

# Cabinet

## Supplementary Agenda No.1

**A meeting of the Cabinet will be held on:**

**Date:** Tuesday, 7 February 2023

**Time:** 3.00pm

**Venue:** Meeting Room 9 - Level 3, Gun Wharf, Dock Road, Chatham  
ME4 4TR

<b>Membership:</b>	Councillor Alan Jarrett	Leader of the Council
	Councillor Howard Doe	Deputy Leader and Portfolio Holder for Housing and Community Services
	Councillor David Brake	Portfolio Holder for Adults' Services
	Councillor Rodney Chambers, OBE	Portfolio Holder for Inward Investment, Strategic Regeneration and Partnerships
	Councillor Jane Chitty	Portfolio Holder for Planning, Economic Growth and Regulation
	Councillor Phil Filmer	Portfolio Holder for Front Line Services
	Councillor Adrian Gulvin	Portfolio Holder for Resources
	Councillor Gary Hackwell	Portfolio Holder for Business Management
	Councillor Mrs Josie Iles	Portfolio Holder for Children's Services – Lead Member (statutory responsibility)
	Councillor Martin Potter	Portfolio Holder for Education and Schools

# Agenda

16.	Transport for the South East Strategic Investment Plan	(Pages 5 - 140)
17.	Rochester Pier Salvage	(Pages 141 - 194)
18.	Stardust Festival	(Pages 195 - 204)
19.	Council Plan Performance Monitoring and Risk Register Review Quarter 3 2022/23	(Pages 205 - 286)
20.	Contract Procedure Rules	(Pages 287 - 372)
21.	Gateway 1 Procurement Commencement - Supported Bus Contracts 2023	(Pages 373 - 382)
22.	South Thames Gateway Building Control Partnership Business Plan	(Pages 383 - 386)
23.	Exclusion of the Press and Public	(Pages 387 - 432)

For further information please contact Jon Pitt, Democratic Services Officer/Teri Reynolds, Democratic Services Officer on Telephone: 01634 332715/332104 or Email: [democratic.services@medway.gov.uk](mailto:democratic.services@medway.gov.uk)

**Date: 30 January 2023**

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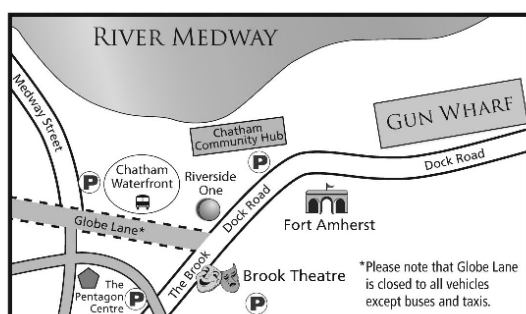
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## **CABINET**

**7 FEBRUARY 2023**

### **TRANSPORT FOR THE SOUTH EAST – STRATEGIC INVESTMENT PLAN**

Portfolio Holders: Councillor Jane Chitty, Portfolio Holder for Planning  
Councillor Rodney Chambers OBE, Portfolio Holder for Inward Investment, Strategic Regeneration and Partnerships  
Councillor Phil Filmer, Portfolio Holder for Front Line Services

Report from: Richard Hicks, Director of Place and Deputy Chief Executive

Author: Andrew Bull, Strategic Infrastructure Planner

#### **Summary**

The purpose of this report is to set out Transport for the South East's (TfSE) work in preparing the Strategic Investment Plan (SIP). The SIP will be considered at a TfSE Partnership Board meeting in March 2023 before being submitted to Government. As one of 16 constituent authorities, the SIP needs to be considered by Cabinet on 7 February for approval before March 2023.

The report was previously considered by the Regeneration, Culture and Environment Overview and Scrutiny Committee on 17 January 2023 and its comments are set out at section 6 to the report.

#### **1. Budget and policy framework**

- 1.1. The SIP has been produced by TfSE in consultation with constituent authorities and other stakeholders. TfSE's Transport Strategy aligns with the Medway Council Strategy 2022 to 2023 to maximise regeneration and economic growth.
- 1.2. TfSE has an annual subscription for constituent authorities, with unitary authorities contributing an annual subscription of £30,000. The Council also contributes officer time to participate in TfSE meetings.

## 2. Background

### *Work towards the Strategic Investment Plan*

- 2.1. TfSE is the sub-national transport body for the South East of England. Its purpose is to determine what investment is needed to transform the region's transport system and drive economic growth.
- 2.2. TfSE was established in 2017. It is a partnership of 16 local authorities<sup>1</sup>, representatives of district and borough authorities, five Local Enterprise Partnerships (LEPs), and protected landscapes and national delivery agencies. By speaking with one voice on our region's transport priorities, TfSE can make a strong case to Government for investment.
- 2.3. TfSE published a Transport Strategy in June 2020. The Transport Strategy sets out an ambitious vision to 2050 and a framework that will support the development of a modern, integrated and sustainable transport network.
- 2.4. TfSE has developed a series of area studies. These studies have been based on the most important economic corridors to investigate the issues, challenges and opportunities identified in the Transport Strategy. This identified interventions to make life better for people, businesses and the environment.
- 2.5. TfSE has organised briefings to support constituent authorities in preparing a Bus Service Improvement Plan, which sets out how the local transport authority will work closely with local bus operators and local communities to deliver improvements to bus services.
- 2.6. In addition to the area studies, further work has been undertaken on a Future Mobility Strategy and a Freight, Logistics and International Gateways Strategy. The evidence from all these studies has been used to inform the SIP.

### *Strategic Investment Plan*

- 2.7. The SIP forms the final part of the Transport Strategy and is a blueprint for £45bn of investment in strategic transport infrastructure over the next 30 years. It makes a strong case for investment to the Treasury and the Department for Transport. It has been designed to be accessible to communities across the region.
- 2.8. The SIP is the culmination of five years of technical work, stakeholder engagement and institutional development. It is underpinned by a credible, evidence based technical programme.
- 2.9. The SIP is aligned with and supports wider policy and Government priorities at multiple levels and across multiple transport modes.

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<sup>1</sup> Bracknell Forest, Brighton and Hove, East Sussex, Hampshire, Isle of Wight, Kent, Medway, Portsmouth, Reading, Slough, Southampton, Surrey, West Berkshire, West Sussex, Windsor and Maidenhead, and Wokingham.

- 2.10. The transport interventions included in the SIP have the potential to generate 25,000 new jobs and to contribute an additional £4.5bn growth in gross value added (GVA) per year against the 'business as usual' scenario. It will have an impact on daily journeys, supporting 500,000 more rail trips and 1.5 million more journeys by bus and ferry.
- 2.11. The SIP comprises six sections which guide the reader through the development of the ambitious programme. A summary of the content is set out below. The SIP document itself is presented at Appendix A.
- 2.12. The SIP provides an overview and policy context before setting out the benefits of investing in the South East and 30 packages of interventions.
- 2.13. The packages are split into two groups:
  1. Six Global Interventions consisting of national regulatory and policy activity.
  2. 24 Place-Based Interventions presented at a sub-regional level.
- 2.14. The credibility of the SIP needs to be underpinned by a pragmatic consideration of how it will be paid for. The main financial challenge will relate to funding (i.e. how the projects are paid for over time). This will involve making best use of funds that can be directed from Government and identifying new and innovative approaches.
- 2.15. The final chapter of the SIP focuses on delivery and governance.

### 3. Consultation

#### *Overview*

- 3.1. The public consultation on the draft SIP started on 20 June 2022 and ended on 12 September 2022.
- 3.2. An online survey recorded responses about demographics, type of stakeholder, geographical area and comments on the SIP.
- 3.3. There were 640 responses to the consultation. All responses have been considered and the following provides a short summary of the overall key findings from the consultation:
  - Support shown to investment proposals to improve public transport in the South East.
  - Respondents welcomed the focus on active travel schemes.
  - Respondents welcomed the recognition of the need to tackle climate change.
  - Of those respondents that participated via the survey, 49% of respondents agreed that the SIP makes the best case possible for investing in transport infrastructure in the South East.

- 3.4. Although 'decarbonisation and the environment' was selected as the most important overall investment priority for the SIP to deliver, qualitative responses to the same question showed that support for other investment priorities was also considered important. This highlighted that TfSE should prioritise improvements to public transport, in turn reducing car use and tackling climate change.
- 3.5. When asked to what extent they agreed that the packages of interventions delivered on the priorities of the SIP, 42% somewhat or definitely agreed for Kent, Medway and East Sussex, with 26% definitely disagreeing.
- 3.6. The most contentious geography in terms of proposed interventions is the Kent, Medway and East Sussex area due to the strength of feeling around the proposed Lower Thames Crossing scheme.
- 3.7. Feedback from the more detailed questions demonstrated that for Kent, Medway and East Sussex there was a broader range of support across multiple interventions, with just a few percentage points between rail schemes as the top priority, highway interventions coming second (the only geography where highway schemes weren't given the lowest priority) and high-speed rail as the third most supported. These were very closely followed by active travel and mass transit interventions.

*The Council's response to the SIP consultation*

- 3.8. The Council submitted a supportive but cautious response to the SIP consultation, given that the interventions are mostly conceptual. For reference, the Council's response to the SIP consultation is presented at Appendix 2.
- 3.9. It is difficult to read the SIP from the perspective of Medway alone. The interventions are presented in packages intended to benefit the region as a whole. For reference, Appendix 3 summarises the most relevant interventions for Medway.
- 3.10. Among the 20 interventions identified as most relevant to Medway, 17 are at pre-Strategic Outline Business Case stage, and would need to be subject to feasibility studies to warrant any further consideration in relation to the priorities of the SIP.
- 3.11. In response to the SIP consultation, the Council supported the level of ambition and welcomed ongoing engagement. The implementation timeframes for all except one intervention are in the medium-term, i.e. in the 2030s, with almost half in the short-term, i.e. 2020s. The lead-in time to deliver these interventions would require significant investment in strategic planning resources across the region.
- 3.12. Further information is required to understand the underlying assumptions for land availability in Medway in TfSE's South East Economy and Land Use Model. These assumptions should be aligned with the scale of growth in the emerging Local Plan.

## 4. Options

- 4.1. As a constituent authority, the SIP needs to be considered by Cabinet on 7 February for approval before the TfSE Partnership Board meeting in March 2023.
- 4.2. There are two options for consideration by Cabinet:
  - A. Cabinet approves the SIP.
  - B. Cabinet rejects the SIP.
- 4.3. Under Option A, the Council would be a key delivery partner, working with TfSE, constituent authorities and other delivery partners to shape a delivery plan which will set out how the schemes and interventions in the SIP will be implemented.
- 4.4. Under Option B, the Council would not be able to support the SIP at the TfSE Partnership Board meeting in March 2023 and would not be part of the submission to Government.

## 5. Advice and analysis

- 5.1. The period between now and the end of February is for constituent authorities to take the final document through their democratic processes; it is not an opportunity for further consultation. However, ongoing engagement in TfSE work will ensure the Council can influence the implementation of the SIP and fulfil its role as a constituent authority. TfSE have offered to arrange a briefing on the SIP interventions, if required.
- 5.2. The highway capacity of M2 Junction 1 has emerged as a strategic planning matter following the planning application for MedwayOne (former Kingsnorth Power Station). M2 Junction 1 would be rebuilt as a result of the proposed Lower Thames Crossing (LTC), which is included in the SIP. However, if the LTC does not get built, there is no scheme in the pipeline for M2 Junction 1, even though National Highways is concerned about both congestion and safety at Junction 1. Council officers are working with National Highways and other stakeholders on this matter.
- 5.3. National Highways is not committing to any direct additional funding for mitigation on the wider road network through the LTC application. Instead, National Highways refer to existing investment processes and collaborative work with local authorities. This provides little certainty that local impacts will be mitigated, however TfSE could help to engage with other stakeholders to identify funding opportunities for the M2 corridor.
- 5.4. The SIP could help to secure significant investment in Medway's transport infrastructure.

## 6. Regeneration, Culture and Environment Overview and Scrutiny Committee

6.1. The Committee considered the report at its meeting on 17 January 2023 and its comments are set out below:

### 6.2. **Discussion:**

The Committee received a report that set out TfSE's work in preparing the SIP. This set out a blueprint for investment in strategic transport infrastructure over the next 30 years.

6.3. The SIP was due to be considered at a TfSE Partnership Board meeting in March 2023 before being submitted to Government. As one of the 16 constituent authorities, the SIP needed to be agreed by Medway's Cabinet. Should this not be agreed, the Council would not be able to support the SIP or be part of the submission to Government.

6.4. During discussion, a Committee Member said how important the development of a SIP and the issues that it covered were. This included the development of the road and rail network, active travel and how Medway connected to other areas. It was acknowledged that development of local infrastructure planning required integrated consideration of work taking place across the South East. The Member hoped that the Council would support the Plan.

6.5. Key concerns relating to Medway were emphasised by another Member. These included decarbonisation, and the need to reduce reliance on fossil fuels across the South East, the need to reduce congestion and the potential adverse impact of the proposed Lower Thames Crossing. The Member considered that the SIP covered the key infrastructure challenges.

6.6. A Member highlighted the proposed development of a Strood rail interchange and questioned whether the development of Hoo Peninsula passenger rail services was justified. This was because bus services to the interchange could provide better access to the Peninsula. Another Member referenced issues around availability of rural transport and older people not being able to use bus passes on early morning services.

### 6.7. **Decision:**

6.8. The Committee considered the SIP, set out at Appendix 1 to the report, and agreed to forward comments to Cabinet.

## 7. Risk management

7.1. TfSE considers that there are few risks to the Council in approving the SIP, however the following risks have been identified:

Risk	Description	Action to avoid or mitigate risk	Risk rating
The Council rejects the SIP.	The Council would not be able to support the SIP at the TfSE Partnership Board meeting in March 2023 and would not be part of the submission to Government.	Approve timetable towards Cabinet, allowing sufficient time to respond to questions and to seek clarification from TfSE, as required.	D2
Lack of funding for implementation	Some interventions may require developer contributions, which could impact on development viability. However, there is a tension between mitigating the impact of new development (and Section 106 tests) and interventions that address existing problems.	Ongoing engagement with TfSE in the SIP implementation and internal reporting.	C2
Lack of confidence in the SIP.	The SIP interventions relevant to Medway are conceptual and the implementation timeframes appear to be challenging.	Ongoing engagement with TfSE in the SIP implementation and internal reporting.	E4

Likelihood	Impact:
A Very high B High C Significant D Low E Very low F Almost impossible	1 Catastrophic (Showstopper) 2 Critical 3 Marginal 4 Negligible

## 8. Climate change implications

- 8.1. TfSE's vision specifically refers to a net zero carbon region by 2050.
- 8.2. Among eight investment priorities, the SIP will accelerate decarbonisation of the South East to deliver a transport network that is more resilient to extreme weather and the impacts of a changing climate.
- 8.3. The interventions set out in the SIP have the potential to reduce the amount of CO2 emissions by 1.4 mega tonnes each year in supporting a pathway to reach net zero.

## 9. Financial implications

- 9.1. TfSE has an annual subscription for constituent authorities, with unitary authorities contributing an annual subscription of £30,000. The Council funds this subscription from the Transport and Parking Service budget.
- 9.2. The Department for Transport has awarded grant funding of over £3m in the last two financial years, which has been used to support the development of the technical programme and, more recently, for staffing costs. The Department for Transport has provided an indicative funding allocation for the next two financial years, which will support the implementation of the SIP.
- 9.3. There are no direct financial implications as a result of the recommendations in this report, delivery of the SIP will need to be funded from within approved budgets.

## 10. Legal implications

- 10.1. The statutory basis for sub-national transport bodies is set out in Part 5A of the Local Transport Act 2008, as amended by the Cities and Local Government Devolution Act 2016. The Secretary of State may grant TfSE statutory status in future. Therefore, the SIP is a non-statutory document and there are no legal implications arising from the SIP.

## 11. Recommendations

- 11.1. The Cabinet is requested to note the comments of the Regeneration, Culture and Environment Overview and Scrutiny Committee, as set out at section 6 of the report.
- 11.2. The Cabinet is requested to approve the Strategic Investment Plan (SIP), set out at Appendix 1 to the report.

## 12. Suggested reason for decisions

- 12.1. Approval of the SIP will enable the Council to be a key delivery partner, working with Transport for the South East (TfSE), constituent authorities and other delivery partners to shape a delivery plan.

### Lead officer contact

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### Appendices

Appendix 1 - Final SIP

Appendix 2 - Medway Council's response to the SIP consultation

Appendix 3 - Summary of relevant interventions


### Background papers

None



Report (Plain Text)  
November 2022


# A Strategic Investment Plan for the South East



Transport for the South East  
Our ref: 24137701

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Our ref: 24137701

# A Strategic Investment Plan for the South East



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# Foreword

I am delighted to introduce our Strategic Investment Plan (SIP). The culmination of five years of technical work, stakeholder engagement and institutional development.

Underpinned by a credible, evidence based technical programme our SIP presents a compelling case for future-decision making which will help us create a more productive, healthier, happier and more sustainable South East.

This plan sets out our thirty-year vision for the region – it aligns with and supports government priorities to rapidly decarbonise the transport system, improve public health outcomes, reduce congestion and improve road safety, level-up left-behind communities and facilitate sustainable economic growth in the South East.

It has been developed in partnership and written for and on the behalf of the South East's residents, communities, businesses and political representatives.

From 20 June to 12 September 2022, we consulted on the draft of this plan inviting everyone that it affects to read the draft and respond.

We received a lot of support for the SIP as making the best case possible for investing in transport infrastructure in the south east. We also received a number of comments around key themes such as decarbonisation, public transport and active travel and we acknowledge there is potential for us to go further in addressing these key issues with our partner organisations. We commit to exploring this through the development of the SIP delivery action plan and the development of policy statements on active travel, rural mobility and decarbonisation. We have listened, and reviewed all of the feedback received, and amended the plan accordingly.

We are immensely proud of the TfSE partnership and of the work that has gone into developing this bold and ambitious plan. We believe it truly puts the South East and its communities at the centre, connecting people and business, improving access to education, healthcare, jobs and our green spaces. It will support the South East's economy to more than double over the next thirty years. It provides the potential for new jobs, new homes and new opportunities – all supported by a modern, integrated transport network. Creating a prosperous, confident South East where people want to live, work, study, visit and do business.

We are clear that implementing this plan and achieving the vision set out in our Transport Strategy won't happen overnight and that it cannot be growth at any cost. The first step on this journey is simple; we must make better use of what we have. The packages of interventions outlined in this plan do just this. It isn't about building new roads or railways. It is about making better use of existing assets and corridors and about making sure new and emerging technology is used to its full potential, to boost physical and digital connectivity. It is about more joined up planning, particularly between transport and housing, to help build more sustainable communities and enable more efficient business operations. It's about putting the strategic transport infrastructure in place that enables communities to thrive and live happier, healthier, more active lives.

Not only does this plan set out the interventions we believe are needed over the next thirty years, but it also explores opportunities for funding that will allow us to realise these ambitions and ensure the reliance isn't solely on government funding. This of course will continue to be explored beyond publication of this plan and it is our expectation that the funding sought to deliver this plan is above and beyond the funding (both revenue and capital) required to steady our networks and address the substantial challenge of maintaining and bolstering local transport services and maintaining our highways and related assets. In short, local transport authorities must be adequately funded to maintain their existing assets alongside our plan to deliver transformational packages of interventions.

We are publishing this plan during a time of unprecedented change. The Covid-19 pandemic has changed the way that people travel, public services are under great financial strain, including public transport services, and we face a cost of living crisis that will impact on the lives of many of our residents and communities. As we adapt to a new normal in response to these challenges new data will become available to support the evidence base underpinning the case for change and investment in the TfSE area. We remain certain that our Transport Strategy and SIP offer the right approach to achieve our 2050 vision. They are live documents and will be reviewed periodically.

Next, we will present this plan to government on behalf of our partners and our communities across the region, in support of our shared ambitions and as advice to the secretary of state. In doing so we ask the secretary of state to have regard to this plan as priorities are set, policies are developed, and investment decisions are made in addition to existing funding in order to deliver the schemes within this plan and realise their benefits.

Implementing this plan will be challenging at times but we owe it to the generation coming behind us to put in place a transport system that leaves no one behind and provides the framework for a prosperous South East.

I firmly believe that together, we can achieve the aims of this ambitious plan.

**Keith Glazier, Chair of Transport for the South East**

# Executive Summary

Transport for the South East (TfSE) is the Sub-national Transport Body for the South East of England. We work across boundaries, think long term and advocate for bold action in the interest of our communities.

TfSE holds a pivotal role in ensuring the infrastructure needs of the South East are well understood, that investment opportunities in the region have a robust evidence base, and that there is close alignment between local and national government in both the development of relevant policy and delivery of projects.

Developed with stakeholders, our vision is that by 2050, the South East of England will be a leading global region for net-zero carbon, sustainable economic growth where integrated transport, digital and energy networks have delivered a step-change in connectivity and environmental quality. A high-quality, reliable, safe, and accessible transport network will offer seamless door-to-door journeys enabling our businesses to compete and trade more effectively in the global marketplace, improve public health outcomes, and give our residents and visitors the highest quality of life.

This Strategic Investment Plan (SIP) for South East England provides a framework for investment in strategic transport infrastructure, services, and regulatory interventions in the coming three decades.

The plan is supported by a large amount of detailed work informed by consultation over several years. It is aligned with and supports wider policy and government priorities at multiple levels and across multiple transport modes, most notably the need to rapidly decarbonise our transport networks in response to the climate emergency (which has even been formally declared by some TfSE councils). This includes increasingly close alignment between the TfSE Transport Strategy, this plan and with Local Transport Plans. Ensuring individual community needs are well understood and that projects at every scale complement each other, avoids waste and duplication of effort wherever possible.

The plan presents 24 regional *packages* of investment opportunities across the key modes or infrastructure networks of rail, mass transit (in this SIP mass transit is defined as high quality buses or ferries providing an uplift in public transport provision on a corridor and benefitting from segregation or priority infrastructure where appropriate. The mass transit system supports multi-modal travel and seamless transfer between modes which includes rail and bus services), active travel (e.g. walking, wheeling, cycling, horse-riding) and highways. To avoid increasing congestion, improve road safety, increase access to affordable transport options, and further support decarbonisation, highways opportunities in the SIP have a particular focus on those facilitating freight and bus movements to make the best use of the roads in our region.

Within each package are a collection of well-considered *interventions* that seek to address the key *investment priorities* for the South East including:

- **Decarbonisation and environment:** accelerate decarbonisation of the South East, enabling the UK to achieve net zero carbon (“net zero”) by 2050 at the latest, recognising that some areas have set an earlier target, notably some urban areas which have set a 2030 target, and the SIP can be complementary to those areas moving faster both in terms of Global Policy Interventions and packages of interventions. This priority also supports the delivery of a transport network with greater use of public transport, powered by decarbonised energy sources (e.g. electricity and green hydrogen), and active travel, as well as behaviour change measures and reduction in the need to travel. All schemes should have regard to Section 62 duty of the Environment Act (1995) and incorporate measures to deliver biodiversity net gain, and enhance the landscape, from the outset.
- **Adapting to a new normal:** enable the South East’s economy and transport systems to adapt sustainably to changing travel patterns and new ways of working as we learn to live with Covid and changing trading relationships between the UK and the EU, and steadying our networks after a period of flux.

- **Levelling up left behind communities:** deliver a more affordable and accessible transport network for the South East that addresses deprivation, promotes social inclusion, improves public health and individual wellbeing, and reduces barriers to employment, learning, social, leisure, physical and cultural activity for all rural and urban communities.
- **Regeneration and growth:** attract investment to grow our economy, better compete in the global marketplace, unlock regeneration and growth opportunities and address housing shortages where this has been held back by inadequate infrastructure or poor integration between land use and transport planning – and plan to help reduce the need to travel by car and other motor vehicles.
- **World class urban transport systems:** deliver world class and seamlessly integrated, sustainable urban transport systems (rail, bus, tram, ferry, cycling, and walking) for the South East's largest conurbations, to enable residents of all ages and levels of ability, businesses, and visitors to travel easily, safely, and sustainably within and between built up areas.
- **Transforming east – west connectivity:** enhance our east – west corridors (also included amongst these corridors are London Orbital corridors which may be north-south corridors to the east and west of London) to same level as radial links to and from London to boost connectivity between our major economic hubs, international gateways (ports, airports, and rail terminals) and their markets.
- **Resilient radial corridors:** deliver an increasingly reliable a transport network that is smarter at managing transport demand, and more resilient to accidents as well as climate related incidents, such as disruption to energy supplies, extreme weather, and the impacts of a changing climate, to strengthen the South East's key role supporting the capital and connecting the UK to the rest of the world.
- **Global gateways and freight:** enhance the capacity and contribution of the freight and logistics sector to the South East's economy through improved connectivity to Global Gateways, including Freeports, and adapt to changing patterns of freight demand and trade, including making the most of innovations in sustainable first and last mile delivery.

