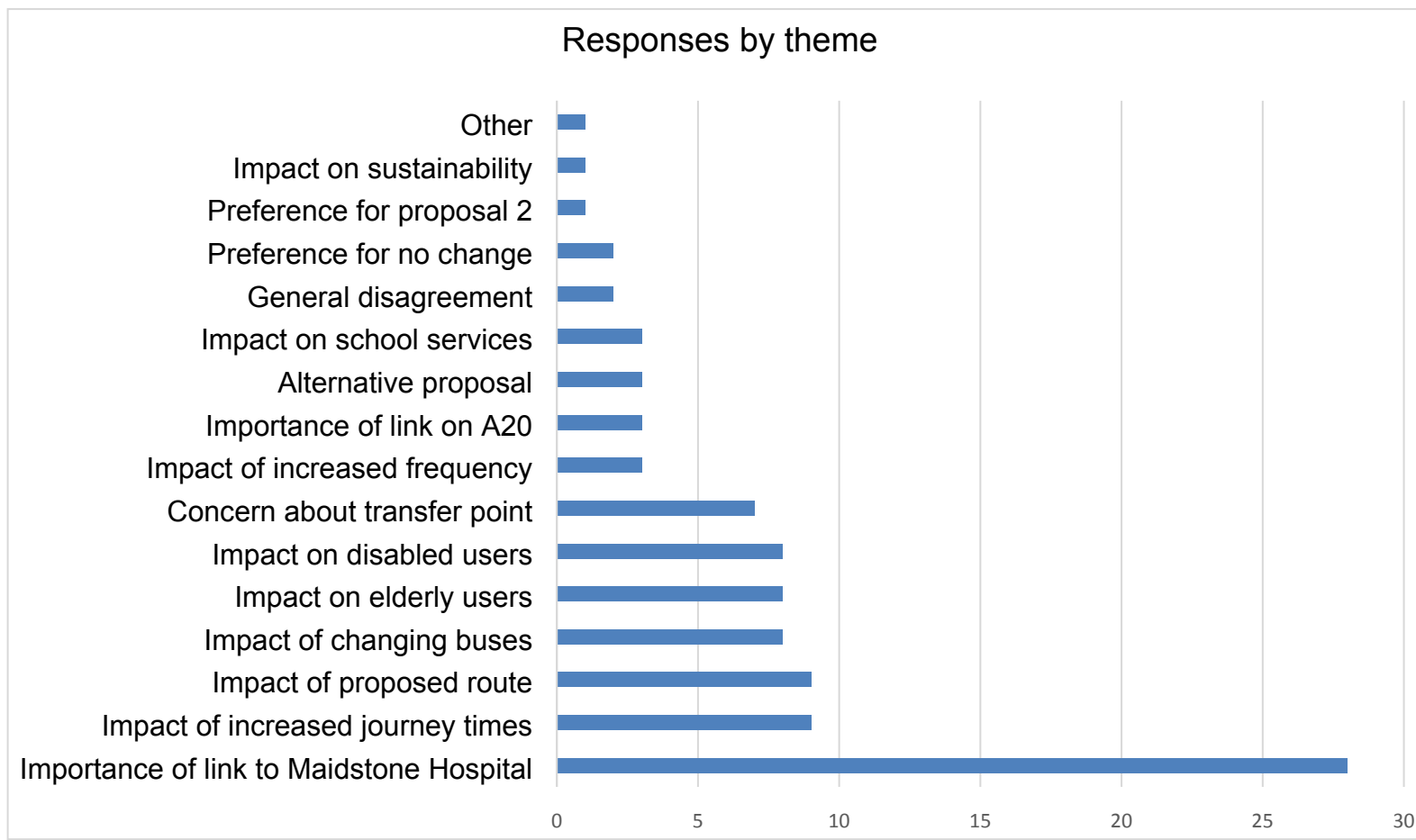


Figure 5.3.1: Themes to open questions by proportion (Q5b)

Theme	Number of comments including each theme	Example of feedback
Importance of link to Maidstone Hospital	28	<i>I would think most people use the 58 to get to the hospital The most important destination is the hospital</i>

		<i>Using 3 buses to get to the hospital is not satisfactory The 58 is the only bus serving the hospital from the villages around West malling This would mean a much more complicated journey for people wanting to go to the hospital</i>
Impact of increased journey times	9	<i>Has a longer journey time, especially returning from Maidstone This will add time to my journey</i>
Impact of proposed route	9	<i>The 58 service would bypass Queens Road/Maidstone Hospital. Proposed route ... is very restricted due to parked vehicles. It is also a very busy road</i>
Impact of changing buses	8	<i>hanging around at bus stops in bad weather, waiting for buses that are late or don't turn up It means waiting twice for buses both ways</i>
Impact on elderly users	8	<i>It means waiting twice for buses both ways. Not good when elderly. Most people who do or will use the 58 are elderly and its more strain on them</i>
Impact on disabled users	8	<i>this will impact most heavily on the elderly, infirm and disabled I have trouble with my eyesight and have to visit maidstone hospital often, so this service is not suitable for me</i>
Concern over transfer point	7	<i>I do not use any of the facilities at Martin Square Requires passengers to cross over the road to catch their connection to Maidstone.</i>
Impact of increased frequency	3	<i>In favour of the regularity of the service (hourly during the day), increased frequency</i>
Importance of link on A20	3	<i>I tend to disagree with this option only because I prefer the other.</i>
Alternative proposal	3	<i>we need a bus service that is much more regular and starts earlier and finishes later.</i>
Impact on school services	3	<i>having to change buses ...causes an even longer journey for them [school children]</i>
General disagreement	2	<i>Stopping a vital service is disgusting</i>
Preference for no change	2	<i>The service as it is No 58 East Malling to Maidstone Town Centre</i>
Preference for proposal 2	1	<i>Would make it more difficult and time consuming to change at Wealden Hall for a direct bus to Maidstone as people do at present</i>
Impact on sustainability	1	<i>Increase fare cost to KCC due to involving 3 buses each way to Maidstone Hospital</i>
Other	1	<i>Ref. real time info. this has not worked at the Wealden Hall stop for years.</i>

Table 5.3.1: Themes to open questions by example (Q5b)

5.4 Q6a. To what extent do you agree or disagree with Proposal 2 to terminate at Maidstone Hospital for onwards transfers to Maidstone Town Centre

There were 108 responses to this question:

- 75% of respondents agreed with the proposal
- 23% of respondents disagreed with the proposal
- 2% of respondents neither agreed or disagreed

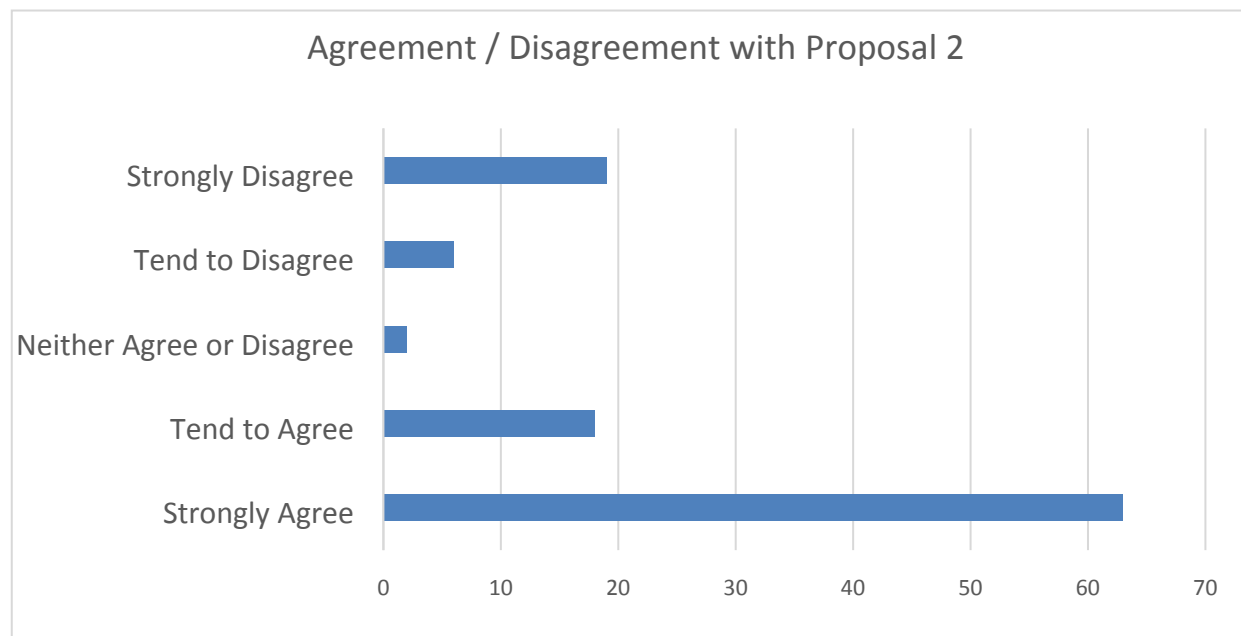


Figure 5.4: Respondents answers to Q6a

5.5 Q6a - further analysis

To further our understanding of the reasoning behind why respondents agreed or disagreed with the proposed changes, we completed some analysis looking at whether the respondents' age, disabled status or carer status affected their view of the proposal.

5.5.1 Q6a – Age breakdown

The figures below compare the responses to question 5 by those under the age of 65 against those over the age of 65 to determine if there is any fundamental difference of view dependent on age. Analysis identifies that those over the age of 65 are more likely to agree with the proposal. This could suggest that the positive impact of increasing journey frequency (particularly to the hospital) outweighs any negative impact associated with changing buses.

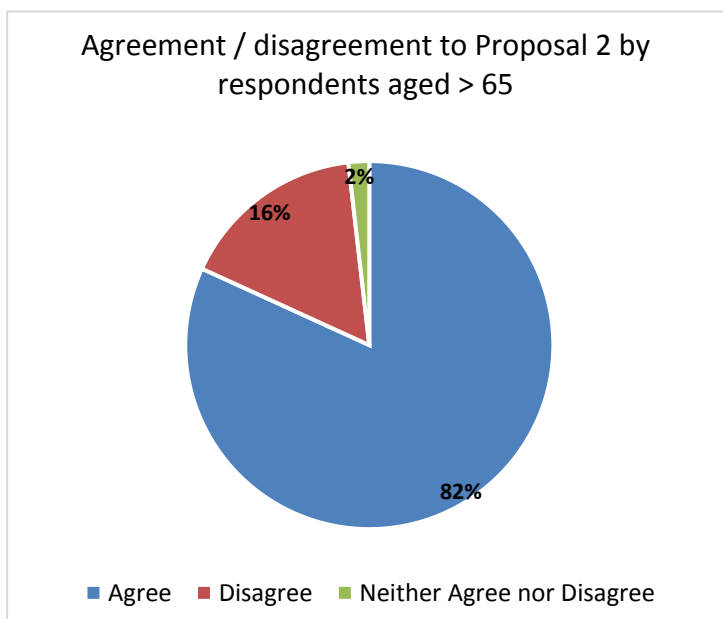


Figure 5.5.1: Respondents answers to Q6a by those over the age of 65

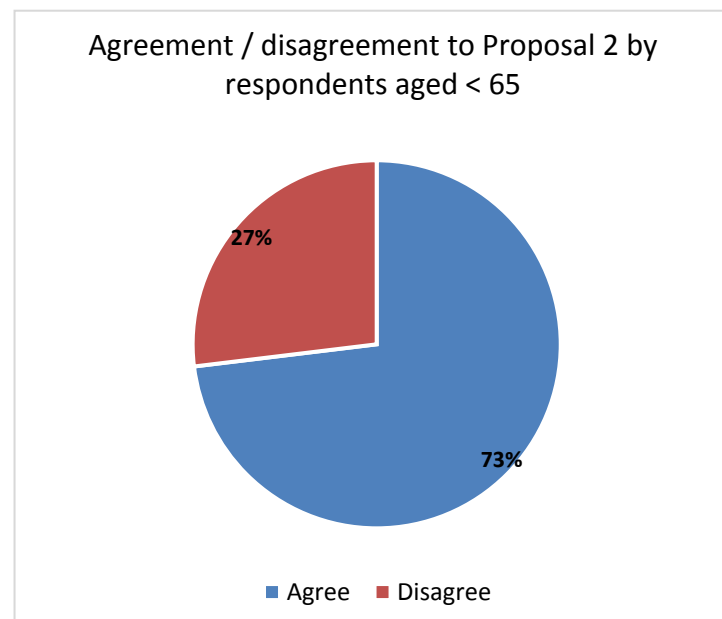


Figure 5.5.2: Respondents answers to Q6a by those under the age of 65

5.5.2 Q6a - Disabled breakdown

28 respondents identified themselves as disabled. The figures below compare the responses to question 6 provided by those respondents identifying themselves as disabled against those not identifying themselves as disabled. Comparison shows similar levels of agreement to the approach adopted by those identifying themselves as disabled, which could suggest the positive impact of more frequent buses, particularly to the hospital, outweighs the negative impact of having to change vehicles.

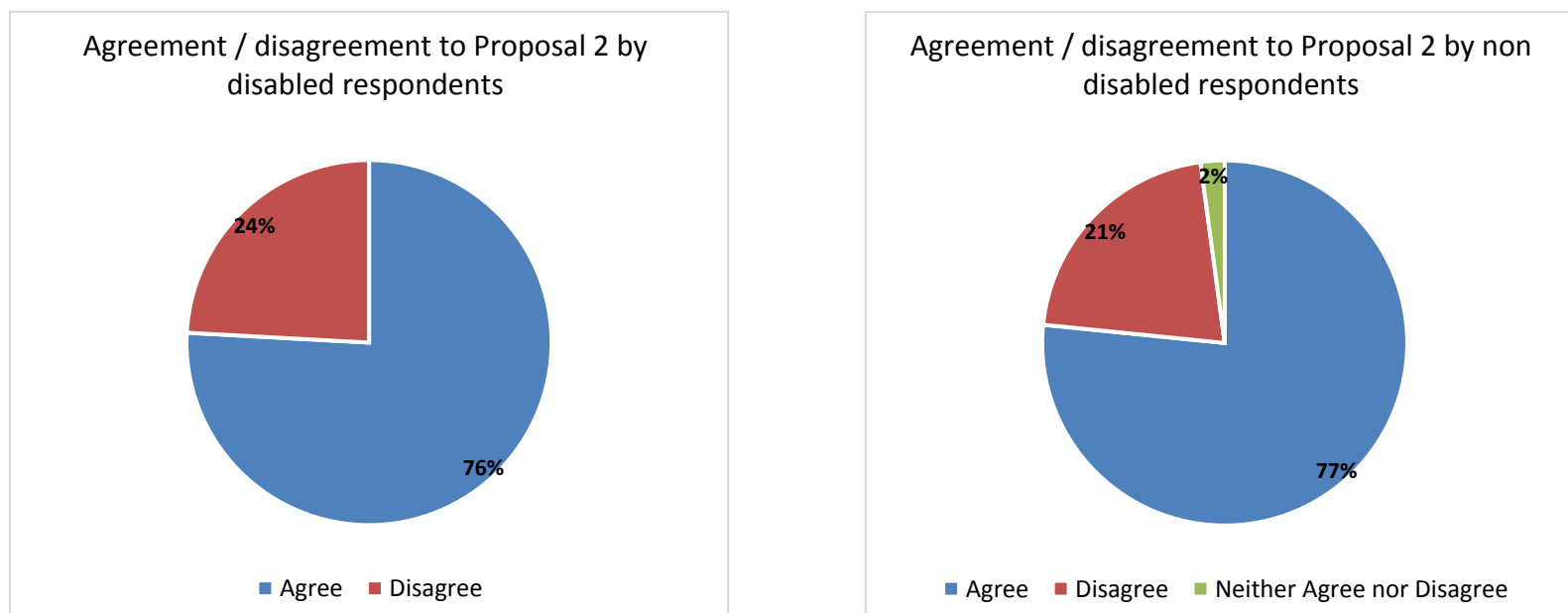


Figure 5.5.3: Respondents answers to Q6a by those identifying themselves as disabled

The initial Equality Impact Assessment specifically identified physical disability as potentially being more negatively affected by these proposals. 14 individuals with a **physical impairment** responded to the consultation 11 (79%) agreed and 3 (21%) disagreed with Proposal 2. Whilst this is a small sample size, there is again a similar level of agreement.

5.5.3 Q6a - Carer breakdown

16 respondents identified themselves as having a Carer responsibility. The figures below compare the responses to question 6 provided by those respondents identifying themselves with a responsibility as a carer against those without this responsibility. Comparison shows significantly higher levels of disagreement to this proposal by those identifying themselves as having a responsibility as a Carer. This could suggest a greater impact on this group.

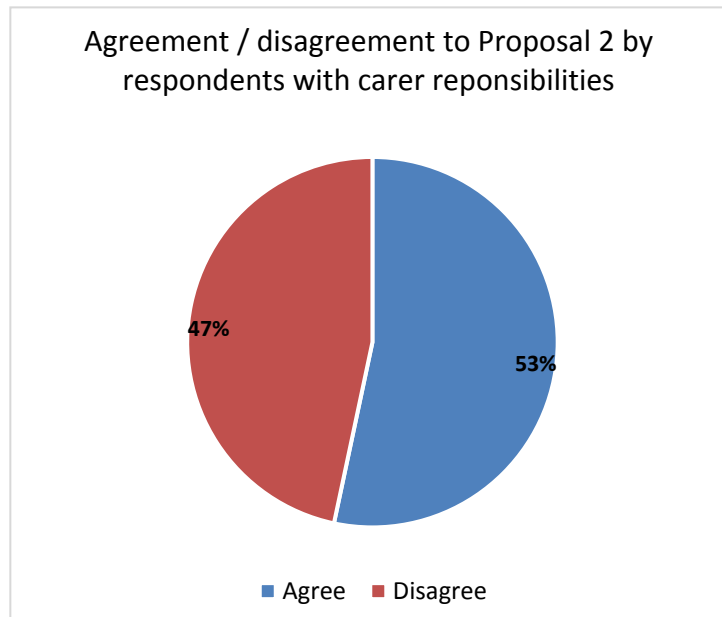


Figure 5.5.5: Respondents answers to Q6a by those identifying themselves as having a responsibility as a Carer

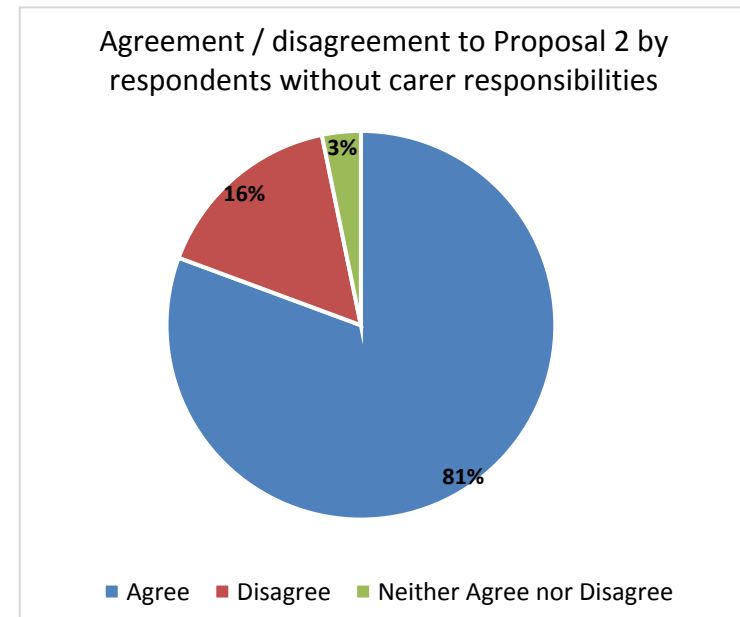


Figure 5.5.6: Respondents answers to Q6a by those identifying themselves as NOT having a responsibility as a Carer

5.6 Q6b. Please add any comments on the Proposal 2 in the box below

There were 73 responses to this question. Some responses addressed more than one theme.

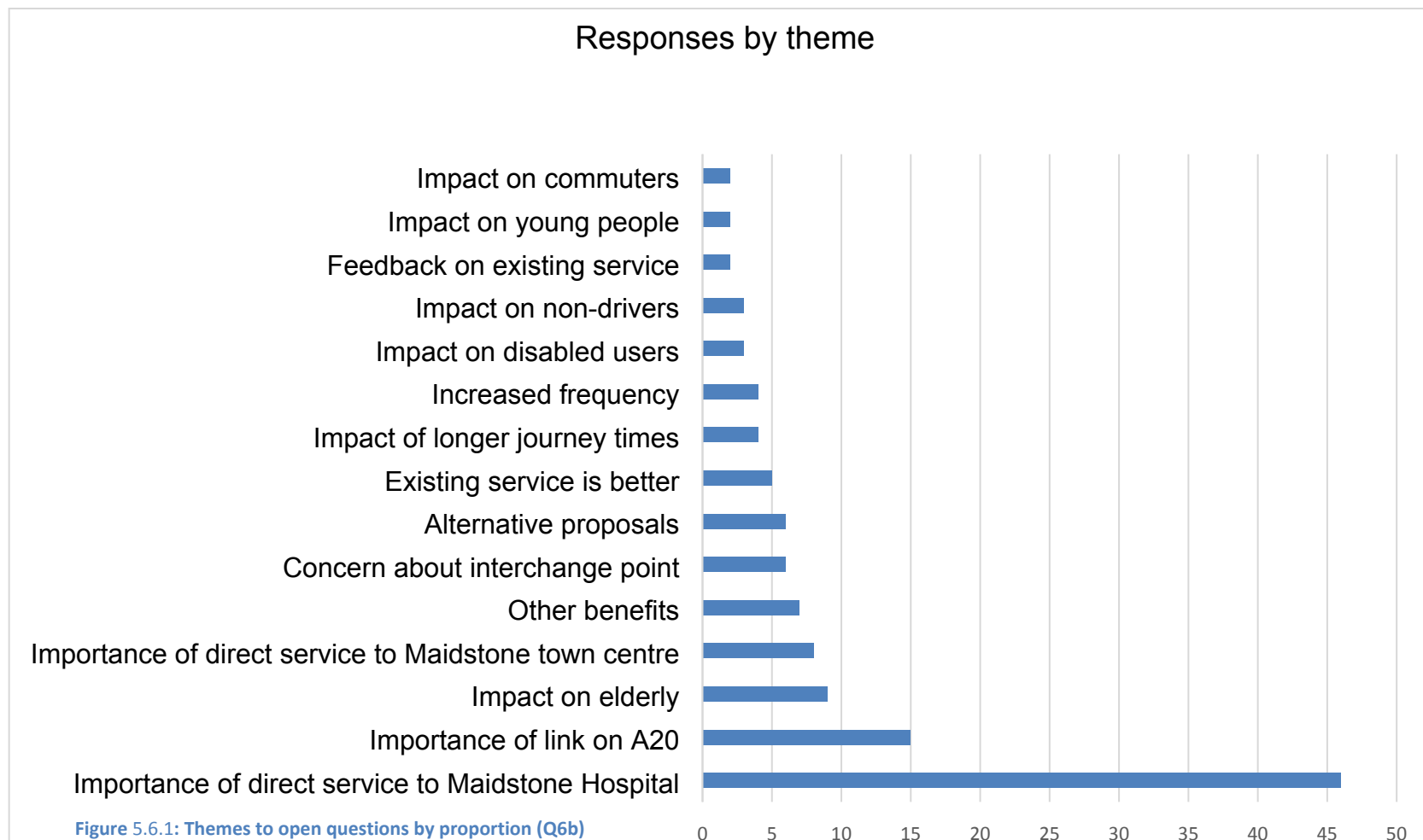


Figure 5.6.1: Themes to open questions by proportion (Q6b)

Table 5.6.1: Themes to open questions by example (Q6b)

Theme	Number of comments including each theme	Examples of comments
Importance of Direct Service into Maidstone Hospital	46	<i>If ill or needing treatment at the hospital a direct route is important Would help if you need to visit the hospital I think our area needs a direct bus to Maidstone Hospital There is a few people who I know that has to go to the hospital atleast twice a week We need to keep a direct bus service to the hospital</i>
Importance of transfer on A20	15	<i>For journey to Maidstone, changing at Wealden Hall is convenient If bus transfer is opposite the Wealden Hall instead of Maidstone Hospital - Is same journey time to Maidstone as Proposal 1 I have caught this bus at the Morrisons Larkfield bus stop where people have got off the 58 bus and then transferred to a 71 to go into Maidstone.</i>
Impact on Elderly	9	<i>Changing buses for old people is not the way forward I think this proposal is more doable for senior citizens</i>
Importance of direct service into Maidstone Town Centre	8	<i>I need a service that goes straight through to Maidstone To break the route ...would be a great disadvantage to the existing route 58</i>
Other Benefits	7	<i>Gives more options to passengers It has the advantage of providing a service along Hermitage Lane</i>
Concerns over changing buses	6	<i>Please ensure there will be sufficient connections at Maidstone Hospital I am concerned that the serious traffic issues around Hermitage Lane will make it difficult for people to judge journey times and passengers could be stranded</i>
Alternative Proposals	6	<i>Timetable unsuitable for morning appointments and has a 3-hour gap (1516 to 1758)</i>
Existing service is best option	5	<i>I would prefer the bus to continue to go to the town centre.</i>
Impact of longer journey times	4	<i>dislike the much-increased end to end journey time</i>
Increased frequency	4	<i>We need a more regular bus service</i>
Impact on disabled users	3	<i>I for one go to the hospital on a regular basis for cancer treatment</i>
Impact on non-drivers	3	<i>there are lots of people who do not drive in and around the villages</i>
Feedback on exsiting service	2	<i>The drivers ... look out for us all The service on the 58 is not overly reliable</i>
Impact on young people	2	<i>seems quite irresponsible & still won't help their [the kids'] commute</i>
Impact on commuters	2	<i>I work at Maidstone hospital and rely on this bus service alone to get me there and back</i>

Q5a and Q6a Combined Results

Table 5.6.2 below shows the combined results of responses to the proposals.

- Over 63% of responses fall into the bottom left quartile where there is agreement with proposal 2 (Addington – Maidstone Hospital, Barming), but disagreement with proposal 1 (Addington to Martin Square, Larkfield).
- Around 19% of responses disagreed with both proposals, representing respondents who wanted no change to the existing service.
- Under 10% respondents agreed with both proposals.
- The least common response was for agreement with proposal 1 and disagreement with proposal 2.

		Proposal 2				
		Strongly Agree	Tend to Agree	Neither Agree or Disagree	Tend to disagree	Strongly disagree
Proposal 1	Strongly Agree	4	2	-	-	2
	Tend to Agree	1	3	1	2	-
	Neither Agree or Disagree	3	-	-	-	-
	Tend to disagree	5	2	-	3	-
	Strongly disagree	50	10	1	1	17
		10	4	67	20	

Table 5.6.2: Responses to both Proposal 1 and Proposal 2 (Q5a and Q6a)

5.7 Q7. Do you prefer one of the proposals we have presented?

108 people responded to this question. Of these:

- 5 preferred Proposal 1 – Martin Square, Larkfield
- 79 preferred Proposal 2 – Maidstone Hospital, Barming
- 21 had no preference. This group correlates strongly with the cohort that disagreed with both proposals.
 - 18 disagreed with both proposals in Q5a and Q6a
 - 3 agreed with both proposals in Q5a and Q6a
- 3 were unsure

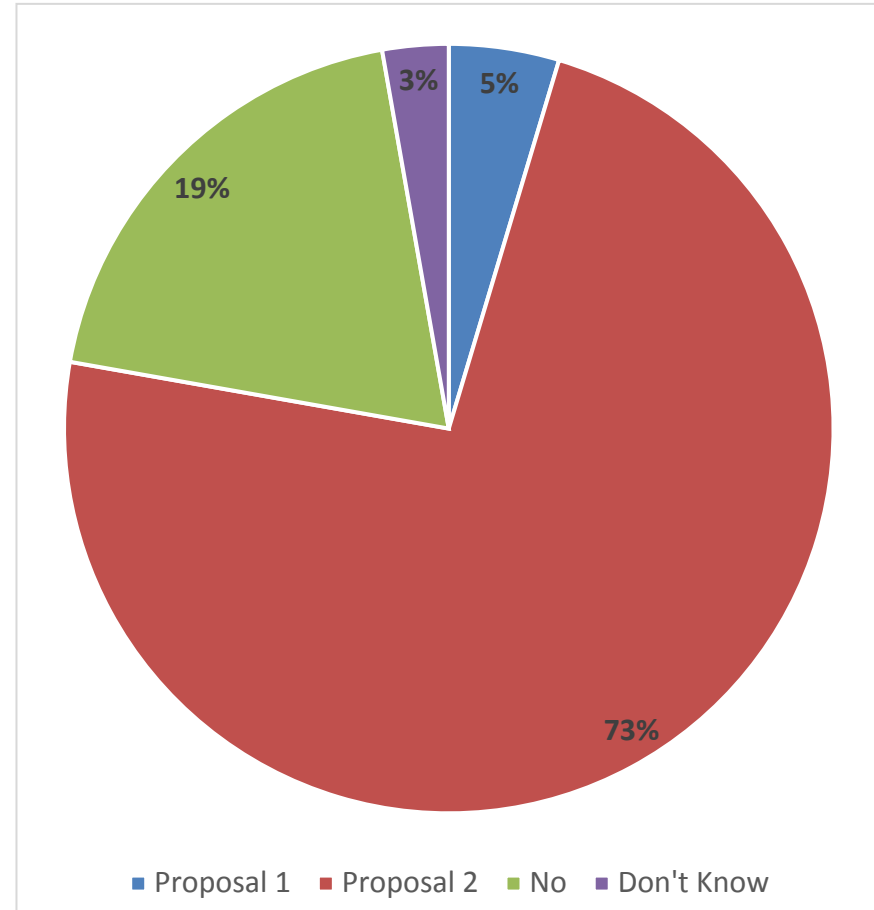


Figure 5.7.1: Preference between Proposals (Q7)

5.8 Q8. Please add any comments you have on the proposed changes to the 58 service in the box below.

This question was answered 56 times.

- 14 comments repeated themes from the individual’s response to either Q5b or Q6b and have been excluded from this analysis.

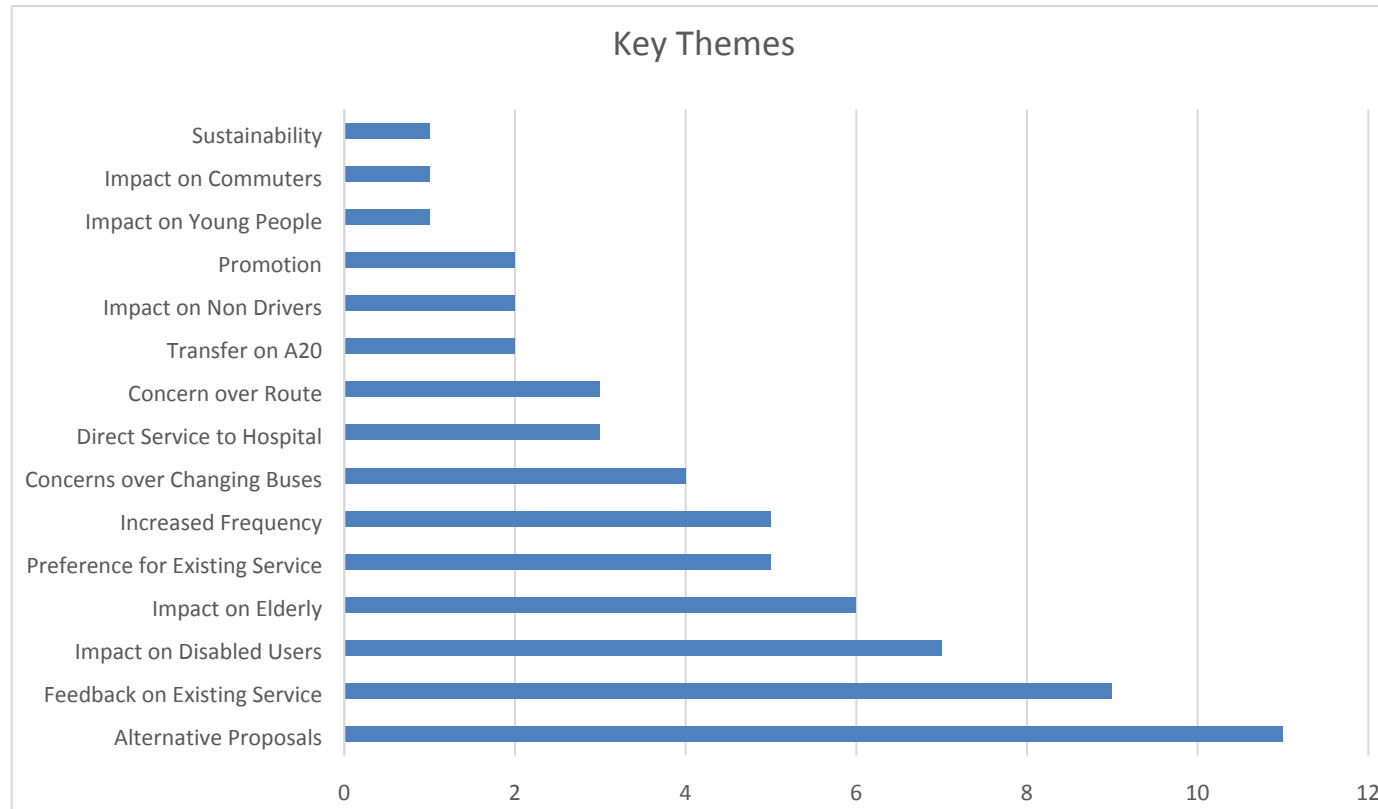


Figure 5.8.1: Themes to open question by response levels (Q8)

Theme	Number of comments including each theme	They said.... (typical comments)
Alternative Proposals	13	<i>If the issue is money for this service, why not run a smaller bus public transport to Pembury from the West Malling area would also be desirable Keep the existing service but review the times the service runs. Early morning for commuters and school children and back again in the evening are vital Could it be diverted to serve the new houses at Leybourne Chase?</i>
Preference for Existing Service	9	<i>I would prefer the service to stay as it is at present. It isn't great but most practical and easier</i>
Feedback on Existing Services	4	<i>The drivers are compassionate and friendly Bus times should be properly publicised</i>
Impact on Disabled Users	8	<i>With a disability - it will be much more difficult to go to Maidstone</i>
Impact on Elderly	6	<i>Thought needs to be given to the provision of public transport generally to the hospital particularly for the elderly</i>
Increased Frequency	5	<i>this will give a more frequent and regular service on the route towards Maidstone than the present 58 bus.</i>
Changing Buses	3	<i>The volume of traffic leaving Maidstone after 3:30pm could mean missing a connection Service 71, In short there are 4 buses an hour but effectively only 2 per hour as the 71 often bunches with the 71A</i>
Hospital	3	<i>Most use the hospital</i>
Charging	3	<i>There should be no additional cost for travel by different carrier Could an opportunity be provided for a direct cash contribution to be made per journey</i>
Proposed Route	3	<i>If the 58 is truncated with either of these options it will remove 3 services into, and 5 services out of, Maidstone each day for concessionary passengers in Queens Road</i>
Transfers on A20	2	<i>changing elsewhere along the A20 would lead to shorter journey times and is already the preferred option for passengers wishing to do so</i>
Impact on non-drivers	1	<i>The very people who will be needing this transport will suffer and if they haven't got a car are likely not to be able to afford a taxi.</i>
Sustainability	1	<i>I can't see how it is going to save money when you will have buses running every hour.</i>

Table 5.8.1: Themes to open question by example (Q8)

6. Next Steps

On the 19th March, this report and an updated EqIA will be considered by the Environment and Transport Cabinet Committee, who will be asked to make a recommendation about whether to progress with the changes proposed or not.

The consultation report, EqIA and recommendation will be considered by the Cabinet Member for Highways Transportation and Waste who will ultimately make the decision.

This decision and this report will be communicated via our website www.kent.gov.uk/westmallingsbuspilot and we will send a notification to those who have provided contact details throughout the process, including stakeholder organisations.

If the decision is taken to make changes to services these would likely take effect from Monday 3rd June. In advance of this, notices would be placed on all affected bus services notifying passengers of the change.

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**Kent County Council
Equality Analysis/ Impact Assessment (EqIA)**

Directorate/ Service: Public Transport Service, Highways, Transportation and Waste (HTW), Growth, Environment and Transport (GET)

Name of decision, policy, procedure, project or service: The Big Conversation – Maidstone Feeder Bus Pilot

Responsible Owner/ Senior Officer: Stephen Pay

Version: 2.1 *Updated 04/03/19 Post Consultation*

Author: Robert Clark

Pathway of Equality Analysis:

Summary and recommendations of equality analysis/impact assessment.

Context

Against a backdrop of ever decreasing funding for local councils, we want to maintain and, where possible, improve rural accessibility for those without alternative means of travel. Helping to tackle social isolation and provide the “right transport solution for the right customer need, at the right price”.

Around 97% of journeys in Kent are run on a purely commercial basis by private operators however, over the last 30 years KCC has funded some routes which, while not commercially viable have been considered important to meet the needs of the communities and passengers they serve.

We want to explore how we can improve connectivity and evaluate the feasibility of delivering alternative services. Through engagement with all stakeholders, the “Big Conversation” programme has identified the Maidstone area as being one where a feeder service could be effectively implemented to improve the 13 and 59 services by providing more journey opportunities.

Aims and Objectives

To test how rural accessibility can be improved through feeder services despite increasing budget pressures. If the pilot is successful, we will look to make the changes permanent. If the pilot is not successful, KCC would work with commercial operators to reinstate direct journeys to Maidstone. The success of this pilot will be used to determine if similar changes to the supported bus network could be implemented however this decision will be taken separately.

Summary of equality impact

Overall the local consultation has evidenced that the positive impact of the proposed increase to journey frequency out-weighs the negative impacts of having to change buses. Recommended actions to minimise the negative impacts where possible have been included in this report.

Adverse Equality Impact Rating: Low

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment concerning **The Big Conversation Maidstone Bus Pilot**. I agree with risk rating and the actions to mitigate any adverse impact(s) that has /have been identified.

Head of Service

Signed: Phil Lightowler

Name: Phil Lightowler

Job Title: Head of Public Transport

Date:

DMT Member

Signed: Simon Jones

Name: Simon Jones

Job Title: Director Highways,
Transportation and Waste

Date:

Part 1 Screening

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

Protected Group	Please provide a <u>brief</u> commentary on your findings. Fuller analysis should be undertaken in Part 2.			
	High negative impact EqlA	Medium negative impact Screen	Low negative impact Evidence	High/Medium/Low Positive Impact Evidence
Age			Local consultation revealed some concerns for the elderly population however the analysis of equalities data proved this to be inaccurate – elderly respondents were more likely to agree to the changes.	Increased journey opportunities.
Disability		Requirements to change vehicles are likely to impact on those with disabled users – particularly those with physical impairments. The local consultation confirmed this view.		Increased journey opportunities but only where individuals with disabilities can still access services.

Sex				Increased journey opportunities.
Gender identity/ Transgender			It is not considered that alterations to bus services have any greater impact on this group than it does on the general public.	
Race			It is not considered that alterations to bus services have any greater adverse impact on this group.	
Religion and Belief			It is not considered that alterations to bus services have any greater adverse impact on this group	
Sexual Orientation			It is not considered that alterations to bus services have any greater adverse impact on this group.	
Pregnancy and Maternity			Requirements to change vehicles may impact on those will young children (maternity). No impacted users were identified in the local consultation.	

Carer's Responsibilities		Local consultation revealed that whilst carers still agree with the changes overall, they were much less likely to agree than those without caring responsibilities.		Increased journey opportunities
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Part 2

Equality Analysis /Impact Assessment

Protected groups

- Disability
- Age
- Maternity & Pregnancy
- Carers
- Gender

Information and Data used to carry out your assessment

Total Transport Market Research Report (Nov 2016)
Kent County Council Bus Funding Review Equality Impact Assessment
Big Conversation Consultation Report (Sept 2018)
Maidstone Bus Pilot Consultation Report (March 2019)

Who have you involved consulted and engaged?

- Bus Operators
- Taxi Operators
- Community Transport Operators
- Public
- Parish Councils
- Service users

Updated 11/03/2019

Analysis

Positive Impact:

Age

Older residents are identified as being more reliant on public transport and the proposed changes would increase the frequency of services, providing these groups with more opportunities to travel.

- Residents in Hollingbourne, Leeds, Langley and Otham will benefit from 4 additional outbound journeys Mon-Sat representing a significant increase in journey opportunities.
- Residents in Boughton Monchelsea, Grafty Green, Kingswood, Ulcombe, Sutton Valence and Chart Sutton will benefit from 3 additional outbound journeys Mon-Sat, representing twice as many journey opportunities

In 2017-18 there were a total of 26,236 passengers on the 13 and 59 KCC supported services (as the 59 is commercially operated through the week KCC does not hold passenger data for Monday-Friday services and this data has not been included). Of these, 13,581 (40%) passengers were ENCTS pass holders (this includes both elderly and disabled passengers). This was reflected in the response to the local consultation with 64% of respondents being over the age of 65. This is significantly higher than the general population with 11% of the population on the 59 route and 22% of the population on the 13 route being over 65.

The local consultation also revealed that users over the age of 65 were less likely to disagree with the changes than the general populace, supporting the view that the positive impacts of the changes would impact this group more heavily.

- For the 13 service only 10% of the over 65s disagreed with the proposal, compared to 12% of respondents under 65.
- For the 59 service only 13% of the over 65s disagreed compared to 25% of those under 65.

7,636 (29%) of there were young people (entitled scholars, YPTP and 16+ travel pass holders). It is likely that majority of young people travelling are accessing the service to travel to and from school and their journeys will be unaffected by these changes. Only 6 respondents were under 24 suggesting this assumption is correct.

Updated 11/03/2019

Disability and Carers

These groups were also identified as having greater reliance on public transport and thus could benefit from increases in service levels. Analysis of the responses from these groups suggests that these groups are more likely to agree with these changes to the service 13 than to disagree. Respondents from these groups were just as likely to agree as disagree with the changes proposed for the 59 service. This supports the assumption these changes represent an improvement for these groups. However, the positive impact is limited by negative impacts on these groups which are detailed in the next section.

Gender

In addition, the consultation has highlighted that a high percentage of responders were female, and this may indicate that there is a greater impact depending on Gender which is also defined as a protected group. This group would therefore also benefit from the increased journey opportunities.

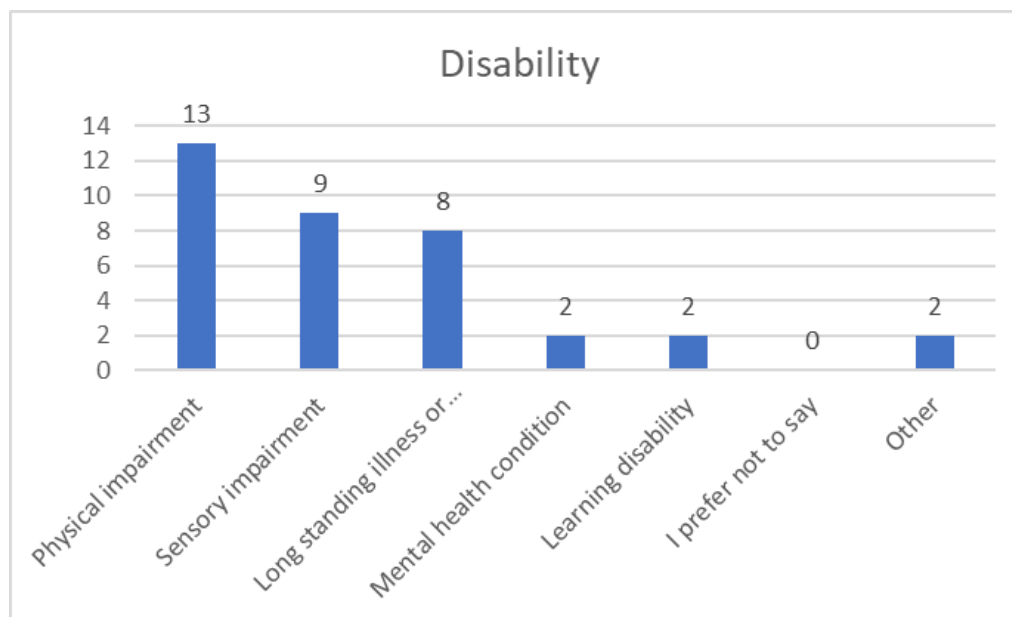
Adverse Impact:

Disability

It has been identified that disabled people, such as those with mobility or visual impairments, are potentially more reliant on the public transport network than other protected groups or members of the wider public because their disability may mean they cannot drive. The need to change vehicles may be more challenging for those with disabilities affecting their mobility which is supported by the consultation response. The nature of this disability will alter this impact these changes may have and may eliminate any positive impacts identified.

The local consultation response confirmed those respondents identifying as disabled were more likely to disagree with the changes than those who did not identify as disabled. However, overall, disabled users were just as likely to agree as they were to disagree. This supports the initial assessment that were users were able to change buses easily they would be positively impacted, however there is a group who will find the feeder service harder to access and will be negatively impacted.

The consultation also enabled other disability groups who were not initially identified to be incorporated in this assessment enabling mitigating action to be taken. The response levels by type of disability are below.



Maternity

It has been identified that the need to change vehicles may be more challenging for those with young children who may be using push chairs. There was no evidence either supporting or denying this assumption. Notably, although respondents were specifically asked about these impact (Q8A) no service user came forward to detail specific impacts suggested there are a low number of service users within this characteristic.

Carers

The local consultation has raised concerns that these changes may make the services less accessible for carers. Whilst only 12 responses came from users identifying as carers, they were much more likely to disagree. 33% of respondents disagreed with the changes to the service 13 compared to 6% of those without carers responsibilities. Similarly, 50% of carers were likely to disagree with the changes compared to 13% of the non-carer response group. The open text reveals the disagreement tended to be based on increased journey lengths and the need to change buses.

Updated 11/03/2019

JUDGEMENT

Adjust and continue - adjust to remove barriers or better promote equality

Internal Action Required **YES**

Equality Impact Analysis/Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Disability, Carers and Maternity	This service requires users to change buses at Morrisons, Sutton Road to access Maidstone Town Centre which may make the service more difficult to access for those with physical disabilities or young children.	If the pilot progresses, the impact on these groups should be monitored as part of the evaluation process.	A greater understanding of the impact of changing buses on disabled passengers and those with children.	Stephen Pay	March 2020	

Disability – Physical Impairment	Standing at bus stops may be a barrier for those with physical impairments. Some disabled users reported they would not be able to use this service	Bus shelters with seating to be available at interchange locations. Ensure awareness of Kent Karrier services is raised.	Services will remain accessible to a greater proportion of disabled users. No service user will be left without transport services.	Stephen Pay	June 2019	
Disability – Mental Health Condition Learning Disability Longstanding health condition (Alzheimer's)	Some users reported the service being more complicated might make it less accessible to certain groups.	Promotional materials to be produced which use clear English and provided on the feeder buses.	Services will remain accessible to a greater proportion of disabled users.	Stephen Pay	June 2019	

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

No – these will be monitored as part of the programme board that take places monthly and the stage gate review March 2020.

Please forward a final signed electronic copy and Word version to the Equality Team by emailing diversityinfo@kent.gov.uk

If the activity will be subject to a Cabinet decision, the EqIA must be submitted to committee services along with the relevant Cabinet report. Your EqIA should also be published.

Updated 11/03/2019

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This document is available in other formats, please contact bigconversation@kent.gov.uk or telephone on 03000 415951.

The original signed hard copy and electronic copy should be kept with your team for audit purposes.

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**Kent County Council
Equality Analysis/ Impact Assessment (EqIA)**

Directorate/ Service: Public Transport Service, Highways, Transportation and Waste (HTW), Growth, Environment and Transport (GET)

Name of decision, policy, procedure, project or service: The Big Conversation – West Malling Feeder Bus Pilot

Responsible Owner/ Senior Officer: Stephen Pay

Version: 2.1 *Updated 06/03/19 Post Local Consultation*

Author: Robert Clark

Pathway of Equality Analysis:

**Summary and recommendations of equality analysis/impact assessment.
Context**

Against a backdrop of ever decreasing funding for local councils, we want to maintain and, where possible, improve rural accessibility for those without alternative means of travel. Helping to tackle social isolation and provide the “right transport solution for the right customer need, at the right price”.

Around 97% of journeys in Kent are run on a purely commercial basis by private operators however, over the last 30 years KCC has funded some routes which, while not commercially viable have been considered important to meet the needs of the communities and passengers they serve.

We want to explore how we can improve connectivity and evaluate the feasibility of delivering alternative services. Through engagement with all stakeholders, the “Big Conversation” programme has identified the Malling area as being one where a feeder service could be effectively implemented to improve the 58 service by providing more journey opportunities.

The initial EqIA covered two proposal which has enabled a preferred option to be selected. Any equality impacts of the other proposal have been removed from this report

Aims and Objectives

To test how rural accessibility can be improved through feeder services despite increasing budget pressures. If the pilot is successful, we will look to make the changes permanent. If the pilot is not successful, KCC would work with commercial operators to reinstate direct journeys to Maidstone. The success of this pilot will be used determine if similar changes to the supported bus network could be affected however this decision will be taken separately.

Summary of equality impact

Overall the local consultation has evidenced that the positive impact of the proposed increase to journey frequency out-weighs the negative impacts of having to change buses. Recommended actions to minimise the negative impacts where possible have been included in this report.

Adverse Equality Impact Rating: Low

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment concerning **The Big Conversation West Malling Bus Pilot**. I agree with risk rating and the actions to mitigate any adverse impact(s) that has /have been identified.

Head of Service

Signed: Phil Lightowler

Name: Phil Lightowler

Job Title: Head of Public Transport

Date:

DMT Member

Signed: Simone Jones

Name: Simon Jones

Job Title: Director Highways,
Transportation and Waste

Date:

Part 1 Screening

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

Protected Group	Please provide a <u>brief</u> commentary on your findings. Fuller analysis should be undertaken in Part 2.			
	High negative impact EqIA	Medium negative impact Screen	Low negative impact Evidence	High/Medium/Low Positive Impact Evidence
Age			Local consultation and market engagement revealed some concerns for the elderly population however the analysis of equalities data proved this to be inaccurate – elderly respondents were more likely to agree to the changes.	Increased journey opportunities.
Disability			Whilst impacts associated with changing vehicles have been identified – the local consultation suggested the increased frequency to the hospital mitigated this negative impact.	Increased journey opportunities but only where individuals with disabilities can still access services.
Sex				Increased journey opportunities.

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Gender identity/ Transgender			It is not considered that alterations to bus services have any greater impact on this group than it does on the general public	
Race			It is not considered that alterations to bus services have any greater adverse impact on this group	
Religion and Belief			It is not considered that alterations to bus services have any greater adverse impact on this group.	
Sexual Orientation			It is not considered that alterations to bus services have any greater adverse impact on this group.	
Pregnancy and Maternity			Requirements to change vehicles may impact on those with young children (maternity). No impacted users were identified in the local consultation.	
Marriage and Civil Partnerships			N/A	

Carer's Responsibilities			Local consultation revealed that whilst carers still agree with the changes overall, they were much less likely to agree than those without caring responsibilities.	Increased journey opportunities
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Part 2

Equality Analysis /Impact Assessment

Protected groups

- Disability
- Age
- Maternity & Pregnancy
- Carers
- Gender

Information and Data used to carry out your assessment

Total Transport Market Research Report (Nov 2016)
Kent County Council Bus Funding Review Equality Impact Assessment
Big Conversation Consultation Report (Sept 2018)
West Malling Bus Pilot Consultation Report (March 2019)

Who have you involved consulted and engaged?

- Bus Operators
- Taxi Operators
- Community Transport Operators
- Wider Public (public meetings and deliberative groups)
- Parish Councils
- Service Users

Updated 11/03/2019

Analysis

Adverse Impact:

Disability

It has been identified that disabled people, such as those with mobility or visual impairments, are potentially more reliant on the public transport network than other protected groups or members of the wider public because their disability may mean they cannot drive.

It was initially thought that the need to change vehicles may be more challenging for those with disabilities affecting their mobility and that the nature of this disability may eliminate any positive impacts identified. The local consultation conflicts with this assumption as 76% of disabled respondents agreed with the changes. This represents a similar response profile to those without disabilities. It is thought that the increased frequency of direct services to the hospital have mitigated any impacts associated with changing vehicles. There was however anecdotal evidence from disabled users with physical impairments that confirmed changing buses would make journeys to Maidstone Town Centre more difficult.

Pregnancy and Maternity

It was identified that the need to change vehicles may be more challenging for those with young children who may be using push chairs. There was no evidence either supporting or denying this assumption. Notably, although respondents were specifically asked about these impact (Q8A) no service user came forward to detail specific impacts suggested there are a low number of service users with this characteristic.

Carers

The local consultation has raised concerns that these changes may make the services less accessible for carers. Whilst only 16 responses came from users identifying as Carers, they were much more likely to disagree with the changes. 47% of respondents disagreed with the changes to the service 13 compared to 16% of those without carers responsibilities. The open text reveals the disagreement tended to be based on the importance of direct services.

Updated 11/03/2019

Positive Impact:**Age**

Older residents are identified as being more reliant on public transport and the proposed changes would increase the frequency of services, providing these groups with more opportunities to travel which is supported by passenger data. In 2017-18, 25,474 passengers travelled on the 58 service of which 17,870 (70%) were ENCTS pass holders (this includes both elderly and disabled passenger). This was reflected in the local consultation with 64% of respondent being over the age of 65.

Elderly residents in Addington, Trottiscliffe, Wrotham Heath, Ryarsh, Birling, West Malling and East Malling would benefit from 2 additional return journeys Mon-Sat representing a significant increase in journey opportunities. The local consultation also revealed that users over the age of 65 were more likely to agree with the changes than the general populace, supporting the view that the positive impacts of the changes would affect this group more heavily.

- 82% of the over 65s agreed with the proposal, compared to 73% of respondents under 65.

1,330 (5%) of service users in 2017-8 were young people using YPTP and 16+ travel cards. It is likely that majority of young people travelling are accessing the service to travel to and from school and their journeys will be unaffected by these changes. Only 2 respondents were under 24 suggesting this assumption is correct.

Disability

This group were also identified as having greater reliance on public transport and thus could benefit from increases in service levels. Analysis of the responses from these groups suggests that those with a disability are just as likely to agree with these changes as those who do not recognise as disabled. 76% of disabled respondents agree with the proposal compared to 77% of the non-disabled population. This supports the assumption these changes represent an improvement for this group.

Carers

This group were also identified as having greater reliance on public transport and thus could benefit from increases in service levels. Overall this group supported the proposal with 53% of respondents agreeing with the changes. However, the positive impact is limited by negative impacts on these groups which are detailed in the next section.

Gender

In addition, the consultation has highlighted that a high percentage (64%) of responders were female, and this may indicate that there is a greater impact depending on Gender which is also defined as a protected group. This group would therefore also benefit more heavily from the increased journey opportunities.

JUDGEMENT

Adjust and continue – adjust to remove barriers or better promote equality

Internal Action Required **YES**

Equality Impact Analysis/Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Disability, Carers and Maternity	This service requires users to change buses at Morrisons, Sutton Road to access Maidstone Town Centre which may make the service more difficult to access for those with physical disabilities or young children.	If the pilot progresses, the impact on these groups should be monitored as part of the evaluation process.	A greater understanding of the impact of changing buses on disabled passengers and those with children.	Stephen Pay	March 2020	
Disability – Physical Impairment	Standing at bus stops may be a barrier for those with physical impairments. Some disabled users reported they would not be able to use this service	Bus shelters with seating to be available at interchange locations. Ensure awareness of Kent Karrier services is raised.	Services will remain accessible to a greater proportion of disabled users. No service user will be left without transport services.	Stephen Pay	June 2019	

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

No – these will be monitored as part of the programme board that take places monthly and the stage gate review March 2020.

Please forward a final signed electronic copy and Word version to the Equality Team by emailing diversityinfo@kent.gov.uk

If the activity will be subject to a Cabinet decision, the EqIA must be submitted to committee services along with the relevant Cabinet report. Your EqIA should also be published.

The original signed hard copy and electronic copy should be kept with your team for audit purposes.

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

Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 19th March 2019

Decision No: 19/00013

Subject: Kent County Council adoption of High Weald Area of Outstanding Natural Beauty Management Plan 2019-24

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For decision by Cabinet Member

Electoral Division: Cranbrook, Maidstone Rural South, Maidstone Rural West, Malling Rural East, Sevenoaks Rural South, Tenterden, Tunbridge Wells East, Tunbridge Wells North, Tunbridge Wells Rural and Tunbridge Wells West.

Summary: This report provides an overview of the revised High Weald Area of Outstanding Natural Beauty (AONB) Management Plan 2019-24 in order to seek endorsement for its adoption by Kent County Council.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste to formally adopt the reviewed and revised High Weald Area of Outstanding Natural Beauty Management Plan 2019-24 as shown at appendix A.

1. Introduction

1.1 The Countryside and Rights of Way Act 2000 requires local authorities within an Area of Outstanding Natural Beauty (AONB) to act jointly to prepare and publish an up-to-date plan which *'formulates their policy for the management of the area and for the carrying out of their functions in relation to it'*. The High Weald AONB Unit has prepared such a plan on behalf of the borough and district councils of Tunbridge Wells, Sevenoaks, Ashford, Tonbridge and Malling, as well as Kent County Council, and councils across Surrey, West Sussex and East Sussex for the period 2019-24.

1.2 The High Weald AONB Management Plan is now with all the relevant authorities for adoption. This paper provides an outline of the revised Management Plan and seeks endorsement from the KCC Cabinet Committee for Environment and Transport for its adoption by the Cabinet Member for Planning, Highways, Transport and Waste.

2. Financial Implications

- 2.1 Kent County Council makes an annual revenue contribution of £9,500 towards the core funding of the High Weald AONB (as do the other local authorities within the boundaries of the HWAONB). It is not anticipated that the revised Management Plan will place any additional financial obligations on the County Council.
- 2.2 Relevant units within the County Council will need to consider the revised Management Plan in relation to their operations (as they are already bound to do). The plans are of particular relevance to services concerned with commissioning, climate change, planning, heritage and natural environment, economic development, highways and public rights of way.

3. Policy Framework

- 3.1 The Management Plan supports the Council's second Strategic Outcome of "*Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life*" by helping to support:
- rural business and economic growth;
 - a good quality of life;
 - well planned housing growth;
 - and a physical and natural environment that is protected, enhanced and can be enjoyed.
- 3.2 The Management Plan also supports a number of the themes for action in the Kent Environment Strategy.

4. Overview of the High Weald Area of Outstanding Natural Beauty (AONB) Management Plan 2019-24

- 4.1 The Countryside and Rights of Way Act 2000 requires local authorities within an Area of Outstanding Natural Beauty (AONB) to act jointly to prepare and publish an up-to-date plan which '*formulates their policy for the management of the area and for the carrying out of their functions in relation to it*'. The High Weald AONB Unit leads the development of this plan on behalf of the relevant local authorities, overseen by the Joint Advisory Committee (JAC). Matthew Balfour attends the JAC for Kent County Council.
- 4.2 The High Weald AONB Management Plan was originally published in 2004 as a 20-year strategy and this is reviewed every five years. Reviews, with minor revisions, have taken place in 2009 and 2014. In 2017, the third review was instructed by the High Weald AONB Joint Advisory Committee. This review has taken account of the potential impact of Brexit on agri-environmental policy and the significant increase in development pressures within the AONB since the last review. The plan has also required amendments to bring it in line with the Government's 25 Year Environment Plan, published in 2018.
- 4.3 The High Weald AONB Unit has overseen the consultation process for the Plan. This included a series of technical workshops based around the key

components of the plan in summer 2017; followed by early public engagement through an on-line questionnaire, with nearly 400 people taking part.

4.4 Public Consultation on the Management Plan and its supporting documents was carried out between 13th June and 25th July 2018; this included consultation with all the local authorities. 143 responses were received, 115 from individuals and 28 from organisations; 82% of the respondents 'strongly agreed' with the AONB Vision.

4.5 KCC submitted Officer comments in response to the formal consultation in July 2018. Officers are satisfied that these have been adequately addressed and the proposed actions of the management plan do not place any new or unnecessary obligations on the County Council.

4.6 The review is accompanied by a Strategic Environmental Assessment, Habitats Regulations Assessment and Equality Impact Assessment.

4.7 The amended plan is framed around 22 objectives, which fall under the five defining components of the High Weald's AONB character (and a further two elements considered of relevance to the High Weald AONB Management Plan):

- Geology, landform, water systems and climate
- Settlement
- Routeways
- Woodland
- Field and heath
- Land-based economy and related rural life
- Other qualities and features that are connected to the interaction between the landscape and people, such as access and enjoyment

4.8 The Plan's objectives remain largely the same from the previous High Weald AONB Management Plan adopted by the appropriate KCC Cabinet Member in 2014. New or amended objectives include:

4.8.1 To protect and enhance soils, the sandstone outcrops, and other important landform and geological features. This objective has been amended from the previous management plan to specifically include soils, reflecting the Government's 25 Year Environment Plan's priority in this regard.

4.8.2 To enhance the architectural quality of the High Weald and ensure development reflects the character of the High Weald in its scale, layout and design. The addition of reflecting the AONB's character in scale, layout and design is in response to the increase in development pressure. It aims to protect and enhance the character and quality of buildings in the High Weald; and re-establish the use of local materials as a means of protecting the environment and adding to this distinctiveness.

4.8.3 To improve returns from, and thereby increase entry and retention in, farming, forestry, horticulture and other land management activities that conserve and enhance natural beauty. This is a new objective for the Management Plan, which looks to sustain an economically viable land

management sector, with a particular emphasis on sustainable and small-scale farming and forestry.

4.8.4 To improve amenities, infrastructure (including the provision of appropriate affordable housing), and skills development for rural communities and related sectors that contribute positively to conserving and enhancing natural beauty. This is a new objective for the Management Plan, which looks to foster community life and economic activities – including heritage conservation, sustainable tourism and outdoor education – that support conservation of the AONB.

4.8.5 To develop and manage access to maximise opportunities for everyone to enjoy, appreciate and understand the character of the AONB while conserving its natural beauty. This objective has been amended to give emphasis on wider engagement with the AONB through access; alongside the need to ensure that access infrastructure, services and activities are consistent with conserving and enhancing natural beauty and its quiet enjoyment.

4.8.6 To protect and promote the perceptual and aesthetic qualities that people value. This objective has been amended so that action is taken to not only promote but protect what is valued.

4.9 A full list of the High Weald AONB Management Plan objectives is provided in Appendix 1. This table also provides a comparison with the 2019-24 objectives to those of the previous 2014-19 Plan.

4.10 All of the Management Plan's actions have been amended as a result of the review. Many of them are in direct accord with those contained within the Kent Environment Strategy and other relevant strategies. Actions of particular note or relevance to KCC in respect of the services it delivers include:

Climate change and environmental impact

4.10.1 Consider AONB characteristics in climate change mitigation and adaption strategies with particular attention paid to achieving reductions in energy demand and supporting alternative sustainable transport options.

4.10.2 Support fossil fuel-free and public transport initiatives, encouraging walking, cycling and other travel alternatives where possible.

4.10.3 Encourage all new habitable buildings to be constructed using ultra-low energy building techniques, with landscape-sensitive on-site renewable energy generation where appropriate.

4.10.4 Reduce through management interventions by-products which are burnt or sent to landfill (consider opportunities for new markets for waste products).

Local goods and services

4.10.5 Preferentially select goods and services which support AONB landscape conservation in procurement decisions e.g. locally produced food, fuel, fencing, timber for construction.