In general, the vast majority of interventions will be delivered through existing frameworks and investment cycles, with a small number of particularly complex and/or large-scale projects possibly requiring bespoke procurement and delivery arrangements.

With a total capital cost of £45 billion over 27 years – about £1.5bn a year – delivery of the interventions in this plan could deliver by 2050:

- 21,000 additional new jobs
- An additional £4bn in GVA each year by 2050
- £1.4 mega tonnes less CO<sub>2</sub>e emitted and the scope to reach net zero with national, local and private sector partners by 2050

Delivery of the interventions would see each weekday in 2050:

- 500,000 more rail trips
- 1.5 million more trips by bus, mass transit and ferry
- 4 million fewer car trips

Timing the delivery of each intervention will also need to be carefully considered to avoid unintended negative consequences and ensure the greatest possible value.



The following table and map provide an overview of the packages, how they align with the Investment priorities as well as their expected costs and benefits.

A full list of interventions within each package can be found in [Appendix A](#)

22Investment Opportunities

Table 1: Packages and their Benefit and Capital Costs

Packages of Interventions*	Global Policy interventions (see main section for further detail)	Solent and Sussex Coast		A. South Hampshire Rail (Core)	B. South Hampshire Rail (Enhanced)	C. South Hampshire Mass Transit	E. South Hampshire Active Travel	D. Isle of Wight Connections	F. Sussex Coast Rail	G. Sussex Coast Mass Transit	H. Sussex Coast Active Travel	I. Solent and Sussex Coast Highways
Implementation Timeframe	Ongoing			Short – Medium	Medium – Long	Short – Medium	Short	Short – Medium	Short – Medium	Short – Medium	Short Term	Short – Long
Decarbonisation and Environment	✓			✓	✓	✓	✓	✓	✓	✓	✓	-
Adapting to a New Normal	✓			✓	✓	✓	✓	✓	✓	✓	✓	-
Levelling Up Left Behind Communities	✓			✓	✓	✓	✓	✓	✓	✓	✓	-
Regeneration and Growth	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓
World Class Urban Transit Systems	✓			✓	✓	✓	✓	✓	✓	✓	✓	-
East – west connectivity	✓			✓	✓	✓	✓	-	✓	✓	✓	-
Resilient radial corridors	✓			✓	✓	-	✓	✓	✓	-	✓	✓
Global gateways and freight	✓			✓	✓	✓	-	✓	-	-	-	✓
Capital Construction Cost in £millions*	-	11,200		600	3,700	1,800	350	250	50	450	250	3,500
Gross Value Added (GVA) in £millions per annum in 2050	720	1,250		285	305	165	10	165	80	120	-	200
Additional new local residents by 2050 (Compared to Do Nothing Scenario in 2050)	-52,500	6,350		1,050	1,150	1,300	150	1,950	700	850	-	250
Additional full time-equivalent jobs by 2050 (Compared to Do Nothing Scenario in 2050)	-1,600	7,900		1,550	2,000	1,000	50	1,500	350	550	<50	700
Change in Carbon Emissions in 2050 (Nearest 5,000 Kilo-Tonnes CO <sub>2</sub> e)	-1.4m	-10,000		-	-	-30,000	-10,000	-	-	-10,000	-5,000	45,000
Change in average weekday return trips	-1.4m	35,000		5,000	10,000	5,000	-	5,000	5,000	5,000	-	5,000

Figures rounded to nearest: £50m for Capital Cost; £5m for GVA; 50 new residents /jobs; 5,000 tonnes CO<sub>2</sub>e; and 5,000 daily return trips

\*A full list of proposed interventions within each package can be found in Appendix A

\*\*Assumes High Speed Rail option goes via Chatham rather than Medway City Estate or Rochester

\*\*\*Assumes assignment of 40% of Lower Thames Crossing capital to Kent geographically

Packages of Interventions*	J. London – Sussex Coast	K. London – Sussex Coast Rail	L. London – Sussex Coast Mass Transit	M. London – Sussex Coast Active Travel	N. London – Sussex Coast Highways	Wessex Thames	O. Wessex Thames Rail	P. Wessex Thames Mass Transit	Q. Wessex Thames Active Travel	R. Wessex Thames Highways
Implementation Timeframe		Short – Medium	Short – Medium	Short	Medium – Long		Short – Long	Short – Medium	Short	
Decarbonisation and Environment		✓	✓	✓	-		✓	✓	✓	-
Adapting to a New Normal		-	✓	✓	-		✓	✓	✓	-
Levelling Up Left Behind Communities		-	-	✓	-		-	✓	✓	-
Regeneration and Growth		✓	✓	✓	✓		✓	✓	✓	✓
World Class Urban Transit Systems		-	✓	✓	-		-	✓	✓	-
East – west connectivity		-	✓	✓	-		-	✓	✓	✓
Resilient radial corridors		✓	✓	✓	✓		✓	✓	✓	✓
Global gateways and freight		✓	✓	-	✓		✓	-	-	✓
Capital Construction Cost in £millions*	3,600	500	400	1,100	1,600	10,400	7,200	1,000	400	1,800
Gross Value Added (GVA) in £millions per annum in 2050	615	400	100	10	100	1,205	850	245	35	90
Additional new local residents by 2050 (Compared to Do Nothing Scenario in 2050)	8,100	6,250	1,340	50	700	7,100	3,100	3,300	500	200
Additional full time-equivalent jobs by 2050 (Compared to Do Nothing Scenario in 2050)	4,550	2,350	800	<50	1,350	5,600	3,750	1,300	<50	450
Change in Carbon Emissions in 2050 (Nearest 5,000 Tonnes CO <sub>2</sub> e)	-10,000	-10,000	-15,000	-10,000	20,000	-60,000	-5,000	-55,000	-30,000	25,000
Change in average weekday return trips	4,150	30,000	5,000	-	-	50,000	35,000	10,000	-	5,000

Figures rounded to nearest: £50m for Capital Cost; £5m for GVA; 50 new residents /jobs; 5,000 tonnes CO<sub>2</sub>e; and 5,000 daily return trips

\*A full list of proposed interventions within each package can be found in Appendix A

\*\*Assumes High Speed Rail option goes via Chatham rather than Medway City Estate or Rochester

\*\*\*Assumes assignment of 40% of Lower Thames Crossing capital to Kent geographically

Packages of Interventions*	Kent, Medway, and East Sussex (KMES)	S. KMES Rail	U. KMES High Speed Rail East	U. KMES High Speed Rail North	V. KMES Mass Transit	W. KMES Active Travel	Y. Lower Thames Crossing	X. KMES Highways
Implementation Timeframe		Short – medium	Short – Medium	Medium - Long	Short- Medium	Short	Medium – Long	Medium – Long
Decarbonisation and Environment		✓	✓	✓	✓	✓	-	-
Adapting to a New Normal		✓	✓	✓	✓	✓	✓	✓
Levelling Up Left Behind Communities		✓	✓	✓	✓	✓	✓	✓
Regeneration and Growth		✓	✓	✓	✓	✓	✓	✓
World Class Urban Transit Systems		✓	-	-	✓	✓	-	-
East – west connectivity		✓	✓	✓	-	✓	-	-
Resilient radial corridors		✓	✓	✓	✓	✓	✓	✓
Global gateways and freight		✓	✓	✓	✓	-	✓	✓
Capital Construction Cost in £millions*	19,400	3,700	1,000	7,300***	700	100	2,800***	3,800
Gross Value Added (GVA) in £millions per annum in 2050	745	140	125	225	45	15	105	90
Additional new local residents by 2050 (Compared to Do Nothing Scenario in 2050)	28,400	6,150	5,800	11,700	1,550	450	1,600	1,200
Additional full time-equivalent jobs by 2050 (Compared to Do Nothing Scenario in 2050)	8,400	1,500	1,400	2,450	400	250	1,400	950
Change in Carbon Emissions in 2050 (Nearest 5,000 Tonnes CO <sub>2</sub> e)	30,000	-15,000	-15,000	-15,000	-25,000	-10,000	45,000	65,000
Change in average weekday return trips	155,000	20,000	15,000	35,000	-	-	75,000	5,000

Figures rounded to nearest: £50m for Capital Cost; £5m for GVA; 50 new residents /jobs; 5,000 kilo-tonnes CO<sub>2</sub>e; and 5,000 daily return trips

\*A full list of proposed interventions within each package can be found in Appendix A

\*\*Assumes High Speed Rail option goes via Chatham rather than Medway City Estate or Rochester

\*\*\*Assumes assignment of 40% of Lower Thames Crossing capital to Kent geographically



Figure 1: South East packages of interventions



[Map of TfSE region using coloured lines to indicate types of rail, highway, mass transit and active travel interventions. Shaded areas indicate protected areas such as South Downs National Park as well as active travel and mass transit corridors]

# Introduction

## Transport for the South East

Transport for the South East (TfSE) is the Sub-national Transport Body for the South East of England.

**TfSE works across boundaries, thinks long term, and advocates for bold action in the interest of its communities.**

We were established in 2017 to determine what transport infrastructure is needed to boost the region's economy.

Our role is to add strategic value to local and national decision making and project delivery by making sure funding and strategy decisions about transport in the South East are informed by local knowledge and priorities.

As a partnership, we also ensure there is close alignment – a 'golden thread' – between local and national government in both the development of relevant policy and delivery of projects. For example, between local transport plans and national rail investment strategies.

## Transport Strategy Vision

In our 2020 Transport Strategy we outline our vision for the South East as:

**By 2050, the South East of England will be a leading global region for net-zero carbon, sustainable economic growth where integrated transport, digital and energy networks have delivered a step-change in connectivity and environmental quality. A high-quality, reliable, safe, and accessible transport network will offer seamless door-to-door journeys enabling our businesses to compete and trade more effectively in the global marketplace and giving our residents and visitors the highest quality of life.**

The vision is underpinned by **three strategic goals**:

- **Economic:** Improve productivity and attract investment to grow our economy and better compete in the global marketplace;
- **Social:** Improve health, safety, wellbeing, quality of life, and access to opportunities for everyone; and
- **Environmental:** Protect and enhance the South East's unique natural and historic environment.

## The Strategic Investment Plan

We are delighted to introduce our **Strategic Investment Plan (SIP) for South East England**, which provides a framework for investment in strategic transport infrastructure, services, and regulatory interventions in the coming three decades.

This plan provides a framework for delivering our Transport Strategy, which:

- is a blueprint for investment in the South East;
- shows how we will achieve our ambitions for the South East;
- is owned and delivered in partnership;
- as set out in the legislation to establish sub-national transport bodies, this document is intended to provide advice to the Secretary of State for Transport;
- is a regional plan with evidenced support, to which partners can link their own local strategies and plans – a golden thread that connects policy at all levels;
- provides a sequenced plan of multi-modal investment packages that are place based and outcome focused; and
- examines carbon emissions impacts as well as funding and financing options.

This plan presents a compelling case for action for investors, including government departments – notably the Treasury and Department for Transport (DfT) – as well as private sector investors. It is written for and on behalf of the South East's residents, communities, businesses and political representatives.

The SIP also does **not**:

- detail or prioritise a list of specific scheme options;
- duplicate or detract from the established roles of our Local Transport Authorities and other partners;
- focus on local transport schemes without wider strategic impact; nor
- ask Treasury to fund the entire infrastructure requirement for the South East.

As we adapt to a new normal in response to the Covid-19 pandemic new data will become available to support the evidence base underpinning the case for change and investment in the TfSE area. The Transport Strategy and SIP, as such, are live documents and will be reviewed periodically.

## How the plan was developed

This plan represents the culmination of five years of technical work, stakeholder engagement, and institutional development.

It is underpinned by a credible, evidence-based technical programme that has enabled TfSE and our partners to:

- understand the current and future challenges and opportunities in the South East;
- identify stakeholder priorities for their respective areas of interest;
- evaluate the impacts of a wide range of plausible scenarios on the South East's economy, society, and environment;
- develop multi-modal, cross-boundary interventions;
- assess the impact of proposed interventions on transport and socio-economic outcomes; and

- prioritise the interventions that best address the South East's most pressing challenges and unlock the South East's most promising opportunities.

A list of the documents that constitute the robust **Evidence Base** that has informed the development of this plan is provided in [Appendix B](#)



## Local and national policy context

This plan is aligned with and supports wider policy and government priorities at multiple levels and across multiple transport modes, including but not limited to:

### National - Transport

- [Decarbonising transport: a better, greener Britain](#) (2021)
- [Great British Railways: The Williams-Shapps plan for rail](#) (2021)
- [Bus Back Better: national bus strategy for England](#) (2021)
- [Gear Change: Cycling and walking plan for England](#) (2020)
- [Transport Investment Strategy](#) (2017)
- Government Road Investment Strategies and the Rail Network Enhancements Pipelines

### National – Wider Policy

- [Levelling Up the United Kingdom White Paper](#) (2022)
- [Net Zero Strategy: Build Back Greener](#) (2021)
- [National planning Policy Framework](#) (2021)
- [Clean Air Strategy](#) (2019)
- [A Green Future](#) (2018)
- planning frameworks for Nationally Significant infrastructure Projects

### Regional

- [TfSE Transport Strategy](#) (2020)
- Local Enterprise Partnership priorities for their areas
- National Park Authority planning policies

### Local

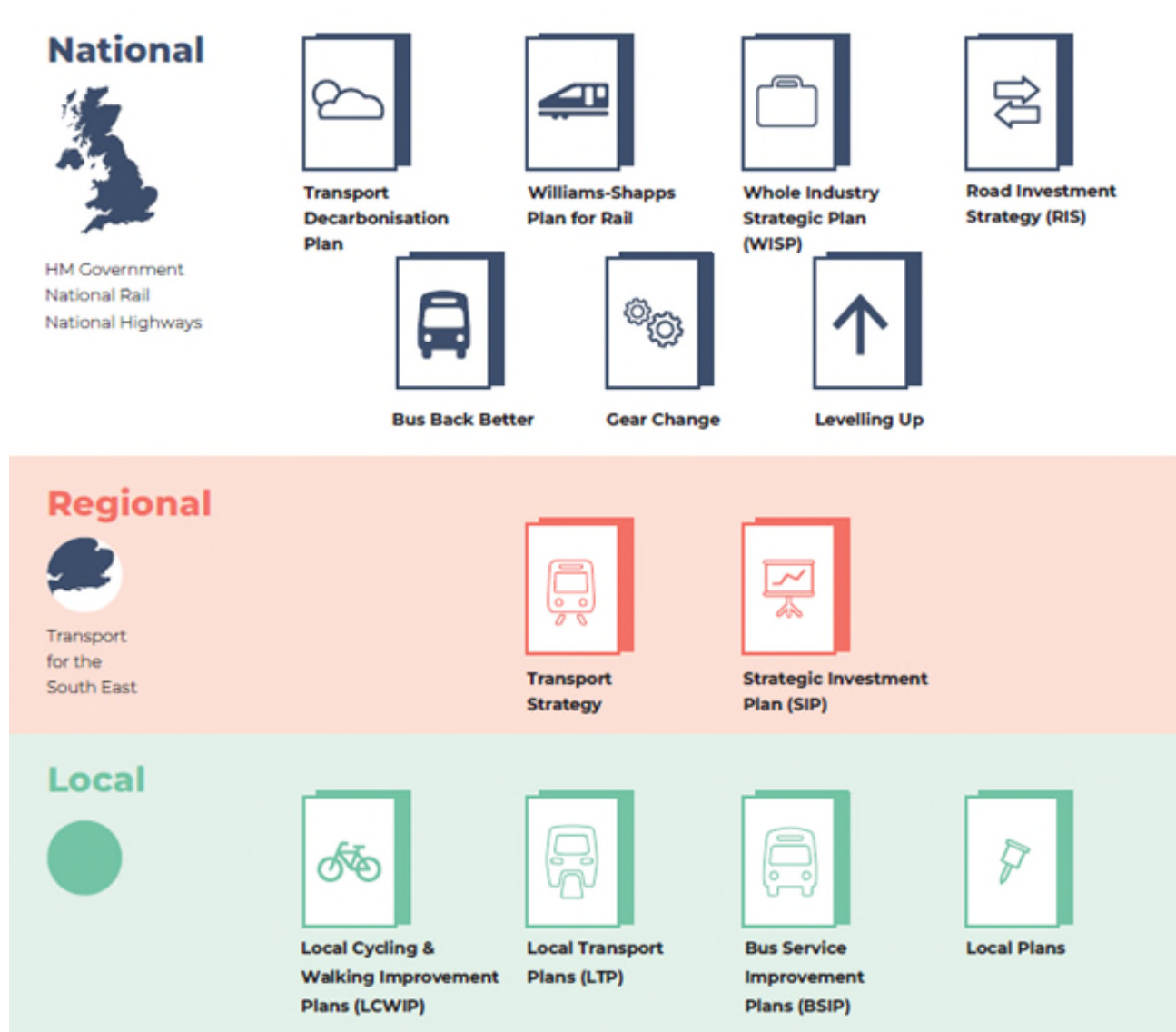
- Local Transport Plans
- Bus Service Improvement Plans
- Local Cycling & Walking Infrastructure Plans
- Local Plans

This SIP sits at the regional planning level, bridging the gap between national and local government.

An illustration of the position of this document within the wider policy landscape is provided in **Figure 2**.

This approach includes increasingly close alignment between the TfSE Transport Strategy and this plan with local transport plans to ensure individual community needs are well understood and that projects at every scale complement each other, avoiding waste and duplication of effort wherever possible.

Figure 2: Wider policy context



[A three row graphic image divided between National, Regional and Local levels. National includes reference to HM Government, National Rail and National Highways and notes the policies of the Transport Decarbonisation Plan, Williams-Shapps Plan for Rail, Whole Industry Strategic Plan (WISP), Road Investment Strategy (RIS), Bus Back Better, Gear Change, and Levelling Up. Regional includes reference to Transport for the south East and notes the policies of the Transport Strategy and Strategic Investment Plan (SIP). Local notes the policies of Local Cycling & Walking Improvement Plans (LCWIP), Local Transport Plans (LTP), Bus Service Improvement Plans (BSIP) and Local Plans.]

# Investment priorities

The packages detailed in this plan address **eight investment priorities** aligned with the vision and strategic goals of the TfSE Transport Strategy and the wider regional and national policy context with which both are aligned.

## Decarbonisation and environment

- **Decarbonisation and environment:** accelerate decarbonisation of the South East, enabling the UK to achieve net zero carbon (“net zero”) by 2050 at the latest, recognising that some areas have set an earlier target, notably some urban areas which have set a 2030 target, and the SIP can be complementary to those areas moving faster both in terms of Global Policy Interventions and packages of interventions. This priority also supports the delivery of a transport network with greater use of public transport, powered by decarbonised energy sources (e.g. electricity and green hydrogen), and active travel, as well as behaviour change measures and reduction in the need to travel. All schemes should have regard to Section 62 duty of the Environment Act (1995) and incorporate measures to deliver biodiversity net gain, and enhance the landscape, from the outset.

## Adapting to a new normal

Enable the South East’s economy and transport systems to adapt sustainably to changing travel patterns and new ways of working as we learn to live with Covid and changing trading relationships between the UK and the EU, and steadying our networks after a period of flux.

## Levelling up left behind communities

Deliver a more affordable and accessible transport network for the South East that addresses deprivation, promotes social inclusion, improves public health and individual wellbeing, and reduces barriers to employment, learning, social, leisure, physical and cultural activity for all rural and urban communities.

## Regeneration and growth

Attract investment to grow our economy, better compete in the global marketplace, unlock regeneration and growth opportunities and address housing shortages where this has been held back by inadequate infrastructure or poor integration between land use and transport planning.

## World class urban transport systems

Deliver world class and seamlessly integrated, sustainable urban transport systems (rail, bus, tram, ferry, cycling, and walking) for the South East’s largest conurbations, to enable residents of all ages and levels of ability, businesses, and visitors to travel easily, safely, and sustainably within and between built up areas. The TfSE Rail, Strategic Active Travel and Micro-mobility and the Bus, Shared Mobility and Mass Transit plans provide more detail as to the rationale and priority areas for intervention across these modes, including how TfSE supports the delivery of Bus Service Improvement Plans and Enhanced Partnerships.

## Transforming east – west connectivity

Enhance our east – west corridors (also included amongst these corridors are London Orbital corridors which may be north-south corridors to the east and west of London) to same level as radial links to and from London to boost connectivity between our major economic hubs, international gateways (ports, airports, and rail terminals) and their markets.

### **Resilient radial corridors**

Deliver an increasingly reliable a transport network that is smarter at managing transport demand, and more resilient to accidents as well as climate related incidents, such as disruption to energy supplies, extreme weather, and the impacts of a changing climate, to strengthen the South East's key role supporting the capital and connecting the UK to the rest of the world.

### **Global gateways and freight**

Enhance the capacity and contribution of the freight and logistics sector to the South East's economy through improved connectivity to Global Gateways, including Freeports, and adapt to changing patterns of freight demand and trade, including making the most of innovations in sustainable first and last mile delivery.

# Benefits of investing in the South East

In combination with other strategies and activities, improving the region's transport networks through the investment opportunities set out in this plan will help enable the UK to:

- Reach net-zero by 2050 at the latest and support the development of low-carbon industries;
- Level up left behind communities – particularly in urban and coastal areas;
- Deliver affordable housing for the South East's current and future residents;
- Build thriving new communities inclusive of people of all ages and levels of ability and regenerate town and city centres and key sites;
- Boost the productivity of the area through delivering more reliable, resilient, better connected transport networks;
- Encourage behaviour change to more sustainable modes and patterns of activity and travel; and
- Increase the volume and value of trade with the rest of the world.

Comparing the high-level benefits and costs of the packages of interventions shows how they will help us achieve our strategic vision and objectives for the South East and support wider government policy.

## The Size of the Prize

TfSE's Economic Connectivity Review identified opportunities to significantly grow the economy in the South East. With the right investment and policies, this study found there is potential to more than double the South East's GVA to £500 billion a year by 2050.

Our own modelling suggests the transport interventions included in this plan alone will enable 21,000 new jobs; an additional £4.5 billion growth in GVA a year by 2050; 1.4 mega tonnes less CO<sub>2</sub>e; and additional 550,000 rail trips a day and 1.6 million bus, mass transit and ferry trips a day, and take over four million car trips a day off the roads of the South East.

This growth will not come from transport alone, but transport will be an important part of the jigsaw and an enabler of growth in other sectors.

Realising this opportunity will require an integrated approach to investment and delivery. It will require working across institutional, sectoral, and spatial boundaries.

There are several drivers of growth that transport investment supports:

- **Connecting businesses** with faster and more reliable travel times. This plan enables the South East's towns and cities to boost their productivity by better integrating and sharing their economic assets, wider sharing of resources and knowledge, and will provide businesses with easier access to a large, diverse, highly educated work force.
- **Expanding the workforce** by easier matching of jobs to people. This plan will enable firms to access and recruit a larger labour supply, and provide wider employment opportunities for workers and those seeking to work.
- **Enabling development** through unlocking sites and locations that were previously poorly connected. This plan will provide the sustainable transport capacity and connectivity for net zero growth and development.

- **Accessing global gateways** to increase domestic and international trade by reducing trading costs. This plan facilitates trade in the South East and – at a much larger scale – between the UK and Mainland Europe. This will enable the UK to prosper as it adapts to a new trading relationship with the European Union and recovers from the global Covid pandemic.
- **Directing investment to level-up left behind communities.** This plan makes the South East an even more attractive place to invest. It will bring areas up that are left behind relative to some other areas of the UK due to structural disadvantages (i.e., poor connectivity to the rest of the UK) or places that are held back by transport network constraints (e.g., where development opportunities are stalled due to traffic constraints or local access to key services aren't there by public transport).

**Investing in the South East will yield material economic, social, and environmental returns for our residents, businesses, and visitors, improved public health outcomes and supporting the UK economy and enabling Government to achieve its wider carbon, trade, and levelling-up objectives.**

This plan does not just focus on new-build infrastructure. Packages include measures that make better use of existing assets and corridors, and support more efficient business and operating models. For example, there are proposals to enhance cross-regional rail and freight services using the existing rail network without having any detrimental impact on passenger services by utilising capacity released from a decline in five-day commuting.