4.10.6 Choose local food and support local food growers through procurement policies.

Planning

4.10.7 Ensure there is reference to the AONB Management Plan in local plans and other public documents and ensure its use as material consideration in planning decisions.

Highways and PRow

4.10.8 Ensure the design and maintenance of highways and the public realm, including street furniture, has regard to local distinctive character and avoids suburbanisation or generic approaches.

4.10.9 Identify historic routeways in highway improvement plans and consider approaches in management that are tailored to enhance their historic character including early intervention to protect banks.

4.10.10 Invest in creative highway engineering solutions, delivering quality, best practice highway alterations which are sensitive to AONB character.

4.10.11 Prioritise the appropriate management of ecologically-rich road verges in highway management and avoid damaging operations.

4.10.12 Undertake sensitive management of old coppice on routeway banks.

4.10.13 Maintain routeway verges in their 'natural state' and refrain from planting non-native species along routeways.

4.10.14 Jointly produce an access strategy that sets out areas for strategic investment to improve rights of way and increase access for all users.

4.10.15 Recognise and act to minimise the impact of traffic noise and congestion on rural lanes.

Rural economy

4.10.16 Support investment in small-scale businesses including dedicated small loans and promote innovation funds and improved rural broadband.

4.10.17 Support improved digital connectivity across rural areas.

5. Equality Impact Assessment

- 5.1 The Equality Impact Assessment screening was carried out by the High Weald AONB Unit, using the East Sussex County Council standard template. The screening concluded that the High Weald AONB Management Plan Review 2019-2024 complies with the Equality Duty 2010. It is available through the link below (see 8.3).

6. Conclusions

- 6.1 It is considered that the High Weald AONB Management Plan 2019-24 as amended can be adopted by KCC. It is not anticipated that the new Management Plan will place any additional obligations or burdens on the County Council in terms of resources; relevant units within the County Council must continue to consider the Management Plan in relation to their operations and services and will need to familiarise themselves with the Plan as revised.

7. Recommendation(s)

- 7.1 The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste to formally adopt the reviewed and revised High Weald Area of Outstanding Natural Beauty Management Plan 2019-24 as shown at appendix A.

8. Background Documents

- 8.1 HWAONB Management Plan 2019-24
<http://www.highweald.org/downloads/publications/joint-advisory-committee-papers/2018-2019/2247-jac-approved-high-weald-management-plan-2019-2024-1/file.html>
- 8.2 Supporting information for review <http://www.highweald.org/high-weald-aonb-management-plan/management-plan-review.html>
- 8.3 Equality Impact Assessment for High Weald AONB Management Plan
<http://www.highweald.org/downloads/publications/joint-advisory-committee-papers/2018-2019/2235-hwmp-equality-impact-assessment-november-2018-version-for-jac/file.html>

9. Contact details

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APPENDIX 1 – High Weald AONB Management Plan amendments to objectives

The following table notes the objectives of the 2019-2024 HWAONB Management Plan and the corresponding objective of the previous 2014-2019 Plan; where notable changes have been made, the rationale for this change is provided.

New objective	Objective previously within 2014-2019 plan	Rationale for change
Objective G1: To restore the natural function of rivers, water courses and water bodies.	G1 Objective: To restore the natural function of river catchments.	Expanded to detail specifically what river catchments embody.
Objective G2: To protect and enhance soils, sandstone outcrops, and other important landform and geological features.	G2 Objective: To protect the sandstone outcrops and other important geological features of the AONB.	This objective has been slightly amended from the previous management plan to specifically include soils, reflecting the Government's 25 Year Environment Plan's priority in this regard.
Objective G3: To help secure climatic conditions and rates of change which support continued conservation and enhancement of the High Weald's valued landscape and habitats.	G3 Objective: Climatic conditions and rates of change which support continued conservation and enhancement of the High Weald's valued landscape and habitats.	To recognise that partners have a role to play in the larger agenda to tackle climate.
Objective S1: To reconnect settlements, residents and their supporting economic activity.	S1 Objective: To reconnect settlements, residents and their supporting economic activity <i>with the surrounding countryside</i> .	Minor edit.
Objective S2: To protect the historic pattern and character of settlement.	S2 Objective: To protect the historic pattern of settlement.	Minor edit.
Objective S3: To enhance the architectural quality of the High Weald and ensure development reflects the character of the High Weald in its scale, layout and design.	S3 Objective: To enhance the architectural quality of the High Weald.	The addition of reflecting the AONB's character in scale, layout and design is in response to the increase in development pressure. It aims to protect and enhance the character and quality of buildings in the High Weald; and re-establish the use of local materials as a means of protecting the

		environment and adding to this distinctiveness.
Objective R1: To maintain the historic pattern and features of routeways.	R1 Objective: To maintain the historic pattern and features of routeways.	(no change)
Objective R2: To enhance the ecological function of routeways.	R2 Objective: To enhance the ecological function of routeways.	(no change)
Objective W1: To maintain the existing extent of woodland and particularly ancient woodland.	W1 Objective: To maintain existing extent of woodland and particularly ancient woodland.	(no change)
Objective W2: To enhance the ecological quality and functioning of woodland at a landscape scale.	W2 Objective: To enhance the ecological functioning of woodland at a landscape scale.	Minor edit.
Objective W3: To protect the archaeology and historic assets of AONB woodlands.	W3 Objective: To protect the archaeology and historic assets of AONB woodlands.	(no change)
Objective W4: To increase the output of sustainably produced high-quality timber and underwood for local markets.	W4 Objective: To increase the output of sustainably produced high-quality timber and underwood for local markets.	(no change)
Objective FH1: To secure agriculturally productive use for the fields of the High Weald, especially for local markets, as part of sustainable land management.	FH1 Objective: To secure agriculturally productive use for the fields of the High Weald, especially for local markets, as part of sustainable land management.	(no change)
Objective FH2: To maintain the pattern of small irregularly shaped fields bounded by hedgerows and woodlands.	FH2 Objective: To maintain the pattern of small irregularly shaped fields bounded by hedgerows and woodlands.	(no change)
Objective FH3: To enhance the ecological function of field and heath as part of the complex mosaic of High Weald habitats.	FH3 Objective: To enhance the ecological function of field and heath as part of the complex mosaic of High Weald habitats.	(no change)
Objective FH4: To protect the archaeology and historic assets of field and heath.	FH4 Objective: To protect the archaeology and historic assets of field and heath.	(no change)
Objective LBE1: To improve returns from, and thereby increase entry and retention in,		This is a new objective for the Management Plan, which looks to sustain an economically

farming, forestry, horticulture and other land management activities that conserve and enhance natural beauty.		viable land management sector, with a particular emphasis on sustainable and small-scale farming and forestry.
Objective LBE2: To improve amenities, infrastructure (including the provision of appropriate affordable housing), and skills development for rural communities and related sectors that contribute positively to conserving and enhancing natural beauty.		This is a new objective for the Management Plan, which looks to foster community life and economic activities – including heritage conservation, sustainable tourism and outdoor education – that support conservation of the AONB.
Objective OQ1: To increase opportunities for learning about and celebrating the character of the High Weald.	UE1 Objective: To increase opportunities for learning about and celebrating the character of the High Weald.	(no change)
Objective OQ2: To increase the contribution of individuals and communities to the conservation and enhancement of the AONB.	UE2 Objective: To increase the contribution of individuals to the conservation and enhancement of the AONB.	Minor edit.
Objective OQ3: To develop and manage access to maximise opportunities for everyone to enjoy, appreciate and understand the character of the AONB while conserving its natural beauty.	UE3 Objective: To increase community involvement in conservation and enhancement of the AONB.	This objective has been amended to give emphasis on wider engagement with the AONB through access; alongside the need to ensure that access infrastructure, services and activities are consistent with conserving and enhancing natural beauty and its quiet enjoyment.
Objective OQ4: To protect and promote the perceptual qualities that people value.	UE4 Objective: To develop and manage services that support informal open-air recreation to facilitate 'green' use by all residents and visitors.	This objective has been amended so that action is taken to not only promote but protect what is valued.

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

<p>DECISION TAKEN BY</p> <p>Mike Whiting</p> <p>Cabinet Member for Planning, Highways, Transport and Waste</p>	<p>DECISION NO:</p> <p>19/00013</p>
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For publication

Key decision*

Yes

Subject: : Kent County Council adoption of High Weald Area of Outstanding Natural Beauty Management Plan 2019-24

Decision:

As Cabinet Member for Planning, Highways, Transport and Waste, I agree to formally adopt the reviewed and revised High Weald Area of Outstanding Natural Beauty Management Plan 2019-24

Reason(s) for decision:

The Countryside and Rights of Way Act 2000 requires local authorities within an Area of Outstanding Natural Beauty (AONB) to act jointly to prepare and publish an up-to-date plan which *'formulates their policy for the management of the area and for the carrying out of their functions in relation to it'*. The High Weald AONB Unit has prepared such a plan on behalf of the borough and district councils of Tunbridge Wells, Sevenoaks, Ashford, Tonbridge and Malling, as well as Kent County Council, and councils across Surrey, West Sussex and East Sussex for the period 2019-24.

Cabinet Committee recommendations and other consultation:

KCC submitted Officer comments in response to the formal consultation in July 2018. Officers are satisfied that these have been adequately addressed and the proposed actions of the management plan do not place any new or unnecessary obligations on the County Council.

Any alternatives considered:

N/A – Statutory Document

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
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 19th March 2019

Subject: Draft Kent Biodiversity Strategy

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Environment and Transport Cabinet Committee, 10 October 2019

Electoral Division: All – Strategy is county-wide

Summary: To provide the Cabinet Committee with an overview of the draft Kent Biodiversity Strategy, ahead of the planned public consultation in summer 2019.

Recommendation(s): The Cabinet Committee is asked to consider and note the draft Kent Biodiversity Strategy.

1. Introduction

1.1 The draft Kent Biodiversity Strategy (the Strategy) sets out the contribution the county of Kent can make to the Government’s ambition to “leave our environment in a better state than we found it” and the further aspirations set out in its 25 Year Environment Plan, A Green Future (2018).

1.2 The draft Strategy is a Kent Nature Partnership document and has been prepared by Kent County Council and the Kent Wildlife Trust under the guidance of a Task and Finish Group, comprising the following members of the Kent Nature Partnership (see Appendix 1 for details on the Kent Nature Partnership):

- Environment Agency
- Kent County Council
- Kent & Medway Biological Records Centre
- Kent & Medway NHS & Social Care Partnership Trust
- Kent Wildlife Trust
- LEADER programme (rural business grants body)
- Medway Valley Countryside Partnership
- Natural England
- RSPB
- Swale Borough Council
- Tunbridge Wells Borough Council
- University of Greenwich

1.3 This report provides an overview of the draft Strategy and the intended future approach to finalise it for adoption. A copy of the draft Strategy is appended to this report.

2. The need for a Kent Biodiversity Strategy

2.1 Biodiversity is typically defined as the variety of plant and animal life and the interactions between them. Biodiversity does not just concern rare or endangered species and habitats, everything, even the most commonplace, has an important role in the wider ecosystem and the processes they support. The abundance of a species is also crucial in maintaining a healthy ecosystem. Biodiversity is important, not just for its own sake but because it is responsible for the air we breathe, the water we drink, the food we eat and for materials we rely upon. It provides us with a place for recreation, reflection and interest; and, as such, is vitally important to our physical and mental health and wellbeing.

2.2 Despite this, biodiversity is facing a crisis. The 2016 State of Nature Report¹ found that the UK has lost significantly more nature over the long term than the global average, with suggestions that we are among the most nature-depleted countries in the world – over half of our species are in decline. This is therefore a pivotal point in time to take action and change the direction of travel – for both biodiversity’s sake and for the essential role it plays in our lives. With a rich and varied biodiversity resource, and committed and driven stakeholders, Kent has a key role to play in this national effort.

2.3 Kent is not immune from the pressures on biodiversity. In fact, Kent’s location both as a gateway to Europe and within the south east, means it faces significant land use pressures from infrastructure and most notably, unprecedented levels of growth. Natural environment and natural capital must be integral to, and a key consideration within, sustainable growth.

2.4 It is imperative that we all work together to meet the demands of the county whilst safeguarding the future of our wildlife and habitats. Whilst the State of Nature report may paint a bleak picture, it has also shown that when conservationists, government, business and individuals work in partnership, landscapes can be restored and threatened species saved. The Kent Biodiversity Strategy aims to help steer this collective action within the county.

2.5 The Government’s 25 Year Environment Plan, “A Green Future”, pledges that this will be the first generation to leave the environment in a better state than it was found. Furthermore, that this generation will pass on to the next generation a natural environment protected and enhanced for the future. The Kent Nature Partnership supports this vision and through the Kent Biodiversity Strategy, sets out the county’s contribution to such an ambition by delivering healthy, sustainable and coherent biodiversity in Kent. As such, the targets set by this Strategy are within the context of the national 25 year goals and the policies that will deliver them. This draft Strategy replaces Kent Biodiversity 2020, an informal strategy which was based on the UK’s Biodiversity 2020 targets.

¹ The State of Nature UK reports are produced by a Page 252 of over 50 organisations involved in the recording, researching and conservation of nature in the UK and its Overseas Territories.

3. Kent Biodiversity Strategy's mission and goals

3.1 The Kent Biodiversity Strategy aims to deliver, over a 25-year period, the restoration and creation of habitats that are thriving with wildlife and plants, ensuring the county's terrestrial, freshwater, intertidal and marine environments regain and retain good health.

3.2 The Strategy looks to protect and recover threatened species and enhance the wildlife habitats that Kent is particularly important for. It also aims to provide a natural environment that inspires citizen engagement and is well used and appreciated, so that the mental and physical health benefits of such a connection can be realised by the people of Kent. This will be achieved through the delivery of the following goals:

3.2.1 Terrestrial habitats, ecosystems and species: *by 2044 Kent has a rich and growing terrestrial biodiversity, underpinned by more resilient and coherent ecological networks and healthy, well-functioning ecosystems.*

3.2.2 Freshwater and intertidal ecosystems and species: *by 2044 Kent has clean, productive and biologically diverse freshwater and intertidal ecosystems underpinned by implementation of a 'source-to-sea' approach.*

3.2.3 Marine habitats, ecosystems and species: *by 2044 Kent is making its contribution to reversing the loss of marine biodiversity and delivering clean, productive and biologically diverse oceans and seas through good management.*

3.2.4 Connecting people with the natural environment: *by 2044 the widest possible range of ages and backgrounds will be benefiting from the mental and physical health benefits of the natural environment; and we will have inspired the next generation to take on guardianship of the county's biodiversity.*

3.3 Under each of these goals the draft Strategy sets out specific objectives and targets for selected priority habitats and species. These can be read in detail within the draft Strategy appended to this report.

3.4 Kent is home to 36 priority habitats² and more than 85 priority species³. Whilst all remain important to the county, the Strategy has chosen to select 15 priority habitats and 8 species on which efforts should be specifically focussed and targets set. Their selection has been based on the following criteria:

- Habitats and species for which Kent is a stronghold at UK level.
- Habitats and species for which there is sufficient data/monitoring available.
- Species that can act as an indicator for the broader health of the natural environment and biodiversity.
- Species that would benefit from particular attention in Kent.
- Species which will benefit from landscape scale conservation.

² UK priority habitats were selected using one or more of the following criteria: for which the UK has international obligations; are at risk (rare or high rate of recent decline); functionally important for species inhabiting wider environments; and/or important for species of conservation concern.

³ UK species identified as being the most threatened and requiring conservation action.

- Opportunity for the Kent Nature Partnership to deliver gains for this target through joint working.

4. Implementation of the draft Strategy

- 4.1 Whilst the draft Strategy and its goals, have a 25-year time frame, some of the targets have a shorter time frame in line with aspirations to deliver in the short to medium term.
- 4.2 The Strategy, once finalised, will be reviewed every five years. Given the long timeframe of the Strategy and the ambitious nature of the goals, a five-year implementation plan will sit alongside it with delivery of the targets broken down into smaller, shorter actions. Monitoring and review of the strategy, based on delivery of the implementation plan, will be every two years. This implementation plan will be developed following the conclusion of the public consultation.
- 4.3 It is intended that the targets will be owned by all that have an opportunity to influence and impact biodiversity in the county – from statutory agencies to local planning authorities; land owners to non-governmental organisations; those that use the land to those that benefit from its services. All have a role to play and the Kent Nature Partnership umbrella will continue to bring these partners together to help deliver the Strategy’s aspirations for biodiversity.
- 4.4 Once finalised, Kent’s local planning authorities will be invited to adopt the Strategy. District representatives on the Strategy task and finish group have advised that individual authorities may struggle to adopt the full strategy, given that some elements (for instance marine environment or specific priority habitats) may be outside of their geographical area and influence. To address this, the Strategy will be broken down into District Specific Strategies that will identify the biodiversity value of each district and the relevant targets. Each local planning authority will then be invited to adopt a District Specific Strategy

5. Policy Framework

- 5.1 The Strategy supports the Council’s second Strategic Outcome of *“Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life”* by helping to support:
- a physical and natural environment that is protected, enhanced and can be enjoyed;
 - a good quality of life; and
 - well planned housing growth.

6. Equality Impact Assessment

- 6.1 An Equality Impact Assessment (EqIA) has been completed (see appendix 3). The public consultation will be designed to ensure all are able to access and influence the draft Strategy; the consultation will follow KCC’s standards for design and consultation process. Further details are outlined in paragraph 8.3.

- 6.2 The EqIA will be reviewed in light of the responses to the public consultation.
- 6.3 It is considered that the Strategy itself offers no potential for discrimination. However, it may provide the opportunity to deliver a favourable impact for all protected character groups in respect of the Strategy’s objective “By 2044 the widest possible range of ages and backgrounds will be benefiting from the mental and physical health benefits of the natural environment; and we will have inspired the next generation to take on guardianship of the county’s biodiversity”. The EqIA will be used to inform the Implementation Plan and associated actions as they are defined.

7. Financial implications

- 7.1 The draft Strategy places no financial obligations on KCC, with exception of the production of the consultation document. Resources for this will be met from existing revenue budgets.
- 7.2 Once adopted, the Strategy is not anticipated to place any new financial burdens on the authority in terms of its implementation. There will be resource implications in terms of development of the implementation plan, district strategies, monitoring and review; as before, these will be met from existing revenue budgets.

8. Timetable for finalisation of the draft Strategy

- 8.1 The draft Strategy is currently being reviewed by the wider Kent Nature Partnership. The next steps for finalisation of the strategy are:

Amendment & finalisation of draft Strategy for public consultation	March-May 2019
Public consultation	June/July 2019
Finalisation of Kent Biodiversity Strategy	August/September 2019
KCC adoption of Kent Biodiversity Strategy via Environment and Transport Cabinet Committee	October 2019
KNP partner adoption of Kent Biodiversity Strategy	October 2019 onwards
Development of KBS implementation plan	September 2019 onwards
District synopsis development	September 2019 onwards

- 8.2 The public consultation scheduled for summer will give members of the public and other stakeholders the opportunity to provide feedback on the draft Strategy before it is finalised and adopted. The consultation also provides the opportunity to raise awareness of the importance of biodiversity.
- 8.3 The public consultation will be designed by KCC’s Engagement and Consultation team and will take into account consultee accessibility requirements as identified by the Equality Impact Assessment. It is anticipated that the consultation will be online, with responses submitted digitally via an online response form. Notwithstanding, to ensure accessibility the consultation documentation is expected to include:

- a word version with text describing images, tables etc to improve accessibility for people using audio transcription software.
- hard copies available at Country Parks, Libraries and Gateways and on request.
- details of how people can request the consultation documents in alternative formats, such a large print.

8.4 The consultation will be widely promoted via KCC and Kent Nature Partnership communication channels; KNP partners will also be asked to help promote the consultation.

9. Recommendation(s)

Recommendation(s): The Cabinet Committee is asked to consider and note the draft Kent Biodiversity Strategy.

10. Background Documents

Previous Kent Biodiversity Strategy -

<http://www.kentnature.org.uk/uploads/files/Nat-Env/Kent-Biodiversity-Strategy-final.pdf>

A Green Future: Our 25 Year Plan to Improve the Environment -

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/693158/25-year-environment-plan.pdf

2016 State of Nature Report -

<https://www.rspb.org.uk/globalassets/downloads/documents/conservation-projects/state-of-nature/state-of-nature-uk-report-2016.pdf>

11. Contact details

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Kent Nature Partnership Biodiversity Strategy – 2018 to 2044

The Kent Biodiversity Strategy sets out the contribution the county of Kent, and the Kent Nature Partnership, can make to the Government’s ambition to leave our environment in a better state than we found it and the aspirations set out in its 25 Year Environment Plan “A Green Future”.

The (draft) Kent Biodiversity Strategy has been prepared by Kent Wildlife Trust and Kent County Council under the guidance of a Task and Finish Group, comprising the following members of the Kent Nature Partnership:

Jason Adams	Environment Agency
Debbie Bartlett	University of Greenwich
Camilla Blackburn	Kent Wildlife Trust
Sirina Blankson	Kent & Medway NHS & Social Care Partnership Trust
Lucy Breeze	Kent Environment Strategy – Kent County Council
Bryony Chapman	Kent Wildlife Trust
Hannah Cook	Kent & Medway Biological Records Centre
Paul Haddaway	Kent Wildlife Trust
Huw Jarvis	LEADER
Alan Johnson	RSPB
Liz Milne	Kent County Council
Laura Newland	Natural England
Lyn Newton	Swale Borough Council
Mark Pritchard	Medway Valley Countryside Partnership
David Scully	Tunbridge Wells Borough Council
Ruth Tyson	Kent County Council
Anne Waite	Kent Wildlife Trust

DRAFT

Introduction

Why does nature matter?

Nature is remarkable and is essential to our lives. It is responsible for the air we breathe, the water we drink and the food we eat. It provides us with clothes to wear, materials to build with and medicines to cure. It provides us with a place to recreate and reflect and provides great joy and interest; as such it is inextricably linked to our mental health and wellbeing.

Despite this, nature is facing a crisis. Globally, the Living Planet Report (2018) shows that wildlife populations have declined by over half in less than 50 years and that the variety of life on earth is disappearing fast¹. Nationally, the 2016 State of Nature Report² found that the UK has lost significantly more nature over the long term than the global average, with suggestions that we are among the most nature-depleted countries in the world – over half of our species are in decline. This is therefore a pivotal point in time to turn around nature’s fortunes – for nature’s sake and for the essential role it plays in our lives.

What is biodiversity?

Biodiversity is the variety of life on Earth, in all its forms, and the interactions between them – it is the wide range of living things and the habitats they rely on. Biodiversity does not just concern rare or endangered species and habitats, everything, even the most commonplace, has an important role in the wider ecosystem and the processes they support. The abundance of a species is also crucial in maintaining a healthy ecosystem.

Kent has a wonderfully rich and varied biodiversity resource, with globally rare habitats such as the vegetated shingle of Dungeness, our ancient chalk grasslands and the marine chalk reef habitats around our Kent coast. Our wealth of varied habitat supports some nationally rare and special species only found in Kent within the UK, such as the specialist leafhopper *Anoscopus duffieldii* at Dungeness or the late spider-orchid, on the chalk downland in East Kent.

Because of the services and functions that biodiversity provides, this resource can also be described as our natural capital. Natural capital provides (food, raw material and growth), regulates (air, water, soil and climate) and supports us culturally with non-material benefits. Biodiversity is the “live” element of natural capital and many of the benefits that stem from natural capital are as a result of the interactions between biodiversity and non-living resources. By investing in these biodiversity assets, we are investing in our own future and wellbeing.

¹ https://www.wwf.org.uk/sites/default/files/2018-10/wwfintl_livingplanet_full.pdf

² <https://www.rspb.org.uk/globalassets/downloads/documents/conservation-projects/state-of-nature/state-of-nature-uk-report-2016.pdf>

Kent's biodiverse environment³

- Over 20,000 species have been recorded in Kent; nearly 30% of all UK species.
- Over 3,400 rare and threatened species have been recorded in the County.
- 36 Biodiversity Action Plan priority habitats.
- Over 400 S41⁴ priority species.
- 40% of the UK's coastal vegetated shingle at Dungeness.
- The largest UK population of Lizard Orchids at Sandwich Bay.
- 35% of the UK's coastal chalk; Thanet alone holds 12% of Europe's exposed coastal chalk⁵.
- 70% of the south east's ancient woodland resource.
- 11% of England's ancient semi-natural woodland.
- 16% of England's saline lagoons.
- 5% of the UK's and 20% (1,658 ha) of the south east's chalk grassland (the UK is thought to hold half the world's chalk grassland).
- Only 200 chalk rivers are known globally, 85% of which are found in the UK in southern and eastern England.
- 22 internationally designated sites, comprising 15 Special Areas of Conservation, 7 Special Protection Areas and 6 Ramsar Sites.
- 6 designated and 3 recommended Marine Conservation Zones totalling over 700 km².
- 98 Sites of Special Scientific Interest, covering 8.7% of the county.
- 466 Local Wildlife Sites, covering 7% of the county.
- 154 Roadside Nature Reserves, with a combined length of 89km.
- 2 Areas of Outstanding Natural Beauty, the High Weald and Kent Downs.
- Almost a third (27%) of the county is semi-natural habitat.

Natural capital⁶

The Natural Capital Committee describes natural capital as "The sum of our ecosystems, species, freshwater, lands, soils, minerals, our air and our seas" ... "These are all elements of nature that either directly or indirectly bring value to people and the country at large. They do this in many ways but chiefly by providing us with food, clean air and water, wildlife, energy, wood, recreation and protection from hazards"

- 40% of global GDP relies on natural capital.
- 84% of European crops depend on wild insect pollination; the value of pollination to UK agriculture is £440m per year.
- Proximity to open space can enhance the value of commercial property by 3% and housing by 18%.
- Annual visits by UK residents to the countryside and/or villages contribute £5.5 billion; and to the coast contribute £7.4 billion.
- Around 15m tonnes of carbon dioxide was sequestered by forestry in 2006 and reduced the UK's carbon dioxide emissions by 3%. Carbon sequestration from UK woodland is estimated to be £680m p/a.
- Urban greenspaces can have a cooling effect of 1-2°C.
- Having a view of greenspace increases emotional wellbeing by 5% and general health by 2%
- People with easy access to nature are 3 times more likely to participate in physical activity, resulting in 40% less likely to become overweight or obese.

³ Facts and figures provided by Kent & Medway Biological Records Centre (KMBRC)

⁴ Section 41 (S41) of 2006 Natural Environment and Rural Communities (NERC) Act

⁵ English Nature. 2001. *North East Kent European marine sites Management Scheme*.

⁶ Values taken from *Securing the Value of Nature in Kent*, 2011, David Pape and Jacklyn Johnson

A collaborative approach to meeting the challenges

There are pressures on land use which are specific to Kent's location, such as its proximity to London and as a gateway to Europe, through road, rail, sea and air links. But the biggest pressure Kent faces is the significant and unprecedented levels of growth. The Kent and Medway Growth and Infrastructure Framework identifies some 178,600 additional homes and 396,300 additional people by 2031 (that's 24% and 23% growth respectively). And in addition to this is the infrastructure needed to support this – transport, education, health and social care, utilities and community facilities. This all requires space (land) and resources. The Kent Habitat Survey 2012 showed that land covered by development in Kent had increased from 10.7% in 1961 to 17.3% in 2008, an increase of around 62% of the original resource. With unprecedented growth levels predicted, land take will increase even further. And a growing population needs food and materials; intensive food production and farming places further pressures on the land. But the natural environment need not always be a barrier to growth; in fact, through its natural capital, biodiversity is integral to growth.

In addition to these pressures on land use, there are some general trends which, historically, have had a negative effect on the natural diversity of Kent. Some of these factors have included:

- Direct loss of habitats - through increased development or other land uses, such as mineral extraction.
- Intensification of land management – such as use of chemical fertilisers and pesticides in farming, ploughing up of semi-natural grasslands, loss of traditional orchards.
- Lack of appropriate management – such as the loss of woodland management as the woodland resources become uneconomic to extract; or recreational overuse of sensitive areas.
- Habitat fragmentation – species movement or migration is impaired and populations can become isolated, making them less able to survive or adapt to changing climate conditions.
- Invasion of non-native species – these can out-compete native species.
- Climate change – loss of land through sea-level rise, changes in temperature, weather and other environmental factors altering habitat composition and species movement and survival (Kent is a gateway for species colonising from Europe in a response to climate change).

It is imperative that, at a time of immense change, we all work together to meet the demands of the county whilst safeguarding the future of our wildlife and habitats. Whilst the State of Nature report may paint a bleak picture, it has also shown that when conservationists, government, business and individuals work in partnership landscapes can be restored and threatened species can be saved. This Strategy aims to help steer this collective action.

Strategic context for the Kent Biodiversity Strategy

The national picture

The Government's 25 Year Environment Plan, *A Green Future*, pledges that this will be the first generation to leave the environment in a better state than we found it and pass on to the next generation a natural environment protected and enhanced for the future. The Kent Nature Partnership supports this vision and through the Kent Biodiversity Strategy sets out the county's contribution to this by delivering healthy, sustainable and coherent biodiversity in Kent. As such, the targets set by this Strategy are set within the context of the national 25 year goals and the policies that will deliver them.

The 25 Year Environment Plan looks beyond no net loss and sets strong goals for environmental net gain; this is further backed by policy within the 2018 revised National Planning Policy Framework (NPPF). In line with this, the Kent Biodiversity Strategy assumes maintenance of the extent of our current priority habitat resource and focusses on restoration and creation. As such it intends to provide a framework for delivery of net gain, providing a focus for habitats and species of local importance and priority and, as required by the NPPF, helps to identify areas for habitat management, enhancement, restoration or creation.

The natural capital approach, whereby consideration is given to the socio-economic value of the natural environment through the ecosystem services it provides, runs through the 25 Year Environment Plan and should do in all matters to ensure the environment is best represented. Ensuring the future of the county's biodiversity is a critical element of realising the maximum benefits of Kent's natural capital.

The Kent picture

The Kent Biodiversity Strategy has been developed by the Kent Nature Partnership with the intention that the targets will over time be adopted and incorporated into relevant local policy and plans. The Kent Nature Partnership has a vision *for the Garden of England to have a healthy natural environment that is rich in wildlife, is enjoyed and valued by all and underpins our long-term economic, social and personal wellbeing* – thriving biodiversity is key to achieving this vision.

In its strategic priorities, the Partnership recognises the need to improve the quality, extent and connectivity of our high value habitats and aims to deliver a network of high value natural and semi-natural habitats, made up of locally and nationally recognised sites, that is well managed and connected. This Strategy is the means by which this outcome, and more, will be achieved.

Because of the many functions that biodiversity provides, this Strategy must be considered alongside others; not least of all the Kent Environment Strategy. The Biodiversity Strategy provides the detail and focus needed to achieve the natural environment aspirations of the Kent Environment Strategy, in particular to *conserve and enhance the quality and supply of the county of Kent's natural and historical resources and assets*.

The 25 Year Environment Plan sets out that Local Natural Capital Plans will be developed to link the Plan's goals with local priorities; a Local Natural Capital Plan will be developed to incorporate Kent, Sussex and Surrey. This Strategy will be pivotal in setting out the priorities for Kent's biodiversity within this wider strategic area.

There are a plethora of other strategies and work that the Kent Biodiversity Strategy should be cognizant of; these are listed in Appendix II.

How we have chosen our priority habitat and species

Kent is home to 36 priority habitats⁷ (see Appendix I for complete list) and more than 85 priority species⁸. Whilst all remain important to the county, the Strategy has chosen to select 15 priority habitats and 8 species on which efforts should be specifically focussed and targets set. The criteria for their selection are noted in the box below.

The targets for these selected priority habitats and species are based on those set by the Kent Nature Partnership in 2014 and represent targets to be achieved from 2014 to 2025, unless otherwise indicated.

Certain individual species or species groups can provide a useful mechanism for monitoring environmental change, providing warning signs of shifts in the health of our ecosystems and providing opportunities for the general public to effect positive change at a local level. The Strategy has selected a handful of such species as indicators. Similarly, where a species is considered to be undergoing significant decline or pressures but where there is no formal monitoring or targets cannot be easily defined, indicators have been identified for these species.

⁷ UK priority habitats were selected using one or more of the following criteria: for which the UK has international obligations; are at risk (rare or high rate of recent decline); functionally important for species inhabiting wider environments; and/or important for species of conservation concern.

⁸ UK species identified as being the most threatened and requiring conservation action.

Kent priority habitat selection criteria

- Habitats for which Kent is a stronghold at UK level
- Habitats for which there is sufficient data available relating to extent and quality of current resource.
- Opportunity for the KNP to deliver gains for this target through joint working.

Kent priority species selection criteria

- Species that can act as an indicator for the broader health of the natural environment and biodiversity.
- Species for which Kent is a stronghold.
- Species that would benefit from particular attention in Kent.
- Species which will benefit from landscape scale conservation.
- Species for which data/monitoring is obtainable so targets can be measured.

Implementation, measuring progress and review

Whilst this Strategy, and its goals, has a 25 year timeframe some of the targets will have a shorter timeframe in line with aspirations to deliver in the short to medium term. The Strategy will be reviewed every 5 years. Given the long timeframe of the Strategy and the ambitious nature of the goals, a five year implementation plan will sit alongside it with delivery of the targets broken down into smaller, shorter actions. Monitoring and review of the strategy, based on delivery of the implementation plan, will be every two years.

It is intended that the targets will be owned by all that have an opportunity to influence and impact biodiversity in the county – from statutory agencies to local planning authorities; land owners to non-governmental organisations; those that use the land to those that benefit from its services. All have a role to play and the Kent Nature Partnership umbrella brings these players together to help deliver the Strategy's aspirations for biodiversity.

The natural world and sustainable growth can work well together: let us lead the way in demonstrating how this is done in Kent and Medway.

Our 25 year mission and goals

The Kent Biodiversity Strategy aims to deliver, over a 25 year period, the restoration and creation of habitats that are thriving with wildlife and plants, ensuring the county's terrestrial, freshwater, intertidal and marine environments regain and retain good health.

The Strategy looks to protect and recover threatened species and enhance the wildlife habitats that Kent is particularly important for. It also aims to provide a natural environment that inspires citizen engagement and is well used and appreciated, so that the mental and physical health benefits of such a connection can be realised by the people of Kent.

This will be achieved through the delivery of the following goals:

Terrestrial habitats, ecosystems and species: by 2044 Kent has a rich and growing terrestrial biodiversity, underpinned by more resilient and coherent ecological networks and healthy, well-functioning ecosystems.

Freshwater and intertidal ecosystems and species: by 2044 Kent has clean, productive and biologically diverse freshwater and intertidal ecosystems underpinned by implementation of a 'source-to-sea'⁹ approach.

Marine habitats, ecosystems and species: by 2044 Kent is making its contribution to reversing the loss of marine biodiversity and delivering clean, productive and biologically diverse oceans and seas through good management.

Connecting people with the natural environment: by 2044 the widest possible range of ages and backgrounds will be benefiting from the mental and physical health benefits of the natural environment; and we will have inspired the next generation to take on guardianship of the county's biodiversity.

⁹ An integrated approach to land and water management, working across sectors and borders, that respects natural river catchments and their processes, and considers our impacts upon water along its entire path from headwaters (the source) to coastal waters and beyond.

Objectives and targets

Terrestrial habitats, ecosystems and species

By 2044 Kent has a rich and growing terrestrial biodiversity, underpinned by more resilient and coherent ecological networks and healthy, well-functioning ecosystems.

Over the last few decades, we have lost significant areas of many of our most precious habitats. We now need to restore those degraded habitats, replenish our depleted soils and arrest the decline of native species to deliver robust ecological networks that are sustainable, ecologically coherent and resilient to climate change. We will expand our use of natural processes and natural solutions to ensure more sustainable use and management of habitats, to provide biodiversity net gains, and to protect and grow our natural capital.

Our objectives for terrestrial habitats, ecosystems and species are, by 2044:

- 20% land (74,700ha) well managed¹⁰ for nature¹¹
- An ecological network of semi-natural habitat covering 30% of Kent (112,000 ha)¹²
- 75% Sites of Special Scientific Interest restored to favourable condition, securing their wildlife value for the long term
- Over half of Local Wildlife Sites in good management¹⁰, securing their local wildlife value for the long term
- More, bigger and less fragmented areas of wildlife-rich habitat outside the protected sites network for wildlife, with an increase in the overall extent of priority habitats (as detailed below in the habitat-specific targets) to ensure greater connectivity and resilience to climate change
- Kent-specific threatened and iconic species of terrestrial animals and plants are recovering, including those that support ecosystem services (for details, see Species table below)

The table below sets out the targets for the terrestrial priority habitats and species.

¹⁰ “**Well managed/good management**” in respect of this priority refers to: SSSIs in favourable or unfavourable recovering condition; SPAs/SACs with formal management plans or where potentially damaging activities are being managed; land parcels managed under options for Maintain/Manage or Restore under the Higher Level/Tier of an agri-environment/land management scheme; land in a Woodland Grant Scheme or which has a Forestry Commission Woodland Management Plan ; LWS in management; NNRs, LNRs, RSPB, National Trust, KWT, Woodland Trust, Plantlife reserves.

¹¹ In order to deliver net gain, we need to increase the proportion of existing semi-natural habitat in good management. In 2015, 20.8% of the county (Kent area = 373,600 ha) was identified as high value, semi-natural habitat (for definitions of semi-natural and high value, please see Glossary). However, only two thirds of this was identified as well-managed (in effect 14.6% of the county or 54,640 ha).

¹² 20% (74,700 ha) of the county is high value, semi-natural habitat (for definitions, please see Glossary). In order to deliver net gain, we need to not only also increase the proportion of existing high value, semi-natural habitat in good management but to increase the extent of semi-natural habitat and improve connectivity. Current coverage of semi-natural habitat is estimated at 27%. A recent Kent Wildlife Trust review, the *Landscape Scale Connectivity Literature Review* (written in 2010 by Natural Values and commissioned by KWT) concluded that in order to provide the necessary ecological connectivity, the county should be aiming for a target of 30% semi-natural habitat (112,000 ha). It is this long term (25 year) target that the KNP is aspiring towards, using as its basis the Biodiversity Opportunity Area mapping work which took place in 2008, was revised in 2014 and is due to be updated in 2019. In Kent, there are 98 SSSIs and over 466 Local Wildlife Sites alone, which together cover 15.7% of the county. However, there are also areas of ancient woodland and broadleaved woodland which fall outside any designation, but can be considered as a fairly secure wildlife habitat, so 30% is a less ambitious target than it seems. In addition, semi-natural habitats can include habitat which does not meet BAP priority habitat criteria, such as semi-improved grassland.

Priority habitat	Champion ¹³	Current resource (Kent Habitat Survey 2012 ¹⁴)	2025 target	Rationale
Lowland Beech and Yew Woodland	Natural England / Forestry Commission	613 ha UK BAP priority habitat	Restore 92 ha; create 49 ha	Lowland beech and yew woodland is particularly distinctive in Kent with notable examples existing within the High Weald and Kent Downs Areas of Outstanding Natural Beauty. However beech is sensitive to drought and it likely to be particularly vulnerable to the projected changes in rainfall and temperature in the south-east of England with beech and yew woodland on free draining calcareous soils being most at risk. To build resilience an increase of 15% is desirable by 2025 through a combination of restoration of conifer plantations on ancient woodland sites and new woodland creation. Agri-environment schemes are a key funding stream for this work but there may also be opportunities for woodland creation and restoration as a result of future development through mandatory net gain.
Lowland Mixed Broadleaved Woodland	Natural England / Forestry Commission	153 ha UK BAP priority habitat	Restore 30 ha; create 16 ha	Lowland mixed deciduous woodland can have a hugely biodiverse canopy layer and ground flora and is a robust habitat with respect to future climates. Much of this woodland has been lost through clear-fell and plantation planting. By 2025 an increase of 30% is desirable through a combination of restoration of conifer plantations on ancient woodland sites and new woodland creation. Agri-environment schemes are a key funding stream for this work but there may also be opportunities for woodland creation and restoration as a result of future development through mandatory net gain.

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¹³ For definition, please see Glossary.

¹⁴ <http://www.archnature.eu/the-kent-habitat-survey-2012-final-report.html>. The Kent Habitat Survey provides the most comprehensive data regarding the extent of priority habitats in the county. However, the criteria for classifying habitat types as Priority Habitat (BAP) type were very strict and the data were not verified neither have they been updated since 2012.

Chalk grassland	Natural England	1159 ha UK BAP priority habitat	730 ha creation; 770 ha enhancement and restoration of semi-improved chalk grassland	Kent supports around 5% of the UK's chalk grassland habitat with around 2000 ha in total; 1159ha being of the highest quality and a further 770 ha being semi-improved chalk grassland. There are currently 4 projects underway in Kent, targeting management, restoration and maintenance: Old Chalk New Downs hosted by Kent County Council; Natural England's East Kent Focus Area; Darent Valley Partnership hosted by the Kent Downs AONB; White Cliffs Partnership hosted by Dover District Council.
Lowland meadow	Kent Wildlife Trust	27 ha UK BAP priority habitat	25 ha creation; 100 ha enhancement and restoration	Kent supports 27ha of BAP priority habitat quality grassland and a further 430 ha of species-rich neutral grassland which meets Farm Environment Plan criteria. The Saving our Magnificent Meadows (Plantlife / MVCP) and Ashford Meadows (KWT) Projects have delivered 11ha of meadow creation and approximately 50 ha of meadow restoration and enhancement on sites such as Alex Farm Pastures SSSI and Moat Farm. In addition, there will be new opportunities for meadow creation or enhancement work through agri-environment schemes and projects delivered by KNP partners and others.
Lowland dry acid grassland / Lowland heathland	Kent Wildlife Trust	261 ha Lowland dry acid grassland UK BAP priority habitat / 74 ha Lowland heathland UK BAP priority habitat	Enhancement and restoration of 5 ha heathland; 20 ha acid grassland.	Identifying acid grassland as UK BAP priority habitat type is difficult outside of the optimal survey season, which has led to widely varying figures for the extent of this habitat in Kent. However, it is clear that both heathland and acid grassland are some of the rarest and most threatened habitats in the county, that opportunities for habitat creation are limited, and that poor management of acid grassland is frequently a key factor in the loss of this habitat. The focus therefore needs to be on supporting existing landowners with ongoing management advice and identifying new sites where these habitats can be restored and enhanced, either through removal of scrub and secondary woodland or through improvements to more established habitats. These targets include work within the Sevenoaks Greensand Commons HLF project and sites such as Stelling Minnis Common and Ashford Warren.

Hedgerows	Medway Valley Countryside Partnership	Approx. 11,734km ¹⁵	Restore 2250km and plant 2250km new species-rich hedgerow	From 1990 onwards the decrease in managed hedgerows [in England] has been predominantly through the lack of management leading to conversion to lines of trees/shrubs and relict hedges rather than hedgerow removal. The types of woody linear features that increased were clearly those which were less managed, in particular relict hedges and lines of trees/shrubs ¹⁶ . The targets for planting new hedgerows and hedgerow restoration aim to reverse this trend and will principally be delivered by the KNP partners and others through mechanisms such as agri-environment schemes.
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¹⁵ Because no consistent methodology was in place, nor accurate survey data recorded in the 2003 Kent Habitat Survey no like for like comparison is possible with the 2012 Kent Habitat Survey and extreme caution should be applied when using these targets. In 1995 there was estimated to be 1144km of Species rich and Ancient Hedgerow in Kent from a national survey by English Nature. This equated to some 0.9% of the total England resource, while Kent covers 2.8% of England's landmass. No reliable data from 2003 seem to exist or can be found. 2012 Kent Habitat Survey did not specifically survey for Species Rich and Ancient Hedgerows. It can be interpolated from habitat polygon data however that there are some 14,905 km of hedgerows and lines of trees habitat (combined) in Kent. Earlier studies from UKBAP in 2007 have determined that 42% of hedgerows may be Species Rich and Ancient. Therefore if just hedgerow data (LF11) are used this equates to 11734km of hedgerow. 42% of that would be 4928 km so either the 1995 figure is wrong or the current methodology gives a falsely high result. That being said it is proposed that the targets are based around the 11734 km figure.

¹⁶ <http://www.hedgeline.org.uk/index.php?page=16>

Species	Champion	Status	2025 target	Rationale
Shrill Carder Bee	Kent Wildlife Trust	Despite being a highly threatened species, the shrill carder bee is present at a large number of sites along the North Kent coast and part of the East Kent coast and Kent is one of its remaining strongholds in the UK.	By 2020, male and/or queen shrill carder bees are recorded on all BeeWalks transects where the species is known to occur	With bumblebees, presence alone is not necessarily a good indicator of how populations are faring and one needs to take into account effective population size (numbers of males and queens, which are the reproductive castes as opposed to the workers). This target cannot be an annual target: the males and queens can sometimes be hard to detect and may not always get picked up on any transects. This data will be collected as part of the national monitoring scheme for bumblebees (BeeWalk).
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 269</p> Turtle Dove	RSPB	The Turtle Dove is the UK's fastest declining bird species and is threatened with global extinction (IUCN Red List of Endangered Species). Breeding populations, both in England and in Europe, have collapsed in recent decades and the decline is continuing. The latest UK Breeding Bird Survey data shows a 93% fall in breeding abundance between 1995 and 2014. The species is now included on the UK Red List of Conservation Concern.	To maintain the population of turtle doves in the 7 highest priority Turtle Dove Friendly Zones by 2020 (out of a total of 13 TDFZs in the South East) and for activity to have begun in the remaining 6 Turtle Dove Friendly Zones.	For species that are declining rapidly, the best option is to apply science-based conservation solutions in the areas where they still breed in reasonable densities. This means that the most effective conservation action will be delivered in the most effective places. For turtle doves, the RSPB has used Breeding Bird Atlas data to identify 'Turtle Dove Friendly Zones' and works with Natural England and local farmers to provide feeding habitat and supplementary feeding. We have good evidence to suggest that a lack of quality food is the primary cause of declines in turtle doves.

Adder	Kent Reptile & Amphibian Group	There is evidence of a considerable decline in adder distribution. In the period 1980 to 2005, 15,154 monads were recorded as occupied by the species. In 2006 to 2011 this fell to 9,237. This amounts to a potential decline of 39%. ¹⁷	Increase by 2.5% per annum in the adder range (number of monads occupied) and overall frequency of recording.	The interpretation of data will take into account results from long-term monitoring in Kent that will indicate how prevailing conditions have influenced adder detectability and hence affected the potential recording rate. The baseline will be provided by records received by the Kent Reptile and Amphibian Group in 2018.
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¹⁷ Glead-Owen C. and Langham S. (2012) *A conservation condition assessment of the adder (Vipera berus) in England, with recommendations for future monitoring and conservation policy*. Report to Amphibian and Reptile Conservation. Pp 79.

Species indicator	Champion	Status	Indicator measure	Rationale
Hedgehog	Kent Mammal Group	The population now appears to be in dramatic decline, with at least a quarter of the population lost in the last decade ¹⁸ .	Number of tetrads where this species is recorded.	There are no official monitoring schemes for this species and the current Kent mammal distribution atlas (2015) ¹⁹ is based on <i>ad hoc</i> records and the Kent Mammal Group's voluntary mammal recording projects. KNP partners and others will continue to increase awareness of this species, to promote campaigns such as the People's Trust for Endangered Species' Hedgehog Street and to promote advice to land managers including farmers and gardeners.
Serotine bat	Kent Bat Group	Widespread but declining ²⁰	Colony counts of maternity roosts at known Kent serotine roosts.	This indicator provides a means of monitoring population trends and can be monitored effectively and with a good degree of accuracy as part of the National Bat Monitoring Programme. Ensuring no net loss of roosts is difficult, in part as a major contributing factor in roost loss (all known serotine maternity roosts are in buildings, mainly houses) appears to be changes of temperature regimes. However, there is also a difficulty in finding the maternity roosts as this is not easy and requires man power. Gaining roosts will depend on good relationships with landowners, favourable landscape management i.e. agri-environment schemes, and access to good land management advisors.

¹⁸ <https://www.hedgehogstreet.org/wp-content/uploads/2018/02/Hedgehog-10-year-strategy-master-document-v5.pdf>

¹⁹ Young, J S., Ryan, H., Thompson, S., Newcombe, M., and Puckett, J. (Eds.). (2015). *Mammals of Kent*. Published by Kent Mammal Group, Kent Bat Group, East Kent Badger Group and Kent Field Club.

²⁰ <http://www.kentbatgroup.org.uk/bats-in-kent/>

Freshwater and intertidal ecosystems and species

By 2044 Kent has secured clean, productive and biologically diverse freshwater and intertidal ecosystem underpinned by implementation of a 'source-to-sea'²¹ approach.

The freshwater and intertidal habitats of Kent and Medway represent a tiny proportion of their former extent^{22,23}, as many have been lost through factors such as agricultural intensification and drainage. We need to secure the long-term sustainable management of these fragile ecosystems by rebuilding and developing ecological networks that are sustainable, ecologically coherent and resilient to climate change. To do this, we will need to ensure that we replace like for like habitat lost to coastal realignment and make innovative use of natural flood and drought management solutions. Only then can we also ensure that these habitats are able to support vital ecosystem services such as carbon storage, groundwater recharge and flood control.

Our objectives for freshwater and intertidal habitats, ecosystems and species are, by 2044:

- 75% freshwater SSSIs restored to favourable condition, securing their wildlife value for the long term.
- Over half of Local Wildlife Sites in good management²⁴, securing their local wildlife value for the long term.
- Reaching or exceeding objectives for rivers, lakes, coastal and ground waters that are specially protected, whether for biodiversity or drinking water as per our River Basin Management Plans
- No deterioration in the status of any water body in Kent. If deterioration of any element's classified status occurs, actions will be implemented to reverse the decline²⁵.
- Improve 15km per year of waters in Kent (rivers, lakes, canals, groundwater, transitional and coastal waters). The enhancements include work to improve ecological, chemical and/or physical quality, e.g. reducing pollution, restoring flows and improving habitat²⁶.

²¹ An integrated approach to land and water management, working across sectors and borders, that respects natural river catchments and their processes, and considers our impacts upon water along its entire path from headwaters (the source) to coastal waters and beyond.

²² Environment Agency. *Wetlands: our role in their conservation and creation*. Doc No 123_04. Version 3. Issued 09/09/2015 .

²³ <http://www.wetlandvision.org.uk/userfiles/File/Technical%20Document%20Website%20Version.pdf>

²⁴ **"Well managed/good management"** in respect of this priority refers to: SSSIs in favourable or unfavourable recovering condition; SPAs/SACs with formal management plans or where potentially damaging activities are being managed; land parcels managed under options for Maintain/Manage or Restore under the Higher Level/Tier of an agri-environment/land management scheme; land in a Woodland Grant Scheme or which has a Forestry Commission Woodland Management Plan ; LWS in management; NNRs, LNRs, RSPB, National Trust, KWT, Woodland Trust, Plantlife reserves.

²⁵ The Water Framework Directive (WFD) requires that member states "implement the necessary measures to prevent deterioration of the status of all water bodies...." (Article 4.1). Water body status is based upon the assessed class of a range of variables known as 'elements', such as dissolved oxygen, macro invertebrates, fish, water balance, chemical tests, ...'. All practicable action must be taken to prevent the deterioration in the status of individual elements of water bodies in England and Wales. Deterioration assessments are made of all elements as monitored and reported on by the Environment Agency following the Water Framework Directive guidelines. Element status at the start of each WFD cycle is used as the baseline against which deterioration is assessed. True deteriorations are determined by the Environment Agency and are set using baseline data from the beginning of each 6 year River basin management plan which commence: 2009, 2015, 2021 and 2027.

²⁶ The length improved target presents a simple and meaningful indicator of the progress partners are making to improve the water environment. This measure complements the Water Framework Directive (WFD) classification status/potential. It covers all water body types (groundwater, river, lake, estuary and coast) and focusses on the length of water body enhanced in kilometres. The kilometres enhanced is from actions reported via publicly available information. The Environment Agency corporate scorecard measure, "the water environment is healthier" covers this objective. Kilometres enhanced does not take into account, or give, an environmental, economic or social benefit for the actions. An "enhancement" will result from action taken to reduce a known pressure/ Reasons for Not Achieving Good status on the water environment by anyone, within the Environment Agency or externally, regardless of Environment Agency involvement or influence. The action must be a real physical change that will contribute towards achieving an agreed environmental objective.

- Kent-specific threatened and iconic species of freshwater and intertidal animals and plants are recovering, including those that support ecosystem services (for details, see Species table below).
- More, bigger and less fragmented areas of wildlife-rich habitat outside the protected sites network for wildlife, with an increase in the overall extent of priority habitats (as detailed below in the habitat-specific targets) to ensure greater connectivity and resilience to climate change, including minimising the loss of intertidal habitat due to coastal squeeze

The table below sets out the targets for the freshwater and intertidal habitats priority habitats and species.

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Priority habitat	Champion ²⁷	Current resource (Kent Habitat Survey 2012 ²⁸)	2025 target	Rationale
Rivers	Environment Agency	6592 ha ²⁹	Improve 105km of waterways (15km per year x 7 years)	This target is based on the Key Performance Indicator of 'length improved' used by the Environment Agency. However, this figure is based on the EA's area which includes East Sussex, part of Surrey, South London and Kent and it is therefore difficult to give a precise figure for Kent only. The target is therefore a conservative figure.
Coastal and floodplain grazing marsh	RSPB	14,174 UK BAP priority habitat ha	Restore 2000 ha	The most likely opportunities up to 2025 will be restoring existing grazing marsh. This target includes habitat creation at Higham Marsh, Harty Marshes, Lydden Valley, Seasalter Levels and the Environment Agency's Flood and Coastal Risk Management programme.
Intertidal mudflats and Coastal saltmarsh	Environment Agency	10,078 ha UK BAP priority habitat Intertidal mudflats; 1338 ha UK BAP priority habitat Coastal saltmarsh	Create 50 ha of net gain for both habitats combined.	The KNP partners are committed to protecting these habitats where feasible and through shoreline management plans and strategies. The target of 50ha for coastal saltmarsh & intertidal mud (a shared target) is based on coastal squeeze affecting designated sites; this target requires considerable landowner cooperation and therefore requires a suitably lengthy timeframe for delivery.
Wet woodland	Environment Agency	662 ha UK BAP priority habitat	Creation of 10ha of wet woodland.	Wet woodland can play an important role in flood risk management – a role that is set to increase in years to come as greater use is made of natural flood management solutions. This target is based on work currently taking place to make stream corridors wetter in the Medway catchment; however, reaching the target relies on funding being obtained to continue work beyond 2021.

²⁷ For definition, please see Glossary.

²⁸ <http://www.archnature.eu/the-kent-habitat-survey-2012-final-report.html>. The Kent Habitat Survey provides the most comprehensive data regarding the extent of priority habitats in the county. However, the criteria for classifying habitat types as Priority Habitat (BAP) type were very strict and the data were not verified neither have they been updated since 2012.

²⁹ There are no recorded areas of UK BAP priority or Annex1 habitats within the 2012 KHS as rivers and streams were not a target for this survey. This figure represents the extent of all running water in Kent.

Vegetated shingle	Natural England	2104 ha UK BAP priority habitat	Maintain total extent of coastal vegetated shingle habitat; ensure no net loss; and restore all coastal vegetated shingle to favourable condition (or unfavourable to recovering).	Shingle is a finite resource. In southern England, much of it is composed of flint eroded out of chalk cliffs and moved by longshore drift along the coast. Shingle in Kent takes the form of the cusped foreland at Dungeness which is by far the largest site in the UK at over 2000ha of exposed shingle. The remaining areas in Kent are fringing shingle beaches exposed to storm action and display temporary and mobile strandline communities. Being a finite resource, the target is to maintain the coastal vegetated shingle habitat in Kent, ensuring no net loss. Opportunities to create shingle habitat are extremely limited and of limited success.
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Species	Champion	Status	2025 target	Rationale
European Eel	Environment Agency		Demonstrable progress to silver eel escapement targets in all catchments that we influence; secure access for eel to an additional 200km of habitat.	The over-arching aim is to secure sustainable eel populations. This can be achieved by addressing man-made pressures on eel to prevent a further decline and to support recovery of this species. We should be aiming towards an escapement of silver eel to a minimum of 40% historic levels in all of the catchments we influence. Our aim is to see eel fulfilling its role in the aquatic ecosystem and providing social and economic benefits from recreational fishing.
Lapwing	RSPB	Between 1995 and 2012, breeding lapwing declined by 47% in South East England. They have been lost from much of the wider countryside due to changes in agriculture, but populations on wet grassland have increased over this time due to habitat creation and enhancement, particularly on the North Kent Marshes. The estimated population of breeding lapwing in Kent in 2013 was 980 to 1,200 pairs.	> 1,000 pairs of breeding lapwing populations.	Breeding lapwing are a good proxy for wet grassland management. There are approximately 800 pairs of breeding lapwing in North Kent, and this area should be the focus for landscape-scale conservation management, involving improvements to hydrological management and grazing management. The target of 1,000 pairs by 2025 would be delivered by more farms entering agri-environment schemes and more habitat enhancement and creation projects.

Sandwich tern	RSPB	Sandwich terns in Kent are restricted to the islands in the Medway Estuary, where a population of 300 to 500 pairs has bred since 1996. The colony is under immediate threat from disturbance and sea-level rise.	To retain the colony of 300 to 500 pairs in the Medway Estuary in the short-term and to identify sustainable breeding habitat in North Kent in the long-term.	The Medway Estuary colony of Sandwich terns is regionally important and under imminent threat from sea level rise and disturbance. In the short-term, we need to bolster the existing nesting habitat, seeking to increase the height of the islands to prevent over-topping on high tides. In the long-term, we need to identify new habitat in North Kent, which could be new, bespoke habitat creation, or as part of a coastal re-alignment scheme. Wherever Sandwich terns breed, they are reliant on marine habitats for food, primarily small surface-feeding fish within 15 km of the nest site. The effects of availability of fish in relation to tern productivity are poorly understood, but over-fishing and the impacts of climate change are likely to have a significant effect.
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Marine habitats, ecosystems and species

By 2044 Kent is making its contribution to reversing the loss of marine biodiversity and delivering clean, productive and biologically diverse oceans and seas through good management.

The seas around the coast of Kent and Medway contribute to the wider UK marine environment - home to 'the widest range of marine habitats of any coastal waters in Europe'³⁰ - yet they have been badly neglected and depleted over the last few decades. Our seas and coastal waters do not follow political or regional boundaries and so, to ensure that we have marine habitats which can support healthy, sustainable ecosystems, we need to complete our ecologically coherent network of well-managed Marine Protected Areas (MPAs), as well as working more closely with local stakeholders to ease the impacts of human activity from source to sea.

Our objectives for marine habitats, ecosystems and species are:

- By 2044, all Marine Protected Areas will be monitored on a six year basis, using field surveys as well as desktop studies, leading to measures being taken to manage damaging activities, and ensuring these designated areas are showing signs of recovery and no further decline.
- By the end of 2019³¹, in excess of 26% of waters³² around Kent and Medway will be designated and form part of the wider Marine Protected Area network that helps deliver ecological coherence by conserving representative marine habitats, including subtidal mud, that are nationally and internationally important.
- By 2020³³, we will input to the development, review and implementation of the Marine Management Organisation's marine plans of particular relevance to Kent & Medway (South East plan and South plan), so that their policies ensure the safeguard and sustainable use of our seas, whilst acknowledging the pressures from economic growth and social need. By the end of 2022, appropriate management will be developed for and implemented within the entirety of Kent's Marine Protected Areas to adequately protect the features for which those areas were designated.
- By 2020 we will be managing shellfish stocks sustainably and harvesting shellfish in a non-environmentally damaging way.
- By 2020, completion of assessments for the management of fisheries within Marine Protected Areas to ensure that fishing activities are carried out in a non-environmentally damaging way.

The table below sets out the targets for the marine priority habitats. Due to the innate difficulty of undertaking meaningful monitoring of marine species at a county level, no targets have been set for marine species.

³⁰ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/693158/25-year-environment-plan.pdf

³¹ The Government will make a final decision on the designation of Tranche 3 Marine Conservation Zones twelve months after the consultation opened 8 June 2018.

³² Area of MPAs is calculated based on MCZs designated in Tranches 1&2 and area put forward for Tranche 3 and also includes SACs which are designated for marine habitat features (but excludes SPAs, the proposed Southern North Sea SAC, and any SACs which are principally designated for highly mobile species rather than habitats).

³³ The third and final consultations on the South East and the South marine plans (Iteration 3) are due in early spring 2019. The Government's final decision will be made twelve months after the opening date of these consultations.

Priority habitat	Champion ³⁴	Current resource (Kent Habitat Survey 2012 ⁴)	2025 target	Rationale
Intertidal chalk and Subtidal chalk	Kent Wildlife Trust	415 ha Intertidal chalk; Extent of Subtidal chalk as shown in remotely sensed data	To identify suitable locations and establish scientific reference areas for specific areas of chalk reef (by 2022).	There are currently no reference areas and so this will be done along the lines of the Education Conservation Areas that have been established by the Sussex IFCA in the Beachy Head West Marine Conservation Zone. These have been designed as intertidal gathering no-take zones which provide a valuable education resource and improved understanding of the populations of species in areas where there is no gathering.

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³⁴ For definition, please see Glossary.

Connecting people with the natural environment

By 2044 the widest possible range of ages and backgrounds will be benefiting from the mental and physical health benefits of the natural environment; and we will have inspired the next generation to take on guardianship of the county's biodiversity.

Fundamental to the recovery of Kent and Medway's habitats and wildlife is the need to reconnect local people with their natural environment and to rekindle their enthusiasm for and appreciation of nature: many of us only value and protect what we care about. We need to work with all generations, and young people especially, to ensure local people have the opportunity for regular contact with our natural world and have the tools and vision to regain the biodiversity that has been lost.

Our objectives for engagement are that by 2044³⁵:

- An increase in the number health initiatives, bringing more people into contact with the natural environment.
- An increase in the number of people taking action that benefits biodiversity, including citizen science projects, with 23% of Kent's residents participating in environmental volunteering³⁶.
- An increase in the number of opportunities for children and young adults to engage with environmental issues, in and out of school.
- There is more and better quality, accessible natural spaces and green infrastructure, close to where people live and work, particularly in urban areas, where both people and wildlife can thrive; and all new developments will include accessible green space³⁷.
- More people are spending time in natural spaces and benefiting their mental health and wellbeing.

³⁵ Baseline figures and measures of engagement with the natural environment are lacking currently. Compiling a baseline understanding against which to measure progress will be an action within the first five year implementation plan for the Strategy.

³⁶ To be measured using Kent Environment Strategy indicator, based on Kent Environment Strategy public perceptions survey; measured at 18% in 2016.

³⁷ Greenspace should meet the Building With Nature benchmark (or equivalent standard)
<https://www.buildingwithnature.org.uk/>

Looking beyond the Strategy – further long-term aspirations of the Kent Biodiversity Strategy

The overriding strategic priority in Kent is to increase the extent, connectivity and quality of our semi-natural habitat and to tackle the decline in biodiversity. However, there are developing fields that will need consideration over the period of the Strategy.

The Strategy has a long-term ambition, working within the context laid out by the 25 Year Environment Plan, to explore the **re-establishment of natural processes and re-wilding techniques** to replenish our diminished species and maximise the potential of our landscapes through a Kent Nature Recovery Network. The multi-benefits offered by well-considered programmes of repopulating and reintroducing species can offer enormous potential to re-engage the communities of Kent in valuing their natural environment. However, it is recognised that priorities in Kent may differ from those elsewhere in the UK and that a programme of re-stocking “Kent’s Biodiversity Ark” will be challenging and relies on sufficient, appropriately managed habitat.