There will be opportunities for revenue generation and the private sector to invest. While support from government will be sought for some packages, this plan utilises all sources of funding to realise TfSE's ambitions for the South East. This includes opportunities to use transport to generate more revenue as well as alternative funding streams to those that currently rely on duties on fossil fuels.

## Doing nothing is not an option

**We believe a range of multi-modal and wider policy interventions are needed to realise our vision.**

Using Department for Transport data to model future transport and socioeconomic outcomes for the South East shows that if the South East continues on a "Business as Usual" trajectory, by 2050:

- the number of car trips will grow 23%;
- the number of rail trips will (only) grow 31%;
- the number of bus trips will (only) grow 26%;
- the number of active travel trips will decline 10%;
- carbon emissions will (only) decline by 35%; and
- structural inequalities and areas of deprivation will persist and restrict economic growth.

Furthermore, if we do not act then many of the investment priorities will not be addressed, and associated opportunities will not be realised. More specifically, there is a material risk that:

- the South East will not decarbonise its transport system fast enough;
- the South East's transport systems will not adapt to a post-pandemic, post-Brexit environment;
- housing growth will stall and house prices will remain unaffordable for too many of the South East's residents (and potential residents);

- the South East's left behind and more deprived communities will be unable to "catch up"; and
- improved public health outcomes will not be achieved, with disproportionate negative impact on the most vulnerable.

# Packages of interventions

TfSE has worked with partners, stakeholders and technical advisors to develop 24 coherent packages of complementary, multi-modal interventions that aim to deliver on our vision and objectives for the South East.

These packages have been developed through workshops, discussions, and careful analysis of results of the assessment of the long list of interventions described earlier. In essence, these provide a ‘golden thread’ between top-down, vision-led goals and a bottom-up assessment of individual interventions.

This combination of strategic investments will allow TfSE to achieve its objectives and, in doing so, support wider local, regional and national policy and priorities. This includes addressing local issues while also strengthening the South East’s key role in supporting the capital and connecting the UK to the rest of the world.

A full list of proposed interventions within each package can be found in [Appendix A](#)

Packages are multi-modal – presenting a transformational opportunity to enhance travel for people of all ages and levels of ability, including the significant increase in people aged over 65.

Whilst most interventions focus on sustainable modes in rural and urban areas, targeted interventions to deliver a high-quality east – west connections and more resilient radial highways corridors have been identified. All highways interventions are multi-modal as well accommodating zero emission vehicles. The Highways Thematic Plan provides further information on the context in which highways intervention is justified.

The packages broadly split into two groups:

- **1 global package of interventions** consisting of national regulatory and policy activity and local action.
- **24 place-based packages of interventions** presented at a sub-regional level, with many being multi-modal or mode-agnostic.

**Investing in these effective, deliverable, and good value for money transport interventions in the South East will have a material and positive impact across the wider South East and UK.**

Highways packages are, in themselves, multi-modal, make best use of existing infrastructure and comply with the highest standards and guidelines, including the requirements for biodiversity net gain and LTN 1/20 for the provision of high-quality, segregated active travel infrastructure. Where identified they support:

- safer roads, notably in urban areas;
- improved access to international gateways, for passengers and freight, and supporting domestic, road reliant sectors, allowing for more efficient trade;
- de-conflicting of private and mass transit vehicle flows between local and longer-distance routes, with the greatest benefit when freed up road space is reallocated and supported by public transport and active travel improvements (including those being delivered by councils at a local level);
- improved environments, public transport and active travel facilities for existing residents;
- unlocking of housing/regeneration/growth area; and
- placemaking (e.g., investing in public spaces) making them more inclusive of people of all ages and levels of ability.



These packages are a step-change away from traditional “predict and provide” capacity enhancements of previous decades. They support our vision and support not only strategic movement of vehicles but our places and communities.

They have been refined to minimise increases in carbon emissions and the impact of these interventions on the wider environment, but all highways packages do result in small increases based on the existing vehicle fleet. While emissions will improve with time as more vehicles are electric or hydrogen, the need to manage congestion and facilitate freight and bus movements will remain a particular focus within the SIP.

Further mitigation will be needed as these packages and interventions are developed. They will also be complimented by a number of global package interventions, which will, promote demand management and digital technology to reduce the number of trips, accelerate the decarbonisation of road vehicles, and promote sustainable travel.

## 1. Global package interventions

The Global Policy interventions are designed to address the challenges and opportunities that affect the whole of the South East and the wider UK. These include existential challenges such as global warming and opportunities such as new mobility technologies providing an increasing variety of ways to travel and access transport opportunities beyond traditional hire or ownership.

The key Global Policy interventions that would help deliver the investment priorities of the South East are:

- 1.1. Decarbonisation:** We aspire to deliver a faster trajectory towards net-zero than current trends, including rapid adoption of zero emission technologies, to avoid the worst effects of human-induced climate change. This includes working with partners at all scales of government and the private sector through the regional transport decarbonisation forum to decarbonising energy production to infrastructure for electric vehicles and green hydrogen refuelling.
- 1.2. Public Transport Fares:** We wish to reverse the increase in real terms of the cost of public transport compared to motoring and increase ticket integration to reduce barriers to use.
- 1.3. New Mobility:** We see great potential for new mobility technologies (e.g., electric bikes and scooters) and access opportunities (e.g., subscription models, car clubs and Mobility as a Service (MaaS)) to support decarbonisation of travel in the South East.
- 1.4. Road User Charging:** We encourage the UK government to develop a national road user charging system to provide an alternative source of funding to fuel duty and to help manage demand in parallel to integrated local measures. Local authorities also have the opportunity to investigate workplace parking levies and Low Emission Zones in their areas where appropriate.
- 1.5. Virtual Access:** The past two decades, amplified by the global Covid pandemic have shown how virtual working can help reduce demand for transport services.
- 1.6. Integration:** We wish to see improvements in integration across and between all modes of transport in terms of infrastructure, services, ticketing, and accessibility, supporting seamless journeys and improved first and last mile connectivity.

In particular, these interventions deliver **very significant reductions in carbon emissions**. This is achieved through reducing overall demand (virtual working), managing demand (road pricing), and making lower-carbon transport options more attractive (new mobility options and public transport fares that are more integrated and seen as better value for money).

We believe most of these policies can be carefully designed to ensure there is – eventually, at least – no net change in cost to government based on:

- Assumption that new mobility technologies and ways to access them will be delivered primarily through private investment, supported by the active travel packages described in this plan as well as those walking and cycling schemes being delivered by councils at a local level.
- Virtual living is funded almost entirely through businesses providing appropriate technology to their employees and individuals ordering more goods online.
- Future road pricing policy will be designed to leave the transport systems user (as a whole) no worse off (e.g., road charges used to reduce public transport fares).
- Expectation that public transport will become more cost efficient (on a passenger kilometre basis) with increased patronage achieved through existing planned investment and the interventions detailed in this plan.
- Assumption that the interventions will be applied across the UK, ensuring a level playing field to avoid possible detrimental impacts on our residents and businesses (e.g., if Road User Charging were only applied in the South East).

## 2. Solent and Sussex Coast

The Solent and Sussex Coast area includes the two largest conurbations in the South East – South Hampshire (Southampton, Portsmouth, and surrounding built up areas) and what TfSE terms the “Sussex Coast Conurbation” (Littlehampton – Worthing – Brighton). It spans from the New Forest in the west to Hastings in the east. It also includes the Isle of Wight.

TfSE has developed nine packages of interventions for this area with a total expected capital investment of £11.8 billion and £1.3 billion in additional economic value each year by 2050.

**The Solent rail packages significantly boost the number of rail trips in the Solent and Sussex Coast area (by 12% altogether) and deliver a significant uplift in GVA (£600m a year by 2050).**

Packages of intervention are displayed in **Figure 3** for South Hampshire, **Figure 4** for Isle of Wight, and **Figure 5** for the Sussex Coast.

**Figure 3: South Hampshire packages of interventions**

[Map of South Hampshire region including Portsmouth and Southampton using coloured lines to indicate types of rail, highways, mass transit and strategic active travel interventions. Shaded areas indicate protected areas as well as active travel and mass transit corridors]



### Core Rail Package

- **A1** Solent Connectivity Strategic Study
- **A2** Botley Line Double Tracking
- **A3** Netley Line Signalling and Rail Service Enhancements
- **A4** Fareham Loop / Platform

- **A5** Portsmouth Station Platforms
- **A6** South West Main Line - Totton Level Crossing Removal
- **A7** Southampton Central Station Upgrade and Timetabling
- **A8** Eastleigh Station Platform and Approach Flyover Enhancement
- **A9** Waterside Branch Line Reopening
- **A10** West of England Service Enhancements
- **A11** Additional Rail Freight Paths to Southampton

### **Enhanced Rail Package**

- **B1** Southampton Central Station - Woolston Crossing
- **B2** New Southampton Central Station
- **B3** New City Centre Station
- **B4** South West Main Line - Mount Pleasant Level Crossing Removal
- **B5** West Coastway Line - Fareham to Cosham Capacity Enhancements
- **B6** West Coastway Line - Cosham Station Relocation
- **B7** Eastleigh to Romsey Line - Electrification
- **B8** Havant Rail Freight Hub
- **B9** Fratton Rail Freight Hub
- **B10** Southampton Container Port Rail Freight Access and Loading Upgrades
- **B11** Southampton Automotive Port Rail Freight Access and Loading Upgrades

### **Mass Transit**

- **C1** Southampton Mass Transit
- **C2** South East Hampshire Rapid Transit
- **C3** New Southampton to Fawley Waterside Ferry Service
- **C4** Southampton Cruise Terminal Access for Mass Transit
- **C5** M271 Junction 1 Strategic Mobility Hub
- **C6** M27 Junction 5 / Southampton Airport Strategic Mobility Hub
- **C7** M27 Junction 7/8 Strategic Mobility Hub
- **C8** M27 Junction 9 Strategic Mobility Hub
- **C9** M275 Junction 1 Strategic Mobility Hub
- **C10** Clarence Pier Bus-Hovercraft Interchange
- **C11** Improved Gosport - Portsmouth and Portsmouth - Hayling Island Ferries

## Active Travel

- **E1** Solent Active Travel (including LCWIPs)

## Highways

- **I1** M27 Junction 8 (RIS2)
- **I2** A31 Ringwood (RIS2)
- **I6** Southampton Access (M27 Junction 2 and Junction 3) (RIS3 Pipeline)
- **I9** A326 Capacity Enhancements (LLM)
- **I10** West Quay Realignment (LLM)
- **I11** Portsmouth City Centre Road (LLM)
- **I12** Northam Rail Bridge Replacement and Enhancement (MRN)
- **I13** New Horsea Bridge and Tipner Bridge
- **I19** M27/M271/M275 Smart Motorway(s)

### 2.1. South Hampshire Rail (Core)

Network Rail, Solent Transport, and the Solent Authorities have developed a comprehensive package of interventions that will deliver improvements to urban and inter-urban rail journeys that form part of the Solent Connectivity Strategic Study, formerly Continuous Modular Strategic Plan (CMSP), including:

- Increasing capacity on the Botley line to twin tracks.
- Adding platform capacity at Portsmouth Harbour.
- Improving signalling on the Netley Line.
- Timetable changes to maximise capacity at Southampton Central; and possible additional platform capability Sidings at Totton and a solution to a level crossing constraint in this area.

This package is complemented with an intervention to enable passenger rail services to be introduced to the Fawley Branch Line and serve a large, planned development in this area, with other key benefits including:

- Capacity enhancements across the whole Solent conurbation.
- Improvements in service frequencies.
- Better interchange and service quality at Southampton Central Station.
- More communities will have access to the national rail network.

Key benefits include, by 2050:

- 35,000 additional rail trips a day
- 1,000 additional residents and 1,500 new jobs created

## 2.2. South Hampshire Rail (Enhanced)

Solent Transport and Local Transport Authorities have previously stated an ambition to deliver a level of service on urban metro routes comparable to suburban London of a “turn-up-and-go” service provided by at least four trains per hour.

There are also aspirations to increase capacity for freight movements and provide better connectivity between South Hampshire, the West of England, the Midlands, and beyond. This requires more capacity than the current network can provide. The key bottleneck preventing this from being realised is the tunnel between Southampton Central and St Denys.

To realise these ambitions, a longer- term package of interventions is needed to unlock significant capacity and, potentially, shorter journey times between Southampton and Portsmouth City Centres. This could include developing an entirely new rail link (most likely underground) between Southampton Central and the Netley Line.

The key benefits of this package are:

- Transformational capacity and connectivity benefits – especially on east-west rail journeys (30 to 35 minute Southampton – Portsmouth journeys every 15 minutes).
- Supports regeneration of Southampton City Centre and other growth areas.
- Boosts to GVA in a relatively deprived part of the South East.
- Enables a large reduction in carbon emissions.

Key benefits include, by 2050:

- Over 2,000 further jobs created
- 1,000 more new residents

## 2.3. South Hampshire Mass Transit

TfSE and key partners in the South Hampshire area believe the South Hampshire conurbation is large enough and dense enough to support world-class mass transit systems.

Portsmouth City Council is developing and delivering a comprehensive high quality bus rapid transit that will serve the Portsmouth City Region.

Southampton City Council also aspires to develop a Mass Transit System for their city region – which could take the form of a tram, ferries, and/or Bus Rapid Transit. Mass Transit proposals would span beyond the City boundaries into neighbouring parts of Hampshire.

This package also includes interventions to develop strategic mobility hubs to improve access while helping to reduce vehicle traffic in urban areas, and improve access for peninsulas/islands, in particular, through improving and expanding bus and ferry services.

Key benefits include, by 2050:

- Over 100,000 more mass transit trips each weekday
- With 65,000 fewer car trips each weekday

## 2.4. South Hampshire Active Travel

All three Local Transport Authorities in the South Hampshire area have ambitious plans to reduce congestion and public health outcomes by increasing rates of cycling and walking in their areas.

This ambition is supported by this study as improving the quality and attractiveness of active travel infrastructure, particularly in urban areas and where it improves links with public transport options, is a highly cost-effective way to give people greater choice and reduce the demand for private vehicle trips on local roads and the strategic highways network. Reducing unnecessary trips in this way helps make best use of existing roads and reduce or even remove the need for some more expensive highways capacity improvements.

Several highways interventions – including the Southampton West Quay scheme – unlock opportunities for pedestrians and cyclists by freeing up more public space in town and city centres. The key benefits of this package are:

- Material improvements to the urban realm of the Solent Built Up Area, unlocking active travel and regeneration opportunities.
- Better air quality in urban areas.
- Significant mode shift from car to active travel, with associated health and wellbeing and road space efficiency benefits.

These interventions significantly boost active travel demand by over 80,000 trips a day and reduce car travel by a similar margin, by 2050. This package also leads to a significant reduction in carbon emissions.

Almost 40,000 tonnes less CO<sub>2</sub>e equivalent emitted a year in by 2050.

## 2.5. Isle of Wight Connections

Based on stakeholder feedback and available opportunities, TfSE has developed a combined package to improve connectivity between the Isle of Wight and the Mainland and boost connectivity within the Isle of Wight itself.

The first area focuses on improving the quality, connectivity and frequency of ferry crossings through increasing frequency, extending hours of operation, opening new routes and subsidising ferry fares.

Given the island's size and population density there is a large market for public transport, and the absence of a fixed link to the mainland suppresses the availability of cars to many visitors.

This package includes a proposal to provide mass transit between Newport and Sandown as well as the seamless integration between ferry and public transport on the mainland and the Isle of Wight to support sustainable onward connectivity as well as encouraging increased tourism in the area.

Key benefits include, by 2050:

- An additional £165 million GVA annually
- 70,000 fewer car trips on the island each weekday







**Figure 4: Isle of Wight packages of interventions**

[Map of Isle of Wight and connections with mainland using coloured lines to indicate types of rail, highways, mass transit and strategic active travel interventions. Shaded areas indicate protected areas as well as active travel and mass transit corridors]



Note: List of interventions refers to the Isle of Wight area only (Packages D — E).

### Connectivity Package

- **D1 New Isle of Wight Mass Transit System and Active Travel Enhancements**

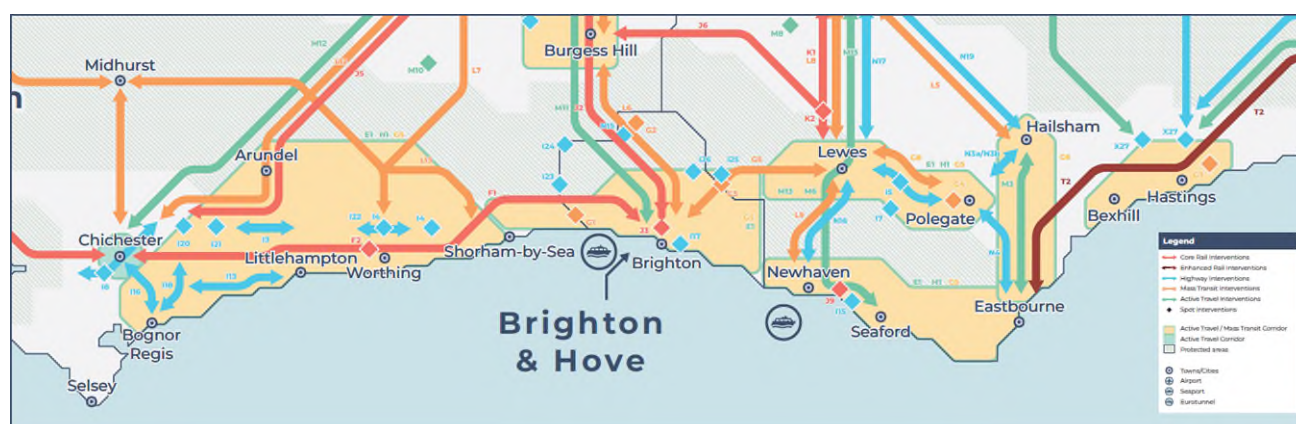
- **D1a** Bus Mass Transit - Newport to Yarmouth
- **D1b** Bus Mass Transit - Newport to Ryde
- **D1c** Bus Mass Transit - Newport to Cowes
- **D1d** Isle of Wight Railway Service Enhancements
- **D1e** Isle of Wight Railway Extensions or Mass Transit alternative - Shanklin to Ventnor
- **D1f** Isle of Wight Railway Extensions or Mass Transit alternative - Shanklin to Newport
- **D2** Isle of Wight Ferry Service Enhancements
- **D2a** Operating Hours and Frequency Enhancements
- **D2b** New Summer Route - Ryde to Southampton

## Active Travel

- **E1** Solent Active Travel (including LCWIPs)

**Figure 5: Sussex Coast packages of interventions**

[Map of Sussex Coast showing area between Chichester and Hastings including Brighton & Hove using coloured lines to indicate types of rail, highways, mass transit and strategic active travel interventions. Shaded areas indicate protected areas as well as active travel and mass transit corridors]



Note: List of interventions refers to the Sussex Coast area only (Packages E — I).

## Rail Package

- **F1** West Coastway Strategic Study
- **F2** West Worthing Level Crossing Removal

## Active Travel

- **E1** Solent Active Travel (including LCWIPs)
- **H1** Sussex Coast Active Travel Enhancements (including LCWIPs)

## Mass Transit

- **G1** Shoreham Strategic Mobility Hub
- **G2** A27/A23 Patcham Interchange Strategic Mobility Hub
- **G3** Falmer Strategic Mobility Hub
- **G4** Eastbourne/Polegate Strategic Mobility Hub
- **G5** Sussex Coast Mass Rapid Transit
- **G6** Eastbourne/Wealden Mass Rapid Transit
- **G7** Hastings/Bexhill Mass Rapid Transit
- **G8** A27 Falmer – Polegate Bus Stop and Layby Improvements

## Highways

- **I1** M27 Junction 8 (RIS2)
- **I2** A31 Ringwood (RIS2)
- **I3** A27 Arundel Bypass (RIS2)
- **I4** A27 Worthing and Lancing Improvement (RIS2)
- **I5** A27 East of Lewes Package (RIS2)
- **I6** Southampton Access (M27 Junction 2 and Junction 3) (RIS3 Pipeline)
- **I7** A27 Lewes - Polegate (RIS3 Pipeline)
- **I8** A27 Chichester Improvements (RIS3 Pipeline)
- **I9** A326 Capacity Enhancements (LLM)
- **I10** West Quay Realignment (LLM)
- **I11** Portsmouth City Centre Road (LLM)
- **I12** Northam Rail Bridge Replacement and Enhancement (MRN)
- **I13** New Horsea Bridge and Tipner Bridge
- **I14** A259 Bognor Regis to Littlehampton Enhancement (MRN)
- **I15** A259 South Coast Road Corridor - Eastbourne to Brighton (MRN)
- **I16** A259 Chichester to Bognor Regis Enhancement (MRN Pipeline)
- **I17** A259 (King's Road) Seafront Highways Structures Renewal Programme (MRN)
- **I18** A29 Realignment including combined Cycleway and Footway
- **I19** M27/M271/M275 Smart Motorway(s)
- **I20** A27 Tangmere Junction Enhancements
- **I21** A27 Fontwell Junction Enhancements
- **I22** A27 Worthing (Long Term Solution)
- **I23** A27 Hangleton Junction Enhancements

- **I24** A27 Devils Dyke Junction Enhancements
- **I25** A27 Falmer Junction Enhancements
- **I26** A27 Hollingbury Junction Enhancements

## **2.6. Sussex Coast Rail**

Network Rail has worked with Local Transport Authorities to develop a package of improvements in the West Coastway Strategic Study, formerly Connectivity Modular Strategic Study Plan (CMSP) that deliver faster journeys and more capacity between Brighton and Hove and Southampton. This will support faster inter-urban and long-distance journeys between the South East's two largest conurbations.

The key benefits of this package are:

- Faster journeys between Brighton, Chichester, Portsmouth and Southampton.
- Potentially more frequent longer distance services between Brighton, Chichester, Portsmouth, and Southampton.
- Additional capacity between Worthing and Brighton for shorter journeys.

This package makes a significant contribution to strengthening east – west connectivity between the two largest conurbations in the South East as well as encouraging increased tourism in the area.

Key benefits include, by 2050:

- £80 million GVA annually
- 10,000 additional rail trips each weekday

## **2.7. Sussex Coast Mass Transit**

Brighton and Hove City Council is developing plans for a high-quality public transport system along the Brighton seafront. The details are to be finalised, but the topology of the city lends itself strongly to bus rapid transit (e.g., more frequent “turn up and go” and faster services on dedicated bus lanes and other priority infrastructure).

TfSE and its partners have carefully considered whether this system could also serve East and West Sussex. At this stage, extending to East Sussex appears to be more feasible than West Sussex.

Additionally, East Sussex is developing proposals for improved public transport services in Eastbourne and Hastings. All these systems could be supported by general improvements to other local bus services buses and Strategic Mobility Hubs, notably at Falmer and Polegate (options for other hubs are more challenging but should be explored). These hubs will improve access while helping to reduce vehicle traffic in urban areas.

It delivers a “world class” mass transit system with significant mode shift from car to bus services and provides an attractive and sustainable option for east – west local journeys along the South East coast. It also reduces carbon and boosts GVA by over £100m each year by 2050.

Key benefits include over 100,000 more mass transit trips each weekday, with 65,000 fewer car trips by 2050.

## 2.8. Sussex Coast Active Travel

All three Local Transport Authorities on the Sussex Coast have ambitious plans to reduce congestion and public health outcomes by increasing rates of cycling and walking in their areas. This package aims to help these authorities realise this ambition.

Improving the quality and attractiveness of active travel infrastructure will give people greater transport choice and reduce the demand for private vehicle trips on local roads and the strategic highways network, making better use of existing roads and reducing the need for some more expensive highways capacity improvements.

Several smaller scale highways interventions are also included to support housing growth along the Sussex Coast. Most of these interventions also include public transport and active travel elements.

The key benefits of this package are:

- Material improvements to the urban realm of the Sussex Coast built up area, unlocking active travel and regeneration opportunities as well as encouraging increased tourism in the area.
- Improvements in air quality in urban areas.
- Significant potential mode shift from car to active travel, with associated health and wellbeing and road space efficiency benefits.

Key benefits include:

- 5,000 tonnes less CO<sub>2</sub>e emitted a year by 2050
- Over 40,000 fewer car trips each weekday by 2050
- Significant public health benefits

## 2.9. Solent and Sussex Coast Highways

Targeted, integrated interventions to deliver high-quality east – west connections for freight, private and mass transit vehicles (notably, buses) that de-conflict local and longer-distance traffic, with the greatest benefit when supporting and supported by public transport improvements.