Healthy and fertile soil underpins our economically important farming and forestry sectors in Kent. It also provides a habitat for a wide range of organisms that in turn provide food for wildlife. Soils also provide nesting habitat for our important pollinator species. We need to improve our understanding of soil health in the county and will look to use the new soil health index to be developed by the Government in the context of the 25 Year Environment Plan, at both farm and county level. This will help us to support farmers to achieve good soil management practices such as the use of cover crops and grass leys in arable rotations.

The long term control of detrimental **invasive non-native species** (INNS) is a vital part of positive management across terrestrial, freshwater, intertidal and marine environments. Non-native Invasive Species reduce resources and habitat availability for native species, cause disease, increase flood risk, damage health, infrastructure, amenity value and our economy; unfortunately, in Kent, there are invasive species which have already spread to a degree that we can no longer control. To safeguard our natural landscape, native species and habitats, as well as improve H&S and biodiversity, a catchment based approach to invasive non-native species control is the only effective and long-term solution. KNP Partners are involved in the delivery of a Regional Invasive Alien Species Management Plan (RIMPS)³⁸; which targets freshwater aquatic, riparian and coastal waters and support the Non Native Species Secretariat’s ‘Check, Clean, Dry’ campaign, which aims to promote good biosecurity practices.

Climate change will have a major impact on biodiversity in Kent over the next few decades and we are already seeing the effects; for example breeding tern colonies are regularly lost to the effects of sea level rise and increased storm events and woodland bird declines may be linked to changes in the emergence of caterpillars. There are also new species from warmer climes colonising the county, such as Norfolk hawk dragonflies and hymenoptera such as the bee wolf. Freshwater wetlands will be more difficult to maintain due to predicted drier summers, so we will need to develop plans to ensure that we make the most of the water we have. We will need to adapt our coastline to ensure that our internationally important inter-tidal habitats are given room to breathe. But most importantly, we need to deliver landscape-scale conservation, creating bigger, better and more joined-up habitats that will give biodiversity the best hope of adapting to the big changes that are coming our way.

³⁸ <http://www.nonnativespecies.org/index.cfm?sectionid=139>

Delivering gains – case studies from around the county

Title of project and dates	Raising the profile of the coppice industry in Kent
Lead partner	Kent Coppice Worker's Co-operative
Other organisations involved / partners	Could invite landowners
District	Kent
Description (100 words)	Rotational coppice is a woodland management technique that has been practiced for centuries and Kent remains the stronghold for the industry. In addition to directly supporting around 450 rural jobs it provides a wider range of habitats that high forest management and a specific wildlife community has co-evolved and is adapted to the structural diversity it creates. Continuation and expansion of the industry is affected by planning, specifically loss of work places as these are brown field sites and so ripe for development, biomass policies and – potentially – by Brexit.
Habitat	Lowland broadleaved woodland
Funding	Commercially viable value-added industry, particularly sweet chestnut
Key outcomes	Coppice woodlands provide rural livelihoods and have associated benefits for wildlife including priority species such as dormice (<i>Muscardinus avellanarius</i>), butterflies such as the heath fritillary (<i>Melitaea athalia</i>) and the Duke of Burgundy (<i>Hamearis Lucina</i>) as well as birds such as the woodcock (<i>Scolopax rusticola</i>) and nightingale (<i>Luscinia megarhynchos</i>).
People	Rural livelihoods, recreational access including dog-walking, healthy living walks, and provide opportunities for research.
Challenges	Housing costs, work yards and low product costs. Brexit poses a serious threat to coppice management
Natural Capital	Natural Capital Accounts for woodland have been prepared by the Forestry Commission, by Forest Enterprise for the estate they manage and the Office of National Statistics; none consider coppice in detail and lack of data on the area of woodland managed as coppice is a contributory factor.
Monitoring / Indicators	Surveys have been carried out in the past to determine the area of coppice in active management but this is complex as the rotation length depends on product and can be up to 80 years' so it is very difficult to determine when woodland is not in active management. The best indicator is the area cut per year as this can then be multiplied by approximate rotation determined by the ratio of products. Many woodlands are monitored as part of the National Dormouse Monitoring Project; annual data produced by the People's Trust for Endangered Species.

Title of project and dates	Introduction of haymaking to Yalding Lees to restore species-rich Lowland Meadow
Lead partner	Medway Valley Countryside Partnership
Other organisations involved / partners	Yalding Parish Council, Medway Valley Countryside Partnership, local landowners, Saving our Magnificent Meadows (SOMM) HLF Project (Plantlife)
District	Maidstone Borough Council
Description (100 words)	Yalding Lees is a 6 hectare grassland site. It was classified as rank neutral grassland (GN31) in the 2012 Habitat Survey, and the historical management was a summer cut with the cuttings left on the grassland. The Lees lie at the confluence of three main rivers - the Medway, the Teise and the Beult – and are part of the flood prevention for the local village as a water storage area in times of high river flow. Advice in 2014 from the SOMM Project led to a change of management to hay making (cuttings removed).
Habitat	Lowland Meadow
Funding	HLF (SOMM Project); Yalding Parish Council; the hay is now of sufficiently good quality that it can be sold and offset against management costs.
Key outcomes	Restoration of 3ha in the area of species-rich floodplain lowland meadow.
People	Recreational access including dog-walking; volunteering for conservation tasks with MVCP; school education groups, healthy living walks, and environmental education for adults and Higher Education students. Location for dissertation study.
Challenges	Like many areas of Kent, Yalding has housing allocation targets set centrally. There are no development pressures at present but they can't be discounted in the future despite the area's low-lying nature and propensity to flood annually.
Monitoring / Indicators	Species: Indicators of species-rich meadow or grazing marsh e.g. pepper-saxifrage, lady's-bedstraw, salad burnet; also red-shanked carder bee, barn owl. Open public access via PROW so thousands of visitors per annum. Practical conservation work carried out by contractors for parish council

Title of project and dates	Kent Turtle Dove Friendly Zones (TDFZs) Project
Lead partner	RSPB
Other organisations involved / partners	Local Kent farming community and local landowners, Campsites, Natural England, Environment Agency and the National Trust.
District	12 TDFZs across Kent
Description (100 words)	Turtle doves are the UK's fastest declining bird species and they are threatened with global extinction (IUCN Red List of Endangered Species). Kent is the stronghold for turtle dove in the UK. Within Kent, 12 important core turtle dove areas have been identified as the highest priority for the species. These areas are known as Turtle Dove Friendly Zones (TDFZs) and are the areas where the RSPB is prioritising its work. Working with landowners to develop on the ground habitat for the species and engaging with the local community to highlight the plight of the species and promote community habitat delivery for this species.
Habitat	Turtle doves have three habitat requirements: <ul style="list-style-type: none"> • Foraging areas consisting of native arable wildflowers (they feed primarily on seed) • Dense scrub and hedgerows for nesting • A freshwater drinking source
Funding	This project is funded by the RSPB, Natural England and the Roger De Haan Charitable Trust. Many of the farmers in the project are also supported by Countryside Stewardship.
Key outcomes	<ul style="list-style-type: none"> • Advice delivered to at least 75% of land area within each TDFZ • At least 1 farmer/land manager per TDFZ enrolled as a Turtle Dove Farmer Champion • 2-3 ha of open seed rich foraging habitat per 1km² in each TDFZ, located within 300m of suitable nesting habitat. • At least 3 accessible clean water sources per km² • 4000 people positively engaged across the TDFZ network • At least one Turtle Dove Community Champion in place within each active TDFZ to drive forward local action • Establish a network of Turtle Dove Community Champions across the TDFZ network who are linked up and aware of the project as a whole and therein driving forward local action • Establish 0.5ha of seed rich feeding habitat delivered by focal communities in TDFZs
People	A network of local volunteers recruited as part of the project. Including Turtle Dove Community Champions, Habitat Advisors and Survey volunteers. Engaging the local community with the plight of the turtle dove and highlighting the importance of Kent for this species. Working with the community to deliver on the ground conservation measures for this species (such as supplementary feeding).
Challenges	Loss of suitable habitat because of local developments in Kent. Changes in agri-environment schemes following Brexit.
Natural Capital	The creation of feeding areas for turtle doves will benefit

	pollinating insects and contribute to good soil management.
Monitoring / Indicators	<p>A team of local volunteers have been recruited to conduct randomly generated turtle dove surveys within the TDFZs to see if the conservation measures we have put in place are actually having an impact on turtle dove populations within the TDFZs.</p> <p>We are also conducting specific turtle dove surveys on many of the sites we are working with as part of the project. This includes the use of trail cameras to monitor turtle dove usage of supplementary feeding areas.</p>

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Title of project and dates	Great Bells Farm, Isle of Sheppey
Lead partner	Environment Agency and the RSPB
District	Swale
Description (100 words)	<p>The 193 ha farm is located on the southern half of the Isle of Sheppey, adjacent to Elmley Marshes National Nature Reserve, and is protected by a sea wall. Great Bells would have been a grazing marsh in the past but was converted to arable more recently.</p> <p>Grazing marsh is a very important wetland habitat for breeding waders, such as lapwing and redshank, wintering waterfowl, water voles and a range of scarce invertebrates. Much of this habitat has either been lost through conversion to arable, or damaged through drainage or poor management. The grazing marsh in North Kent is particularly special because of its proximity to estuarine habitats; saltmarsh and mudflats. Many bird species use both habitats for feeding or roosting.</p> <p>Due to sea-level rise, salt marsh habitat is increasingly under pressure as it becomes squeezed up against the very sea wall defences that protect the grazing marsh. These salt marsh losses were identified in the Medway Estuary and Swale Shoreline Management Plan (MEAS SMP) and the EA has developed plans to compensate for these losses elsewhere in the estuary. At some point in the future this might involve the re-alignment of flood defences to allow the estuary to 'breathe', but this could be at the expense of grazing marsh behind the sea wall. This is where the Great Bells Farm project comes in.</p> <p>Great Bells Farm was purchased by the EA to provide new grazing marsh habitat to replace predicted future losses. EA commissioned the RSPB to design and build the new wetland habitats due to their experience of designing and managing wetlands, such as at Medmerry and Wallasea. The project was awarded the CIEEM 'NGO Impact Award' in 2014.</p> <p>The RSPB and EA worked closely together to produce a design that would capture the best elements of grazing marsh sites that we know are good for wildlife, such as Elmley Marshes. The design needed to incorporate three main elements;</p> <ol style="list-style-type: none"> 1. Livestock infrastructure, such as gates and cattle handling facilities, so that the site could be appropriately grazed. 2. Predator exclusion fencing around the key areas, so that ground-nesting birds would be able to produce enough chicks to maintain their populations, something which is a particular issue for breeding waders. 3. Hydrological infrastructure, such as dams, sluices and rills (surface features that hold water) to enable the wetland element to be created. <p>The last of these, the hydrological infrastructure, is potentially the most difficult and costly, so we used LiDAR and digital mapping to ensure that water could be held within the site, that we could move water around in the easiest way, that there would be enough surface water to attract breeding waders and that the spoil that would be created could be managed in the most efficient way.</p> <p>The plan also incorporated additional habitat for water vole and</p>

	<p>bumblebees as part of the Buzz for the Coast project. For the site to be effective as a wetland, water levels needed to be safely managed at a higher level than surrounding farmland, so an automatic pumping system was installed, designed to reduce staff resource required to manage water levels.</p> <p>This digital map was then used to guide the GPS equipped machinery on site to create a near-replica of the plan on the ground. All excavated material was reused on site.</p>
Habitat	Coastal and Floodplain Grazing Marsh
Funding	Great Bells Farm was purchased by the EA
Key outcomes	<ul style="list-style-type: none"> • In 2010 the site had 1 pair of lapwing and 7 pairs of redshank breeding on site. By 2017 this had increased to 47 pairs of lapwing and 24 pairs of redshank. Thanks to the anti-predator fence, lapwing chick productivity has been well above the level required to sustain the population for 6 consecutive years (i.e. greater than 0.7 fledged chicks per pair). This means that Great Bells is putting more lapwings back in to the world. • Wintering waterfowl numbers have also increased, with the site regularly holding large flocks of wigeon, teal, curlew and golden plover. • The Maid of Kent Beetle, known only from two locations in the UK previously, has now been found on Great Bells. This large rove beetle is a predator of dung invertebrates and needs chemical-free cow pats to prosper.
Challenges	<p>There are a number of issues and learning points involved with a project of this type, including;</p> <ul style="list-style-type: none"> • The site was close to a former World War II air base and the presence of unexploded ordnance (UXO) was discovered prior to excavation. Because of this, we had to closely monitor UXO during the excavation phases of the project using magnetometer surveys, specialist site investigation and army specialists. • There is a lot of history around the Thames, and the project was careful to ensure that we took steps to avoid damaging local archaeology. • It is important to manage costs and risks on a project of this size, and close cooperation between the RSPB, EA and site contractors was essential.
Monitoring / Indicators	Pairs of breeding lapwing; Lapwing chick productivity

Title of project and dates	Shingle on the Cusp , June 2017-December 2020
Lead partner	Kent Wildlife Trust
Other organisations involved / partners	Ministry of Defence, RSPB, NE, Romney Marsh Countryside Partnership, EDF, KMBRC
District	Shepway District Council
Description (100 words)	<p>Vegetated shingle has been lost over the last few decades due to development and conversion to arable (in the past) and, more recently, gravel extraction, visitor pressure, military activities, beach replenishment activities, flood defence works, and invasive species (mostly from garden escapes).</p> <p>This project is enabling us to test methods of restoring degraded shingle habitats. Brash has been piled at different heights in plots on RSPB and MoD land and is being monitored for vegetation recolonisation and changes in invertebrate assemblage. In addition invasive species are being controlled and leaflets and web content produced to inform local residents on how to protect these habitats.</p>
Habitat	Vegetated shingle
Funding	HLF (Fifth Continent Landscape Partnership Scheme) - £57,957 for this project; various small match funding pots
Key outcomes	Shingle habitats will be better protected and methods for doing so better understood. Burden of invasive species reduced.
People	Land managers will have access to better advice, KWT and RSPB volunteers involved in set up and monitoring, new resources (online and printed) for local residents on how to protect shingle habitats.
Challenges	Shingle vegetation develops very slowly and is very susceptible to disturbance, the project must continue to run for many years and land use may change over that time.
Monitoring / Indicators	<p>Increased coverage of pioneer shingle species i.e. Nottingham catchfly, broom, wood sage, lichens. Monitored yearly.</p> <p>Invertebrates monitored via pitfall trapping in 2018, to be repeated in 2020.</p>



Case Study: Improving the River Beult SSSI for People and Wildlife

Background

The River Beult is a tributary of the River Medway. It is designated as a SSSI because it is one of the few slow-flowing clay rivers in the country that still supports some of the flora and fauna expected in this kind of water body.

The river is a vital natural asset because it is a source of fresh water for wildlife and agriculture. It also naturally controls and stores flood waters, supports crop pollination, breaks down pollutants and helps the wellbeing of the local community through interests such as fishing and walking.

However, this resource is compromised by issues such as historic modifications made to change the shape of the river channel and control water levels. These impede fish passage and have resulted in flashier flooding, poor water quality, reduced flows and excessive weed growth – resulting in loss of habitat and a decline in angling.

What are we doing?

The Environment Agency and Natural England have been working in partnership with local stakeholders, as part of the Medway Flood Action Plan to understand what services the River Beult SSSI currently provides or supports and how these benefits for people and wildlife can be improved.

This has helped us to form a plan to improve the River Beult and we want to work with the community to put this plan into action to develop a more natural river and floodplain which are resilient to pressures including climate change.

Our aim:

To create a River Beult that provides:

- Natural flood management
- A healthy fishery with good angling participation
- A secure, clean water supply
- An attractive, resilient landscape that supports sustainable agriculture, flourishing wildlife and recreation

Our objectives:

1. Identify what the River Beult does for people and wildlife and what it needs to do better
2. Identify options that work with natural processes to improve the value of the river for people and wildlife, in both the short and long term
3. Develop an outline improvement plan for the River Beult with local stakeholders
4. Work with local stakeholders to design and build improvement measures in both the short and long term
5. Measure success through stakeholder benefits, SSSI condition and WFD status.

Key considerations

We assessed possible ways to increase the value of the benefits provided by the River Beult SSSI by:

1. Identifying what ecosystem services the river provides and what pressures affect its ability to do so
2. Working with local people to identify how to improve the services provided
3. Scoring which options would provide the greatest benefits to the most services
4. Producing outline designs for the highest scoring improvement options
5. Creating a cost estimate for the highest scoring options, including lower cost alternatives



The highest scoring improvement options

What happens next?

Putting the plan into action very much depends on the wishes of local landowners. We will use the plan to continue working with partners and local people to design and build the improvement measures. Further surveys and actions will be needed to inform the design stages. We also need to secure partnership funding and will look at a wide variety of available sources, many of which are detailed in the improvement plan. Partners will be able to use the improvement plan as a framework for developing and submitting project ideas and funding bids.

How can people get involved/ find out more

Please contact us with any questions at FBG.KSL@environment-agency.gov.uk or enquiries@naturalengland.org.uk

Title of project and dates	Guardians of the Deep , December 2016 – December 2019
Lead partner	Kent Wildlife Trust
Other organisations involved / partners	Medway Swale Estuary Partnership (Medway Council), Thanet Coast Project (Thanet District Council), Kent County Council, Natural England.
District	Kent and Medway
Description (100 words)	<p>Giving everyone the chance to learn more about the astonishing wildlife that lives around Kent's shores, providing lots of ideas and activities in which people can help to look after it.</p> <p>Establishing a network of 360 volunteer Coastal Guardians (eyes and ears of the coast), training for volunteers in shore survey techniques and species identification, establishment of a team of trained Coastbusters (volunteers to help tackle the invasion of the non-native Pacific oyster), promotion of Marine Conservation Zones to the wider public.</p> <p>For schools and young people: six-week WildBeach programmes at the coast and Undersea Explorer snorkelling workshops (in swimming pools).</p>
Habitat	Coastal – Intertidal including chalk reef, shingle spits, clay exposures, biogenic reefs.
Funding	HLF, Uren Foundation, D'Oyly Carte Charitable Trust, KWT Flourish Fund.
Key outcomes	Increased understanding and support for marine protected areas. A more skilled and active volunteer network taking action to help protect coastal areas. Coastal Guardians actively observing areas of coast, supporting the enforcement work undertaken by Kent and Essex Inshore Fisheries and Conservation Authority (KEIFCA).
People	This is a people focussed project. To date (October 2018) volunteers have contributed over 800 days of volunteer time taking action to protect Kent's coast. Activities have ranged from general observation and reporting of unusual sightings or illegal activity to beach cleans and seaweed surveys.
Challenges	Constant pressure on the marine environment from industry. Huge challenge for KEIFCA in patrolling vast areas of sea to enforce the designated protection.
Monitoring / Indicators	<ul style="list-style-type: none"> • 360 volunteer Coastal Guardians • 60 school groups undertaking WildBeach activities • 500 children trained in snorkelling skills • 30 non-native control sessions • 75 volunteer surveys events (intertidal habitats and species/marine litter) • 180 people trained in intertidal survey techniques • 180 people trained in an additional course (e.g. marine mammal identification, coast bird identification) • 60,000 people engaged in the project • 150,000 exposed to project information

Title of project and dates	Ecology Island Mental Wellbeing Group
Lead partner	North West Kent Countryside Partnership and North Kent Mind
Other organisations involved / partners	Dartford Borough Council, Public Health
District	Dartford Borough Council
Description (100 words)	Ecology Island is a secluded woodland site in the middle of Dartford's Central Park, with the River Darent running alongside. The wellbeing group participants are referred into the project by NKMind and are in recovery from mental health issues or emotional trauma. Each week they carry out conservation, bush craft and natural craft activities which not only improve the site for wildlife, but significantly benefit the mental wellbeing of the group. NKMind staff are present each week to provide emotional support, and NWKCP lead the activities – each organisation plays to its own strengths to provide a fully-supported service.
Habitat	Secondary woodland and riparian
Funding	Various sources: Porchlight, Public Health, KCC Members' Grants, DEFRA Wrap fund, Saving Lives Innovation Fund.
Key outcomes	Wellbeing improvements for participants Better managed woodland Access and interpretation improvements
People	The site is used and maintained by a group of approx. 12 people who are in recovery from mental health issues. Several of them have gone on to pursue further outdoor volunteering opportunities and one participant has gained employment in the countryside sector through this project.
Challenges	Project funding is a constant challenge – no long-term funding solution has yet been found. The site is prone to fly tipping which can be disheartening for the group, although their regular use of the site seems to have improved the issue.
Monitoring / Indicators	Participant wellbeing is monitored through Warwick Edinburgh Mental Wellbeing Scale questionnaires.

Appendices

Appendix I

Priority habitats – baseline figures.

There are 36 habitat types that are in need of conservation in Kent and Medway and in Kent's waters, all of which are nationally important and some of which are rare and threatened on a global scale.

Many of the habitats listed below were not selected for inclusion within the main targets for this iteration of the Strategy because there are currently limited opportunities for what can be achieved, either through partnership working or through the constraints pertaining to that particular habitat type. Nevertheless, partners will continue to undertake work to manage, enhance, extend and reconnect these habitats, where feasible. The Kent Nature Partnership may decide in years to come to select new priority habitats from those listed below if the latter require greater focus and work.

Priority Habitat	Current UK BAP habitat resource (Kent Habitat Survey 2012) ³⁹ unless otherwise indicated
Arable field margins	2751ha ⁴⁰ – not recorded during 2012 KHS.
Blue mussel beds on sediment	Baseline data not currently available as extremely costly to identify spatial extent of subtidal habitats
Coastal and floodplain grazing marsh	14,174ha
Coastal saltmarsh	1338ha
Coastal sand dunes	455ha
Coastal vegetated shingle	2104ha
Fragile sponge and anthozoan communities on subtidal rocky habitats	Baseline data not currently available as extremely costly to identify spatial extent of subtidal habitats
Hedgerows	Approx. 11,734 km (including but not limited to BAP habitat type hedgerow) ⁴¹
Honeycomb worm (<i>Sabellaria alveolata</i>) reefs	Baseline data not currently available as extremely costly to identify spatial extent of subtidal habitats
Intertidal chalk / Subtidal chalk	415ha / Baseline data not currently available as extremely costly to identify spatial extent of subtidal habitats
Intertidal mudflats	10,078ha
Intertidal underboulder communities	Baseline data not currently available as extremely costly to identify spatial extent of subtidal habitats
Lowland beech and yew woodland	613ha
Lowland calcareous grassland	1159ha
Lowland dry acid grassland	262ha

³⁹ <http://www.archnature.eu/the-kent-habitat-survey-2012-final-report.html>. The Kent Habitat Survey provides the most comprehensive data regarding the extent of priority habitats in the county. However, the criteria for classifying habitat types as Priority Habitat (BAP) type were very strict and the data were not verified neither have they been updated since 2012.

⁴⁰ Habitat extent calculated from options in Environmental Stewardship agreements with start dates 2005-2010 and 2011-2013.

⁴¹ Because no consistent methodology was in place, nor accurate survey data recorded in the 2003 Kent Habitat Survey no like for like comparison is possible with the 2012 Kent Habitat Survey and extreme caution should be applied when using these targets. In 1995 there was estimated to be 1144km of Species rich and Ancient Hedgerow in Kent from a national survey by English Nature. This equated to some 0.9% of the total England resource, while Kent covers 2.8% of England's landmass. No reliable data from 2003 seem to exist or can be found. 2012 Kent Habitat Survey did not specifically survey for Species Rich and Ancient Hedgerows. It can be interpolated from habitat polygon data however that there are some 14,905 km of hedgerows and lines of trees habitat (combined) in Kent. Earlier studies from UKBAP in 2007 have determined that 42% of hedgerows may be Species Rich and Ancient. Therefore if just hedgerow data (LF11) are used this equates to 11734km of hedgerow. 42% of that would be 4928 km so either the 1995 figure is wrong or the current methodology gives a falsely high result. That being said it is proposed that the targets are based around the 11734 km figure.

Lowland fen	12ha
Lowland heathland / Purple moor grass and rush pasture	74ha / 11ha
Lowland meadow	27ha
Lowland mixed deciduous woodland	153ha
Maritime cliffs and slopes	221ha
Mud habitats in deep water (?)	Baseline data not currently available as extremely costly to identify spatial extent of subtidal habitats
Open mosaic habitats on previously developed land	Baseline data not available
Peat and clay exposures with piddocks	Baseline data not currently available as extremely costly to identify spatial extent of subtidal habitats
Ponds	Baseline data not available
Reedbeds	545ha
Rivers	Current resource: 6592ha. No recorded areas of UK BAP priority or Annex1 habitats within KHS 2012.
Rossworm (<i>Sabellaria spinulosa</i>) reefs	Baseline data not currently available as extremely costly to identify spatial extent of subtidal habitats
Saline lagoons	286ha
Seagrass beds	29ha
Sheltered muddy gravels / Subtidal sands and gravels	9ha / Baseline data for 'Subtidal sands and gravels' not currently available as extremely costly to identify spatial extent of subtidal habitats
Spoonworms and burrowing megafauna	Baseline data not currently available as extremely costly to identify spatial extent of subtidal habitats
Traditional orchard	1676ha
Wet woodland	662ha
Wood pasture and parkland	3176ha

Appendix II

South East Strategies and Plans of relevance to the Kent Biodiversity Strategy

[South East Local Enterprise Partnership Economic Plan](#)

[South East Industrial Strategy](#)

[South East Tri-LEP Energy Strategy](#)

South East Clean Growth Strategy

Kent Strategies and Plans of relevance to the Kent Biodiversity Strategy

[Kent Downs AONB Management Plan](#)

[High Weald AONB Management Plans](#)

[Kent Environment Strategy](#)

[Ashford Borough Council](#) Local Plan

[Canterbury City Council](#) Local Plan

[Dartford Borough Council](#) Local Plan

[Dover District Council](#) Local Plan

[Folkestone and Hythe District Council](#) Local Plan

[Gravesham Borough Council](#) Local Plan

[Maidstone Borough Council](#) Local Plan

[Medway Council](#) Local Plan

[Sevenoaks District Council](#) Local Plan

[Swale Borough Council](#) Local Plan

[Thanet District Council](#) Local Plan

[Tonbridge and Malling Borough Council](#) Local Plan

[Tunbridge Wells Borough Council](#) Local Plan

[Kent and Medway Growth and Infrastructure Framework](#)

[Local Transport Plan](#)

[Rights of Way Improvement Plan](#)

[Active Travel Strategy](#)

Clean Air Strategy

[Joint Strategic Needs Assessment](#)

[Kent Housing Group](#)

Kent and Medway Energy and Low Emissions Strategy

[Ash die back Plan](#)

[Local Flood Risk Management Strategy](#)

[Shoreline Management Plan 9 River Medway & Swale Estuary](#)

[Shoreline Management Plan 10 Isle of Grain to South Foreland](#)

[Shoreline Management Plan 11 South Foreland to Beachy Head](#)

[Kent's River Basin Management Plans](#)

Climate Change Risk Assessment

Appendix III

Glossary

Biodiversity

As defined in the Defra Biodiversity Strategy 2020, biodiversity is the diversity, or variety, of plants, animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity.

Champion for Priority Habitats

The role of Champion is defined by the KNP as follows:

- Act as main point of contact for that priority habitat.
- Review and agree the rationale for the targets (consulting with any other key/relevant partners and/or stakeholders).
- Review and agree the targets (consulting with any other key/relevant partners and/or stakeholders).
- Review and agree the baseline figure and source from which its derived.
- Be prepared to report on progress against that target, collecting relevant data from partners (every two years).
- Assist in preparing information as relevant for the district information on that particular priority habitat.
- Ideally be selected as champion because they are an agency/organisation with either statutory or other responsibility/interest for that particular priority habitat – i.e. already well linked in to its protection, restoration and/or creation.

Ecological Network

'...an ecological network comprises a suite of high quality sites which collectively contain the diversity and area of habitat that are needed to support species and which have ecological connections between them...'⁴²

Ecosystem

An ecosystem includes all of the living things (plants, animals, and organisms) in a given area that interact with each other, as well as the non-living environments (weather, earth, sun, soil, climate, atmosphere) that surround the living things.⁴³

Ecosystem Service

The benefits people obtain from ecosystems. These include provisioning services such as food and water; regulating services such as flood and disease control; cultural services such as spiritual, recreational, and cultural benefits; and supporting services such as nutrient cycling that maintain the conditions for life on Earth.⁴⁴

Green infrastructure (GI)

'Green Infrastructure is a strategically planned and delivered network comprising the broadest range of high quality green spaces and other environmental features. It should be designed and managed as a multifunctional resource capable of delivering those ecological services and quality of life benefits required by the communities it serves and needed to underpin sustainability. Its design and management should also respect and enhance the character and distinctiveness of an area with regard to habitats and landscape types.

⁴² 2010 report to Defra, 'Making Space for Nature: A review of England's wildlife sites and ecological network'

⁴³ <https://www.maximumyield.com/definition/483/ecosystem>

⁴⁴ UK National Ecosystem Assessment

<http://uknea.unep-wcmc.org/EcosystemAssessmentConcepts/EcosystemServices/tabid/103/Default.aspx>

Green Infrastructure includes established green spaces and new sites and should thread through and surround the built environment and connect the urban area to its wider rural hinterland. Consequently it needs to be delivered at all spatial scales from sub-regional to local neighbourhood levels, accommodating both accessible natural green spaces within local communities and often much larger sites in the urban fringe and wider countryside.⁴⁵

High Value Habitat

Within the context of the Kent Nature Partnership Biodiversity Strategy, 'high value' refers to land which is designated as SSSI, SPA, SAC, LWS; ancient semi-natural woodland as identified within Natural England's Ancient Woodland Inventory; all BAP priority habitats; and land in the Higher Level/Tier/Countryside Stewardship schemes with Maintain/Manage or Restore options.

Local Wildlife Sites (LWS)

A suite of semi-natural habitats that have been recognised for their wildlife importance. While they are not protected by statutory conservation designations, they are often just as rich in wildlife value. Occupying a significant area (7%) of Kent, they collectively contain some of the most important, distinctive and threatened species and habitats within a national, regional and local context. Furthermore, and importantly, they act as stepping stones between surrounding areas, providing a crucial opportunity for connecting habitats which otherwise would be isolated and unable to support viable populations of wildlife. Local Wildlife Sites therefore provide vital support to the plants and animals occurring in our gardens, parks and protected areas, are an important component of the county's ecological network and provide critical ecosystem services which benefit the people of Kent.

National Planning Policy Framework (NPPF)

The National Planning Policy Framework set out government's planning policies for England and how these are expected to be applied. It provides guidance for local planning authorities and decision-takers, both in drawing up plans and making decisions about planning applications.

Natural Capital

The air, water, soil and ecosystems that support all forms of life, including natural assets such as forests, rivers, land, minerals and oceans.

Natural habitat

Natural habitats retain ecological assemblages, functions and species composition that are attributable to natural evolutionary processes and have not been substantially modified by human activities. Truly natural and unaltered habitats are increasingly rare and those that remain are likely to be a high priority for conservation⁴⁶.

Net Gain

Biodiversity Net Gain is development that leaves biodiversity in a better state than before.⁴⁷

Priority Habitat

UK BAP priority habitats were those that were identified as being the most threatened and requiring conservation action under the UK Biodiversity Action Plan (UK BAP). The original list of UK BAP priority habitats was created between 1995 and 1999, and was revised in 2007, following publication of the Species and Habitats Review Report. Following this review, the list of UK BAP priority habitats increased from 49 to 65. As a result of devolution, and new country-level and international drivers and requirements, much of the work previously carried out by the UK BAP is now focussed at a country-level rather than a UK-level, and the UK BAP was succeeded by the 'UK Post-2010

⁴⁵ Natural England. (2009). *Green Infrastructure Guidance*. Catalogue Code NE176.