Interventions that deliver safer highways, notably in urban areas, and support access to international gateways, housing/ regeneration/growth areas, and placemaking (e.g., unlocking public spaces) are featured.

This package has been refined to minimise carbon emissions and the impact of these interventions on the wider environment. The interventions aim to deliver modest improvements to the Strategic Road Network that focus on segregating strategic and regional traffic rather than materially lifting capacity along the whole corridor.

Further mitigation will be needed as these schemes are developed. They will also be complimented by the Global Policy interventions discussed above, which will accelerate the decarbonisation of road vehicles and mitigate the adverse impacts of this package.

A better designed highways network will deliver improved air quality in urban areas and reduce impact of road traffic on the South Downs National Park.

### 3. London to Sussex Coast

The London to Sussex Coast area covers the key corridors between London and the Sussex Coast conurbation (from Chichester to Eastbourne). It focusses on interventions in East Surrey, West Sussex and East Sussex (excluding the Hastings area).

TfSE has developed five packages of interventions for this area with a total expected capital investment of £3.6 billion and £0.6 billion in additional economic value each year by 2050.

**Figure 6** displays the packages of interventions for the London to Sussex Coast area.



**Figure 6: London to Sussex coast packages of interventions**

[Map of area between London and Sussex Coast including Brighton & Hove using coloured lines to indicate types of rail, highways, mass transit and strategic active travel interventions. Shaded areas indicate protected areas as well as active travel and mass transit corridors]



Note: List of interventions refers to London to Sussex Coast area only (Packages J — N).

## **Rail Packages**

- **J1** Croydon Area Remodelling Scheme
- **J2** Brighton Main Line - 100mph Operation
- **J3** Brighton Station Additional Platform
- **J4** Reigate Station Upgrade
- **J5** Arun Valley Line - Faster Services
- **J6** East Coastway Line - Faster Services
- **J7** Brighton Main Line - Reinstate Cross Country Services
- **J8** New Station to the North East of Horsham
- **J9** Newhaven Port Capacity and Rail Freight Interchange Upgrades
- **J10** Uckfield Branch Line - Hurst Green to Uckfield Electrification
- **J11** Redhill Aerodrome Chord
- **K1** Uckfield - Lewes Wealden Line Reopening - Traction and Capacity Enhancements
- **K2** Uckfield - Lewes Wealden Line Reopening - Reconfiguration at Lewes
- **K3** Spa Valley Line Modern Operations Reopening - Eridge to Tunbridge Wells West to Tunbridge Wells

## **Active Travel**

- **M1** Burgess Hill/Haywards Heath Local Active travel infrastructure
- **M2** East Grinstead Local Active travel infrastructure
- **M3** Eastbourne/Hailsham Local Active travel infrastructure
- **M4** Gatwick/Crawley Local Active travel infrastructure
- **M5** Horsham Local Active travel infrastructure
- **M6** Lewes/Newhaven Local Active travel infrastructure
- **M7** Reigate/Redhill Local Active travel infrastructure
- **M8** East Sussex Inter-urban Active travel infrastructure
- **M9** Surrey Inter-urban Active travel infrastructure
- **M10** West Sussex Inter-urban Active travel infrastructure
- **M11** New London - Brighton National Cycle Network Corridor
- **M12** New Crawley - Chichester National Cycle Network Corridor
- **M13** London - Paris New "Avenue Verte"

## **Mass Transit**

- **L1** Fastway Extension: Crawley - Horsham



- **L2** Fastway Extension: Crawley - East Grinstead
- **L3** Fastway Extension: Haywards Heath - Burgess Hill
- **L4** Fastway Extension: Crawley - Redhill
- **L5** A22 Corridor Rural Bus Service Enhancements
- **L6** A23 Corridor Rural Bus Service Enhancements
- **L7** A24 Corridor Rural Bus Service Enhancements
- **L8** A26 Corridor Lewes - Royal Tunbridge Wells Rural Bus Service Enhancements
- **L9** A26 Corridor Newhaven Area Rural Bus Service Enhancements
- **L10** A272 Corridor Rural Bus Service Enhancements
- **L11** A264 Corridor Rural Bus Service Enhancements
- **L12** A29 Corridor Rural Bus Service Enhancements
- **L13** A283 Corridor Rural Bus Service Enhancements
- **L14** A281 Corridor Rural Bus Service Enhancements
- **L15** Three Bridges Strategic Mobility Hub

## Highways

- **N1** A22 N Corridor (Tandridge) - South Godstone to East Grinstead Enhancements (LLM Pipeline)
- **N2** A24/A243 Knoll Roundabout and M25 J9A (MRN Pipeline)
- **N3a** A22 Corridor Package
- **N3b** A22 Corridor - Hailsham to Uckfield
- **N4** A2270/A2101 Corridor Movement and Access Package (MRN Pipeline)
- **N5** M23 Junction 8a New Junction and Link Road - Redhill
- **N6** M23 Junction 9 Enhancements - Gatwick
- **N7** A23 Carriageway Improvements - Gatwick to Crawley
- **N8** A264 Horsham - Pease Pottage Carriageway Enhancements
- **N9** A264 Crawley - East Grinstead Dualling and Cycleway
- **N10** Crawley Western Link Road and Active Travel Infrastructure
- **N11** A24 Dorking Bypass
- **N12** A24 Horsham to Washington Junction Improvements
- **N13** A24 Corridor Improvements Horsham to Dorking (LLM Pipeline)
- **N14** A23 Hickstead and Bolney Junction Enhancements
- **N15** A23/A27 Patcham Interchange Junction Enhancements
- **N16** A26 Lewes - Newhaven Realignment and Junction Enhancements

- **N17** A26 Lewes - Uckfield Enhancements
- **N18** A22 Uckfield Bypass Dualling
- **N19** A22 Smart Road Trial Proposition Study

### **3.1. London – Sussex Coast Rail**

This package addresses key bottlenecks on the Brighton Main Line, enabling faster, more reliable services and increases in decarbonised capacity across rail operations in the region.

Additionally, there are aspirations to reinstate the railways between Uckfield – Lewes and, potentially, Tunbridge Wells West – Tunbridge Wells to increase resilience of rail connectivity between the South Coast and London whilst creating a new east – west passenger rail service.

These results should give investors confidence in the level of growth that could be realised through investing in the Brighton Main Line corridor.

**This package could deliver a very significant 20% increase in rail patronage compared to “Business as Usual” forecasts**

Key benefits include, by 2050:

- At least 20,000 fewer car trips each weekday
- More than 85,000 additional trips by rail each weekday

### **3.2. London – Sussex Coast Mass Transit**

Infrastructure improvements and increased service frequency will bring transformational growth in bus journeys – almost 120,000 additional trips a day by 2050.

This package builds on the success of the Fastway bus rapid transit system in Crawley/Gatwick and will be supported by improvements to local buses and Strategic Mobility Hubs at Falmer and Three Bridges to improve access while helping to reduce vehicle traffic in urban areas.

The overall mass transit network and service provision will be designed to provide an integrated network which facilitates seamless journeys across the area and beyond.

The interventions in this package will bring significant mode shift from car to bus through better interchange and journey experiences with improvements in the speed, frequency and connectivity of mass transit services.

Key benefits include, by 2050:

- 15,000 tonnes less CO<sub>2</sub>e emitted a year
- 130,000 fewer car trips each weekday

### **3.3. London – Sussex Coast Active Travel**

Active travel investment will be a significant contribution towards reducing carbon emissions along the London – Sussex Coast corridor.

All four Local Transport Authorities in the area have ambitious plans to improve cycling and walking in their areas. This package expands on current plans by delivering improvements to the National Cycle Network routes and continued roll-out of regional cycleways with consistent branding and wayfinding.

Improving the quality and attractiveness of active travel infrastructure will give people greater transport choice and reduce the demand for private vehicle trips on local roads and the strategic highways network, making better use of existing roads and reducing the need for some more expensive highways capacity improvements.

Active travel investment would boost cycling and walking by 3.5% and encourage further mode shift from car to active travel modes. It would also offset some of the abstraction from active travel generated by improvements in Public Transport

Improvements to the urban and rural public realm will improve air quality (particularly in urban areas) and quality of life while unlocking less car-dependent regeneration opportunities as well as encouraging increased tourism in the area.

Key benefits include:

- Significant public health benefits
- 70,000 fewer car trips each weekday by 2050
- Over 80,000 additional active travel trips expected by 2050

### **3.4. London – Sussex Coast Highways**

This package includes interventions that support access to international gateways (M23 Junction 9), regeneration areas (Crawley Western Link Road) and placemaking (Uckfield and Godstone Bypasses unlocking public spaces). It also includes junction improvements and possible new roads to help relieve pressure on the existing network (for example, to increase the speed and reliability of bus services).

This package also looks to relieve pressure where road and rail interact at level crossings in particular and unlock opportunities to reallocate road-space to active travel and public transport.

By strengthening the resilience of transport networks, and by supporting housing and employment growth, this package unlocks significant economic benefits (up to £140m GVA per annum) but does yield an increase in carbon emissions – which may be mitigated through a combination of the Global Policy interventions discussed above and improved integration with rail and mass transit for all or part of journeys.

Key benefits include:

- A more reliable and resilient highways network – including a high-quality secondary route from the Sussex Coast to the M25.
- 1,300 additional jobs created by 2050
- An additional £140m of GVA a year by 2050

## 4. Wessex Thames

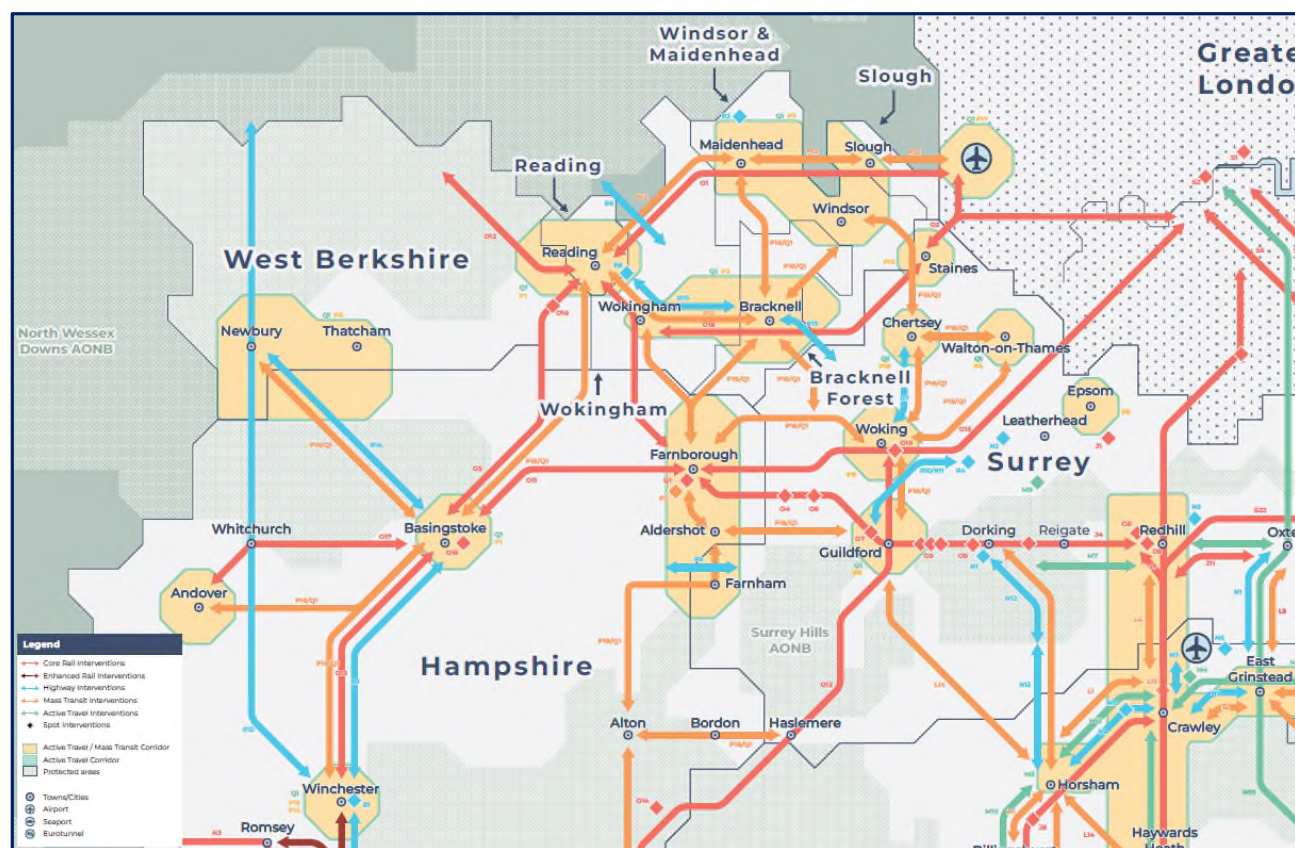
The area TfSE refers to as Wessex Thames includes the whole of Berkshire, North Hampshire, and West Surrey. It's boundaries broadly align with the Berkshire Thames Valley and Enterprise M3 Local Enterprise Partnerships.

TfSE has developed three packages of interventions for this area with a total expected capital investment of £10.4 billion and £1.2 billion in additional economic value each year by 2050.

**Figure 7** shows the packages of interventions for the Wessex Thames area.

**Figure 7: Wessex Thames packages of interventions**

[Map including areas of West Berkshire, Surrey and Hampshire including Reading and Woking using coloured lines to indicate types of rail, highways, mass transit and strategic active travel interventions. Shaded areas indicate protected areas as well as active travel and mass transit corridors]



Note: List of interventions refers to the Wessex Thames area only (Packages O — R).

### Rail Package

- **O1** Western Rail Link to Heathrow
- **O2** Southern Rail Link to Heathrow
- **O3** Reading to Basingstoke Enhancement
- **O4** North Downs Line - Electrification
- **O5** North Downs Line - Level Crossing Removals

- **O6** North Downs Line - Service Level and Capacity Enhancements
- **O7** Guildford Station Upgrade
- **O08** New Station Guildford West (Park Barn)
- **O09** New Station Guildford East (Marrow)
- **O10** Redhill Station Upgrade
- **O11** Dorking Deepdene Station Upgrade
- **O12** South West Main Line / Portsmouth Direct Line - Woking Area Capacity Enhancement
- **O13** South West Main Line / Basingstoke Branch Line - Basingstoke Enhancement Scheme
- **O14** Cross Country Service Enhancements
- **O15** Portsmouth Direct Line - Line Speed Enhancements
- **O16** Portsmouth Direct Line - Buriton Tunnel Upgrade
- **O17** South West Main Line - Dynamic Signalling
- **O18** Theale Strategic Rail Freight Terminal
- **O19** West of England Main Line - Electrification from Basingstoke to Salisbury
- **O20** Reading to Waterloo Service Enhancements

#### **Mass Transit**

- **P1** Basingstoke Mass Rapid Transit
- **P2** Blackwater Valley Mass Rapid Transit
- **P3** Bracknell/Wokingham Bus Enhancements
- **P4** Elmbridge Bus Enhancements
- **P5** Epsom/Ewell Bus Enhancements
- **P6** Guildford Sustainable Movement Corridor
- **P7** Slough/Windsor/Maidenhead Area Bus Enhancements
- **P8** Newbury/Thatcham Bus Enhancements
- **P9** Reading Mass Rapid Transit
- **P10** Spelthorne Bus Enhancements
- **P11** Woking Bus Enhancements
- **P12** A4 Reading - Maidenhead - Slough - London Heathrow Airport Mass Rapid Transit
- **P13** A329/B3408 Reading - Bracknell/ Wokingham Mass Rapid Transit
- **P14** Winchester Bus Enhancements
- **P15** Andover Bus Enhancements
- **P16** Runnymede Bus Enhancements

- **P17** London Heathrow Airport Bus Access Enhancements
- **P18** Berkshire, Hampshire and Surrey Inter-urban Bus Enhancements

### Active Travel

- **Q1** Berkshire, Hampshire and Surrey Urban and Inter-urban Active Travel Infrastructure

### Highways

- **R1** M3 Junction 9 (RIS2)
- **R2** M3 Junction 9 - Junction 14 Smart Motorway (SMP)
- **R3** A404 Bisham Junction (RIS3 Pipeline)
- **R4** A3/A247 Ripley South (RIS3 Pipeline)
- **R5** A31 Farnham Corridor (LLM)
- **R6** New Thames Crossing East of Reading (LLM)
- **R7** A320 North Corridor (HIF)
- **R8** M4 Junction 10 Safety Enhancements
- **R9** M3 Junction 7 and Junction 8 Safety and Capacity Enhancements
- **R10** A3 Guildford Local Traffic Segregation
- **R11** A3 Guildford Long Term Solution
- **R12** A34 Junction and Safety Enhancements
- **R13** A322 and A329(M) Smart Corridor
- **R14** A339 Newbury to Basingstoke Safety Enhancements
- **R15** M4 Junction 3 to Junction 12 Smart Motorway (SMP)

#### 4.1. Wessex Thames Rail

A transformational change in orbital and east-west rail connectivity. The package includes new infrastructure interventions with significant regional, national and international benefit, with the largest being to establish new rail links between the region and Heathrow Airport, and enhancing onward connectivity through the wider South East.

Targeted infrastructure enhancements will also translate to more capacity, improved resilience and reliability, and more frequent passenger and freight services, including to the Solent Ports.

This package boosts the number of rail trips enabling residents, employees and visitors to sustainably engage with the regional economy by rail from all directions.

The packages combine to increase the number of local and strategic orbital rail trips by 13,500. They also deliver a boost to the economy, generating more employment opportunities and growing GVA by £850m a year by 2050.

Key benefits include by 2050:



- At least 90,000 additional rail trips each weekday
- More than 3,700 new jobs created
- More than 3,000 new residents accommodated
- 15,000 tonnes less of CO<sub>2</sub>e emitted a year

#### **4.2. Wessex Thames Mass Transit**

Better interchange and service quality will be provided at Strategic Mobility Hubs, integrating bus services with the national rail networks and local active travel, as well as opportunities for shared mobility services such as e-bike hire, local “click and collect” facilities, and co-location with convenience stores and cafes.

This package aims to increase frequency, operating hours, reliability, and catchment of bus services, supported with bus priority infrastructure where appropriate, to improve interurban bus services between the major economic hubs in Berkshire, North Hampshire and West Surrey.

Interventions in this package will help the region achieve a significant mode shift from car to bus and active travel that will reduce congestion on the existing road network.

Key benefits include, by 2050:

- Almost 450,000 more bus and mass transit trips expected each weekday
- At least 250,000 fewer car journeys each weekday
- 1,300 more jobs supported
- At least 50,000 fewer tonnes CO<sub>2</sub>e emitted a year

#### **4.3. Wessex Thames Active Travel**

Better infrastructure for walking and cycling will improve the interchange experience and community value. These will improve access while helping to reduce vehicle traffic in urban areas.

This package aims to support the Wessex Thames rail and mass transit interventions by improving the quality of cycling and walking infrastructure to further reduce car dependency in the region, give people greater transport choice, and improve public health outcomes.

The provision of quality active travel infrastructure will improve the efficiency of the existing road and highways network by creating more capacity for those who live further away from rail or mass transit services or for whom walking or cycling may not be a suitable option for all or even part of a given journey. Reducing unnecessary trips in this way also helps reduce or even remove the need for some more expensive highways capacity improvements.

Key benefits include, by 2050:

- 270,000 more active travel trips a day
- 240,000 fewer car journeys each weekday
- 30,000 tonnes less CO<sub>2</sub>e emitted a year

#### **4.4. Wessex Thames Highways**

This package delivers targeted improvements which support strategic passenger and freight movements through de-conflicting local and longer-distance traffic and supports safety and air quality objectives.

This package includes interventions that support better access to the Solent Ports, a significant contributor to economic growth in the region, as well as interventions which support the sustainable regeneration of areas and local placemaking, such as A3 Guildford, the A320 North Corridor and a new River Thames Cross in the east of Reading.

These schemes are designed to unlock opportunities to reallocate road-space to active travel and buses to deliver complementary public transport improvements.

Some highways interventions can present a trade-off between economic growth and carbon emissions. The economic benefit of accommodating more freight and unlocking growth in this area is a key objective for TfSE, and this package helps towards that.

Key benefits include:

- Improved air quality in urban areas
- An additional £90 million GVA a year by 2050



## 5. Kent, Medway and East Sussex

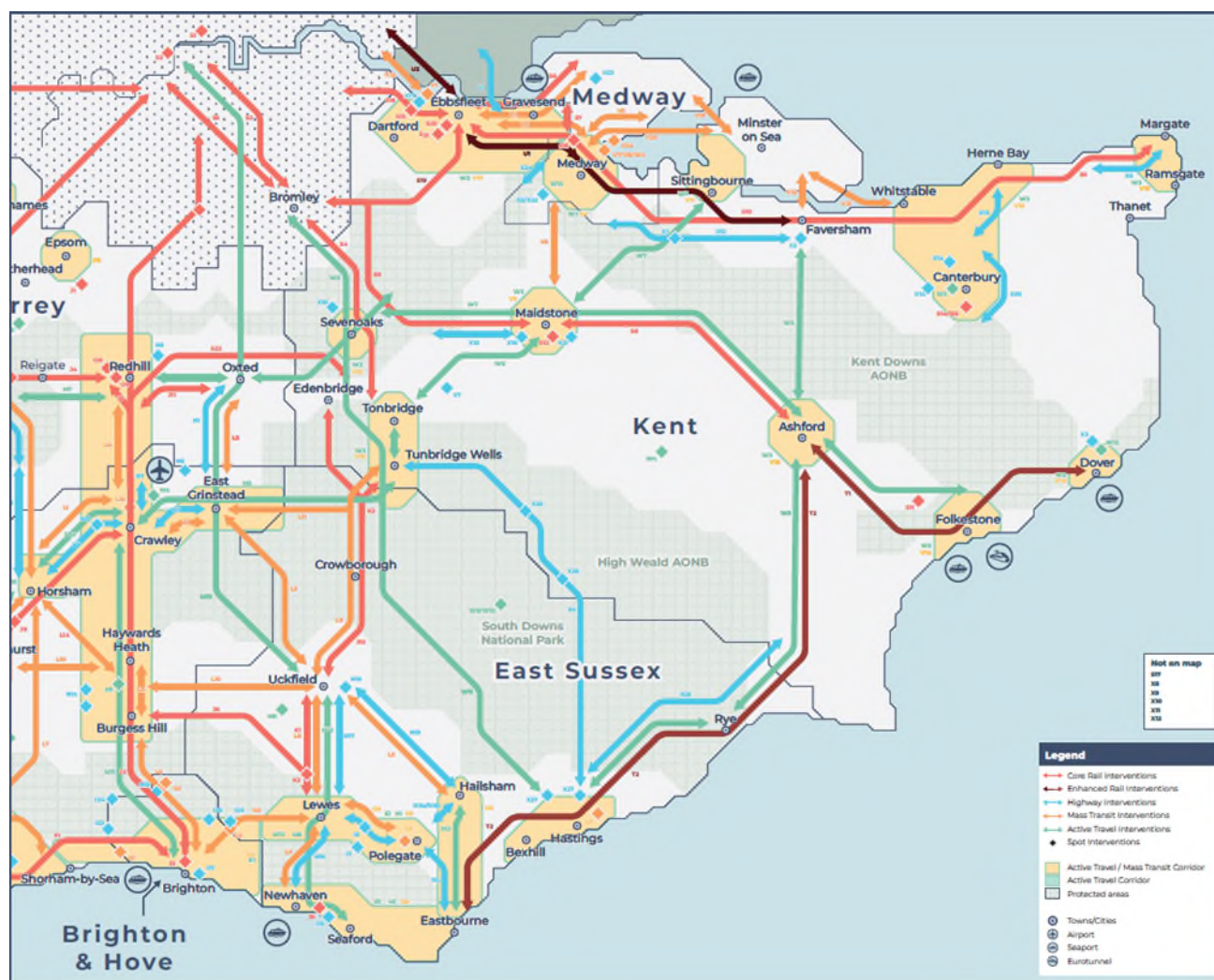
This area covers the whole of Kent and Medway, and the Hastings and Rother areas of East Sussex. It broadly reflects the Network Rail “Kent” Route and the area in the South East served by the “Integrated Kent” passenger rail franchise.

TfSE has developed seven packages of interventions for this area with a total expected capital investment of £19.4 billion and £0.75 billion in additional economic value each year by 2050, along with the long-term capacity and resilience required to keep the country’s most important gateway to trade with mainland Europe operating efficiently.