⁴⁶ European Investment Bank Environmental and Social Standards:

http://www.eib.org/attachments/strategies/environmental_and_social_practices_handbook_en.pdf

⁴⁷ <https://www.cieem.net/biodiversity-net-gain-principles-and-guidance-for-uk-construction-and-developments>

Biodiversity Framework' in July 2012. The UK list of priority habitats, however, remains an important reference source and has been used to help draw up statutory lists of priority habitats which, in England, was required under Section 41 of the Natural Environment and Rural Communities (NERC) Act 2016.⁴⁸

Semi-natural Habitat

Semi-natural habitats have ecological assemblages that have been substantially modified in their composition, balance or function by human activities. They may have evolved through traditional agricultural, pastoral or other human activities and depend on their continuation to retain their characteristic composition, structure and function. Despite not being natural, these habitats and ecosystems often have high value in terms of biodiversity and the services they provide⁴⁹. Examples might include most, if not all, of our Kent BAP priority habitats, but also other species-rich and semi-improved grasslands, recently planted broadleaved woodland and secondary woodland. It excludes habitats such as arable, improved grassland (rye grass) and coniferous woodland plantation.

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⁴⁸ <http://jncc.defra.gov.uk/page-5706>

⁴⁹ European Investment Bank Environmental and Social Standards:
http://www.eib.org/attachments/strategies/environmental_and_social_practices_handbook_en.pdf

Appendix 2 – Kent Nature Partnership

The Kent Nature Partnership has a vision for the Garden of England to have a healthy natural environment that is rich in wildlife, is enjoyed and valued by all and underpins our long-term economic, social and personal wellbeing.

The Partnership was awarded Local Nature Partnership (LNP) status by the government in July 2012 to drive positive change in the local natural environment. The Partnership takes a strategic view of the challenges and opportunities involved in managing the natural environment as a system benefiting biodiversity, people and the local economy.

Its mission is to enable a diverse range of organisations to work in partnership and to make the best use of their available resources in order to achieve significant gains for Kent's biodiversity. The Partnership is led by a Partnership Board currently chaired by Caroline Jessel. The work of Board is supported by the Management Working Group. Members of the Board and Management Working Group include:

Brett Aggregates	Kent and Medway Biological Records Centre
Canterbury City Council	Kent Public Health
Country Land and Business Association	Kent Wildlife Trust
Environment Agency	Medway Council
Folkestone & Hythe District Council	Natural England
High Weald AONB	National Farmers Union
Kent Countryside Management Partnerships	Southern Water
Kent County Council	Tunbridge Well Borough Council
Kent Downs AONB	University of Kent

The KNP's strategic priorities are:

- Priority 1 - Strengthening the consideration of biodiversity within local plans and the growth agenda.
- Priority 2 - Embedding natural capital into planning and decision making.
- Priority 3 - Taking forward the health and nature agenda.
- Priority 4 - Improving the quality, extent and connectivity of our high value habitats.

Further information on the Kent Nature Partnership can be found at <http://www.kentnature.org.uk/>

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Appendix 3 – Equality Impact Assessment

Name of decision, policy, procedure, project or service: Kent Biodiversity Strategy (draft)

Brief description of policy, procedure, project or service: The (draft) Kent Biodiversity Strategy sets out the contribution the county of Kent can make to the Government’s ambition to leave our environment in a better state than we found it and the aspirations set out in its 25 Year Environment Plan “A Green Future”.

The (draft) Strategy has been prepared by Kent County Council and the Kent Wildlife Trust under the guidance of a Task and Finish Group, comprising members of the Kent Nature Partnership.

Aims and Objectives

The (draft) Kent Biodiversity Strategy aims to deliver, over a 25-year period, the restoration and creation of habitats that are thriving with wildlife and plants, ensuring the county’s terrestrial, freshwater, intertidal and marine environments regain and retain good health.

The (draft) Strategy looks to protect and recover threatened species and enhance the wildlife habitats that Kent is particularly important for. It also aims to provide a natural environment that inspires citizen engagement and is well used and appreciated, so that the mental and physical health benefits of such a connection can be realised by the people of Kent.

JUDGEMENT

Adjust and continue (adjust to remove barriers or better promote equality): There is some potential for discrimination in terms of access to the consultation. These will be appropriately addressed as part of the consultation design. During development of the implementation plan, opportunities will be explored to deliver a favourable impact for all protected character groups in respect of the Strategy’s objective *“By 2044 the widest possible range of ages and backgrounds will be benefiting from the mental and physical health benefits of the natural environment; and we will have inspired the next generation to take on guardianship of the county’s biodiversity”*.

Summary RAG rating to inform sign off - complete this section LAST before submitting to Head of Service and Director;

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

Part 1 - Screening

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

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

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

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

Protected Group	You <i>MUST</i> provide a brief commentary as to your findings, or this EqIA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age	Neither Strategy nor consultation affects people within this protected group less favourably than others in Kent			The Strategy's objective of "By 2044 the widest possible range of ages and backgrounds will be benefiting from the mental and physical health benefits of the natural environment; and we will have inspired the next generation to take on guardianship of the county's biodiversity" has the opportunity to have a favourable impact for all protected character groups. The extent of this impact can
Disability			Accessibility to the consultation document.	
Sex	Neither Strategy nor consultation affects people within this protected group less favourably than others in Kent			
Gender identity/ Transgender	Neither Strategy nor consultation affects people within this protected group less favourably than others in Kent			
Race			Accessibility to the consultation document.	
Religion and Belief	Neither Strategy nor consultation affects people within this protected group less favourably than others in Kent			

Sexual Orientation	Neither Strategy nor consultation affects people within this protected group less favourably than others in Kent	only be further reviewed once the Strategy's implementation plan and actions are defined (late 2019).
Pregnancy and Maternity	Neither Strategy nor consultation affects people within this protected group less favourably than others in Kent	
Marriage and Civil Partnerships	Neither Strategy nor consultation affects people within this protected group less favourably than others in Kent	
Carer's Responsibilities	Neither Strategy nor consultation affects people within this protected group less favourably than others in Kent	

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

To: Environment and Transport Cabinet Committee – 19th March 2019

Subject: KCC Country Parks – Report of Local Government and Social Care Ombudsman

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: Canterbury South, Cheriton Sandgate & Hythe East, Gravesend East, Gravesham Rural, Maidstone Rural West, Malling Central, Ramsgate, and Sevenoaks North & Darent Valley

Summary: The Local Government and Social Care Ombudsman (LGO) has issued a Final Report regarding an investigation into a complaint against Kent County Council, specifically KCC Country Parks. The LGO requires that a Final Report be submitted to a relevant committee, with the discussion becoming a public record, and that record being sent to the LGO.

The LGO Final Report is about the penalty charge notice enforcement process that was being deployed in KCC Country Parks. The LGO Report is not about the right of KCC Country Parks to charge for parking (Pay and Display), nor is it about KCC Country Parks' right to enforce against non-payment, both of which the LGO confirms the County Council's right to do. Rather it was about the process KCC used when drivers ignored that Pay and Display parking charge. Most park users understand that all car parking income is invested directly back into the parks. Unfortunately, some visitors choose not to pay their Pay and Display, hence the necessity for enforcement.

The LGO found that there had been fault on the part of the Council in the process, causing injustice that was not significant to the complainant.

Recommendation(s):

The Cabinet Committee is asked to consider the Final Report, attached as Appendix 1, and provide any comments to the Cabinet Member.

1. Introduction

- 1.1 KCC owns nine country parks, seven of which hold a Green Flag award, four of which were Silver, Silver Gilt or Gold award winners in the 2017/18 Keeping Britain Tidy Awards, and one of which (Brockhill Country Park, in Saltwood, Hythe) won the South East England Country Park of the Year in 2017/18. Shorne Woods Country Park in Gravesham has previously won that prestigious award, reflecting the quality of these community assets right across the portfolio. The average customer rating is 9.25/10.
- 1.2 KCC is entitled to charge for Pay and Display at Country Parks under Section 3 of the Local Government Act 2003 (Power to Charge for Discretionary Services) and Section 43 of the Countryside Act 1968.
- 1.3 Kent County Council is entitled to enforce against non-payment of such charges, dependant on appropriate signage being visible to all motorists explaining the Pay and Display and the Enforcement of that Pay and Display. By parking at a KCC Country Park, a visitor to the site is therefore deemed to have agreed to the charge. The LGO has confirmed that site signage is adequate.
- 1.4 In 2017, a member of the public stopped in the car park at Lullingstone Country Park, Eynsford to attend to a puncture. He failed to purchase a Pay and Display ticket or to seek any assistance from site staff. As he exceeded the permitted grace period, Euro Car Parks as the Service's parking agent issued a Penalty Charge Notice. The member of the public initially sought recompense from KCC Highways on the basis he believed the puncture had been caused by branch debris left on Castle Road by KCC Highways' contractors. This approach was unsuccessful and so the complainant contacted the LGO. The LGO dismissed the complainant's concern regarding Highways but determined an interest in the process used for the parking enforcement at the country park.
- 1.5 The LGO began corresponding with KCC in April 2018 regarding the process of enforcement. Legal advice was sought by both the County Council and by the LGO.
- 1.6 In October 2018, the LGO issued a draft report to KCC determining "Fault found causing no significant injustice and recommendations made". Kent County Council confirmed to the LGO at that time that we did not agree that we did not use the correct process to issue a parking penalty to the complainant, or indeed any other park visitor, but we noted that as the LGO could not say that the Council's procedural faults caused the complainant or others significant injustice, then the County Council would not challenge the decision.
- 1.7 In November 2018 the County Council received the Final Report, attached at Appendix A. The recommendations in the Report have been met.
- 1.8 As KCC has chosen to accept the LGO's decision, KCC was additionally obliged to place a Public Notice in two local newspapers and make the Final Report publicly available at County Hall. These requirements have been met.

- 1.9 Within three months of the Final Report being published it must be submitted to full council or a committee with delegated authority. The discussion or submission should be a public record with the minutes sent to LGO. The LGO agreed with KCC that the Environment and Transport Cabinet Committee was an appropriate committee and gave KCC special dispensation as the date of the committee 19 March 2019 falls just outside of the three-month window identified.
- 1.10 The Council is continuing to require visitors to Pay and Display across all nine KCC Country Parks and will now enforce against any non-payment through English contractual law. In other words, as long as there is adequate signage in place explaining the Pay and Display Charges and the Enforcement of the Pay and Display, a visitor to the site is deemed to have contracted with the Council to pay the Pay and Display charge and accepts the enforcement action if they choose not to pay.
- 1.11 As part of the service's approach to enforcement, the service has been advised that historic and unused Traffic Regulation Orders applying to the country parks should be revoked, through the process of a new portfolio wide Traffic Regulation Order. This is being publicly notified through local newspapers and across all nine sites, as is statutorily required. Following this process, the Director for Highways, Transportation and Waste has delegated authority to approve the proposed TRO that revokes the original site-specific orders, but otherwise has no bearing on parking charge enforcement across the KCC Country Parks portfolio.

2. Financial Implications

- 2.1 The LGO required that the complainant receive £100 compensation in recognition of the time and trouble they have taken raising the complaint with the LGO. This has been met.
- 2.2 Pay and Display car park charging raised £395,555 across all nine country parks, in 17/18. This represents 30% of the £1.3m income the service generated in 17/18. It is therefore a vital income stream for a discretionary service. All income raised through Pay and Display is invested directly back into KCC Country Parks.
- 2.3 The nine country parks are extremely popular with the public and welcome 1.5 million visitors every year. The vast majority of park users understand that every penny raised through car parking is invested directly back into the parks. Unfortunately, some visitors choose not to pay their Pay and Display, hence the necessity for enforcement. Enforcement was therefore introduced as a means to ensure collection of Pay and Display Income and represented £27,483 income to the Service in 17/18.

3. Policy Framework

- 3.1 Kent Country Parks' work programme is determined by the Kent Country Parks Strategy 2017 – 2021.

- 3.2 This Strategy helps deliver KCC Strategic Outcome 2 – “Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life.” The Strategy particularly contributes to Strategic Supporting Outcome “Kent’s physical and natural environment is protected, enhanced and enjoyed by residents and visitors.”
- 3.3 This Strategy has three strategic aims, one of which is “Ensuring the Service is as financially self-sustainable as possible.”
- 3.4 This Strategy was endorsed by the Environment and Transport Cabinet Committee on 31st January 2018.

4. Legal considerations

- 4.1 KCC Legal Services advised the team on the lawfulness of the original enforcement process. Invicta Law, and two further, but independent, legal opinions were received during the period above, further confirming KCC’s entitlement to enforce through a process utilising the Protection of Freedoms Act 2012.
- 4.2 However, the LGO’s legal advice did not concur with KCC’s. Given the LGO could not say that the Council’s procedural faults caused the complainant or others significant injustice, and that alternative enforcement processes are available to KCC Country Parks, then the County Council has chosen to not challenge the LGO decision.

5. Equality considerations

- 5.1 None. This paper simply provides to Committee the Final Report of the LGO regarding a KCC Country Parks matter.

6. Conclusions

- 6.1 The LGO Final Report is not about the right of KCC Country Parks to charge for parking, rather it is about the process KCC used when drivers ignored the parking charge. Most park users understand that all car parking income is invested directly back into the parks. Unfortunately, some visitors choose not to pay their Pay and Display, hence the necessity for enforcement.
- 6.2 In light of the LGO’s report, the Council is continuing to require visitors to Pay and Display and will enforce against any non-payment, where required, as a Civil Matter using English Contract Law as the basis as outlined in paragraph 1.10.

6. Recommendation(s)

Recommendation(s):

The Cabinet Committee is asked to consider the final report, attached as Appendix 1, and provide any comments to the Cabinet Member.

7. Background Documents

- 7.1 Report of the Local Government and Social Care Ombudsman, 26th November 2018

8. Contact details

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**Report by the Local Government and Social Care
Ombudsman**

**Investigation into a complaint against
Kent County Council
(reference number: 17 004 169)**

26 November 2018

The Ombudsman's role

For 40 years the Ombudsman has independently and impartially investigated complaints. We effectively resolve disputes about councils and other bodies in our jurisdiction by recommending redress which is proportionate, appropriate and reasonable based on all the facts of the complaint. Our service is free of charge.

Each case which comes to the Ombudsman is different and we take the individual needs and circumstances of the person complaining to us into account when we make recommendations to remedy injustice caused by fault.

We have no legal power to force councils to follow our recommendations, but they almost always do. Some of the things we might ask a council to do are:

- > apologise
- > pay a financial remedy
- > improve its procedures so similar problems don't happen again.

Section 30 of the 1974 Local Government Act says that a report should not normally name or identify any person. The people involved in this complaint are referred to by a letter or job role.

Key to names used

Mr X	The complainant
Contractor A	Car park management company

Report summary

Highways and Transport – parking penalties

Mr X complains about the Council's decision to issue him with a Parking Charge Notice, causing him to incur costs.

Finding

Fault found causing no significant injustice and recommendations made.

Recommendations

To remedy the injustice identified in this report the Council has agreed to carry out the following actions:

- pay Mr X £100 for time and trouble within one month; and
- stop issuing parking penalties at Lullingstone Country Park and at its other parks that use the same enforcement process, until it has put in place appropriate arrangements.

The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council, Cabinet or other appropriately delegated committee of elected members and we will require evidence of this. (*Local Government Act 1974, section 31(2), as amended*)

The complaint

1. Mr X complains about the Council's decision to issue him with a Parking Charge Notice. Mr X says he paid the penalty charge of £40 and a further £2.50 for payment by cheque.

Legal and administrative background

The Ombudsman's role

2. We investigate complaints about 'maladministration' and 'service failure'. In this report, we have used the word 'fault' to refer to these. We must also consider whether any fault has had an adverse impact on the person making the complaint. We refer to this as 'injustice'. If there has been fault which has caused an injustice, we may suggest a remedy. (*Local Government Act 1974, sections 26(1) and 26A(1), as amended*)
3. We may investigate matters coming to our attention during an investigation, if we consider that a member of the public who has not complained may have suffered an injustice as a result. (*Local Government Act 1974, section 26D and 34E, as amended*)
4. The law says we cannot normally investigate a complaint when someone could take the matter to court. However, we may decide to investigate if we consider it would be unreasonable to expect the person to go to court. (*Local Government Act 1974, section 26(6)(c), as amended*)

Traffic Management Act 2004

5. When a person parks their car on council owned land covered by a Traffic Regulation Order ("TRO") without paying any required charges, a council can issue a Penalty Charge Notice under the Traffic Management Act 2004 (the "2004 Act").
6. If the penalty charge is not paid, the council can issue a Notice to Owner. This gives the owner the chance to make formal representations to the council to dispute the penalty charge. If the council rejects the representations it must inform the owner of their right of appeal to the Traffic Penalty Tribunal or London Tribunals.
7. Where the land is not covered by a TRO, a council can take action against the car driver in the civil courts under contract law. However, the council cannot transfer liability for any payment to the car owner.

Protection of Freedoms Act 2012

8. When a person parks their car on private land not covered by a TRO without paying any required charges, the car park operator can issue a Parking Charge Notice to the owner under the Protection of Freedoms Act 2012 (the "2012 Act"). This is different to a Penalty Charge Notice under the 2004 Act.
9. The 2012 Act allows car park operators to recover these charges through the civil courts and to transfer liability for any charges to the owner of the car.
10. Schedule 4, section 3 of the 2012 Act says this does not apply where the parking place is provided or controlled by a traffic authority.

Government Guidance on the 2012 Act

11. The Department for Transport publishes non-statutory guidance, “Guidance on Section 56 and Schedule 4 of the Protection of Freedoms Act 2012”. This says the provisions in Schedule 4 are intended to apply only on private land. Public highways are excluded as well as any parking places on public land which are either provided or controlled by a local authority (or other government body).

How we considered this complaint

12. We produced this report after examining relevant files and documents.
13. We gave Mr X and the Council a confidential draft of this report and invited them to comment. We took the comments into account before finalising the report.

What we found

What happened

14. The Council owns and manages Lullingstone Country Park. It engages a third party, Contractor A, to manage the associated pay and display car park (the “Car Park”) on its behalf.
15. Mr X parked his car in the Car Park without paying. Contractor A issued him with a Parking Charge Notice under the 2012 Act.
16. Mr X says Contractor A told him to pay the penalty charge and then appeal. Mr X says he paid the charge and then Contractor A said he had lost his right to appeal in doing so.
17. Mr X contacted the Council. The Council told Mr X it could not help him and he should contact Contractor A.
18. Mr X then contacted the Ombudsman.
19. We asked the Council to comment on its view that Contractor A could not issue a Parking Charge Notice under the 2012 Act due to the exclusion under Schedule 4, section 3.
20. In response to our enquiries the Council explained it did not provide this Car Park as a traffic authority. It provided and charged for parking places under the Countryside Act 1968 and not under the Road Traffic Regulation Act 1984. It therefore considered this was not a parking place provided or controlled by a traffic authority and so the exclusions under the 2012 Act did not apply.
21. We consider the Council did not have to act in its capacity as a traffic authority in providing the parking place. The key issue was whether the Council provided or controlled the parking place.

Conclusions

22. The 2012 Act only applies to land that falls within its definition of “relevant land”. It does not apply to parking places on public land provided or controlled by a traffic authority.
23. The exclusion under Schedule 4, section 3 of the 2012 Act does not say a council must provide the parking place while acting as a traffic authority. The Government guidance also suggests this is not relevant.

-
24. The Council owns, provides and controls the parking places in the Car Park. The Council is also a traffic authority. This means Schedule 4, section 3 is relevant and Contractor A could not use the 2012 Act to issue a Parking Charge Notice to Mr X.
 25. The Council did not use the correct process to issue a parking penalty to Mr X. This is significant fault. This affects other members of the public too and we therefore find it appropriate to consider any wider injustice.
 26. We will not make a finding on the lawfulness of the penalty charge issued to Mr X or others, as that is a matter for the courts.
 27. There is nothing to suggest Mr X or the wider public were unaware of the parking charges or the consequences of non-payment. And, the Council could have followed the correct process to issue parking penalties with the same result. We therefore cannot say the Council's procedural faults caused Mr X or others significant injustice. However, Mr X has been put to time and trouble in bringing this matter to our attention.
 28. In response to our draft report, the Council says it does not agree it did not use the correct process to issue a parking penalty to Mr X. It noted we did not make a finding on the lawfulness of the penalty charge issued to Mr X or others, and we cannot say the Council's procedural faults caused Mr X or others significant injustice. On that basis it said it would not challenge our decision.
 29. It confirms it will pay Mr X as recommended. It also says it has stopped issuing parking penalties at Lullingstone Country Park and at its seven other parks that use the same enforcement process.
 30. We have considered the Council's comments. This does not change our findings but we have amended our second recommendation to include the Council's other parks. We welcome that the Council has agreed these recommendations.

Recommendations

31. To remedy the injustice identified in this report the Council has agreed to carry out the following actions:
 - pay Mr X £100 for time and trouble within one month; and
 - stop issuing parking penalties at Lullingstone Country Park and at its other parks that use the same process, until it has put in place appropriate arrangements.
32. The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council, Cabinet or other appropriately delegated committee of elected members and we will require evidence of this. (*Local Government Act 1974, section 31(2), as amended*)

Decision

33. We have completed our investigation into this complaint. There was fault by the Council which caused injustice to Mr X. The Council should take the action identified in paragraphs 31 and 32 to remedy that injustice.

From: Mike Whiting, Cabinet Member, Planning, Highways, Transport and Waste
Simon Jones, Director of Highways, Transportation & Waste

To: Environment & Transport Cabinet Committee Meeting – 19th March 2019

Subject: Procurement and award of contract/s for Highway Arboriculture Programmed Works

Key decision: 19/00016

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: All

Summary:

This contract will facilitate programmed and ad-hoc tree works for up to a five-year period both on or adjacent to the highway network. The current contract for this service comes to an end on 31st August 2019. A Key Decision is required to award the contract/s for this service as the value of the contract over the term, including optional extensions exceeds £1m.

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 proposed decision to:

- (a) approve the procurement of the Arboriculture Programmed Works Contract and in consultation with the Cabinet Member for Planning, Highways, Transportation and Waste delegate authority to the Director of Highways, Transportation and Waste to approve the award of the subsequent contract to the preferred bidder; and
- (b) in consultation with the Cabinet Member for Planning, Highways, Transportation and Waste delegate authority to the Director of Highways, Transportation and Waste to award extensions of the Arboriculture Programmed Works Contract in accordance with the possible extension clauses within the contract.

1. Introduction

- 1.1 The arboriculture programmed works contract is required to ensure that KCC complies with its 'Duty of Care' under the Highway Act 1980 and fulfils its obligations in Common Law as a land and tree owner.
- 1.2 The current contract comes to an end on 31st August 2019 after five years which includes two one-year extensions, no further contract extensions can be made under this contract. In order to ensure continuity of service, new arrangements need to be in place from September 1st, 2019.

2. Report

- 2.1 The contract will provide for:
 - Programmed tree works as a result of Tree Safety Audits (TSA).
 - Removal of dangerous trees and branches on both public and private property.
 - Removal of tree stumps and replacement tree planting.
 - Cyclical pollarding and basal growth removal
 - Management of Ash Dieback
- 2.2 There are currently approximately 38,500 individual tree assets on the urban highway network and 80,000 within groups, there are a further 370,000 trees within tree belts, rural areas and woodland fringes. A conservative application of the industry standard Capital Asset Valuation of Amenity Trees (CAVAT) system estimates the value of the 38,500 individual urban trees at over £371m.
- 2.3 It is important that KCC HTW delivers an effective fit for purpose highway arboriculture works service which operationally delivers, meets our statutory obligations in terms of highway Asset Management and public safety whilst protecting the reputation of the County Council in delivering this part of the Highway service.
- 2.4 Trees are a long-term organic asset and as such poor-quality tree works can have a long-lasting impact on the Soft Landscape asset with limited scope for rectification. This contract, through robust specification, contract management and quality monitoring delivers on this and secures the current tree stock into the future.
- 2.5 The arboriculture works contract requires specialist knowledge by those contractors undertaking the works. They must comply with British Standard BS3998: 2010 Tree Work Recommendations and have the requisite certificates of competence to carry out the works.

3. Commissioning

- 3.1 Market engagement meetings were held over a 3-day period in early October 2018. Twenty SME's attended and provided detailed information on their preferences for lot size, contract term and specifications which have influenced the final commissioning strategy.

- 3.2 The arboriculture works market is exclusively provided by SME's as the specialised nature of these works favours this type of supplier.
- 3.3 A Commercial Strategy report was approved by the Strategic Commissioning Board (SCB) on 31st January 2019.
- 3.4 This procurement will cover the whole of the county (12 districts). The contract is proposed to be let for three years with a one plus one extension option (five years total).
- 3.5 The procurement will be completed using a negotiated style process with selection questions and award in two stages and will be conducted under the close supervision of Strategic Commissioning. The procurement timetable is detailed below.
- 3.6 Suppliers will be required to meet minimum standards for Health & Safety and other key selection criteria through a Pre-Qualification Questionnaire (PQQ) process. Once through the PQQ stage successful tenderers will be requested to submit a price and answer further project specific quality questions. Evaluation will be based on Price per Quality Point (PQP).

Procurement timetable

Task Name	Start	Finish
Published Contract Prior Information Notice	13/09/2018	
PQQ Publish with Draft ITT	11/02/2019	
PQQ Period	11/02/2019	13/03/2019
PQQ Close	13/03/2019	
PQQ Evaluation	14/03/2019	27/03/2019
ITT Publish	29/03/2019	
ITT Period	29/03/2019	26/04/2019
ITT Close	26/04/2019	
Tender evaluations	29/04/2019	10/05/2019
Post-Tender Negotiation Meetings	13/05/2019	15/05/2019
Resubmission Period	15/05/2019	28/05/2019
Final Evaluation	29/05/2019	03/06/2019
Internal Approval & Sign Off	04/06/2019	11/06/2019
Award Notification Letter	11/06/2019	
Standstill Period	11/06/2019	21/06/2019
Contract Award	21/06/2019	
Mobilisation	24/06/2019	31/08/2019
Contract Start	01/09/2019	

4. Financial Implications

- 4.1 The annual spend for the service will be in the region of £680k. Total spend over the contract duration (three years plus extensions) is estimated at £3.43m.
- 4.2 This contract has been tendered based on existing specifications and work volumes and will be contained within the Highways Asset Management - Soft Landscaping teams revenue budget.
- 4.3 The current contract has not been uplifted during the two-year extension periods and so it is expected that costs may increase in line with inflation. Until such time as tender prices are returned it is unknown if there will be any pressure on this budget.

5. Legal implications

- 5.1 The value of the Service will exceed £181,302 over the term of the Contract so contract procurement will be subject to OJEU rules.

6. Policy Framework

- 6.1 The commission accords with the County Council's Strategic Statement "Increasing Opportunities – Improving Outcomes" that communities' benefit from economic growth by being in work, healthy and enjoying a good quality of life.

7. Equalities implications

- 7.1 An equalities assessment for the Arboriculture Programmed Works service has been carried out as part of the commissioning process. No impacts have been found.

8. Conclusions

- 8.1 The current Arboriculture Programmed Works contract will end on the 31st August 2019.
- 8.2 A procurement process has commenced in line with the timetable contained within this report and as detailed in the Commercial Strategy approved by the Strategic Commissioning Board on 31st January 2019.
- 8.3 There are no further options to extend the existing contract.

9. Recommendations:

9.1 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:

(a) approve the procurement of the Arboriculture Programmed Works Contract and in consultation with the Cabinet Member for Planning, Highways, Transportation and Waste delegate authority to the Director of Highways, Transportation and Waste to approve the award of the subsequent contract to the preferred bidder; and

(b) in consultation with the Cabinet Member for Planning, Highways, Transportation and Waste delegate authority to the Director of Highways, Transportation and Waste to award extensions of the Arboriculture Programmed Works Contract in accordance with the possible extension clauses within the contract.

10. Background Documents

- Appendix A – Proposed Record of Decision
- Appendix B - Arboriculture Programmed Works Commercial Strategy
- Appendix C - EqIA – Arboriculture Programmed Works Contract

11. Contact Details

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Relevant Director:
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

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

DECISION NO:

19/00016

For publication

Key decision*

Yes –

Subject: Procurement and award of contract/s for Highway Arboriculture Programmed Works

Decision:

As Cabinet Member for Planning, Highways, Transportation and Waste , I agree to:

- (a) give approval for the procurement of the Arboriculture Programmed Works Contract and delegate authority to the Director of Highways, Transportation and Waste to approve the award of the subsequent contract to the preferred bidder; and
- (b) delegate authority to the Director of Highways, Transportation and Waste to award extensions of the Arboriculture Programmed Works Contract in accordance with the possible extension clauses within the contract.

Reason(s) for decision:

The current Highway Arboriculture Programmed Works contract comes to an end on 31st August 2019 with no provision for further extension periods. In order to ensure continuity of service, new arrangements need to be in place from September 1st, 2019.

There are currently approximately 38,500 individual tree assets on the urban highway network and 80,000 within groups, there are a further 370,000 trees within tree belts, rural areas and woodland fringes. A conservative application of the industry standard Capital Asset Valuation of Amenity Trees (CAVAT) system estimates the value of the 38,500 individual trees at over £371m.

The annual spend for the service will be in the region of £680k. Total spend over the contract duration of three years plus 2 one year extensions is estimated at £3.43m.

Given the value of the contract, an OJEU compliant procurement process will be followed to award the contract/s for the following:

- Programmed tree works as a result of Tree Safety Audits(TSA).
- Removal of dangerous trees and branches on both public and private property.
- Removal of tree stumps and replacement tree planting.
- Cyclical pollarding and basal growth removal
- Management of Ash Dieback

Cabinet Committee recommendations and other consultation:

In reviewing procurement options, workshops have been held with colleagues , assessments undertaken of other local authorities spend and market engagement carried out with SME's.

The Environment and Transport Cabinet committee considered the proposal decision at its meeting on the 19th March 2019 and resolved to endorse it with no amendments.

Any alternatives considered:

A Commercial Strategy report was presented to the Strategic Commissioning Board (SCB) on 31st January 2019 with options for the re-procurement of this contract. These recommendations for procurement were agreed by SCB.

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

None

.....
signed

.....
date

Name:



Strategic Commissioning Commercial Strategy

Contract Title: Arbroiculture Works Term Contract (Countywide)		
SC REF: 18035	Date: 24/01/2019	SCB Date: 31/01/2019
Annual Value: £686,000		Contract Value: £3.43m
Commercial Lead: John Tunnicliff		Position: Commercial Officer
Commissioning Lead: Andrew Loosemore		Position: Head of Highways Asset Management
Contract Manager: Robin Hadley		

Governance

- The current contract for this service comes to an end on 31st August 2019. In order to ensure continuity of service, new arrangements will need to be in place from September 1st, 2019. This report recommends the completion of a competitive tender with negotiation to achieve this.
- This element of work was considered as part of the wider Soft Landscape service commissioning approach presented to the Strategic Commissioning Board (SCB) 21st July 2016.
 - The Diagnostic Report considered by the ETCC Task & Finish Group (T&FG) considered several options and only recommended devolution of the discretionary elements of the service (urban grass and hedge cutting and shrub bed maintenance) to parishes.
 - SCB and ETCC concluded that commissioning by KCC of the safety critical elements such as tree works should be continued.
- This report was presented to the Highways Transportation and Waste Divisional Management Team (DivMt) on the 19th September to gain sign off at Director level. A further update on the findings of the market engagement, proposed lotting and contract duration was presented to DivMT on the 21st November.
- The details have been discussed with the Cabinet Member for Highways on the proposed commercial plan, details will be presented at the March 2019 ETCC meeting.

Description

This contract will facilitate programmed and adhoc tree works over a five year period both on or adjacent to the highway network. The contract will provide for removal of dangerous trees and branches on both public and private property. The contract will also facilitate removal of tree stumps and replacement tree planting.

The service is provided primarily through programmed work with flexibility for additional ad-hoc provision. There is a separate dedicated emergency tree works contract, currently provided by two contractors, for the clearance of imminently dangerous trees adjacent to the highway. This contract will be designed to enable the additional provision of emergency tree clearance as a fall-back to the primary emergency tree works contracts. The two separate emergency tree works contracts exist to enable programmed tree works to remain uninterrupted by day-to-day

tree emergencies.