**Figure 8** provides the packages of interventions proposed over the next 30 years.

**Figure 8: Kent, Medway and East Sussex packages of interventions**

[Map including areas of Medway, Kent and East Sussex including Ebbsfleet, Ashford and Eastbourne using coloured lines to indicate types of rail, highway, mass transit and strategic active travel interventions. Shaded areas indicate protected areas as well as active travel and mass transit corridors]



Note: List of interventions refers to the Kent, Medway, and East Sussex area only (Packages S — Y).

### **Classic Rail Package**

- **S1** St Pancras International Domestic High Speed Platform Capacity
- **S2** London Victoria Capacity Enhancements - Signalling and Digital Rail
- **S3** Bakerloo Line Extension
- **S4** South Eastern Main Line - Chislehurst to Tonbridge Capacity Enhancements
- **S5** London Victoria to Shortlands Capacity Enhancements
- **S6** Hoo Peninsula Passenger Rail Services
- **S7** North Kent Line / Hundred of Hoo Railway - Rail Chord
- **S8** Thameslink - Extension to Maidstone and Ashford
- **S9** North Kent Line - Service Enhancements
- **S10** North Kent Line / Chatham Main Line - Line Speed Enhancements
- **S11** Otterpool Park/Westenhanger Station Platform Extensions and Station Upgrade **S12** Integrated Maidstone Stations
- **S13** Dartford Station Remodelling/ Relocation
- **S14** Canterbury Interchange Rail Chord
- **S15** New Station - Canterbury Interchange
- **S16** New Strood Rail Interchange
- **S17** Rail Freight Gauge Clearance Enhancements
- **S18** Crossrail - Extension from Abbey Wood to Dartford/Ebbsfleet
- **S19** High Speed 1 / Waterloo Connection Chord - Ebbsfleet Southern Rail Access
- **S20** Ebbsfleet International (Northfleet Connection)
- **S21** Ebbsfleet International (Swanscombe Connection)
- **S22** Gatwick - Kent Service Enhancements

### **High Speed Rail Package**

- **T1** High Speed East - Dollands Moor Connection
- **T2** High Speed 1 / Marsh Link - Hastings, Bexhill and Eastbourne Upgrade
- **U1** High Speed 1 - Link to Medway (Chatham)
- **U2** High Speed 1 - Additional Services to West Coast Main Line

### **Mass Transit**

- **V1** Fastrack Expansion - Swanscombe Peninsula
- **V2** Fastrack Expansion - Northfleet to Gravesend
- **V3** Fastrack Expansion - Medway

- **V4** Medway Mass Transit
- **V5** Medway Mass Transit - Extension to Hoo Peninsula
- **V6** Medway to Maidstone Bus Priority
- **V7** Medway Mass Transit - Chatham to Medway City Estate New Bridge
- **V8** Medway Mass Transit - Chatham to Medway City Estate Water Taxi
- **V9** Maidstone Bus Enhancements
- **V10** Dover Bus Rapid Transit
- **V11** Sittingbourne Bus Enhancements
- **V12** Sevenoaks Bus Enhancements
- **V13** Thanet Bus Enhancements
- **V14** Folkestone Bus Enhancements
- **V15** Ashford Bus Enhancements
- **V16** Royal Tunbridge Wells/Tonbridge Bus Enhancements
- **V17** Thames Gateway/Gravesham Bus Enhancements
- **V18** Canterbury/Whitstable/Herne Bay Bus Enhancements
- **V19** Ferry Crossings - New Sheerness to Hoo Peninsula Service
- **V20** Ferry Crossings - Sheerness to Chatham/Medway City Estate/ Strood Enhancements
- **V21** Ferry Crossings - Ebbsfleet - Tilbury Enhancements
- **V22** Inland Waterway Freight Enhancements

#### **Active Travel**

- **W1** Medway Active Travel Enhancements
- **W2** Medway Active Travel - Chatham to Medway City Estate River Crossing
- **W3** Kent Urban Active Travel Infrastructure
- **W4** Kent Inter-urban Active Travel Infrastructure
- **W5** Faversham - Canterbury - Ashford - Hastings National Cycle Network Enhancements
- **W6** Tonbridge - Maidstone National Cycle Network Enhancements
- **W7** Sevenoaks - Maidstone - Sittingbourne National Cycle Network Enhancements
- **W8** Bromley - Sevenoaks - Royal Tunbridge Wells National Cycle Network Enhancements
- **W9** East Sussex Local Active Travel Infrastructure
- **W10** East Sussex Inter-urban Active Travel Infrastructure
- **W11** Royal Tunbridge Wells - Hastings National Cycle Network Enhancements
- **W12** Canterbury Placemaking and Demand Management Measures

- **W13** Medway Placemaking and Demand Management Measures
- **W14** Dover Placemaking and Demand Management Measures

## Highways

- **X1** M2 Junction 5 (RIS2)
- **X2** A2 Brenley Corner Enhancements (RIS3 Pipeline)
- **X3** A2 Dover Access (RIS3 Pipeline)
- **X4** A21 Safety Enhancements (RIS3 Pipeline, brought forward to RP2)
- **X5** A229 Bluebell Hill Junction Upgrades (LLM)
- **X6** A28 Birchington, Acol and Westgate-on-Sea Relief Road (MRN)
- **X7** A228 Colts Hill Strategic Link (MRN Pipeline)
- **X8** Digital Operations Stack and Brock
- **X9** A20 Enhancements for Operations Stack & Brock
- **X10** Kent Lorry Parks (Long Term Solution)
- **X11** Dover Freight Diversification
- **X12** A2 Canterbury Junctions Enhancements
- **X13** M2 Junction 4 - Junction 7 Smart Motorway (SMP)
- **X14** M20 Junction 6 Sandling Interchange Enhancements
- **X15** M20 Junction 3 - Junction 5 Smart Motorway
- **X16** M25 Junction 1a Enhancements
- **X17** M25 Junction 5 Enhancements
- **X18** Herne Relief Road
- **X19** Canterbury East Relief Road
- **X20** New Maidstone South East Relief Road
- **X21** A228 Hoo Peninsula Enhancements
- **X22** A228 Medway Valley Enhancements
- **X23** Strood Riverside Highways Enhancement and Bus Lane
- **X24** A259 Level Crossing Removals – East of Rye
- **X25** A21 Kippings Cross to Lamberhurst Dualling and Flimwell and Hurst Green Bypasses
- **X26** Hastings and Bexhill Distributor Roads
- **Y1** Lower Thames Crossing (costings for Kent-side only)

### **5.1. Kent, Medway and East Sussex Classic Rail**

A significant boost for employment and economic growth, unlocking £139 million in GVA per annum by 2050.

This package adds capacity to the classic rail network in the South East Area and has strong synergies with the Kent, Medway, and East Sussex high speed rail package which aims to serve communities further away from the Capital.

This package includes several interventions that will increase service capacity and others that will improve integration of the rail system – notably at Ebbsfleet, Canterbury, Maidstone, and Strood – where several railways cross each other without providing easy interchange from one railway to another.

It also includes the introduction of passenger rail services on the Grain Branch on the Hoo Peninsula and direct services between Gatwick Airport and Mid/East Kent.

Key benefits include, by 2050:

- 35,000 additional weekday rail trips
- Over 1,500 new jobs created
- 6,000 new residents
- 15,000 tonnes less CO<sub>2</sub>e emitted a year

### **5.2. Kent, Medway and East Sussex High Speed Rail East**

Along with “High Speed Rail North”, this package includes some of the more radical interventions in the Long List for this study.

The “High Speed Rail East” package would deliver direct High Speed services from London to Eastbourne via Ashford and Hastings, reducing journey times from Hastings/Bexhill to London by 20 minutes.

It would also deliver faster journey times to Dover using a connection to HS1 at Dollands Moor, and an increase in the frequency of HS1 services to Ashford.

Key benefits include, by 2050:

- 15,000 tonnes fewer CO<sub>2</sub>e equivalent emissions each year
- An additional £125 million of GVA a year

### **5.3. Kent, Medway and East Sussex High Speed Rail North**

Expanding domestic high speed services will deliver transformational improvements in journey times and drive economic growth across the region, including for previously left behind coastal areas.

The “High Speed Rail North” package aims to deliver significant improvements in connectivity to North Kent to ensure coastal communities in Medway, Swale, Canterbury, and Thanet are as well served as other parts of Kent.

Several high-level options have been considered, ranging from a new link between HS1 and Medway to improvements to the North Kent Line and Rochester Bridge. The modelling and cost estimates represented for this package reflects one of the more interventionalist options.

Key benefits include, by 2050:

- 15,000 tonnes fewer CO<sub>2</sub>e equivalent emissions each year
- £225 million in GVA each year
- More than 17,000 new residents and over 3,800 new jobs (High Speed Rail East and North)

#### **5.4. Kent, Medway and East Sussex Mass Transit**

Significant improvements in the quality, speed and frequency of bus and ferry services in Kent, Medway and East Sussex with better interchange with rail services.

This package delivers improvements to bus services with the scope for improvements and expansion particularly strong in the Kent Thameside and Medway areas, where high levels of growth and regeneration are expected. A step change in infrastructure and service provision should be viable thanks to the underlying demographics in this area.

This package also includes an opportunity to create a new Medway River Crossing to enable faster journeys between the north and south of this conurbation, as well as improvements in connectivity between islands and peninsulas in North Kent.

Key benefits include, by 2050:

- Over 170,000 more trips on bus, mass transit and ferries each weekday
- 100,000 fewer private car trips each weekday
- 25,000 tonnes less CO<sub>2</sub>e emitted a year

#### **5.5. Kent, Medway, and East Sussex Active Travel**

Material improvements to the urban realm, unlocking active travel and regeneration opportunities.

This package delivers general uplift in the quality of walking and cycling infrastructure, particularly in urban areas (such as those infrastructure gaps highlighted in the recent Kent County Council cycling strategy). Improving the quality and attractiveness of active travel infrastructure will improve public health outcomes, give people greater transport choice and reduce the demand for private vehicle trips on local roads and the strategic highways network.

The package boosts cycling, walking and wheeling and encourages mode shift from car to active travel modes with significant associated health and wellbeing and road space efficiency benefits. Making better use of existing roads will reduce the need for some more expensive highways capacity improvements, while also making a significant contribution towards reducing carbon emissions and improving air quality.

Key benefits include:

- Over 110,000 more trips by walking, wheeling or cycling each weekday
- 100,000 fewer private car return trips each weekday
- 10,000 tonnes less CO<sub>2</sub>e emitted

#### **5.6. Lower Thames Crossing**

A significantly more resilient corridor connecting the Channel Ports to the M25.



One of the most significant highways interventions planned for this part of the South East is the Lower Thames Crossing, which will deliver a new motorway-standard crossing between Essex and North Kent/Medway.

This is a long standing, nationally-significant scheme that has a considerable impact on the South East's transport system, but in isolation does generate an increase in carbon emissions. To reflect the scale and importance of this scheme, we have modelled it (and some associated ancillary interventions) separately to the rest of the Kent, Medway and East Sussex Highways package based on the most up to date information of a possible scheme.

The Lower Thames Crossing also delivers a boost to GVA (£105 million a year by 2050), and should be considered in the context of both the above Global Policy interventions and close integration with regional rail, mass transit and active transport networks which are currently not included within the core scheme (e.g. dedicated 24-hour bus lanes, associated bus priority measures and even inclusion of active travel links).

TfSE will continue work with the UK and local governments to ensure the design of any crossing is fit for purpose and aligns with our goal to reach net-zero by 2050 at the latest and support the development of low-carbon industries.

Key benefits include, by 2050:

- 170,000 net additional weekday private vehicle trips
- 1,400 new jobs created

### **5.7. Kent, Medway and East Sussex Highways**

This package delivers the Kent Bifurcation strategy improving A2/M2 and A20/M20 routes to increase capacity to and from Dover. This strengthens the resilience of Channel Port access corridors – and improved connectivity for coastal areas.

This package includes several interventions that aim to improve highways resilience and connectivity while also relieving congestion in city and town centres. Many of these interventions will enable housing growth and/or improve public transport and active travel facilities in urban areas. In this sense, highways should be viewed as multi-modal interventions.

These interventions in isolation are projected to increase carbon emissions. This effect will diminish if this package is combined with Global Policy and other rail, mass transit and active travel interventions.

Key benefits include:

- More resilient corridors serving the key Channel Ports and better-connected coastal areas
- An additional £90 million GVA a year by 2050
- 1,000 new jobs created

# Benefits and Costs

In 2018, Transport for the South East commissioned Steer to develop a model to test the impact of the scenarios developed in support of the development of the Transport Strategy for the South East.

This model, known as the South East Economy and Land Use Model (SEELUM), is a transport and land use model that simulates the interaction of transport, people, employers, and land-use over periods of time. It provides estimates at a package level and uses different approaches and calculations to local models at a scheme level. More detail is provided in the SEELUM Modelling Report.

SEELUM produces detailed reports on:

- changes in households, population, and the workforce;
- changes in employment (jobs filled) and unemployment rates;
- changes in “tailpipe” CO<sub>2</sub>e emissions from transport;
- changes to travel patterns, volumes and mode shares; and
- time-savings benefits for appraisal and impacts on productivity.

To model each package in SEELUM, adjustments were made to:

- Generalised Journey Times (GJTs) – a weighted measure of travel, waiting and transfer/interchange times – within and between each zone (by mode); and
- characteristics of links on the road and railway network (notably capacity).

To model the Global Policy interventions, we have adjusted GJTs between each zone by mode. For example, to model a potential reduction in public transport fares, we reduced the GJTs for bus services across all zones in the South East.

The packages were modelled in SEELUM from a base year of 2018 and run for 32 years to 2050. The results are presented as a comparison to a “Business as Usual” Scenario, which is based on the Department for Transport’s National Trip End Model (NTEM) that also projects employment and population growth to 2050.

The summary results of the modelling of all packages of interventions are presented in **Table 2**.

## Estimating costs

Capital cost estimates have been prepared to a level of detail commensurate with the maturity of the design of the packages of interventions and are presented in **Table 2**. These are early stage capital cost estimates and verified estimates will be built up as scheme is further developed.

As development of all SIP interventions progresses there will be a need to incorporate Natural Capital Assessment (or similar methods) into an updated estimation of economic costs. TfSE will work with Department for Transport to follow latest guidance on assessing natural capital costs.

Items and quantities have been priced using historic project data and industry standard published data, with adjustments made to capture the influence that quantity, access, time constraints, site location and conditions will have on labour, plant and materials input costs.



A contingency has been added for minor items that have not been measured. Allowances have been made for main contractors' preliminaries and overhead and profit, temporary works and traffic management where required. Allowances for professional fees and other development costs have also been included. To reflect the maturity of the design a risk allowance has been applied.

Annual maintenance and Renewal capital cost estimates are also shown in **Table 2**.

**Table 2: Package Benefits and costs (2020 prices)**

Packages of intervention*	Implementation Timeframe Short = 2020s Medium = 2030s Long = 2040s	Capital Construction Cost in £millions* (mid-cost estimate in 2020 prices)	Annual Capital Maintenance and Renewal Costs (mid- cost estimate in 2020 prices)	Gross Value Added (GVA) in £millions per annum in 2050	Additional new local residents by 2050 (Compared to Do Nothing Scenario in 2050)	Additional full time- equivalent jobs by 2050 (Compared to Do Nothing Scenario in 2050)	Change in Carbon Emissions in 2050 (Nearest 5,000 Tonnes CO <sub>2</sub> e)	Change in average weekday return trips	Change in average weekday return car trips	Change in average weekday return rail trips	Change in average weekday return bus, mass transit and ferry trips
<b>1. Global Policy interventions</b> (see main section for further detail)	Ongoing	-	-	720	-52,500	-1,600	-1.4m	-1.4m	-1.6m	61,000	252,000
<b>2. Solent and Sussex Coast</b>		11,200	635	1,250	6,350	7,900	-10,000	35,000	-180,000	45,000	170,000
2.1. South Hampshire Rail (Core)	Short – Medium	600	15	285	1,050	1,550	-	5,000	-5,000	15,000	-
2.2. South Hampshire Rail (Enhanced)	Medium – Long	3,700	95	305	1,150	2,000	-	10,000	-5,000	15,000	-
2.3. South Hampshire Mass Transit	Short – Medium	1,800	135	165	1,300	1,000	-30,000	5,000	-70,000	-	110,000
2.4. South Hampshire Active Travel	Short Term	350	30	10	150	50	-10,000	-	-40,000	-	-5,000
2.5. Isle of Wight Connections	Short – Medium	250	20	165	1,950	1,500	-	5,000	-15,000	5,000	15,000
2.6. Sussex Coast Rail	Short – Medium	350	25	80	700	350	-	5,000	-	5,000	-
2.7. Sussex Coast Mass Transit	Short – Medium	450	35	120	850	550	-10,000	5,000	-35,000	5,000	55,000

2.8. Sussex Coast Active Travel	Short	250	22	5	<50	<50	-5,000	-	-20,000	-	-5,000
2.9. Solent and Sussex Coast Highways	Short – Long	3,500	260	170	250	700	45,000	5,000	5,000	-	5,000
<b>3. London – Sussex Coast</b>		<b>3,600</b>	<b>245</b>	<b>615</b>	<b>8,100</b>	<b>4,450</b>	<b>-10,000</b>	<b>40,000</b>	<b>-70,000</b>	<b>40,000</b>	<b>55,000</b>
3.1. London – Sussex Coast Rail	Short – Medium	500	15	375	6,250	2,350	-10,000	30,000	-10,000	45,000	-
3.2. London – Sussex Coast Mass Transit	Short – Medium	400	30	100	1,350	800	-15,000	5,000	-35,000	-	60,000
3.3. London – Sussex Coast Active Travel	Short	1,100	80	10	50	<50	-10,000	-	-35,000	-	-5,000
3.4. London – Sussex Coast Highways	Short – Long	1,600	120	140	700	1,350	20,000	5,000	5,000	-	-
<b>4. Wessex Thames</b>		<b>10,400</b>	<b>430</b>	<b>1,205</b>	<b>7,100</b>	<b>5,600</b>	<b>-60,000</b>	<b>45,000</b>	<b>-240,000</b>	<b>40,000</b>	<b>200,000</b>
4.1. Wessex Thames Rail	Short – Long	7,200	185	850	3,100	3,750	-5,000	35,000	-5,000	50,000	-
4.2. Wessex Thames Mass Transit	Short – Medium	1,000	80	245	3,300	1,300	-55,000	10,000	-130,000	-5,000	225,000
4.3. Wessex Thames Active Travel	Short	400	30	35	500	<50	-30,000	-	-120,000	-	-10,000
4.4. Wessex Thames Highways	Medium – Long	1,800	135	90	200	450	25,000	5,000	5,000	-	-
<b>5. Kent, Medway, and East Sussex (KMES)</b>		<b>19,400</b>	<b>865</b>	<b>750</b>	<b>28,400</b>	<b>8,400</b>	<b>30,000</b>	<b>160,000</b>	<b>-</b>	<b>65,000</b>	<b>75,000</b>
5.1. KMES Rail	Short – Medium	3,700	95	140	6,150	1,500	-15,000	20,000	-	15,000	-
5.2. KMES High Speed Rail East	Short – Medium	1,000	25	125	5,800	1,400	-15,000	15,000	-	15,000	-

5.3. KMES High Speed Rail North	Medium – Long	7,300**	190	225	11,700	2,450	-15,000	35,000	-	35,000	-
5.4. KMES Mass Transit	Short – Medium	700	55	45	1,550	400	-25,000	-	-50,000	-	85,000
5.5. KMES Active Travel	Short	100	5	15	450	250	-10,000	-	-50,000	-	-5,000
5.6. Lower Thames Crossing	Medium – Long	2,800***	290	90	1,200	950	65,000	5,000	10,000	-	-
5.7. KMES Highways	Short – Long	3,800	210	105	1,600	1,400	45,000	75,000	85,000	-	-5,000

Figures rounded to nearest: £50m for Capital Cost; £5m for GVA; 50 new residents /jobs; 5,000 kilo-tonnes CO<sub>2</sub>e; and 5,000 daily return trips

\*A full list of proposed interventions within each package can be found in [Appendix A](#)

\*\*Assumes High Speed Rail option goes via Chatham rather than Medway City Estate or Rochester

\*\*\*Assumes assignment of 40% of Lower Thames Crossing capital costs to Kent geographically

# Funding and Financing

We know that the credibility of our SIP, which is both ambitious and capital-intensive, needs to be underpinned by a pragmatic consideration of how it will be paid for.

In common with other comparable infrastructure programmes, the SIP's principal financial challenge will relate to funding – how the projects are ultimately paid for over time – both capital (for construction, maintenance and renewals) and resource (for operations). Addressing this challenge will involve both making the best use of funds directed from government, and identifying new and innovative approaches (especially those that tap into the local and regional value that the interventions will generate).

For many of the proposed interventions, financing (i.e., how and from whom the cash is raised to meet the costs of construction as they arise) will also play an important role in ensuring value-for-money delivery.

The SIP is made up of a number of diverse interventions and there is not going to be a 'one size fits all' funding and financing solution that applies across the programme. TfSE itself may not be the body that delivers or pays for these interventions. But, as an organisation, we have an important role to play in making them a reality.

This section therefore sets out the potential revenue sources that could contribute to the types of interventions identified in the SIP and the role of different stakeholders in channelling these funds to support the investment need.

## Context

Traditionally, strategic connectivity interventions have been funded from a combination of user or farebox revenues and central government grant provided to delivery bodies and transport authorities (often competitively bid for and/or in scheme or one year, mode based silos).

But today, these traditional funders face a number of competing priorities, with financial positions that are in many cases highly constrained. Further national-level challenges (but also opportunities) can be expected to accompany technological change in the transport sector, particularly the electrification of the road vehicle fleet and the implications for road taxation and the way users pay to access the highways network.

The SIP reflects the changed world in which we live and work. It seeks not only to address transport connectivity and capacity issues, but to promote and maintain economic development, increase the supply of homes, support the transition to net zero and improve quality of life and social inclusion.

The Exchequer will benefit from the broader fiscal impacts this will deliver – which is one of the reasons why it will remain appropriate for taxpayer funding to support the SIP.

However, the programme will also bring significant tangible benefits for a wider range of beneficiaries across the South East, London and beyond – in terms of productivity, employment, income levels, environmental impacts, quality of place, and land and property values.

The SIP's wide reach suggests that there is a strong case for seeking a fair and proportionate contribution from this full spectrum of beneficiary groups. This requires new and innovative tools that seek to monetise a share of the specific value that projects deliver for beneficiaries and can supplement or (eventually) replace traditional central government grant and local farebox for certain types of interventions.

However, we recognise that, if they are to have maximum impact, novel approaches may require either broader (e.g., nation-wide) reform or a degree of devolution of funding powers beyond that which the South East currently enjoys – both of which are subject to political will and community acceptance.

While it is wholly appropriate to consider new approaches, and they are likely to play a role at some stage in the multi-decade programme, we will need to work hard with local and national stakeholders if such mechanisms are going to be able to make a meaningful contribution to delivering the SIP. This will include investment decisions being made in addition to existing funding in order to deliver the schemes within this plan and realise their benefits.

## The SIP's funding requirement in context

Funding allocations for strategic connectivity interventions are generally provided to delivery authorities (such as Network Rail and National Highways) from consolidated government budgets that are themselves funded in the main part by general taxation and user revenues. There are additional grant programmes for other forms of transport such as mass transit, cycling and active travel, either in their own right or as part of broader funding competitions open to local authorities.

Broadly speaking, transport spending in the South East in the recent past has been roughly equivalent to its share of both national population and its GVA contribution.

The continued existence of a centralised funding regime for most types of strategic connectivity interventions suggests that many of the programmes within the SIP will continue to be funded, at least in part, from central sources – especially given the very strong case for investment in our region.