This procurement exercise will cover the whole of the county (12 districts). The contract is proposed to be let for three years with a one plus one extension option (five years total).

The annual spend for the service will be in the region of £680k. Total spend over the contract duration (three years plus extensions) is estimated at £3.43m. A detailed breakdown of cost by the proposed lots is provided in Appendix 3, Table 1.

Programmed and adhoc work to highway tree assets will be funded from the existing Soft Landscape budgets for tree works. Budget for replacement tree planting is provided by councillor grants and and third party funding for all but regulatory replacement tree planting i.e. those trees covered by Tree Preservation Orders and Conservation Area regulations.

These services are required to ensure that KCC complies with its 'Duty of Care' under the Highway Act 1980 and fulfils its obligations in Common Law as a land/tree owner. An insurance audit by Zurich Municipal in August 2015 of KCC Highway inspection systems and processes found the current system of tree inspection by professional tree officers and management of tree works by specialist providers to be fit for purpose and followed 'best practice'.

There are currently approximately 38,500 individual tree assets on the highway network with an additional approximate 80,000 recorded tree assets located within groups. A conservative application of the industry standard Capital Asset Valuation of Amenity Trees (CAVAT) system estimates the value of the 38,500 individual trees at over £371M.

Priority 9 in the Kent Environment Strategy Implimentation Plan 2017 seeks to 'Improve the county of Kent's environmental, social and economic resilience to environmental change'. SF9.4 seeks to 'Build resilience to the impacts of environmental change, disease and invasive species on human, plant and animal health'. A key activity in meeting our sustainable future objective is to continue to implement the 'Ash Dieback Action Plan' and develop a 'Tree Strategy for Kent & Medway'

Commissioning of a professional specialist arboriculture works contract facilitates meeting Kent's objectives under the Kent Environment Strategy and the forthcoming Kent & Medway Tree Strategy.

Outcome Link

- Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life.
- To assist in KCC's legal duty to maintain a safe Highway (Highways Act).
- Ensure that access to the Kent highways infrastructure is maintained for citizens and businesses.
- Maintain a safe and pleasant environment.
- Customer satisfaction by providing 'the right services in the right way for the right people'.
- Maximising lifespan and minimising lifecycle costs of the highway and its assets and improving maintainability by embedding asset management principles into everything we do.
- Cost effective statutory and discretionary services by commissioning well and being commercially astute.

Current Supply Arrangements

At present the service is provided by one Kent based supplier, City Suburban Tree Surgeons. Although the service is split into two lots (east and west), no restrictions were applied in 2014 to restrict the number of lots which could be awarded to a supplier. The current contract has been a resounding success - delivering on both cost and quality.

The arboriculture works contract is now in its third revision. A number of ambiguous clauses were exploited by contractors during the first contract (2009-2014). This resulted in compensation events and requests for extra costs in addition to disputes. These also meant that there were variable and unquantifiable costs and operational impacts on staff resource. The specification was refined and improved for the second contract (2014-present). The implemented changes from 'lessons learned' almost eliminated compensation events. This has enabled detailed budget planning, resulted in no contract disputes and improved the operational performance of the team.

Minor alterations have been drafted to address 'lessons learned' in the third iteration of the contract. The third iteration is now further refined and is able to meet the demands of quality, performance and cost whilst allowing robust Contract Management.

Current rates are 20% less than other previous Kent contractor rates obtained through similar procurement process. Current rates are on average 27% cheaper than rates of neighbouring councils.

PESTLE Analysis



Political

The negative impact of procuring a poor quality arboriculture works service in relation to highway trees has been observed over recent years in Sheffield. Additionally, it is all too easy for a contractor to undertake sub-standard tree works that will have long lasting and detrimental effect on the highway tree asset.

It is therefore important that KCC HTW delivers an effective high quality highway arboriculture works service which operationally delivers whilst benefiting the reputation of the County Council.

Economic

The benefits of urban and highway trees have been widely recognised as improving health and wellbeing. Both visitors and businesses have been found to favour areas with high tree cover. This increases inward investment to an area. Data also suggests that tree cover has a positive effect on saleability of property, if not directly on price. Properties on tree lined streets are said to be in higher demand and sell faster.

Trees can have negative effects on the surface of footways and carriageways through direct root damage. However, the shade cast by trees can significantly increase the life of the road by reducing the temperature that the surface reaches during hot weather.

Highway trees can be valued by a number of methods. Capital Asset Valuation of Amenity Trees (CAVAT) is the system used most widely in the UK. In some cases CAVAT can place an extremely high monetary value on a tree depending on its size. CAVAT estimates the value of the 38,500 individual highway tree assets at over £371 M.

Poorly procured tree works can have a detrimental effect on the long-term life expectancy of the tree which can reduce the potential economic and social benefits as well as its CAVAT value.

Social

The arboriculture works contract contributes towards keeping Kent moving, particularly for footpath and footway users and allows these assets to be used by all ability groups. In this respect, removal of basal growth on trees which may otherwise obstruct footways is a socially important operation.

The Office of National Statistics (ONS) has predicted the NHS in Kent and Medway saved roughly £24 million in avoided health damage costs due to tree cover. Increase in urban sprawl and air pollution met with declining urban tree cover will result in reduction of the benefits currently provided and increased cost to the UK economy. Additionally, there is an increased disadvantage to people with breathing disabilities therefore discouraging participation.

Urban tree cover plays an important role in moderating the 'urban heat island effect', which poses threats to human health due to substantially increased temperatures relative to rural areas. The ONS predicts a 3-fold increase in the number of heat related deaths by 2050.

The greatest benefits are provided by the largest trees. The relationship between a tree's size and the benefits it provides is exponential. As such, specialist management is required at all stages of a tree's development in order to reach the maximum possible safe useful life expectancy of the tree, maximum canopy size and associated potential benefits.

Technological

The arboriculture works contract requires specialist knowledge by those contractors undertaking the works. They must comply with British Standard BS3998: 2010 Tree Work Recommendations and have the requisite certificates of competence to carry out works to comply with the standard.

It is a requirement that contractors tendering for the works will have refresher training as part of their ongoing professional development.

Legal

The County Council has a number of statutory obligations. Listed below are the principal pieces of legislation which the procured service must adhere to:

- Highways Act 1980
- Health & Safety at Work Act 1974
- Wildlife & Countryside Act 1981
- Town & Country Planning Act 1990

The above list is not exhaustive as there are many other acts and regulations which would apply to this contract.

These services are being reprocured to ensure that KCC complies with its 'Duty of Care' and fulfils its obligations in Common Law as a land/tree owner.

Enviromental

It is well recognised that trees deliver many ecosystem service benefits. It is possible to quantify many benefits, in both volumetric and monetary terms. Generally the larger the tree the greater the benefits delivered.

Tree species have varying capacities to ameliorate pollution. The capacity of any one species is inextricably linked to tree size, leaf area index and tree vigour.

Again, linked to tree size, the larger the tree the more carbon sequestered and stored.

The ability to intercept, store and eventually release rainwater is influenced by tree species, tree size, canopy density and bark. As such, urban tree cover plays an important role in reducing surface water flood potential.

As trees are long lived organisms and the benefits provided are increased with age and tree size, it is important to ensure that appropriate quality tree works are undertaken at every stage of the trees' development.

Market Engagement

The Soft Landscape Team in KCC Highways has good industry knowledge of the size, scope and locations of the suppliers in this industry. The arboricultural works market is exclusively provided by SME's and the specialised nature of these works favours this type of supplier. KCC is an attractive customer for local SME suppliers and has attracted over 35 expressions of interest following publication of the Prior Information Notice (PIN).

Market engagement meetings were held over a 3 day period in early October 2018 and the analysis of the feedback provided, via a proforma by 20 SME's is outlined below:

1). Number of lots preferred by SME's

Preferred Lot Size	Contractors Preference	Comments
1	3	Preferred by National suppliers
2	2	East and West split
3	6	East /Mid/West split
6	6	Two adjoining districts per Lot
12	3	Contractors specified only single districts that they would tender for.

2). Restriction of lots to any one contractor

Lot Restriction	Contractors Preference
No Restriction on Lot size	4
No one provider being given more than between two to six lots.	13
Twelve lot division to allow for Contractors preferred lot only to be tendered for.	3

3). Duration of Contract

Term of Contract	Contractors Preference	Comments
5 years	13	Enables Contractors to invest time and equipment into providing an economical, quality service.
7 – 10 years	7	Long term stability in contract delivery

4). Use of subcontractors

The overwhelming opinion expressed by eighteen of the contractors was that subcontracting works to other tree companies resulted in loss of control and substandard works. However, three contractors advised that they would use subcontractors for various operations such as peaks in workload or the use of specialist plant and traffic management companies.

5). Frameworks

The consensus from the SME's who attended the marketing engagement events was that framework contracts did not work for arboriculture works contracts. One of the main reasons was that a framework contract for arboriculture works did not allow them to invest in equipment or personnel.

Contractors were also disparaging about framework contracts due to reliance on quantitative work spikes and requirement for the client to contact numerous contractors prior to an SME advising that they were able to undertake the works. This also had a knock-on effect with the costs of tree works increasing exponentially.

A number of large organisations with tree work obligations were also contacted as part of market engagement – see Appendix 4. Generally those organisations used frameworks due to the quantitative nature of their tree clearance works. This model of contract would not suit KCC highways as it does not match the safety and enquiry driven work flow or the ethos of KCC's customer service delivery.

On the basis of the above feedback, frameworks have not been considered within this reports commissioning options.

Location of Contractors

Appendix 3, Plan 1 highlights the proposed contract lotting arrangement. This arrangement is designed to facilitate geographical adjoined district areas and provide the greatest financial value uniformity. The position of contractors that expressed an interest and/or attended the market engagement events are also plotted and highlight a mid and west Kent bias.

Commercial Strategy.

Contract management (CM) uses proven techniques by utilising the government preferred NEC4 Terms and Conditions. This incorporates appropriate Key Performance Measures relevant to the services under this contract to quantify their performance so that it can be compared to other contractors carrying out the same work in other parts of the County. A formal CM schedule will be included in the tender documents

All contractors preferred the Schedule of Rates (SORs) pricing mechanism as it is well understood by the supplier market. The SORs used within the current contract over the last five years conform to British Standard BS3998:2010 Tree Work Recommendations. Details on the current annual SOR usage are included in Appendix 5.

The system used by KCC Highways is easily understood by both KCC tree inspectors and the contractor and is unambiguous. See Appendix 6: Sample Job from CONFIRM for example of how a job is constructed using SOR(s). The contract design and wording seldomly results in requests for additional costs (compensation events/variation orders).

In individual instances where an economy of scale can be achieved due to volume of work and proximity of trees located in groups; the tree inspector will seek an estimate from the contractor to reduce the overall cost of works to KCC. SORs are applied in all other situations for client efficiency and to meet risk auditing requirements.

Payments are made monthly in arrears using iProc in line with KCC 'no purchase order no pay' policy. Annual rate uplifts where applicable are in line with the Grounds Maintenance Index GM87.

Contract Duration

The contract is proposed to be let for three years with a one plus one extension option (five years total). The contract duration enables company investment in staff, equipment and depot facilities.

The operation and delivery of the contract will be reviewed each year and there will be a strategic review before any extension is awarded.

Mobilisation and Transition

The mobilisation period will be over a minimum period of **two** months. Mobilisation will require time for setup of depots, additional machinery, plant and staff recruitment for anyone other than the incumbent contractor.

TUPE will apply due to the number of permanent staff employed by the current provider to deliver the required highway tree works. However, they have indicated that they will be discussing this issue with their existing staff and would seek to retain and redeploy the staff on to existing or newly awarded contracts. Recruitment is an issue within the arboriculture sector and it is not unusual for companies to retain staff in such circumstances. Historically, staff have not been TUPE transferred on previous arboriculture works contracts.

Works are generated by professional tree inspectors in response to customer enquiries and following five yearly scheduled cyclic tree inspections. Works are issued at minimum weekly intervals to the contractor via the Highway WAMS system. Weekly issued works can be disbursed countywide and must be completed by priority in order to maintain a safe highway network. Works are linked to a tree asset for audit and insurance purposes. Generated tree works are typically high in volume but low in value – see Appendix 3, Table 2.

Commercial Risks

Risk	Controls/Mitigating Action
Failure to procure a supplier	<ul style="list-style-type: none"> ➤ There are 11 suppliers already within Kent who have shown an interest in this procurement. ➤ PIN has been issued and all previously known suppliers have been encouraged to show an interest in this procurement.
Fails to provide opportunities for Kent businesses.	<ul style="list-style-type: none"> ➤ The opportunity will be advertised through the Kent Business Portal. ➤ This contract is particularly suitable for SME suppliers. ➤ The volume, value and geographical logistics associated with the service means that interest from larger suppliers outside of Kent may be limited. ➤ Support will be given to develop interested local suppliers.
Procurement not completed on time.	<ul style="list-style-type: none"> ➤ Seven months has been allowed for the procurement. ➤ A negotiated process is recommended to reduce the time required.
Increased Prices	<ul style="list-style-type: none"> ➤ Prices are likely to increase compared with those procured in the previous arboriculture works contract (2014). ➤ Competitive tendering is expected to keep prices at an affordable level and within current budgets.
Reputational Risk	<ul style="list-style-type: none"> ➤ Contract clauses and specification are written in accordance with NEC4. Monthly progress meetings, use of risk register and contractor quality plan will address any issues prior to escalation and reputational damage.
Operational Risk	<ul style="list-style-type: none"> ➤ Pre-qualification and quality questions will ensure award to competent contractor(s). Monthly progress meetings and use of Operational Performance Measures will ensure ongoing performance and adherence to tendered quality standards.

Route to Market and Options Appraisal

The value of the Service will exceed £181,302 over the term of the Contract so OJEU is applicable.

Option 1 – Competitive Procedure with Negotiation

The procurement will be completed using a negotiated style process with selection questions and award in two stages. Suppliers will still be required to meet minimum standards for Health & Safety and other key selection criteria through a Pre-Qualification Questionnaire (PQQ) process. This will be evaluated on mandatory pass/fail criteria. Once through the PQQ stage successful tenderers will be requested to submit a price as well as further project specific

quality questions. Evaluation will be based on Price per Quality Point (PQP) . Negotiation of abnormal Schedule of Rates items and clarifications of specification will limit the possibility of failed tenders due to errors. The market is well known by KCC and a high volume of responses is not anticipated.

Advantages:

1. Reduced barriers to entry for SME's.
2. Only suppliers that complete the PQQ stage are then evaluated removing suppliers that do not meet minimum criteria.
3. Allows for negotiation which can address problems with pricing or interpretation of specification without the need for starting procurement from scratch.

Disadvantages

1. Additional resource may be required for evaluation if a high volume of PQQ responses are received.

Option 2 - Do nothing

This is not an option due to the potential increase in risks to both Kents residents, members of the public and Kent County Councils workforce.

The County Council has a number of statutory obligations under principal pieces of legislation which the procured service must adhere to. The main two are as follows:

- Highways Act 1980
- Health & Safety at Work Act 1974

The above list is not exhaustive as there are many other acts and regulations which would apply to this contract.

These services are being tendered to ensure that KCC complies with its 'Duty of Care' and fulfils its obligations in 'Common Law' as a land/tree owner.

Procurement Route Recommendation

Option 1 – Competitive Procedure with Negotiation

The proposed contract length will be three years with an option to extend the contract for up to a further two years, on a one plus one basis. The total contract value for the full term, including extensions (five years) is estimated at £3,430,000.

In order to attract the maximum number of tenders the contract will be split into three lots. However, a restriction on the number of awarded lots will not be imposed in order to avoid potentially elevated costs in any one awarded contract lot. Not applying an award restriction will potentially allow award of all lots to one provider if that is the most financially viable option.

Evaluation Methodology

- Selection Criteria: All the relevant issues will be covered to ensure only suitable suppliers

proceed to the ITT stage. This will include both mandatory and non-mandatory criteria, insurance, health and safety and a financial assessment together with key selection criteria.

- **Award Criteria: Price per quality point (PQP)** The PQP approach will be used to ensure that suppliers appointed will provide the correct mix of quality issues at a price which is appropriate and sustainable. Quality will be assessed against the following to provide a quality score:
 - Quality and Customer Focus
 - Health and Safety
 - Management of Works
 - Emergency capability
 - Environmental
- The tender evaluation criteria, weightings, methodology and modelling will be developed with Strategic Commissioning and tender documentation will be reviewed and approved prior to issue.
- Tender briefings will be provided to those providers invited to tender and a tender clarification process will be implemented and managed in line with standard KCC practice.
- Price will be evaluated separately from Quality to ensure that the Quality evaluation process is demonstrably not influenced by price but is objectively evaluated against predetermined evaluation criteria. A moderation process will be included as part of the evaluation methodology.
- SOR's will be weighted depending on average usage throughout the existing contract to provide a notional total tender value which will be used for evaluation of bids
- The overall award will be assessed on all of the SORs to ensure that value for money is achieved.
- Rates provided outside of expected values will be challenged during the negotiation period by the arboriculture team and Strategic Commissioning using prevailing market prices and their experience of this industry as a benchmark.
- Quality scores and Price will then be combined to provide a PQP , total price divided by Quality score, to select the winning tenderer
- Tender Evaluation and Award reports will set out the findings of the evaluation and make award recommendations in favour of the successful tenderers.

Approval to Proceed

✓ To be agreed at Service Commissioning Board on **31/01/2019**.

Name:	
Position:	
Signature:	
Date:	

Appendix 1: Check List

Check Item	Action Required	Response
Social Value	Social Value needs to be considered.	Social Value is included
Equalities Impact Assessment	Is and impact assessment necessary, in most cases this will be a requirement the Service are responsible for carrying this out. If in doubt contact Equalities & Diversity Team at diversityinfo@kent.gov.uk	Completed
Legal Support Required	Legal support requirement should be considered and agreed with the client. If a risk of challenge has been highlighted this should be communicated to legal and added to the risk register on the shared drive.	Will access as required
Kent Business	Ensure plan has addressed supporting Kent Business.	The opportunity will be advertised through the Kent Business Portal. The contract will be attractive for local SME's
TUPE and Pension Staff Transfers	Ascertain if there is any possibility of staff transfers and discuss with Client. If TUPE or Pensions may be involved for TUPE discuss with legal for Pensions see Steven Tagg.	where staff transfer involved inform Legal to ensure TUPE and Pension strategy is clear.
Environment	Are there environmental issues or implications in this contract.	Included
Business Continuity	Business continuity issues this does not just mean IT but consideration of providing essential services.	Should any supplier be unable to fulfil their obligations the option will exist for KCC to use a contractor from one of the other Lots
Collaboration and Access to Contract	Will this contract be shared with others, if so how is procurement being undertaken.	Not applicable
Authority to Award	Has the Commissioner ensured that the correct authority, will be in place when contract needs to be awarded? Suggest to the Client they need to do this now.	The contract award process will be managed in accordance with the Delegated Authority Matrix.
iProcurement	Is the client aware it is mandatory to raise an iProc order for any spend? Have the advantages of this been explained to the client? What advice has been given by the P2P team?	The client is aware of iProcurement and the order will be raised as appropriate.
GDPR	Has an impact assessment been undertaken?	The assessment completed and incorporated into the requirement.
Prevent Agenda	Ensure Prevent Guidelines are considered re Extremism	Not applicable

Appendix 2: Procurement Timetable and High-Level Resource Programme

Task Name	Start	S.Day	Finish	F.Day	Duration	F.Time
Published Contract Prior Information Notice	13/09/2018	Thu	13/09/2018	Thu	1	
PQQ Publish with Draft ITT	01/02/2019	Fri	01/02/2019	Fri	1	
PQQ Period	01/02/2019	Fri	04/03/2019	Mon	31	12 noon
PQQ Close	04/03/2019	Mon	04/03/2019	Mon	1	12 noon
PQQ Evaluation	05/03/2019	Tue	15/03/2019	Fri	10	
ITT Publish	18/03/2019	Mon	18/03/2019	Mon	1	
ITT Period	18/03/2019	Mon	12/04/2019	Fri	25	
ITT Close	12/04/2019	Fri	12/04/2019	Fri	1	12 noon
Tender evaluations	15/04/2019	Mon	26/04/2019	Fri	11	
Post-Tender Negotiation Meetings	29/04/2019	Mon	01/05/2019	Wed	2	
Resubmission Period	01/05/2019	Wed	10/05/2019	Fri	9	
Final Evaluation	13/05/2019	Mon	17/05/2019	Fri	4	
Internal Approval & Sign Off	20/05/2019	Mon	24/05/2019	Fri	5	
Award Notification Letter	24/05/2019	Fri	24/05/2019	Fri	1	
Standstill Period	24/05/2019	Fri	04/06/2019	Tue	11	
Contract Award	05/06/2019	Wed	05/06/2019	Wed	1	
Mobilisation	06/06/2019	Thu	31/08/2019	Sat	86	
Contract Start	01/09/2019	Sun	02/09/2019	Mon	2	

Appendix 3: Contract Values, Job Numbers Issued and Distribution of Suppliers

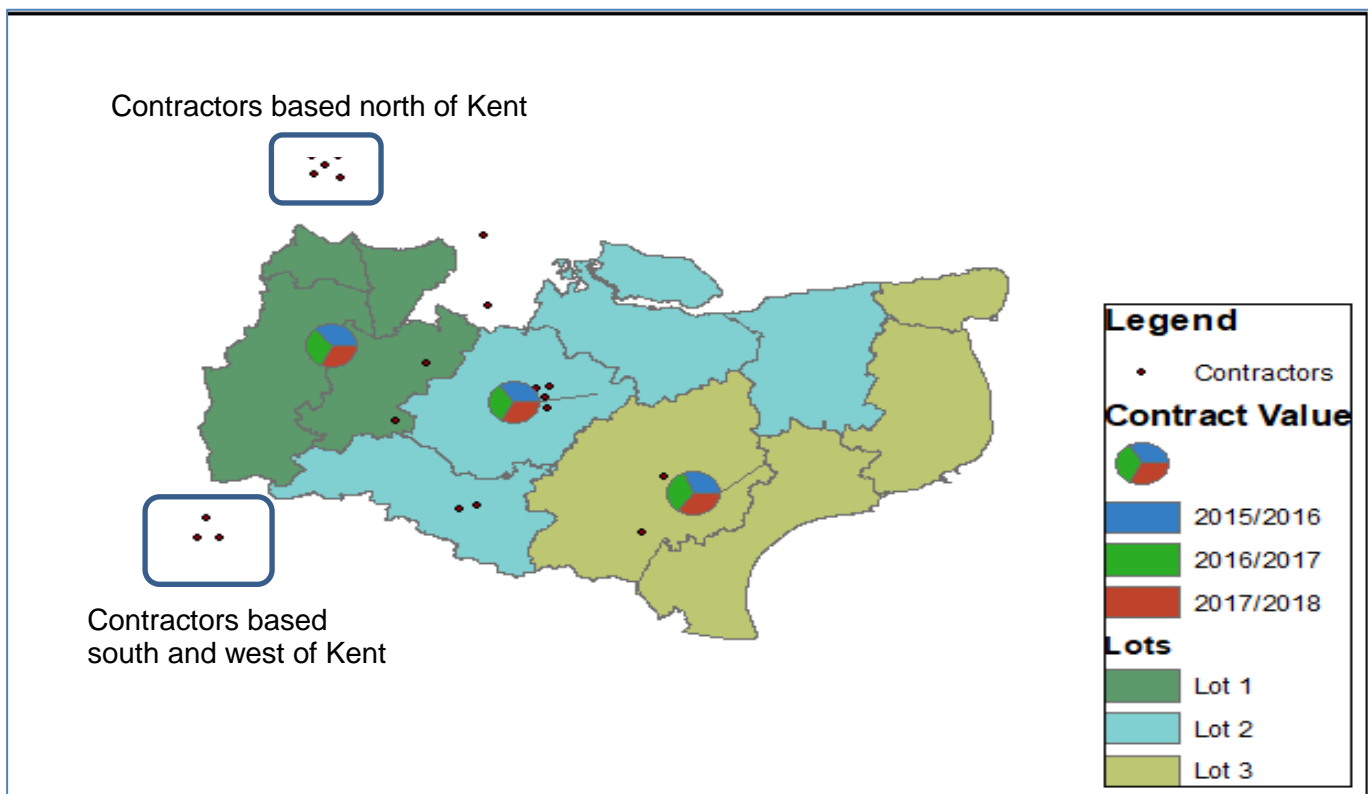
Table 1. Tree Works Budgeted Contract Value Breakdown

	2015/2016	2016/2017	2017/2018	Grand Total
Lot 1/3	£ 239,842.25	£ 204,410.41	£ 210,217.11	£ 654,469.77
Lot 2/3	£ 276,664.63	£ 241,758.64	£ 251,879.97	£ 770,303.23
Lot 3/3	£ 205,291.00	£ 228,204.88	£ 224,128.39	£ 657,624.27
Grand Total	£ 721,797.88	£ 674,373.93	£ 686,225.47	£ 2,082,397.27

Table 2. Tree Work Job Numbers Issued

	2015/2016	2016/2017	2017/2018	Grand Total
Lot 1/3	4,061	3,473	3,179	10,713
Lot 2/3	4,132	3,853	3,683	11,668
Lot 3/3	4,028	3,746	4,192	11,966
Grand Total	12,221	11,072	11,054	34,347

Plan 1. Proposed Contract Lots and Locations of Specialist Arboricultural Contractors



Appendix 4: Market Engagement - Tree Works Commissioning by Large Tree Owners

BT Tree Works Framework

BT use a framework with national coverage to undertake tree works. They appoint one lead contractor to provide this service. The lead contractor serviced the contract across four depots using 12 in-house crews. An additional 50-60 subcontractors were employed to provide complete national coverage. Approximately 50 Schedule of Rates (SORs) items were used to specify tree works in terms of 'spans and poles'. Additional SORs were used to cover items such as use of heavy plant, mobile elevated works platforms (MEWPS) and traffic management. Issued work packages required several spans and/or poles to be cleared and would usually take 2-3 days to complete. This is a quantitative type contract for vegetation clearance.

Environment Agency

The EA has regional tree work framework contracts. The South East region framework contract has been awarded to three contractors.

Works below a threshold value are awarded directly to any one of three contractors. Works above the threshold required the three contractors to tender for the works.

This framework is also a quantitative type contract for vegetation clearance.

Network Rail

Network Rail withdrew from the recent National Tree Officer Conference and are unlikely to provide any information as their vegetation clearance policy is currently under Ministerial Review.

It is understood, that Network Rail operate a framework contract which is also a quantitative type contract for vegetation clearance.

NHS

The NHS is divided into approximately 342 trusts. It would appear that each NHS trust generally procures tree works on an ad-hoc basis with no formal contract in place.

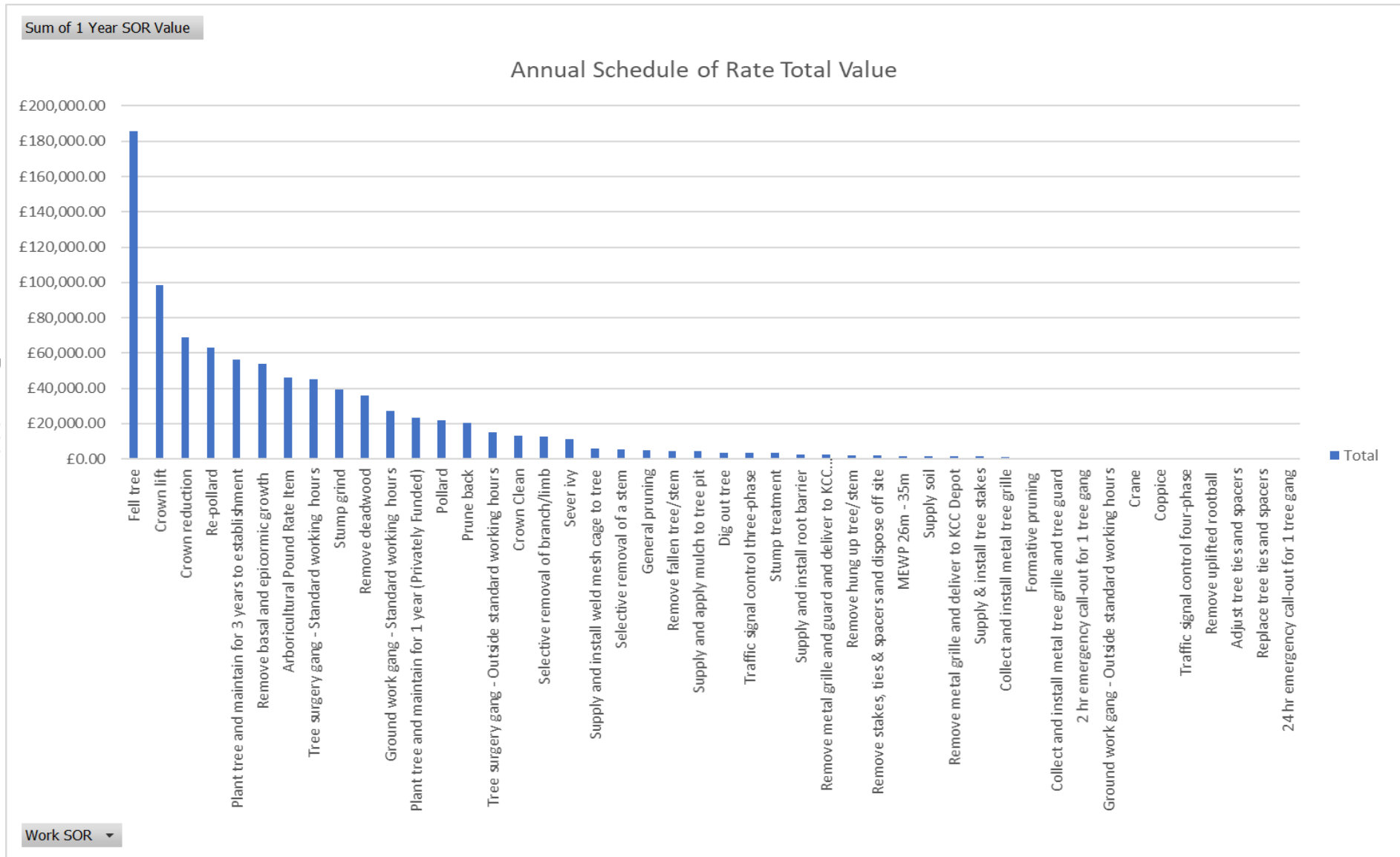
Both the East Kent Hospital and the Maidstone and Tunbridge Wells NHS Trusts were contacted regarding tree works provision. Both confirmed that tree contractors are employed on an ad-hoc basis from a call-off list for works up to a value of £10,000. Three formal estimates are required for works between the values of £10k and £35k. A formal tender process is used for works above £35K.

Tree Officer Conference Call – Other Council Approaches to Commissioning Tree Works

Council	Commissioning Approach for Tree Works
Reading	In-house solution
Edinburgh	In-house solution with approved list for specialist works
North Somerset	Outsourced - resource based contract
LB Westminster	Procured Term Contract
LB Camden	Procured Term Contract
Hampshire	Procured Term Contract

Attendees stated that the majority of the 32 London Boroughs procured arboriculture works via term contract arrangements.