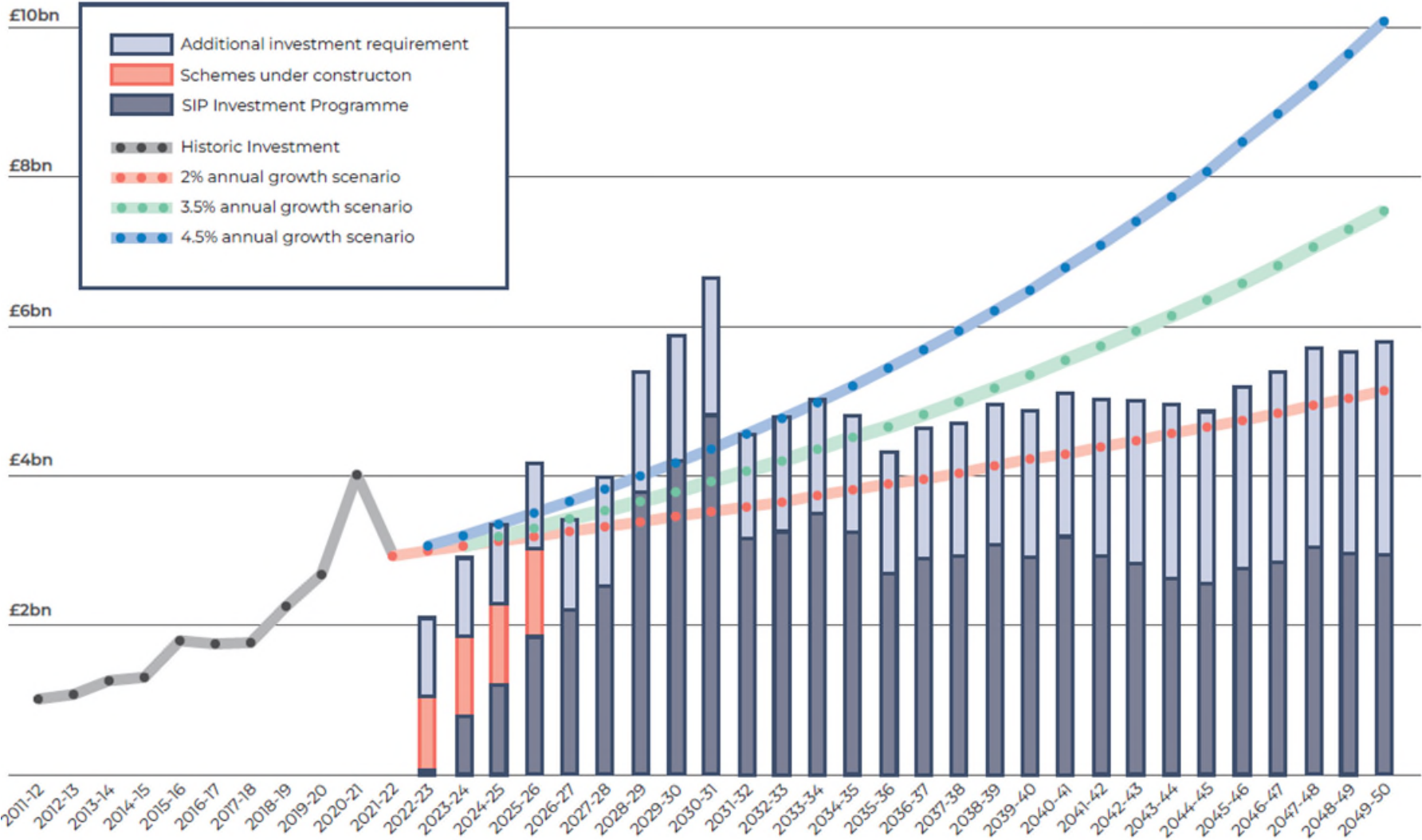
The future quantum of government funding that will be allocated to transport infrastructure (beyond current spending plans) is, of course, unknown – although historical trends can provide some indication.

**Figure 9** compares the proposed future investment in transport in the South East (the SIP and assumed additional local expenditure) with illustrative future growth scenarios based on actual levels of Government spend since 2011-12. This suggests that, even if spend were to grow at a slower rate than the historic average, the majority of the overall core programme (as well as much of the indicative ancillary investment) could theoretically be supported within an illustrative envelope of potential future central funding.

More detail about how we have developed **Figure 9** is provided in a separate **Funding and Financing Technical Annex**.

[Graph from 2011 to 2050 with cumulative columns for 1) Additional investment requirement, 2) Schemes under construction, and 3) SIP Investment Programme, overlayed with lines for A) Historic investment, B) two percent annual growth scenario, C) three and a half percent annual growth scenario, and D) four and a half percent annual growth scenario]

Figure 9: Indicative investment requirement and historic and projected spend profiles



## Funding the investment programme

### (1) Enhancements to existing strategic networks

Around 80% of the identified investment required in the SIP will be spent on much-needed enhancements to the existing highways and rail networks, designed to improve connectivity to, from and within our region.

#### *Rail enhancements*

Today, roughly half of the underlying government funding for rail expenditure is raised directly from passengers (fares and premia paid by rail operators) and another third from consolidated government budgets (i.e., general taxpayers). This funding is used to provide direct grant payments to Network Rail, subsidies for some operators and capital grants for other major projects.

Core funding for Network Rail is provided in five-year Control Period settlements for operations, maintenance and renewals, whereby a Statement of Funding Available (SoFA) sets a funding envelope to deliver the outputs specified in the High-Level Output Specification (HLOS). The Rail Network Enhancements Pipeline (RNEP) is a periodically updated list of enhancements that Network Rail is expected to deliver within each Control Period and is tied to Government Spending Review allocations. Interventions within the South East fall within Network Rail's Southern region.

Going forward, there may be changes to how funding is allocated and spent as a result of the Government's emerging plans to replace Network Rail with Great British Railways; however the Williams-Shapps Review states that five-year settlements will continue to be agreed with the new organisation. Accordingly, we expect the funding for most rail enhancements and renewals within the SIP to follow this pattern.

There is, however, likely to be a growing emphasis on considering ways in which non-grant funding sources can contribute to the delivery of rail enhancements – or elements of such interventions. Major interventions such as HS2 and Crossrail have shown that certain components – such as station works or rolling stock – can potentially lend themselves to alternative funding and financing arrangements.

Network Rail has also been encouraged to consider leveraging its property portfolio to support intervention delivery and to consider options for introducing private capital into its projects. As part of the 'Market-Led Proposals' initiative, private companies, local authorities and Local Enterprise Partnerships can apply for funding for rail infrastructure projects that are not identified or prioritised for Control Period funding. Market-Led Proposals which include alternative sources of funding may be more attractive to Network Rail and DfT as they help reduce the burden on the general taxpayer.

See Worked Example 1 – Crossrail – Extension from Abbey Wood to Dartford/Ebbsfleet.



### ***Highways enhancements***

Funding for SRN highways interventions is generally provided by DfT to National Highways and allocated as part of the Road Investment Strategy (RIS) process.

The underlying funding comes from consolidated government budgets (although, since 2020, the Government has committed to hypothecating revenues raised through Vehicle Excise Duty (VED) to investments in the roads network). The taxes and duties levied directly on road users significantly exceed the equivalent expenditures. In 2021, Fuel Duty raised around £25 billion, while VED accounted for around £5 billion. In the same year, overall roads expenditure in England was about £10 billion.

While we expect highways enhancements to continue to be funded via established approaches in the short term, it seems increasingly likely that these approaches will not endure for the duration of the SIP period.

As more vehicles are electrified, Fuel Duty revenues are expected to fall, and alternative methods of raising revenue will need to be found. To achieve this, expanding existing local congestion and air quality charges, tolls and/or distance-based ('pay-per-mile') road user charging interventions presents the opportunity to move towards an approach whereby the usage of a vehicle (rather than its ownership) provides the basis of a contribution. This would not only provide the Government with revenues for infrastructure spending, but also address other objectives such as optimising the capacity of a finite asset, managing congestion and improving air quality.

While broad national reform is being considered, it may be likelier that more cities and regions use the powers available to them to implement road user charging systems. Cities such as Cardiff, Reading and Bristol are considering congestion charging, following the lead of London and Durham.

There are indications that cities like Birmingham and Manchester will follow London's lead in establishing Clean Air Zone (CAZ) and Low Emission Zone (LEZ) interventions, though these are subject to consultation in respect of the long-term impact of COVID-19 and the advancement of the ban on Internal Combustion Engines (ICE) vehicles.

TfSE intends to play an important role in working with the government and other stakeholders on developing potential future options for road user charging. This includes influencing the direction of any national reform, supporting local partners in developing solutions for specific geographies, and more broadly ensuring that revenues from any future interventions can be efficiently and equitably applied to support priority capital interventions in the South East.

See A34 Junction and Safety Enhancements Worked Example 2.

## **(2) New strategic infrastructure**

Major new infrastructure projects that deliver transformational connectivity enhancements are often funded via bespoke arrangements outside of the established approaches. HS2, for example, will be almost fully funded by Government outside of the normal Network Rail Control Period settlement.

For some new infrastructure (such as a bridge or tunnel) on an existing network, part of the funding package can involve seeking to recoup some of the costs from users. When it opens, the Silvertown Tunnel will have a free-flow charging system (which will also apply on the Blackwall Tunnel), for example. The Dartford Crossing, M6 Toll, Mersey Gateway and Humber Bridge are further examples of this approach. Tolls are appropriate in these situations as there is a tangible gain to users for which they are prepared to pay.

A further feature of user charges is that the prospect of a relatively-predictable (and therefore ‘bankable’) revenue stream can – in certain circumstances – introduce the potential to consider a range of procurement and financing structures (public and private), to both bridge the timing gap between construction expenditure and the realisation of their benefits, and to share some of the risks of delivery and operation.

There is generally no shortage of finance available for investment in such interventions, with government-backed sources such as the Public Works Loans Board (PWLB) and the new Infrastructure Bank, as well as strong market appetite for private capital and concession or availability procurement models.

We anticipate that user charging will be a consideration for a variety of interventions included in the SIP where the conditions are appropriate to do so. We will work with intervention developers to consider the wide range of options.

See A27 Worthing (Long Term Solution) Worked Example 3.

## **(3) Local and mass transit**

Funding for local transport and urban mass transit solutions is generally very context-specific and accordingly does not fit within established modal regulatory funding settlements. The guided busway system in Cambridge, for example, was paid for by a combination of Government grant, local developer charges and operator contributions.

Mass transit interventions are good examples of where TfSE can support its stakeholders in identifying and developing funding and financing solutions that reduce the call on traditional sources.

There are some tools already available in local settings to monetise and capture project-specific benefits – but they are relatively limited, because they account for a small proportion of the total value that is created, and only rarely deliver this back to delivery bodies, especially at the local level.

In recent years there has been a growing recognition of the need for new approaches that seek to more efficiently and ‘smartly’ monetise a share of the benefits that projects deliver for a wider range of beneficiary groups other than just national taxpayers and passengers. These mechanisms seek to align the funding of projects with the value that they create, in a way that the standard tax system does not, while simultaneously reducing the call on conventional budget funding.

Examples include:

- The Greater Manchester Transport Fund – including the expansion of Metrolink – is part-funded by a **Council Tax levy** that monetises a share of benefits to residents.
- Crossrail is part-funded by the London **Business Rate Supplement** that monetises a share of benefits to businesses, and by the **Mayoral Community Infrastructure Levy (CIL)** that monetises a share of benefits to property developers.
- The Northern Line Extension is part-funded by **developer contributions** intervention and an **Enterprise Zone**, as well as by **incremental business rate receipts** received by two London boroughs.
- In Nottingham, a **Workplace Parking Levy** raises funds for the local authority to contribute towards financing a new tram system and redevelopment of the conventional rail station.

Each of the mechanisms above is very context specific. Many are currently only available to established political geographies (such as Mayoral Combined Authorities) which have access to devolved funding powers. They therefore are not currently available in the South East.

However, over the course of the SIP's multi-decade investment horizon, and as the devolution agenda continues to evolve (for example with the establishment of new Mayoral Combined Authorities and 'county deals'), it is conceivable – and indeed may be necessary – that innovative new funding mechanisms will form part of future funding deals for major transport interventions.

Mechanisms that may play such a role in the future delivery of the SIP include:

- The diversion of **incremental revenues from existing taxes or charges** in specified locations, e.g., the CIL, business rates, Council Tax or Stamp Duty.
- **Increased rates, or other enhancements, to existing taxes and charges** such as a Council Tax precept, business rates supplement or a supplementary CIL.
- **New local charging mechanisms**, such as a betterment levy or 'transport premium charge' (TPC), or land pooling or sharing the proceeds of development rights.

There is also an opportunity to look at funding reform beyond the prism of specific interventions or modes. For example, there is a growing trend for broader 'growth deals' with government whereby a package of investments is agreed that might stretch beyond transport to, for example, housing delivery, and in return unlock either matched funding and/or access to wider revenue-raising powers at a local level.

See South East Hampshire Rapid Transit Worked Example 4.

#### **(4) Active travel infrastructure**

Strategic and local active travel (walking, wheeling and cycling) infrastructure is different to other types of transport infrastructure in that:

- it is effectively free to use;
- does not involve user contributions;
- presents significant public health, individual wellbeing, and equality benefits;
- can be cost-effectively delivered in the short term; and
- can reduce or even remove the need for more expensive highways capacity improvements.

Active travel infrastructure is generally delivered and paid for by local authorities (although there are some exceptions such as National Highways' designated Cycling, Safety and Integration Fund). Local authorities are encouraged to develop Local Cycling and Walking Infrastructure Plans (LCWIPs) to coordinate the delivery of active travel programmes.

To deliver this infrastructure, local authorities can use their core discretionary sources of revenue, with a particular role for developer contributions from CIL and Section 106 agreements where the infrastructure in question supports wider development programmes.

More commonly, local authorities bid into government grant programmes to help fund active travel. There have been dedicated programmes such as the Active Travel Fund, Places to Ride Programme, Bikeability programme and Cycle Ambition Cities Programme. Additionally, bids are made into programmes with broader transport or regeneration objectives. The Local Growth Fund, Stronger Towns Fund, the Levelling up Fund, the Future High Streets Fund, the Transforming Cities Fund and Housing Infrastructure Fund have all been used to support active travel and cycling.

Going forward, the Government has committed to streamlining the process for accessing funding for active travel infrastructure as part of the 'Gear Change' strategy. In January 2022, a new executive agency of the DfT, Active Travel England (ATE), was established to – amongst other things – coordinate £2bn of new government funding in this area.

While the quantum of available funding may change, as will the way it is distributed, the Government's new strategy is clear that responsibility for delivery will remain with local authorities. TfSE's role in promoting active travel and cycling interventions will be to support local authorities engaging in this process. Additionally, to the extent that interventions and networks cross local political boundaries, there is a role coordinating between local authorities.

See the Avenue Verte Worked Example 5.

#### **(5) Ports and maritime**

In the UK, the majority of ports and shipping operations (although not all) are provided by private enterprises, with little public sector financial support.

One such exception to this are where services provide a 'lifeline' (i.e., transporting fresh food), such as the Hebridean ferry service in Scotland which has public ownership of vessels as a protection against operator failure.

Commercially viable ferry services, such as from mainland England to the Isle of Wight, are privately run. Fares, as well as service frequency and quality, are generally determined by the ferry operator, and based on commercial viability rather than regulatory requirements. Improvements to such services, including the delivery of new assets such as quays or shops, is therefore a private matter.

See Isle of Wight Ferry Service Enhancements Worked Example 6.

## WORKED EXAMPLE 1: Crossrail – Extension from Abbey Wood to Dartford/Ebbsfleet

### *Package: Kent, Medway and East Sussex - Classic Rail Package*

The opening of the Elizabeth Line (Crossrail) will provide fast, frequent services into central London and Heathrow from a number of locations to the east and west of London. Despite earlier variations of the scheme proposing a longer alignment, services in the south east will terminate at Abbey Wood in the London Borough of Bexley.

In 2016, the Crossrail to Ebbsfleet (C2E) Partnership was formed as an informal group of local authorities and transport agencies to promote options for the corridor east of Abbey Wood into Kent, to make the most of new Elizabeth Line services, as well as supporting the delivery of new homes and jobs.

Following a detailed study of a range of options using £4.85m of funding from the Department for Levelling-up, Housing and Communities (DLUHC) in 2021 a Strategic Outline Business Case was submitted to Government setting out three preferred schemes to support ambitious and sustainable housing growth and regeneration in the Bexley Riverside – North Kent corridor.

Of the three options being considered as part of the study, two involve enhancing the Elizabeth Line to provide more direct rail services from London to Ebbsfleet, Northfleet and Gravesend. In each case, some sections of additional track would need to be built, in addition to junction works, enhancement of existing stations and building new stabling facilities.

The Department for Levelling-up, Housing and Communities and the Department for Transport are currently considering the Business Case.

For the purposes of the SIP, a cost of £2.6bn to £3.2bn is assumed for this package of schemes, to be delivered between 2023 and 2028, although we note there are a range of different options under consideration in the Business Case, some of which may involve a higher cost.

### **Funding and financing options**

The proposal, at SOBC stage, has identified three potential delivery leads ranging from TfL, Network Rail (or Great British Railways in future) to a Special Purpose Vehicle (which would be a blend of the former two options with private sector input). The different approaches have different strengths and weaknesses and would be developed if the scheme case is developed to Outline and Full Business Case stages.

Were Great British Railways to be the delivery body (recognising that much of the works are on the existing north Kent Line), then DfT will need to accept the project into the **Rail Network Enhancements Pipeline (RNEP)** and the project will then progress through RNEP's five stages before government funding will be committed.

As a major, complex (and capital-intensive) cross-border scheme with wide-ranging potential benefits, a wide range of funding sources could play a role beyond central Government grant funding for the railways, as part of a bespoke package.

This might include Government funding from **broader programmes** that recognise the potential of the scheme to contribute to national housing, economic and environmental objectives (e.g., the Housing Infrastructure Fund or successor programme). It is notable that the Department for Levelling Up, Communities & Housing was the key sponsoring department for the recent Abbey Wood to Ebbsfleet Connectivity Study.

A **contribution from London** (the Mayor, GLA and TfL) could also be considered, as the scheme features in the Mayor's Transport Plan - recognising its cross-border geography and the potential to catalyse economic growth in London. While the Mayor and the GLA have certain revenue-raising powers available to them (as

seen with the implementation of a Mayoral CIL and business rate supplement to support Crossrail), agreement to extend these and divert them to the scheme will be required, and this would be challenging in the context of TfL's difficult financial situation and the additional time and funds required to deliver the Elizabeth Line itself.

Potential mechanisms for a **local contribution** from the C2E Partnership authorities (linked to the growth unlocked by the scheme) have been identified as part of the recent study. These include existing budgets and tools, as well as new/innovative approaches to capturing the value of development and the expected uplift in nearby land values. Such mechanisms may have a role to play but would present significant challenges of political and community acceptability and equity – and some are likely to require broader (e.g., national) reform to be successful.

## WORKED EXAMPLE 2: A34 Junction and Safety Enhancements

### *Wessex Thames - Highways Package*

The A34 is a major highway running for over 150 miles from the A33 and M3 at Winchester in Hampshire, to the A6 and A6042 in Salford, Greater Manchester, with the Strategic Road Network element running from M3 at Winchester to the M40 just north of Oxford. It forms a large part of the major trunk route from Southampton, via Oxford, to Birmingham, the Potteries and Manchester.

Alongside the M3 and M4, the A34 is a significant corridor upon on which the Wessex Thames area is dependent for passenger and freight movements.

This is a major route upgrade comprised of a series of improvements to lanes, slip roads and junctions to improve traffic flow, and enhance safety on the A34 within the TfSE geography. The package of schemes includes climbing lanes for larger vehicles on hills, remodelling of the A34/A303 junctions and capacity enhancements of A34/M3 junction.

For the purposes of the SIP, a cost of around £800m is assumed for this package of schemes, to be delivered between 2029 and 2033. It is a project developed in collaboration with National Highways and TfSE and will be included within emerging Route Strategy documents.

#### **Funding and financing options**

Although a relatively large package of interventions in terms of cost and geographic coverage, the individual upgrades themselves are considered to be relatively small-scale, 'standard' and may in practice be delivered incrementally rather than in one go. Some may require bespoke delivery models (e.g., where new climbing lanes required third party land).

As an SRN scheme, there is no reason to suggest that the programme of works would be delivered other than as part of existing arrangements through the National Highways' **Roads Investment Strategy**. This would of course require National Highways and the Government to prioritise the scheme, and TfSE can support this outcome.

The sources of the underlying funding for the Roads Investment Strategy are expected to change over time, as revenue from conventional roads taxes reduces and is replaced, potentially, with income from new user charging regimes. Our working assumption is that whatever the mechanism for raising this underlying revenue from road users, the proceeds will continue to be reinvested – at least in part – in the highways networks.

Alternative delivery models have in the past had a role to play in highways schemes. **Design, Build, Finance and Operate (DBFO)** is a prominent example of this and involves entering a contractual arrangement (concession) with a private entity to operate and maintain a specified route for (usually) 30 years, as well as deliver a programme of enhancements. The enhancement works are financed by the concessionaire, who is then repaid via a fee over the length of the contract period (linked to performance and/or road usage).

DBFOs and other variations (e.g., Design, Build, Finance and Maintain, Public Finance Initiative) are no longer within government policy for centrally-funded infrastructure projects, and therefore unlikely to be deployed on schemes such as the A34 programme.

Local authorities are able to use private finance models; however, they are typically only appropriate where there is an objective to outsource long-term operations and maintenance, as capital elements are often more cost effectively financed from conventional PWLB borrowing.



## WORKED EXAMPLE 3: A27 Long Term Worthing Solution

### *Solent and Sussex Coast – South Coast Highways Package*

The A27 through Worthing and Lancing is used for local journeys but is also an important route for long-distance traffic.

Despite some improvements along the route in recent years, there are many long-standing challenges around capacity, delays, journey time and reliability, safety and environment.

As a result of these difficulties, traffic diverts away from the A27 to alternative routes that are less suited to high volumes. Additionally, bus and active travel journeys are held up by congestion in Worthing.

A number of options for the corridor have been put forward, and National Highways plans to hold a public consultation on their Online Improvement option later in 2022.

One of the potential “long-term” solutions is the construction of a new stretch of road, much of which would be within a four to five kilometre tunnel, potentially making it the longest road tunnel in the UK. It should be noted that this is not currently in National Highways’ policy or plans for the area.

For the purposes of the SIP, a cost of around £2 billion is assumed for this package of schemes, to be delivered between 2045 and 2050, although this figure may vary as it is highly dependent on detailed design, especially if the solution were to involve a tunnel which would have options for different lengths and configuration (e.g., single or multiple bore).

### **Funding and financing options**

As an SRN scheme, the government-funded National Highways’ **Roads Investment Strategy** would be the ‘default’ funding source for the scheme. However, new pieces of infrastructure such as tunnels or bridges that have a transformational impact on connectivity can be suitable for consideration of discrete user charges in the form of **tolls** though this would be subject to results of financial feasibility studies at a stage when the project is more progressed..

To prevent unintended traffic movements, in some cases existing crossings as well as new ones are tolled. In relation to the Mersey Gateway, for example, both the new bridge and the existing Silver Jubilee Bridge are tolled and in relation to the Silvertown Tunnel both the new tunnel and the existing Blackwall Tunnel will be tolled.

The future value of the tolls can be used by the authority to finance borrowing (e.g., from the PWLB) to fund construction activity. Alternatively, a privately-financed construction or construction plus operations/maintenance (e.g., a PPP or DBFM) can be let, with the toll revenues used to pay the contractor. This model is used for both the Mersey Gateway and Silvertown Tunnel, where the toll revenues are or will be used to help meet the contractual payments to the special purpose vehicle responsible for the design, build, finance, operations/ maintenance of the new crossing.

The public sector (government department or statutory transport authority) will normally remain the party with the legal power to levy a toll and the responsibility for setting the price. Revenue and demand risk in relation to tolling remains with the public sector.

On the Mersey Gateway, the responsibility for physically collecting the toll revenue has been transferred to the SPV operating the crossing, which acts as the agent of the local authority in collecting the tolls. On Silvertown Tunnel the responsibility for collecting the tolls is through a separate contract, and the SPV is only required to provide ‘passive’ infrastructure (i.e., the gantries for the cameras).

It is potentially possible to pass demand risk to the private sector under a concession model, but generally for a new crossing the market is not willing to take this risk without impacting value for money.



## WORKED EXAMPLE 4: South East Hampshire Rapid Transit

### *Solent and Sussex Coast - South Hampshire Mass Transit Package*

The South East Hampshire Rapid Transit network is a series of interventions aimed at making public transport more accessible, efficient and popular in Portsmouth and the surrounding area.

It includes the Eclipse Bus Rapid Transit (BRT) system which currently runs on 4.5km of dedicated track between areas in Gosport and Fareham, as well as lanes that are dedicated to buses, and technology which gives priority to buses at junctions.

There is an ambition to expand Eclipse / a BRT system from Gosport to Fareham, Welborne and Portsmouth. Based on analysis undertaken by the authority in 2018-19, it was hoped that the South East Hampshire Rapid Transit network would eventually serve 14 large development sites which will together deliver 17,750 new homes and 306,000 sqm of employment floor space – comprising 42% of new dwellings and over 72% of new employment floor space in the Portsmouth city region to 2036.

Following consultation with local stakeholders, the SIP includes works associated with the following corridors: City Centre – Havant, City Centre – Waterlooville, City Centre – Fareham, Fareham – Gosport, Havant – Waterlooville, Fareham – Welborne and Fareham – Whiteley.

For the purposes of the SIP, a cost of around £500m is assumed for this package of schemes, to be delivered between 2030 and 2032.

### Funding and financing options

The scheme provides a good example of the way in which **bespoke funding packages** are often developed to support local and mass transit projects.

The first phase of the Eclipse BRT route received funding in 2012 from central government (£20m through the Community Infrastructure Fund), Hampshire County Council (around £4m) supported by Local Transport Plan grants, and developer contributions (around £0.5m). Additionally, the operator, First Group, invested £2.8m in new vehicles and marketing.

An extension to the Eclipse network in 2021 followed a similar pattern. It was funded by £6.93m from DfT's National Productivity Investment Fund, £1.4m from the Transforming Cities Fund and £3.27m from Hampshire County Council. In addition, First Bus has committed to investing £3.8m in a new bus fleet.

Future extensions will likely follow a similar pattern of joint funding by various partners. **Local authorities** will have a key role to play, recognising the localised nature of much of the benefit generated; however, their capacity to contribute will continue to be constrained by the revenue-raising powers that are available to them. From a **private sector** perspective, the performance of the existing network suggests that there may be further future operating surpluses – although the relative contribution of this will be subject to both commercial arrangements and future patronage levels.

Certain **ancillary revenues** may, in certain circumstances, play a role in a bespoke package for the scheme. These include Over-Site Development (OSD) and other real estate opportunities at stops and termini, depending on the ownership of the land in question. Commercial and retail income (e.g., kiosks at stops and termini) may also contribute but are likely to be relatively modest in terms of overall costs. Other options could include offering EV charging points if synergies with the BRT infrastructure allow these to be delivered cost effectively.

## WORKED EXAMPLE 5: Avenue Verte

### *London - Sussex Coast – Active Travel Package*

The Avenue Verte is a 247-mile cycle and walking route starting at the London Eye in London and ending at Notre Dame in Paris, passing through Surrey, West Sussex and East Sussex and crossing the Channel via the Newhaven – Dieppe ferry.

The route is a mixture of on-road, mainly quiet lanes, and traffic-free stretches on old railway paths and riverside routes.

The scheme envisaged in the SIP would involve a series of enhancements and extensions to the network by way of wayfinding across minor roads, safety interventions at junctions, some new cycleways where the route runs on busier highways, and potentially the conversion of part a disused railway.

For the purposes of the SIP, a cost of around £70m is assumed for this scheme, to be delivered in the 2030s.

### **Funding and financing options**

Historically, cycling and walking infrastructure has been delivered and paid for by **local authorities**. In some cases, local authorities have been able to part fund investments in active travel by successfully bidding into government grant programmes, some of which (such as National Highways' designated Cycling, Safety and Integration Fund) have been specifically designed for this purpose.

With large-scale and cross-border schemes such as the Avenue Verte, while we expect responsibility to remain with local authorities, there may be opportunities to consider alternative approaches.

Firstly, the Government has committed to streamlining the process for accessing funding for active travel infrastructure as part of the "Gear Change" strategy. In January 2022, a new executive agency of the DfT, **Active Travel England (ATE)**, was established to – amongst other things – coordinate £2bn of new government funding in this area. This reflects a growing emphasis on active travel as a means of improving health and wellbeing outcomes and supporting the decarbonisation of transport and may lead to a different approach to the provision of funds for local areas.

Secondly, in common with other forms of locally-delivered transport, the funding options available to local areas may expand as a result of future **devolution of revenue-raising powers** and decision-making responsibility.

Finally, although active travel is unlikely to be appropriate for user charges, there are **innovative options** that could be considered such as the potential opportunity to lay ducting along cycleways which could be used for fibre or other utilities. Liverpool has a "Dig Once" programme which does exactly that, supported by a joint venture for fibre.

## WORKED EXAMPLE 6: Isle of Wight ferries

### *Solent and Sussex Coast – Isle of Wight Package*

The Isle of Wight is served by three main ferry operations: Red Funnel, Wightlink and Hovertravel. Although there is some competition between operators, in practice this is limited.

During the pandemic, parts of the UK's competition laws were suspended to allow the ferry companies to work together to maintain minimum service levels. This was revoked in 2021.

The scheme envisaged in the SIP includes increased frequency and longer operating hours on existing routes, a new route between Ryde and Southampton (requiring three or four vessels) and improved integration with public transport networks on both the island and the mainland.

It is assumed there will be no requirement for new port infrastructure.

For the purposes of the SIP, no costs have been accounted for as it is assumed any investment will be privately sourced. This is based on the assumption that the current non-regulated and non-subsidised commercial market will continue to operate.

#### **Funding and financing options**

The ferry companies serving the Isle of Wight are private for-profit entities operating in a **non-regulated, commercial market**, with no oversight from government (e.g., Public Service Obligation), central or local.

No subsidy is provided, and only in particular circumstances does government provide support, such as during the Covid pandemic and as part of the 2021 Maritime Accessibility Fund (from which both Wightlink and Red Funnel were awarded around £300k to make upgrades to the accessibility of their services).

In 2009, the Office of Fair Trading concluded that under this non-regulated framework, operators deliver “a fairly comprehensive, year-round service” and more recent government pronouncements have indicated that this arrangement is unlikely to change.

Although revenue support (and some form of service obligation) may be implemented in the future, it is assumed at this stage that no public funding will be provided to support the addition of new services. On the basis that services are commercially viable with higher demand, it is assumed that the costs of increasing frequencies would therefore be **recovered by the operators through fares**.

If new ferries were to be required to meet the increase in service patterns, the costs of doing so (either purchased outright or using lease arrangements) would also be **borne by the operator**. For example, when Red Funnel commissioned a new Ro-Ro freight ferry from the UK shipbuilder Cammell Laird in Birkenhead (designed to provide additional year-round freight capacity for the Southampton-East Cowes route which handles 53% of all freight movements across the Solent), the ship, at a cost of £10m, was financed by the company.

## TfSE's role in supporting the 'funding journey'

In the absence of a major restructuring of TfSE into a delivery body with revenue raising and borrowing powers, it is highly likely that financing and risk management will continue to be for other parties, including DfT, Great British Railways and National Highways, to manage (either directly or via private finance and related mechanisms). The way we will interact with these key stakeholders is set out in the next chapter.

In particular, we are open to exploring ways in which TfSE can support funding and financing solutions – especially in terms of:

- developing business cases;
- assessing the broad spectrum of procurement routes (including those that lend themselves to private finance);
- helping identify and secure a broad range of funding sources for interventions (including thinking creatively about commercial revenues, user charges and new value-capture charging mechanisms); and
- supporting the efficient and accountable flow of funds to the interventions for which they are required.

While TfSE's working hypothesis is that established and conventional funding and financing solutions will be the most common avenue for paying for the interventions we have identified (at least in the earlier phases of the programme), this does not always have to be the case.

The reliance on conventional sources is driven not by lack of ambition, but by the fact that neither TfSE, nor the local authorities and transport authorities we speak for, have many alternative options available to us.

While we accept that devolution is a highly-complex matter, the fact of the matter is that places such as London and Greater Manchester, which have greater freedom to raise revenue locally, are in a position to deliver more ambitious programmes of transport investments, and to drive their own strategic direction in terms of how and where the funds are spent.

The history of devolution in the UK has demonstrated that the more funding levers that are provided to local places, the more capacity there can be to move away from user funding and grant and towards a genuine beneficiary-led approach.

This includes tapping into windfall gains for developers, landowners and businesses – for example through mechanisms such as strategic infrastructure tariffs, business rates supplements and council tax precepts (all of which are available to authorities in the UK with the greatest levels of funding and decision making devolution).

We recognise that with funding responsibility come challenges and risk. Places which have been given funding powers still need to take their communities along with them on the journey – as seen with the congestion charging proposal in Greater Manchester rejected in a referendum, or the difficulties in progressing future business rates supplements presented by the requirement for a ballot of affected businesses.

Furthermore, moving towards a genuine beneficiary-led approach needs to recognise that (regardless of the level of devolution) different interventions and different places have different degrees of potential for local value generation (and capture), and there will also be important differences between them at any one time and over time. The type or location of an intervention can determine the potential level of local contribution and potential requirement for funding from central government.

For example, urban mass transit interventions in London and other major cities can potentially deliver the best against this objective owing to strong and resilient property values that respond to connectivity enhancements, local control of public transport fareboxes, devolved funding powers and the strength and size of the local economy. In places where the potential to generate value uplift is more limited (e.g., where

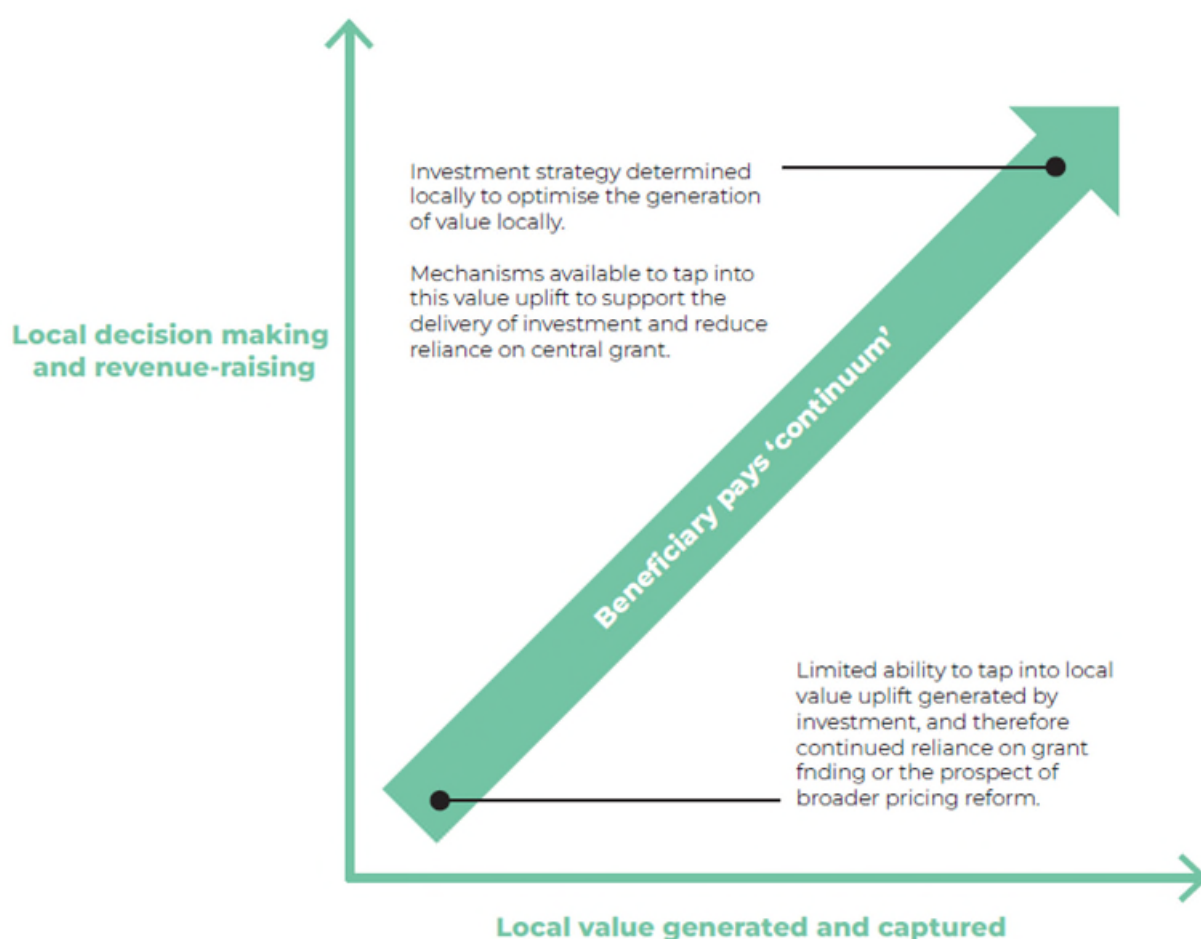
land values are low or because the powers available to generate revenue are limited), funding reform may not be suitable and the solution will instead require continued grant funding or, potentially, leveraging alternative user pricing mechanisms.

TfSE's SIP, which has at its heart broad socio-economic and environmental objectives in addition to improving access and connectivity, can be considered relatively 'low down' the continuum shown in **Figure 10** due to the devolution situation, with progress potentially slow and therefore possibly dependent on broader transport pricing reforms. While we believe our programme will generate significant local value uplift, the means of leveraging it are scarce.

The challenges of moving up that continuum are complex, but TfSE would welcome a dialogue with Government around options for the future, because the potential prize is reduced reliance on centrally-derived funding, which we suspect is desirable for all.

While we want to optimise the role of a beneficiary-led approach within the South East, the approach needs to be consistent with funding strategies that are being developed for programmes elsewhere in the UK in the interest of having demonstrable fairness between places and regions. We look forward to working with our partners, including other Sub-national Transport Bodies, to make this a reality.

**Figure 10: Beneficiary Pays 'Continuum'**



[Illustrative graph of the increasing "Beneficiary pays continuum" with an x-axis label of "Local value generated and captured" and a y-axis of "Local decision making and revenue raising", with a note at the top stating that "Investment strategy determined locally to optimise the generation of value locally. Mechanisms available to tap into this value uplift to support the delivery of investment and reduce reliance on central grant." A future note at the bottom right states "Limited ability to tap into local value uplift generated by investment, and therefore continued reliance on grant funding or the prospect of broader pricing reform"]

# Delivery

TfSE will work closely with partners to deliver the packages of interventions and will involve defining:

- roles and responsibilities;
- timing and phasing;
- governance;
- stakeholder engagement; and
- monitoring and evaluation.

## Roles and Responsibilities

No single organisation will be solely responsible for delivering this plan – its delivery is very much a shared endeavour. A summary of the key agencies we expect to be involved is presented in **Table 3** and is summarised by organisation below.

### Transport for the South East

TfSE's role will reflect its current and likely future status as an established Sub-national Transport Body for South East England. In the short- to medium-term, it is assumed there will be no significant change in the current distribution of powers, funding mechanisms and democratic accountability in South East England at a local level.

TfSE's role will, therefore, focus on:

- further strategy development, including a refresh of the Transport Strategy and Strategic Investment Plan every five years or sooner;
- programme management including scheme prioritisation, government and stakeholder engagement and monitoring and evaluation;
- joint scheme promotion;
- pre-feasibility work and funding for relevant scheme promoters, likely delivery partners and other key stakeholders;
- onward business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework;
- advocacy and securing funding; and
- procurement and sourcing of supply chains for development / planning and construction / operations staff resource and resource funding to support the above as well as build capacity and capability within scheme promoters' own organisations.

Through building consensus and capacity to deliver its transport strategy through others, TfSE will tailor its approach to the mode, scale and level of development of each prioritised intervention.

## Central Government

Central Government will play a significant role in delivering many of the packages of interventions in this plan. This includes the Department for Transport, but also other government departments and their agencies and arm's length bodies. Their role will include:

- setting national policy for existential and wide ranging topics including climate change and new technology regulation;
- setting investment and business case development frameworks to guide the planning and delivery of interventions;
- guiding the development and delivery of nationally significant infrastructure and networks (e.g. through setting National Policy Statements);
- regulating the transport system (including economic and safety regulation); and
- in some cases, funding interventions.

## Network Rail and Great British Railways

The British rail industry is currently undergoing one of the most significant periods of structural reform of the last three decades.

In the immediate future, it is assumed that the Department for Transport will continue to outline the strategy for the rail network, Network Rail will continue in its role as infrastructure manager for the rail network, and that train operating companies will continue to deliver passenger rail services.

However, in the medium term, we expect Network Rail's strategic and planning functions (along with other industry functions) will merge into a new government agency Great British Railways.

This new agency will lead the future development of the rail network in Great Britain and specify future infrastructure and service needs. It will also manage most passenger rail services in the South East through new passenger service contracts.

Great British Railways will therefore be one of TfSE's most important partners in delivering its vision for the South East's rail network.

## National Highways

As the custodian of the English Strategic Road Network, National Highways will lead the development and delivery of interventions on this network. It will also support interventions where the Strategic Road Network (SRN) interfaces with Local Transport Authority highways.

National Highways will utilise its internal project control framework to develop the business case for highways interventions. Funding will be allocated through the Road Investment Strategy (RIS) and delivered through the Road Investment Programme (RIP). At the time of writing, in the South East, a small number of major schemes are expected to be delivered in RIS2 (2020-25), and some are being considered for RIS3 (2026-30). Some interventions are expected to be delivered beyond 2030 (e.g. Lower Thames Crossing).



TfSE will work closely with National Highways – who are members of the TfSE Partnership Board – to shape the development of Route Strategies and Road Investment Strategies and Programmes to help deliver the strategic highways interventions included in this plan.

### **Local Transport Authorities**

Local Transport Authorities have a very significant role to play in delivering this plan. They are the custodians of their own highways networks, sponsors (in some cases, owners) of many public transport services and can fulfil the role of sponsors for major interventions in their areas. Outside the South East, there are examples of Local Transport Authorities that own and operate tramways.

To support the delivery of this plan, Local Transport Authorities will:

- sponsor and deliver highways interventions on their networks – including bus and active travel interventions;
- sponsor and deliver other transport interventions (e.g. bus interchanges);
- sponsor, and potentially operate public transport services in their areas;
- align spatial planning and public services with transport planning to ensure development is joined-up and efficient.

TfSE will work very closely with Local Transport Authorities to ensure the SIP and priorities for their areas are realised and that they are supported in recovering public transport provision to pre-pandemic level – where reasonable.

### **Local Planning Authorities**

In areas of the South East served by two-tier local government, Local Planning Authorities (Districts and Boroughs) will lead on spatial planning and will set Local Plans for their areas. These plans will shape future TfSE priorities and this plan will also inform the development of future Local plans.

### **Private sector and third parties**

Private sector partners and third parties provide important assets, operations, funding and insights; as well as being key planning and delivery partners. Roles include:

- Land and other asset owners and developers may deliver infrastructure and services identified, or provide funding contributions towards their delivery.
- For the public transport network, typically the private sector operate rail, mass transit, bus and other shared mobility services, subject to local conditions and national legislation and regulation.
- The delivery of interventions, including the renewal and maintenance, typically relies on the private sector or non-governmental organisations (e.g. Sustrans), given resource constraints in the public sector and the potential to access a breadth and depth of experience, skills and knowledge that could not exist in any one organisation.
- Furthermore, private-sector led bodies, ranging from Local Enterprise Partnerships to Higher Education Institutions, to think tanks, all have a role in providing skills, knowledge and insights into “what works” – these organisations are integral to planning and helping to make the case for investment and change.



**Table 3: Roles and Responsibilities**

Intervention	Lead Authority	TfSE Role
Global package - lower public transport fares	<ul style="list-style-type: none"> <li>Central Government (e.g., Department for Transport) / Local Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Pre-feasibility work and funding for relevant scheme promoters, likely delivery partners and other key stakeholders</li> <li>Business case development and support, including use of and providing access to TfSE's emerging analytical framework</li> <li>Advocacy and securing funding</li> </ul>
Global package – active travel (e.g., delivery of LCWIPs, trends in micro-mobility, wider behavioural change programmes)	<ul style="list-style-type: none"> <li>Local Transport Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Pre-feasibility work and funding for relevant scheme promoters, likely delivery partners and other key stakeholders</li> <li>Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework</li> <li>Advocacy and securing funding</li> </ul>
Global package – national road user charging	<ul style="list-style-type: none"> <li>Central Government (e.g., Department for Transport)</li> </ul>	<ul style="list-style-type: none"> <li>Further strategy development</li> <li>Stakeholder engagement</li> <li>Pre-feasibility work</li> <li>Advocacy</li> </ul>
Global package – integrated spatial and transport planning	<ul style="list-style-type: none"> <li>Central Government (e.g., Department for Transport and Department for Levelling up,</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Pre-feasibility work</li> </ul>

	Housing and Communities) / Local Transport Authorities / Local Planning Authorities	<ul style="list-style-type: none"> <li>• Use of TfSE's emerging analytical framework</li> <li>• Advocacy</li> </ul>
Global package – digital technology and use of remote working and virtual access to services	<ul style="list-style-type: none"> <li>• Central Government (e.g., Department for Transport and Department for Culture, Media, Sports and Digital) / Local Authorities / Private Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Further strategy development</li> <li>• Stakeholder engagement</li> <li>• Pre-feasibility work</li> <li>• Business case development and support</li> <li>• Advocacy and securing funding</li> </ul>
Global package – decarbonisation: faster adoption and regulation for zero emission vehicles and supporting infrastructure	<ul style="list-style-type: none"> <li>• Central Government (e.g., Department for Transport and Department for Business, Environment and Industrial Strategy) / Local Authorities / Private Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Further strategy development</li> <li>• Stakeholder engagement</li> <li>• Pre-feasibility work</li> <li>• Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework</li> <li>• Advocacy and securing funding</li> </ul>

Intervention	Lead Authority	TfSE Role
Passenger rail services that can be introduced without new infrastructure, but which will likely require government support and/or capacity allocation within a passenger service contract (or franchise)	<ul style="list-style-type: none"> <li>• Today: Department for Transport</li> <li>• Future: Great British Railways</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder engagement between Central Government, operators and local partners</li> <li>• Business case development, including use of and providing access to TfSE's emerging analytical framework</li> <li>• Advocacy and securing funding</li> </ul>
Passenger rail services that can be introduced without new infrastructure, and without central government intervention (e.g., more international services to Mainland Europe, more freight services)	<ul style="list-style-type: none"> <li>• Open Access Operators</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder engagement with operators, local partners and Central Government</li> <li>• Use of and providing access to TfSE's emerging analytical framework</li> <li>• Advocacy</li> </ul>
<b>Schemes under development</b>		
For passenger or freight rail services requiring new infrastructure (e.g., high speed services to Hastings)	<ul style="list-style-type: none"> <li>• Department for Transport (very large projects e.g., Crossrail)</li> <li>• Network Rail (most schemes e.g., Croydon Area Remodelling)</li> <li>• Local Transport Authorities (smaller schemes e.g., Housing Infrastructure Fund)</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder engagement with Central Government and local partners</li> <li>• Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework if at an earlier stage of development</li> <li>• Advocacy and securing funding</li> </ul>
<b>Schemes not currently under development</b>		

Intervention	Lead Authority	TfSE Role
	<ul style="list-style-type: none"> <li>Likely Network Rail and, later on, Great British Railways</li> <li>TfSE could be a joint scheme promoter</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement with Central Government and local partners</li> <li>Pre-feasibility work</li> <li>Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework</li> <li>Advocacy and securing funding</li> </ul>
Mass transit services that can be introduced without new infrastructure, but which will likely require local government support	<ul style="list-style-type: none"> <li>Local Authority</li> <li>TfSE could be a joint scheme promoter</li> </ul>	<ul style="list-style-type: none"> <li>Programme management, including stakeholder engagement with local partners and operators</li> <li>Pre-feasibility work</li> <li>Potential joint scheme promotion</li> <li>Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework</li> <li>Advocacy and securing funding</li> </ul>
Mass transit services that can be introduced without new infrastructure, and without central government intervention (e.g., more Fastrack services)	<ul style="list-style-type: none"> <li>Local Authority</li> <li>TfSE could be a joint scheme promoter</li> </ul>	<ul style="list-style-type: none"> <li>Programme management, including stakeholder engagement with local partners and operators</li> <li>Potential joint scheme promotion</li> <li>Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework</li> <li>Advocacy and securing funding</li> </ul>
Schemes under development		

Intervention	Lead Authority	TfSE Role
	<ul style="list-style-type: none"> <li>Local Transport Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement with local partners and Central Government</li> <li>Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework if at an earlier stage of development</li> <li>Advocacy and securing funding</li> </ul>
Mass transit services requiring new infrastructure (e.g., the larger mass transit interventions/networks proposed in the South East)	Schemes not currently under development	
	<ul style="list-style-type: none"> <li>Local Transport Authorities</li> <li>TfSE could be a joint scheme promoter</li> </ul>	<ul style="list-style-type: none"> <li>Programme management, including stakeholder engagement with local partners and operators</li> <li>Pre-feasibility work</li> <li>Potential joint scheme promotion</li> <li>Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework</li> <li>Advocacy and securing funding</li> </ul>
Active travel packages	<ul style="list-style-type: none"> <li>Sustrans / National Highways / Local Transport Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement, where appropriate, with local partners, Sustrans, National Highways and Central Government</li> <li>Pre-feasibility work</li> <li>Potential joint scheme promotion</li> <li>Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework</li> </ul>

Intervention	Lead Authority	TfSE Role
		<ul style="list-style-type: none"> <li>Advocacy and securing funding</li> </ul>
	<b>Schemes under development</b>	
	<ul style="list-style-type: none"> <li>National Highways</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement with Central Government and local partners</li> <li>Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework if at an earlier stage of development</li> <li>Advocacy and securing funding</li> </ul>
For Strategic Road Network infrastructure	<b>Schemes not currently under development</b>	
	<ul style="list-style-type: none"> <li>National Highways</li> <li>Local Transport Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Programme management, including stakeholder engagement with central government and local partners</li> <li>Pre-feasibility work</li> <li>Business case and scheme development and support, including use of and providing access to TfSE's emerging analytical framework</li> <li>Advocacy and securing funding</li> </ul>
	<b>Schemes under development</b>	
For other highways infrastructure	<ul style="list-style-type: none"> <li>Local Transport Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Programme management, including stakeholder engagement with central Government and local partners</li> <li>Pre-feasibility work</li> </ul>

Intervention	Lead Authority	TfSE Role
		<ul style="list-style-type: none"><li>• Business case and scheme development and support, including use of and providing access to TfSE’s emerging analytical framework</li><li>• Advocacy and securing funding</li></ul>

## Timing and phasing

In general, the vast majority of interventions included in the packages will be delivered through existing frameworks and investment cycles, in line with the Treasury Green Book and Department for Transport's appraisal guidance.