Appendix 5: Annual Schedule of Rate Total Value



Appendix 6: Sample Job from CONFIRM Highlighting Use of SOR(s) and Clarity of Instruction to Contractor

Confirm Dashboard X Data Source: Arb: Job Details X Job X Job X Map X

1 of 1 | Order Other Notice Risks Attrib Commit

Job	Additional	Current Status
Job Number: 208779	Placed on W.O. ARB04/4951357	Committed
Parent Job		...
Site: LONDON ROAD	34300615	...
FARNINGHAM, KENT		
Tag Number	...	Location: South side of roundabout
Seq No. 10,072.00	Maple, sycamore	
Area: Sevenoaks	Ward: Farnghm, Horton Kby & S Darnth	
Description: Remove 2 stems to leave one clear stem. Crown lift remaining canopy to 4m. (Low branches)	Work Location: South side of roundabout	
Job Type: INIT	Initial Notice Manually Raised	Estimated Value: [REDACTED]
Priority: Arb - A4 Within 2 months	Price Factor: Kent Alliance Standard	
Cost Code: 100004612.12	R SLAT CW Tree Works Sevenoaks	Partial Payments: <input checked="" type="checkbox"/>
Customer: No Code Allocated	Est. Start Date: 00/00/0000 00:00:00	
Customer Reference	Actual Start Date: 00/00/0000 00:00:00	
Pref. Contr. ARB04	Est. Completion: 06/04/2017 10:25:53	
Status: 1300 Job Paid & Closed	Target Completion: 06/04/2017 10:25:53	
Officer: TMJT Soft Landscape	Actual Completion: 30/03/2017 12:35:56	

SOR Items		Status Log	Child Jobs
Job Item No.	SOR Item Code	SOR Item Name	Item Quantity
10	CS-083	Selective removal of a stem (Medium)	2.00
20	CS-012	Crown lift to 6m above ground level (Medium)	1.00

Detail

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KCC - Growth, Environment and Transport Directorate (GET).

Equality Analysis / Impact Assessment (EqIA) template

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

Re-tender of Highways Arboriculture Term Works Contract (2019-2024): Ref SC18035.

Brief description of policy, procedure, project or service

The current Highways Arboriculture Term Works Contract is due to end on 31 August 2019. The council is required to re-tender the contract under OJEU regulations due to the total value of works over the contract period. This contract deals with ensuring Kent County Council tree asset is kept safe.

Aims and Objectives

Continuity of term tree works provision for the highway tree asset. Professional tree works are required to meet 'Duty of Care' to highway users and comply with the Highways Act 1980.

It contributes to KCC's strategic objectives through:

- Fewer people killed or seriously injured on Kent's roads
- Everyone can choose to travel safely, efficiently and pleasantly to employment, education, social and cultural opportunities
- Customer satisfaction by providing 'the right services in the right way for the right people'
- Maximising lifespan and minimising lifecycle costs of the highway and its assets and improving maintainability by embedding asset management principles into everything we do
- Cost effective statutory and discretionary services by commissioning well and being commercially astute.

Date Document Updated 19/09/2018

1

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JUDGEMENT

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

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

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

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GET Document Control

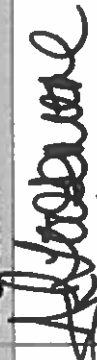
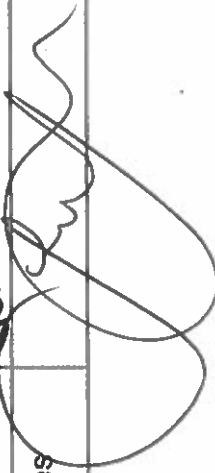
Revision History

Version	Date	Authors	Comment
V0.1	12/09/2018	Barry McKenna & Robin Hadley	
V1 (this should be assigned to the version the Director signs off)	19/09/2018	Barry McKenna & Robin Hadley	Approved at DivMT 19 th September 2018

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

Attestation

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

Name	Signature	Title	Date of Issue
Andrew Loosemore		Head of Service	18/12/18
Simon Jones		Director	18/12/18

Date Document Updated 19/09/2018

Part 1 - Screening

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

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

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

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

Protected Group	You MUST provide a brief commentary as to your findings, or this EqIA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age			Elderly patrons may feel vulnerable and therefore uncomfortable, dealing directly with tree contractors working on or close to their property. Local impacts will be assessed depending upon conditions as there are instances when lack of maintenance could have a negative impact	Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact
Disability			Patrons with disabilities may have difficulty liaising/dealing with contractor or client officer during tree inspections or	Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no

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			operational works. Local impacts will be assessed depending upon conditions as there are instances when lack of maintenance could have a negative impact	additional impact
Gender			It is not envisaged that there will be any additional negative impact for this characteristic compared to the rest of the population. There is limited information available to enable an assessment of the impact on this Characteristic. However, it is recognised that the Council's tree service must be fully accessible to all equality groups.	Maintaining the asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact
Gender identity/ Transgender			It is not envisaged that there will be any additional negative impact for this characteristic compared to the rest of the population. There is limited information available to enable an assessment of the impact on this Characteristic. However, it is recognised that the Council's tree service must be fully accessible to all equality groups.	Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact.
Race			It is not envisaged that there will be any additional negative impact for this characteristic compared to the rest of the population. There is limited information available to enable an assessment of the impact on this Characteristic. However, it is recognised that the Council's tree service must be fully accessible to all equality groups.	Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact.

Date Document Updated 19/09/2018

				additional impact
Religion and Belief			available to enable an assessment of the impact on this Characteristic. However, it is recognised that the Council's tree service must be fully accessible to all equality groups. It is not envisaged that there will be any additional negative impact for this characteristic compared to the rest of the population.	Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact
Sexual Orientation			It is not envisaged that there will be any additional negative impact for this characteristic compared to the rest of the population.	Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact
Pregnancy and Maternity			It is not envisaged that there will be any additional negative impact for this characteristic compared to the rest of the population. It is not envisaged that there will not be any additional negative impact for this characteristic compared to the rest of the population.	Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact
Marriage and Civil Partnerships			It is not envisaged that there will be any additional negative impact for this characteristic compared to the rest of the population.	Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact
Carer's Responsibilities			It is not envisaged that there will be any additional negative impact for this	Maintaining our asset will have a positive impact on the whole of the population

Date Document Updated 19/09/2018

			characteristic compared to the rest of the population.	in the same way as this characteristic. There is no additional impact
--	--	--	--	---

Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

There are no changes envisaged by the letting of this contract. It supports the soft landscaping policy. Age and disability can be affected by lack of maintenance and these will be assessed based upon local knowledge and demand during each year.

Information and Data used to carry out your assessment

This is a county wide contract and affects the whole population. The maintenance of the asset is highly variable as they are spread inconsistently around the county. Depending on their position will determine if there is a need to make local adjustments. The Customer Service Module provides data on requests to deal with trees. If the customer identifies as being disabled or other characteristic then this will be assessed as to the action that is needed.

Who have you involved consulted and engaged with?

As this contract supports the landscaping policy no additional consultation was undertaken.

Analysis

As this contract supports the landscaping policy no additional analysis was undertaken. More detailed analysis would not add to the approach taken due to the variability of the asset

Adverse Impact,

The adverse effects are the lack of maintenance of the asset and this will affect the whole population. Individual trees can adversely impact age and disability more in the impacts on access or uneven footpaths. These will be taken into account on a needs basis

Positive Impact:

The positive effects of maintaining the asset impact the whole population. Locally it may have a greater impact on age or disability, but this will only be identified at the time.

JUDGEMENT

No major change: this contract supports the soft landscaping policy. It has the flexibility to make local changes to suit improving the lives of the characteristics of age and disability. No discrimination has been identified for any other groups.

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Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
age	Overgrown tree or roots posing an inhibition to mobility	Local assessment undertaken as needed	Improved access	Local inspector	As identified	none
disability	Overgrown trees or roots posing an inhibition to mobility	Local assessment undertaken as required	Improved access	Local inspector	As identified	none

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

Yes/No

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

Simon Jones, Director Highways, Transportation and Waste

To: Environment and Transport Cabinet Committee – 19th March 2019

Subject: **Brexit Grant Review**

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Decision: All

Summary: This report sets out the content and progress of the Section 31 Grant provided from the Department of Transport to Kent County Council Highways to prepare for Brexit on 29th March 2019.

Recommendation:

The Cabinet Committee is asked to note progress in KCC delivering traffic management and road asset improvements.

1. Background

- 1.1. KCC continues to work closely with the Department for Transport (DfT), Kent Police and Highways England, amongst others, to implement plans to manage HGV's and passenger traffic in Kent in anticipation of Brexit on 29 March 2019.
- 1.2. Operation Brock provides:
 - A20 TAP holding location;
 - M20 J8-J9 contraflow and HGV holding area;
 - HGV holding area at Manston Airport;
 - A256 holding area; and
 - M26 HGV holding area.
- 1.3. Since July 2018, officers have been developing and refining the plans necessary to address the various requirements and operational impacts arising from the varying stages of Operation Brock (freight) and Operation Perch (passenger vehicles).
- 1.4. Based on central government's assumptions, together with our partners we have planned for the routine management of 10,000 HGV's across Kent over a 6-month period following 29 March 2019.

1.5. On 21 December 2018, DfT formally confirmed a Section 31 Grant Award of £28.81m to KCC.

2. Detail of the Agreed Works

2.1. KCC officers submitted a proposal to DfT detailing a programme of works necessary to strengthen and enhance the local road network. These improvement works were in response to the DfT stated increase in HGV volume and recognised the local routes required to be used by Operation Fennel to manage this traffic. The proposal stipulated:

- Make small scale local road network improvements to the routes utilised by HGVs when the Manston airfield option is deployed. This includes strengthening and resurfacing of key stretches of road on the A249, A256 and A299;
- Undertake high priority work needed to support any other local roads including local roads affected by the possible closure of the M26 such as the A20 and A25. This also includes undertaking enhanced maintenance activities to drainage, tunnels, and vegetation;
- Improve Manston infrastructure to increase Manston's capacity including a new site access and a temporary hardstanding;
- Support compliance and enforcement measures of the overall Brock traffic management system including CCTV/ANPR equipment and improvements to the Operation Control Centre and provision of county traffic model and traffic data analytics; and
- provide a TAP on A256 close to Dover.

3. Finance

3.1. Our submission to DfT priced the proposed works as follows:

• Key Route carriageway resurfacing and strengthening	£15.70M
• Signs, Signals, Structures, Other Asset enhanced maintenance/renewal including TAP 256	£ 3.26M
• Traffic Technology Systems	£ 4.95M
• Manston Airfield improvements and maintenance	£ 4.90M
Total	£28.81M

4. Reporting and Governance

4.1. The DfT grant requires that the planned work should be delivered by the 29th March 2019.

- 4.2. Regular fortnightly progress reports are provided to DfT with associated supporting evidence.
- 4.3. The Corporate Director GET has full delegated authority to spend the grant monies subject to prior consultation with the Leader and Cabinet Member for Planning, Highways, Transport and Waste.

5. Progress to Date (correct as at date of this report)

5.1. Significant work has been undertaken at pace and is summarised below:

5.2. Strengthening and Resurfacing

- Large-scale machine resurfacing underway on A256, A299 and A256.
- Roads adjacent to M2, M20 & M26 likely to be impacted by increased traffic being locally enhanced and strengthened using 11 local SMEs providing road patching.

The roads affected include:

A2 (KCC network), A20, A25, A227, A226

5.3. Other Assets

- Enhancements being undertaken to Ramsgate and Chestfield Tunnels and to Sevenscore underpass. This includes drainage, PA, power, ventilation and traffic management systems.
- Central barriers installed.
- A229, A249 and A256 drains have been inspected, cleansed and strengthened with over 200 gullies lids replaced, 5200 dig outs and over 300 gully bases improved.
- An enhanced drainage cleansing and strengthening along the full length of the A20 and A25.
- 7 lagoons on the Thanet Way have been cleansed, maintained and enhanced. Additional soakaways provided.
- Pumps on the Thanet Way have been serviced/ replaced and a CCTV survey of the Thanet Way (areas prone to flooding) undertaken.
- Enhanced vegetation clearance undertaken on key routes to improve sight lines and safety.
- Manufacture of 1100 route signs by local provider underway.

5.4. Traffic Technology

- CCTV equipment being provided on key routes, including 7 traffic signal sites and with 42 lamp columns, prepared for site installation.
- Supply of 4G modems for use at CCTV, VMS and signals sites.
- 5 solar powered CCTV columns for locations remote from power sources.

- Keep clear and yellow box locations identified, with lining work due to commence.
- Traffic management and modelling system is being procured.
- Roadside variable message signs ordered.

5.5. Manston

- Local supplier appointed to provide HGV hardstanding.
- Works progressing on-site.
- Special dispensation provided for short-term extended hours for quarry operations at Hermitage Lane, Maidstone.
- Supplier also appointed Manston Principal Contractor.
- DfT appointed a Principal Designer and design authority for drainage and hardstanding.
- Working with the Environment Agency to manage surface water from runway and drainage.
- Exit road resurfacing planned.
- Exit gate being widened to allow clear exit from site.

5.6. TAP 256

- Design complete, signals and bolt down island ordered. Civil works underway.

5.7. Traffic Orders

- Temporary Traffic Regulation Orders:
 - Clearway order for A249, A299 and A256 drafted
 - Freight Lane order for A249, A299 and A256 drafted
 - 7.5T Weight limits to restrict side roads off Manston Route drafted, and
 - 7.5T Weight limits to restrict side roads off the A2 approaching Dover drafted.

6. Next Steps

- 6.1. Work continues to deliver the agreed programme. Whilst a few shifts were lost to adverse weather conditions we remain on target to deliver our objectives by 29th March.
- 6.2. Additional inspections underway to seek any further improvements to the road infrastructure.
- 6.3. HGV route compliance plan underway with, amongst others DfT, Kent Police and Highways England. Check points identified and tools to check compliance in development
- 6.4. Working with RHA and FTA regarding local trader permits.

- 6.5. A proposal has been made to DfT regarding an enhanced operational response following Brexit. This includes a faster response time and traffic patrols to address incidents and emergencies.
- 6.6. Routine progress reports have been provided to DfT and Appendix A provides a series of photographs of work done to date.

7. Conclusion

- 7.1. Since receiving the Section 31 Grant, Kent County Council Highways has responded at pace, utilising available local contractors to deliver significant resilience and asset enhancement to Kent's local roads, footways, drainage, structures, landscaping and technology in order to be prepared for the potential traffic impacts arising from Brexit.

8. Recommendations

- 8.1. The Cabinet Committee is asked to note progress in KCC delivering traffic management and road asset improvements.

9. Contact details

Report Author:

Simon Jones

Director of Highways, Transportation and Waste

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Relevant Director:

Barbara Cooper

Corporate Director of Growth, Environment and Transport

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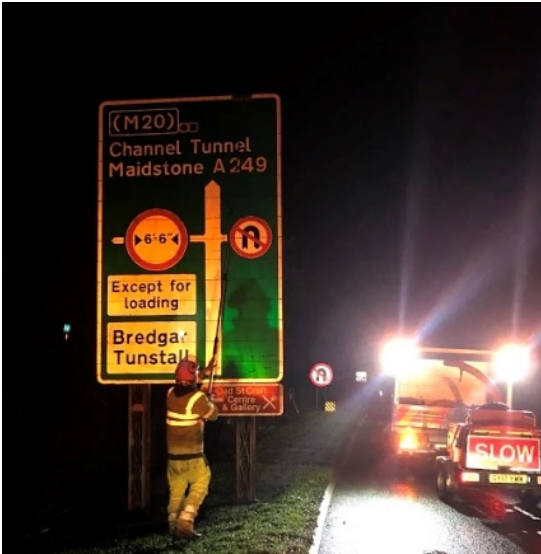
Appendix A – Progress Photographs

Manston Airport: Hardstanding Works



Road Enhancement:







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From: Benjamin Watts, General Counsel
To: Environment and Transport Cabinet Committee on 19 March 2019
Subject: Work Programme 2019 -2020

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 2019/20.

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 2019/20

- 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 2019/20.

6. Background Documents: None

7. Contact details

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Environment and Transport Cabinet Committee - WORK PROGRAMME 2019/20
Updated – 27/02/2019

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 (June/July)
Risk Register – Strategic Risk Register	Annually (March)
Winter Service Policy	Annually (September)
Work Programme	At each meeting

24 May 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	No		
2	Apologies and Subs (Standing Item)	No		
3	Declaration of Interest (Standing Item)	No		
4	Minutes (Standing Item)	No		
5	Verbal Update (Standing Item)	No		
6	Performance Dashboard	No		
7	17/00135 - Pitch Allocation Policy for Gypsy and Traveller Service Charge	Yes	16/01/2018	Deferred from Jan to March Deferred from March to May Deferred from May to July Deferred from July to September Deferred from Sept to November Deferred from November to January Deferred from Jan to March Deferred from March to May
8	KCC approach to organised crime group management	No	16/02/2018	Deferred from March to May Deferred from May to July (05/04/18) Deferred from July to September Deferred from September to November Deferred from November to January Deferred from Jan to March Deferred from march to May
9	Energy and Low Emission Strategy – first draft	No		Deferred from March to May
10	17/00084 – A247 Sutton Road, Maidstone at its junction with Willington street	Yes		Deferred from Nov to Jan Deferred from Jan to May

11	20 MPH Zones	No		
12	18/00037 - M2 J5	Yes		
13	Work Programme (Standing Item)	No		
	EXEMPT			
14	Contract Management (Standing Item)	No		

16 July 2019				
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	Annual Equality and Diversity Report			
8	Response from Government following submission of the Sub-national Transport Body Proposal			
9	Work Programme (Standing Item)			
	EXEMPT			
10	Contract Management (Standing Item)			

10 October 2019				
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	Work Programme (Standing Item)			
	EXEMPT			
8	Contract Management (Standing Item)			

29 November 2019				
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	Work Programme (Standing Item)			
	EXEMPT			
8	Contract Management (Standing Item)			

24 January 2020				
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	Work Programme (Standing Item)			
	EXEMPT			
8	Contract Management (Standing Item)			

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24 March 2020				
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	Work Programme (Standing Item)			
	EXEMPT			
8	Contract Management (Standing Item)			

15 May 2020				
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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	Work Programme (Standing Item)			
	EXEMPT			
8	Contract Management (Standing Item)			

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Items for Consideration that have not yet been allocated to a meeting	
18/00037 - M2 Junction 5	Deferred from July to Sept Deferred from Sept to Nov Deferred from Nov to Jan Deferred from Jan to March
Thanet Parkway Commissioning Plan	

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

To: Environment and Transport Cabinet Committee – 19th March 2019

Decision No: 19/00018

Subject: Part 1 - Renewal of contract for Coroners Service body removals and body transfers.

Classification: Unrestricted (Exempt Appendix A)

Electoral Divisions: Countywide

Summary

This report concerns the renewal of the contracts for body removals and transfers that KCC puts in place on behalf of the Kent and Medway Senior Coroners.

Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Community & Regulatory Services on the proposed decision to:

- (a) award contracts for coroners body removals and body transfers for the Kent and Medway coroner areas for the period 23 May 2019 to 22 May 2022 with the option to extend the contracts for two further one year terms to 22 May 2023 and 22 May 2024; and
- (b) delegate authority to the interim Director of EPE in consultation with the Cabinet Member for Community and Regulatory Services to conclude the contracts for coroners body removals and body transfers for the Kent and Medway coroner areas for the period 23 May 2019 to 22 May 2022 with the option to extend the contracts for two further one year terms to 22 May 2023 and 22 May 2024.

1. Introduction

1.1. The Coroners and Justice Act 2009 places a duty on Coroners to investigate deaths that are referred to them if they have reason to think that:

- The death was violent or unnatural;
- The cause of death is unknown; or
- The deceased died while in prison, police custody or another form of state detention e.g. where a Deprivation of Liberty Safeguard Order (DoLS) is in place

1.2 When a death is reported to the Coroner, he or she:

- establishes whether an investigation is required;
- if yes, investigates to establish the identity of the person who has died; how, when, and where they died, and any information to register the death; and

- uses information discovered during the investigation to assist in the prevention of other deaths where possible.
- 1.3 In some cases the Coroner will order a post mortem (PM) to establish the cause of death. On behalf of the Kent and Medway Senior Coroners, KCC ensures access to body storage and PM facilities across the four Kent and Medway coroner areas. When a PM is necessary there is a requirement that the deceased be transported to a designated mortuary. On behalf of the Kent and Medway Senior Coroners KCC puts in place contracts for such transportation with funeral service providers. The last contracts expired on 31 July 2018 and extensions have been put in place until 22 May 2019 to allow the procurement and governance process to take place, with a view to the new contracts commencing on 23 May 2019.
- 1.4 This report sets out the needs of the Kent and Medway Senior Coroners and the context for re-providing this service, before recommending that contracts be let to the successful bidders identified through the procurement process.

2. The Service

- 2.1 There are two aspects to this service - Coroner Body Removals and Coroners Body Transfers.
- 2.2 **Coroners Body Removals.** The Coroner may decide that a suitable practitioner is required, (normally a Pathologist), to examine the body and carry out a post mortem examination to help find the cause of death. In such cases the body needs to be transported from where it is lying to a designated mortuary pending further enquiries being made, or to hold a post mortem examination (PM). This movement of the body is usually referred to as a 'Coroner's removal'.
- 2.3 **Coroners Body Transfers.** In some cases it is necessary to transfer the deceased from a designated mortuary to another designated mortuary either within Kent and Medway or outside Kent to more specialised mortuaries for example to London (child deaths) or Brighton (infectious cases) or to a mortuary where a Pathologist is available. This movement is usually referred to as a 'Coroner's Transfer'.
- 2.4 Historically the number of transfers was relatively low, but due to the lack of Pathologists who are available to carry out Coroners PMs, KCC Coroners Service is now having to transfer a much greater number of deceased to where the Pathologist is based rather than vice versa. This is because hospital based Pathologists are allowed by their NHS Trust employers to carry out Coroner PMs during Hospital Trust time but this is on the basis that this is a private arrangement between the Pathologist and the Coroner and so the Pathologist has to 'make the time up' to their employer including any travelling time.
- 2.5 KCC's current providers have stated that transfers are very time consuming and that they interfere with their core business of providing funeral services. One provider has already pulled out of providing a body transfer service. For these reasons the Service has separated the body transfers from the body removals (transfers were previously part of the removals contracts) and created a separate contract.
- 2.6 The providers are required to perform the following services:
- 24 hours a day, 365 days of the year;
 - For a coroner's body removal to be at the place of death within 1 hour of being directed to attend by Kent County Constabulary;
 - For a coroners body transfer, to have completed it within 48 hours of being directed to do so by a Coroner's Officer;
 - Bodies that require removal include deaths in the community and in hospitals without a designated post mortem facility and including open

spaces, difficult locations, houses, care homes, public highway, railway or water.

2.7 Historically KCC has procured these services from Funeral Directors who have the necessary vehicles, staff and professional expertise to provide the service. The removal of bodies is a service-critical function, a statutory responsibility of the County Council and, importantly should it fail it has a high risk of reputational damage to KCC, Medway Council and the Kent and Medway Senior Coroners. Therefore, whilst price is important in the tender evaluation, other factors such as speed and quality of service, robustness of arrangements, and the proposed business model are also of importance.

3. The current arrangements

3.1 The table below shows the contract areas, the incumbent providers and the number of body removals and body transfers completed in 2017-18. This number can vary from year to year depending on the number of deaths reported to the Coroners.

Current Provider	Contract Area	Number of removals 2017-18	Number of transfers 2017-18
Dignity Funerals	Dover	124	3
	Shepway	249	14
	Ashford	150	110
	East Swale	70	3
	Thanet	294	78
	Canterbury	383	152
	Medway	405	138
Dignity Total		1,675	498
Funeral Partners Ltd (Doves)	Tunbridge Wells	275	67
	Tonbridge & Malling	43	1
	Sevenoaks	91	4
	West Swale	256	19
Funeral Partners Totals		665	91
Birds Family Funeral Directors	Maidstone	312	4
Stephen P Gay Funeral Service	Dartford & Gravesham	238	29
		2,890	622
Total Removals and Transfers		3,512	

4. Procurement Route/Market Engagement

- 4.1 Historically providers have either fully or partially subsidised the service because they absorbed the costs as a loss leader on the basis that the family of the deceased may appoint them to carry out the funeral arrangements. This has not always been apparent and KCC, like many other local authorities is now needing to build in increased budget allocations for the true cost of the service.
- 4.2 Through KCC Coroners Service engagement with the market and the incumbent providers it became clear that this subsidy was unsustainable and that providers would in future be moving towards, or seeking full cost recovery. In order to more fully understand providers' costs, under the new contracts they are required to work with the Service to provide detailed costings for each removal/transfer whereas in the past they simply invoiced at the flat rate fee with no back up costings.
- 4.3 Following completion of an OJEU (Official Journal of the European Union) compliant tendering exercise we are now in a position to award the contracts to the successful bidders and full details are set out in Part 2 (exempt) of this report.

5. Financial Implications

- 5.1. The financial implications of the contracts are set out in Part 2 (exempt) of this report

6. Equality Duty

- 6.1 An EqIA has been completed for this critical service, and is attached. It identifies that there is no potential for discrimination and all opportunities to promote equality are currently being taken in line with KCC policies and statutory requirement.

7. Conclusions

- 7.1. KCC enables the Kent and Medway Senior Coroners to discharge their roles by ensuring contracts are in place for body removals and body transfers to ensure the Senior Coroners are able to discharge their statutory duties in accordance with the Coroners and Justice Act 2009. The current extension expires on 22 May 2019 and following an OJEU compliant procurement process we are now in a position to award 3 year contracts for the period 23 May 2019 to 22 May 2022, with the option to extend the contracts for two further one year terms to 22 May 2023 and 22 May 2024.

8. Recommendation(s):

8.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Community & Regulatory Services on the proposed decision to:

- (a) award contracts for coroners body removals and body transfers for the Kent and Medway coroner areas for the period 23 May 2019 to 22 May 2022 with the option to extend the contracts for two further one year terms to 22 May 2023 and 22 May 2024; and
- (b) delegate authority to the interim Director of EPE in consultation with the Cabinet Member for Community and Regulatory Services to conclude the contracts for coroners body removals and body transfers for the Kent and Medway coroner areas for the period 23 May 2019 to 22 May 2022 with the option to extend the contracts for two further one year terms to 22 May 2023 and 22 May 2024.

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

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KCC - Growth, Environment and Transport Directorate (GET).

Equality Analysis / Impact Assessment (EqIA) template

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

Renewal of contracts (1) for the removal of deceased from place of death to designated hospital mortuaries in Kent and Medway, and (2) for the transfer of deceased between designated mortuaries in Kent and Medway, and other specialist mortuaries outside of Kent.

Brief description of policy, procedure, project or service

Kent County Council (KCC) is responsible for supporting the Senior Coroners for Kent and Medway to provide the coroner service to Kent and Medway residents.

The Coroner has a duty to investigate a death where there are reasons to suspect that:

- The deceased died a violent or unnatural death;
- The cause of death is unknown;
- The deceased died while in custody or otherwise in state detention.

When a death is referred to the Coroner and such a death occurs in the community the Coroner may order the body to be removed to a designated mortuary pending further enquiries being made or to hold a post mortem examination to help establish the cause of death. The Coroner has a statutory obligation to arrange a post mortem as soon as practicable, will inform the next of kin or personal representative of the date, time and place of the examination and will advise the next of kin or personal representative that they are entitled to be represented at the examination by a doctor if they so wish.

The Coroner has physical control of the body (as evidence) from the time he/she has been informed of the death, until the time the all the necessary enquiries have been concluded, at which point the body can be released to the family. The Coroner's control of

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the body is absolute (jurisdiction) and supercedes any claim on the body by the family, or for example any other organisations such as the police.

On behalf of the Kent Senior Coroners, KCC is responsible for putting contracts in place for the removal and transfer of deceased in a respectful and secure way, having regard for the bereaved whilst at all times ensuring that the Coroner's investigation is not compromised. The current contracts expire on the 31st January 2019 and an OJEU compliant tendering exercise is underway to put new contracts in place for the period 1 February 2019 to 31 January 2023.

The removal of 'community death' deceased will normally be from their home or a care home but can also be from any other location where the death has occurred and has been referred to the Coroner. A Police Officer will always be in attendance at a community death which has been referred to the Coroner when the contracted funeral director arrives. One or more members of the immediate family (or friends if there is no family) will normally be present at the removal. The role of the contracted Funeral Director is to remove the deceased from the location in a professional, caring and dignified way, place the deceased in their vehicle and transport the body to a designated mortuary. The contracted funeral director will explain to those present that they have been instructed by the Coroner to remove the deceased to a hospital mortuary pending further investigations or a post mortem and will tell them which mortuary the deceased is being taken to and who they should contact for further information. The contracted funeral director is required to leave a leaflet from KCC entitled "where a death is referred to the coroner" which explains the role of the Coroner, why the body is being removed and what happens next including how to register the death once the Coroner has released the body to the family. If those present have any questions about the removal process the contracted funeral director will answer them. If a family member has any concerns about the conduct of the funeral director the leaflet explains how they can complain to KCC or the Coroner about this. The leaflet can be made available in alternative formats and languages.

Aims and Objectives

- Ensure statutory compliance by KCC and the Kent Senior Coroners
- Ensure best value in the use of public funds through a formal procurement process

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JUDGEMENT

No major change - no potential for discrimination and all opportunities to promote equality are currently being taken in line with KCC policies and statutory requirement. Should any issues arise they will be dealt with in accordance with KCC policies and statutory requirements.

I have found the Adverse Equality Impact Rating to be Low

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	27/7/18	Giles Adey	
V0.2	26/10/18	Giles Adey	Revisions to take account of Helen Foster's advice
V0.3	30/11/18	Giles Adey	Further revisions to take account of Helen Foster's advice
V0.4	19/02/19	Giles Adey	Further revisions to take account of Helen Foster's advice
V1 (this should be assigned to the version the Director signs off)			

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

Attestation

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

Name	Signature	Title	Date of Issue
Debbie Large		Head of Service	

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Stephanie Holt-Castle		Interim Director	
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Part 1 - Screening

Protected Group	You <i>MUST</i> provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			
	High Negative Impact	Medium Negative Impact	Low Negative Impact	High/Medium/Low Favourable Impact
Age			A Police Officer will always be in attendance at a sudden death and will always be on scene before the arrival of the Funeral Director. Prior to their arrival the contracted Funeral Director will have no knowledge of who will be present at a removal location. There is no age restriction on who can be present at a removal and the Coroner has no power to exclude anyone from being present. If a young or old person is present and requires	

			care/support and there are no other family members or friends who can arrange or provide this, it is the responsibility of the police/social services to arrange ongoing care/support, not the Coroner or the contracted Funeral Director.	
Disability			If a disabled person is present and requires care/support and there are no other family members or friends who can arrange or provide this, it is the responsibility of the police/social services to arrange ongoing care/support, not the Coroner or the contracted Funeral Director.	
Gender			The removal of the deceased has no impact on the gender characteristic.	

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Gender identity/ Transgender			The removal of the deceased has no impact on the gender identity/transgender characteristic.	
Race			If those present at a removal cannot speak English the Police Officer in attendance will call the force 'Language Line' using a mobile phone and a translator will explain what is happening over the phone. The contracted Funeral Director will leave a leaflet on behalf of the Coroner 'Where a death is referred to the Coroner' which explains why the deceased is being removed, where to and what happens next in the Coroner's process. If the Police Officer or the Funeral Director informs the Coroners Office that those present could not	

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			<p>speak English the leaflet can be supplied in an alternative language.</p>	
<p>Religion and Belief</p>			<p>We are unaware of there being any special religious or faith requirements in as regards the removal and transportation of the deceased to the designated mortuary. However, should any of those present have any special religious or faith requests in this respect, the contracted Funeral Director will call the Coroners Office for guidance. The Coroner has discretion to agree to any such requests provided that it does not compromise the preservation of the body of the deceased as evidence for the Coroners enquiries.</p>	

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Sexual Orientation			The removal of the deceased has no impact on the sexual orientation characteristic.	
Pregnancy and Maternity			If the spouse/partner of the deceased is pregnant or has a young child or children and they are present at the removal, or if the spouse/partner is pregnant and has any special needs these will be met by other members of the family or friends of the deceased if present. If not, it is the responsibility of the police/social services to arrange this, not the Coroner or the contracted Funeral Director.	
Marriage and Civil Partnerships			The removal of the deceased has no impact on the marriage and civil partnership characteristic.	

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Carer's Responsibilities			<p>If the deceased was the lone carer of a child or an adult and they are present at the removal the Police Officer will liase with Social Services to make arrangements for their on-going care as this is not the responsibility of the Coroner or the contracted Funeral Director</p>	
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