A small number of particularly complex and/or large-scale interventions may require bespoke procurement and delivery arrangements. Lessons should be captured from similar UK projects (e.g., Crossrail, HS2 etc.) to inform the approach for the delivery of these types of projects.

Timing the delivery of each intervention will also need to be carefully considered to avoid unintended negative consequences and ensure the greatest possible value for taxpayer and private investment.

Examples of this may include:

- Ensuring highways projects are not delivered before enhanced mass transit, mobility hub and electric vehicle charging networks are in place to avoid inducing additional private car ownership and or use of carbon-intensive vehicles,
- Improving local walking and cycling infrastructure ahead of increasing rail services to avoid unnecessary congestion at station car parks and better ensure long-term modal shift, and
- Making sure mass transit and active travel infrastructure and networks are fully integrated with major highways projects such as the Lower Thames Crossing.

The timing and phasing of each package of intervention will be driven by their current state of development, industry funding cycles, and institutional capacity. An estimate of the schedule for each package becoming delivered and operational is presented in **Table 1** (also found in the Executive Summary).

For example, any rail intervention not currently included in the Rail Network Enhancements Pipeline – which is most of the interventions in this plan – will almost certainly be phased to be delivered in Control Period 8 (2029-2034) or thereafter.

Similarly, most of the interventions planned for the Strategic Road Network will fall into Road Investment Strategy 3 funding and delivery cycle (or later). Interventions delivered through Local Transport Authorities will be subject to each authority's planning and funding cycle, which may be contingent on the adoption and refresh of Local Transport plans and (at a Local Planning Authority Level) Local Plans.

Some packages have interfaces that will also affect their phasing. For example:

- most elements in the Enhanced Rail Solent package should be delivered after the Core Solent Rail package;
- the business case for many highways interventions in the Kent, Medway and East Sussex highways package will rely on the timing and delivery of the Lower Thames Crossing; and
- the impacts of each package of intervention on carbon emissions are highly dependent on the trajectory of the decarbonisation of the transport system, which is tied to the Global Policy interventions.

There are also important interfaces within each package of intervention. For example, it will not be possible to deliver a high quality metro rail service for South Hampshire unless all interventions in the South Hampshire Rail packages are delivered. Similarly, a whole solution for the A27 relies on an end-to-end approach to this highway, rather than focussing only on "easy" schemes while putting off harder decisions.



## Governance

The Cabinet Office’s recommended methodology for the delivery of programmes is **Managing Successful Programmes (MSP)**.

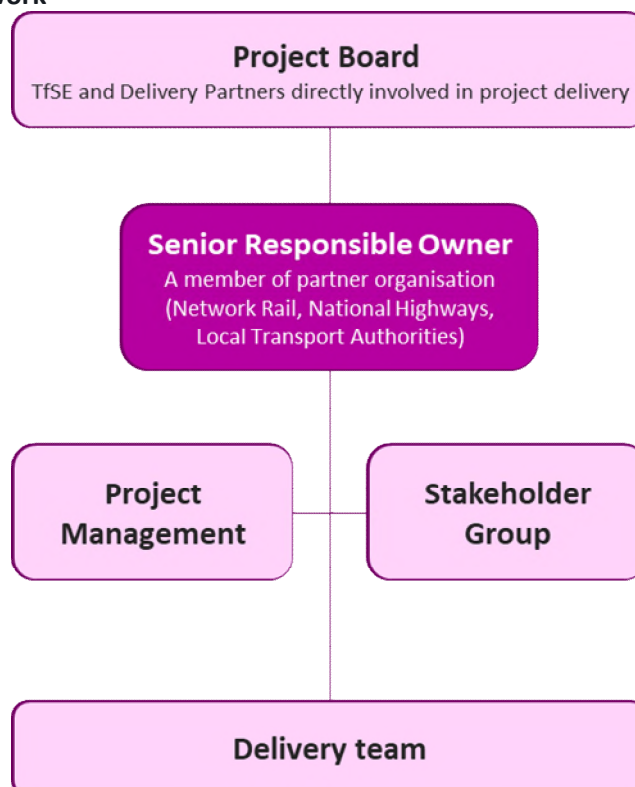
MSP represents proven good practice for successfully delivering of transformational change and is drawn from the experiences of both public and private sectors. TfSE’s approach will align with this approach.

Project specific governance will need to be defined for each intervention. The overall structure should include a Senior Responsible Owner (SRO), a Project Board and key stakeholder group. An example structure is shown in **Figure 11**.

Under this arrangement:

- The SRO will be the Sponsor of the Project and, as such, will be responsible for the project outcomes and delivery.
- The SRO can be a member of the project delivery partner organisation (e.g., Network Rail, National Highways, Local Transport Authorities).
- The board will include members of TfSE and key delivery partners directly involved in the project delivery.
- The project board will meet regularly to review project progress and make decisions. The board will review the business case at appropriate project plan milestones.
- The stakeholder group will include organisations indirectly linked to the delivery of the project but interested in the project outcomes.

**Figure 11: Project Governance Framework**



[Flow chart showing Project Broad at the top leading to Senior Responsible Owner then Delivery Team, with side branches between the latter two for Project Management and Stakeholder Group]

## Stakeholder engagement

TfSE's Technical Programme has been supported by an extensive programme of stakeholder engagement. TfSE held a public consultation on its draft Transport Strategy in the autumn of 2019 and a further public consultation on the draft Strategic Investment Plan in the summer of 2022.

TfSE has tailored its approach to stakeholder engagement at each stage of the technical programme and will continue to evolve its approach as the SIP moves into a delivery phase.

TfSE will therefore develop a new Stakeholder and Communications plan to support the delivery of the SIP. Given the wide range of stakeholders across the region, their differing views and specific local contexts, this Stakeholder and Communications plan should reconfirm the stakeholders set out how and when and by whom they will be engaged, and the input sought from them, and its purpose in the overall project programme.

The profile of stakeholders who will need to be engaged in future stages may be different to those involved at earlier stages.

For example, there will likely need to be more engagement with potential funders and delivery partners (developers, constructors, operators, etc.) to ensure the development of the packages of interventions are informed by the best available advice.

## Monitoring and evaluation

TfSE and its partners will establish appropriate governance to oversee the development, delivery and benefits realisation arising from both place-based and global interventions included in this strategy – particularly the larger and/or more complex interventions, which may require a bespoke approach for delivery.

TfSE will develop a set of transport outcome and wider socio-economic and environmental indicators (KPIs) which will be used to monitor progress across the region and of and on our transport networks reported on annually. These will be used to not only monitor progress against our goals and priorities, but also help make the case for further intervention. They should also be used by scheme promoters delivering interventions contained within this plan. A selection of potentially suitable KPIs for monitoring and evaluation the packages of interventions in this plan are presented in **Table 4** for which regional and intervention specific targets will be set.

**Table 4: Potential Monitoring Indicators**

Strategic priorities	Indicators
<b>Economic</b>	
Better connectivity between our major economic hubs, international gateways and their markets.	<ul style="list-style-type: none"> <li>• The delivery of improved road and railway links on corridors in need of investment.</li> <li>• Improved public transport access to Heathrow Airport.</li> <li>• Improved long-distance rail services (measured by journey time and service frequency).</li> </ul>

Strategic priorities	Indicators
More reliable journeys for people and goods travelling between the South East's major economic hubs and to and from international gateways.	<ul style="list-style-type: none"> <li>Improved Journey Time Reliability on the Strategic Road Network, Major Road Network and local roads (where data is available).</li> <li>Improved operating performance on the railway network, measured by Public Performance Measure (PPM) and other available passenger and freight performance measures, where available (e.g., right-time delivery).</li> </ul>
A transport network that is more resilient to incidents, extreme weather and the impacts of a changing climate.	<ul style="list-style-type: none"> <li>Reduced delays on the highways network due to poor weather.</li> <li>Reduced number of days of severe disruption on the railway network due to poor weather.</li> <li>Metrics relating to reduced delay on road network suffering from Road Traffic Collisions.</li> </ul>
A new approach to planning that helps our partners across the South East meet future housing, employment and regeneration needs sustainably.	<ul style="list-style-type: none"> <li>The percentage of new allocated sites in Local Plans supported by high frequency bus, mass transit or rail.</li> <li>Clear and quantified sustainable transport access and capacity for Local Plan allocated sites.</li> </ul>
A 'smart' transport network that uses digital technology to manage transport demand, encourage shared transport and make more efficient use of our roads and railways.	<ul style="list-style-type: none"> <li>Increase in the number of bus services offering 'Smart Ticketing' payment systems.</li> <li>Number of passengers using 'Smart Ticketing'.</li> <li>Number of passengers using shared transport.</li> </ul>
<b>Social</b>	
A network that promotes active travel and active lifestyles to improve our health and wellbeing.	<ul style="list-style-type: none"> <li>Increase in the length of the National Cycle Network in the South East.</li> <li>Increase in the length of segregated cycleways in the South East.</li> <li>Increase mode share of trips undertaken by foot and cycle.</li> <li>Increase number of bikeshare schemes in operation in the area.</li> <li>Increase mode share of walking and cycling.</li> </ul>
Improved air quality supported by initiatives to reduce congestion and encourage further shifts to public transport.	<ul style="list-style-type: none"> <li>Reduction in NOx, SOx and particulate pollution levels in urban areas.</li> </ul>
An affordable, accessible transport network for all that promotes social inclusion and reduces barriers to employment, learning, social, leisure, physical and cultural activity.	<ul style="list-style-type: none"> <li>A reduction in the indicators driving the Indices of Multiple Deprivation in the South East, particularly in the most deprived areas in the South East region.</li> </ul>

Strategic priorities	Indicators
A seamless, integrated transport network with passengers at its heart, making journey planning, paying for, and using different forms of transport simpler and easier.	<ul style="list-style-type: none"> <li>• Increase in the number of cross-modal interchanges and/or ticketing options in the South East.</li> </ul>
A safely planned, delivered, and operated transport network with no fatalities or serious injuries among transport users, workforce or the wider public.	<ul style="list-style-type: none"> <li>• Reduction in the number of people Killed and Seriously Injured by road and rail transport.</li> </ul>
<b>Environmental</b>	
A reduction in carbon emissions to net zero by 2050 at the latest to minimise the contribution of transport and travel to climate change.	<ul style="list-style-type: none"> <li>• Reduction in carbon emissions by transport.</li> </ul>
A reduction in the need to travel, particularly by private car, to reduce the impact of transport on people and the environment.	<ul style="list-style-type: none"> <li>• A net reduction in the number of miles undertaken per person each weekday.</li> <li>• A reduction in the mode share of the private car (measured by passenger kilometres).</li> </ul>
A transport network that protects and enhances our natural, built and historic environments.	<ul style="list-style-type: none"> <li>• No transport schemes or interventions result in net degradation of the natural capital of the South East.</li> </ul>
Use of the principle of 'biodiversity net gain' in all transport initiatives.	<ul style="list-style-type: none"> <li>• Transport schemes or interventions to demonstrate environmental net gain.</li> </ul>
Minimisation of transport's consumption of resources and energy.	<ul style="list-style-type: none"> <li>• Reduction in non-renewable energy consumed by transport.</li> </ul>

## Next steps

TfSE is on a journey. Its role will evolve as it strengthens its capacity to support the delivery of this plan.

The next steps for TfSE are to:

- develop a delivery action plan for the SIP;
- identify and support key interventions that deliver the SIP that require additional support and capacity, making the case for funding to develop interventions and which interventions will come forward first;
- secure higher levels of transport investment in the South East's strategic transport network;
- engage and support TfSE's key stakeholders in responding to and overcoming emerging transport challenges including recovery of public transport provision to pre-pandemic levels and beyond – where reasonable; and
- maintain the Strategic Investment Plan as a "live" document, updating it where appropriate.

TfSE will do this by:

- developing regional data, modelling and analytics capability;
- evolving to deliver the SIP;
- implementing supporting strategies, including the Future Mobility Strategy and the Freight, Logistics and International Gateways Strategy;
- developing position statements on key issues, including active travel, rural mobility and decarbonisation; and
- committing to conducting a review and update of the Strategic Investment Plan every five years.



# Appendices

## Appendix A: List of interventions by package

**This Appendix provides a summary of the delivery plan for the interventions contained with the Strategic Investment Plan.**

The first table contains interventions that are in existing programmes are presented in the following order:

- National Highways led interventions on the Strategic Road Network
- Road Investment Strategy 2: 2020 – 2025 schemes
- Road Investment Plan 3 Pipeline schemes
- Smart Motorways Programme
- Local Authority led interventions, with strategic prioritisation and programme management provided by TfSE
- Large Local Major schemes
- Large Local Major schemes pipeline
- Major Road Network schemes
- Major Road Network schemes pipeline
- Local Authority led interventions, supported by TfSE
- Housing Infrastructure Fund schemes

The second table presents global package interventions. These are applicable across the whole region, led by multiple partners, or will require national delivery. As such, their costs are not known and require ongoing planning and delivery.

The third and final table presents the place-based packages of interventions. Interventions are grouped by TfSE sub-area and package.

### Table information

#### ***Implementation timeframe***

Interventions have been phased into one of three timeframes, indicating when the intervention will be live or complete:

- Short-Term: within the remaining years of the 2020s
- Medium-Term: the 2030s
- Long-Term: the 2040s

#### ***Costs***

All costs are presented at a package level. The two numbers presented are:

- Capital costs of construction
- Annual capital costs for maintenance and renewals

They are estimates, often high-level, based on either published figures or comprising “bottom up” unit cost assumptions. All costs are mid-price estimates in 2020 prices. All intervention costs will be subject to further assessment as and when interventions are brought forward for scheme and business case development. Assessment will need to be proportionate to the stage of scheme development and adhere to relevant guidance.

Capital costs of construction are summed for interventions that are within the TfSE area and not yet being implemented.

### ***Project stage***

This refers to an intervention’s status or stage of development that it has reached and cleared. Typically, this aligns to the level of business case already developed. Stages include:

- Ongoing;
- Pre-Strategic Outline Business Case (Pre-SOBC): yet to develop a business case;
- Strategic Outline Business Case (SOBC);
- Outline Business Case (OBC);
- Full Business Case (FBC); and
- Implementation/Implemented: under delivery or recently completed.

### ***Next steps***

This identifies the stage of development the intervention needs to enter or complete next in order to progress. Again, this typically refers to a relevant business case stage using similar terminology as for the project stage. It is recognised that different scheme promoters and funding bodies have different terminology, and hence it is noted that it might be an equivalent stage of business case. An intervention may be at such an early stage of development that a feasibility study is required; or conversely, very well developed and seeking planning and delivery powers or consent, or already being delivered. Next steps referred to in the tables include:

- Feasibility Study;
- SOBC (or equivalent);
- OBC (or equivalent);
- Planning Permission / Powers / Consents;
- FBC (or equivalent); and
- Ongoing / Delivery.

### ***Scheme promoter***

This refers to the single or potential multiple promoters of each intervention. Options identified, with the references used in each table, include:

- Network Rail (i) – for interventions on the rail network;
- National Highways (ii) – for interventions on the Strategic Road Network;



- Transport for the South East (iii) – reflecting a role that TfSE could hold to help accelerate the delivery of the programme and derive better outcomes; and
- Local Transport Authorities (iv) – for interventions on local highways networks and other public rights of way.

In practice it is recognised that there are other likely scheme promoters (e.g. High Speed 1 Ltd. for interventions on the High Speed 1 network; Sustrans for the National Cycle Network, Local Planning Authorities, and the private sector).

### ***Delivery Partners***

Similar to identifying the scheme promoter, there can be many delivery partners. The key partners have been identified and include parties who will be required to make or could make a material contribution to the planning, funding, and delivery of an intervention. Options identified, with the references used in each table, include:

- Department for Transport (or other central government departments) (1);
- Network Rail (2);
- National Highways (3);
- Active Travel England (4);
- TfSE (5);
- Local authorities (6);
- Transport operators (7);
- Other private sector organisations (8); and
- Sustrans (9)

### ***Potential TfSE role***

Ways in which TfSE can lead aspects and support planning and delivery of the programme are identified. Options identified, with the references used in each table, include:

- Programme Management (A);
- Pre-feasibility Work & Funding (B);
- (Joint) Scheme Promoter (C);
- Business Case & Scheme Development & Funding (D);
- Use of Analytical Framework (E);
- Advocacy & Securing Funding (F);
- Procurement & Sourcing (G);
- Resource Capacity & Capability Funding (H)

**Table A.1: Existing and committed programmes**

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
<b>Road Investment Strategy 2 schemes (£690m / £55m p.a.)</b>							
I1	M27 Junction 8	Short	Implementation	(Ongoing) Delivery	ii	1, 3, 6, 8	F
I2	A31 Ringwood	Short	Implementation	(Ongoing) Delivery	ii	1, 3, 6, 8	F
I5	A27 East of Lewes Package	Short	Implementation	(Ongoing) Delivery	ii	1, 3, 6, 8	F
I3	A27 Arundel Bypass	Short	OBC	Powers / Consents	ii	1, 3, 5, 6, 8	F
R1	M3 Junction 9	Short	OBC	Powers / Consents	ii	1, 3, 5, 6, 8	F
I4	A27 Worthing and Lancing Improvement	Short	SOBC	OBC	ii	1, 3, 5, 6, 8	F
X1	M2 Junction 5	Short	SOBC	FBC	ii	1, 3, 5, 6, 8	F
<b>Road Investment Strategy 3 Pipeline schemes (£3,480m / £251m p.a.)</b>							
Y1	Lower Thames Crossing (costings for Kent-side only)	Medium	OBC	Powers / Consents, FBC	ii	1, 3, 5, 6, 8	F
I6	Southampton Access (M27 Junction 2 and Junction 3)	Medium	SOBC	Feasibility Study	ii	1, 3, 5, 6, 8	B, F
I7	A27 Lewes - Polegate	Short	Pre-SOBC	SOBC	ii	1, 3, 5, 6, 8	B, F
I8	A27 Chichester Improvements	Medium	Pre-SOBC	SOBC	ii	1, 3, 5, 6, 8	B, F
R3	A404 Bisham Junction	Short	Pre-SOBC	SOBC	ii	1, 3, 5, 6, 8	B, F
R4	A3/A247 Ripley South	Short	Pre-SOBC	SOBC	ii	1, 3, 5, 6, 8	B, F
X2	A2 Brenley Corner Enhancements	Short	Pre-SOBC	SOBC	ii	1, 3, 5, 6, 8	B, F
X3	A2 Dover Access	Short	Pre-SOBC	Feasibility Study	ii	1, 3, 5, 6, 8	B, F
X4	A21 Safety Enhancements (being brought forward to RP2)	Short	Pre-SOBC	Feasibility Study	ii	1, 3, 5, 6, 8	B, F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
<b>Smart Motorways Programme (£350m / £30m p.a.)</b>							
R2	M3 Junction 9 – Junction 14 Smart Motorway	Short	Implementation - paused	Paused	ii	1, 3, 6, 8	F
R15	M4 Junction 3 - Junction 12 Smart Motorway	Short	Implementation - ongoing	(Ongoing) Delivery	ii	1, 3, 6, 8	F
X15	M20 Junction 3 - Junction 5 Smart Motorway	Medium	Implemented	(Ongoing) Delivery	ii	1, 3, 6, 8	N/A
X13	M2 Junction 4 - Junction 7 Smart Motorway	Short	SOBC	Feasibility Study	ii	1, 3, 5, 6, 8	F
<b>Major Road Network Schemes (£250m / £15m p.a.)</b>							
I14	A259 Bognor Regis to Littlehampton Enhancement	Short	OBC	Powers / Consents, FBC	iv	1, 4, 5, 6, 8	A, D, F, H
X6	A28 Birchington, Acol and Westgate-on-Sea Relief Road	Short	OBC	Powers / Consents, FBC	iv	1, 4, 5, 6, 8	A, D, F, H
I17	A259 (King's Road) Seafront Highways Structures Renewal Programme	Short	OBC	Powers / Consents, FBC	iv	1, 4, 5, 6, 8	A, D, F, H
N3a	A22 Corridor Package	Short	OBC	Powers / Consents, FBC	iv	1, 4, 5, 6, 8	A, D, F, H
I12	Northam Rail Bridge Replacement and Enhancement	Short	SOBC	OBC	iv	1, 4, 5, 6, 8	A, D, F, H
I15	A259 South Coast Road Corridor - Eastbourne to Brighton	Short	SOBC	OBC	iv	1, 3, 4, 5, 6, 8, 9	A, D, F, H
<b>Major Road Network Scheme Pipeline (£850m / £66m p.a.)</b>							
N3b	A22 Corridor - Hailsham to Uckfield	Short	OBC	Powers / Consents, FBC	iv	1, 5, 6, 8	A, F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
I17	A259 (King's Road) Seafront Highways Structures Renewal Programme (MRN)	Short	SOBC	OBC	iv	1, 6, 8	A, D, F, H
I16	A259 Chichester to Bognor Regis Enhancement	Short	Pre-SOBC	SOBC	iv	1, 2, 4, 5, 6, 7, 8	A, B, D, F, H
N2	A24/A243 Knoll Roundabout and M25 J9A	Medium	Pre-SOBC	SOBC	iv	1, 3, 5, 6, 8	A, B, D, F, H
N4	A2270/A2101 Corridor Movement and Access Package	Short	Pre-SOBC	SOBC	iv	1, 5, 6, 8	A, B, D, F, H
R6	New Thames Crossing East of Reading	Long	Pre-SOBC	SOBC	ii	1, 5, 6, 8	A, B, D, F, H
X7	A228 Colts Hill Strategic Link	Medium	Pre-SOBC	SOBC	iv	1, 5, 6, 8	A, B, D, F, H
<b>Large Local Major Schemes (£650m / £49m p.a.)</b>							
R5	A31 Farnham Corridor	Short	SOBC	OBC	iv	1, 4, 5, 6, 8	A, D, F, H
I11	Portsmouth City Centre Road	Short	SOBC	OBC	iv	1, 4, 5, 6, 8	A, D, F, H
I9	A326 Capacity Enhancements	Short	SOBC	OBC	iv	1, 5, 6, 8	A, D, F, H
X5	A229 Bluebell Hill Junction Upgrades	Short	SOBC	OBC	iv	1, 3, 5, 6, 8	A, D, F, H
I10	West Quay Realignment	Short	Pre-SOBC	SOBC	iv	1, 5, 6, 8	A, B, D, F, H
<b>Large Local Major Scheme Pipeline (£100m / £5m p.a.)</b>							
N1	A22 N Corridor (Tandridge) - South Godstone to East Grinstead Enhancements	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 5, 6, 8	A, B, D, F, H
<b>Housing Infrastructure Fund Schemes (£250m / £15m p.a.)</b>							
R7	A320 North Corridor (HIF)	Short	OBC	Powers / Consents, FBC	iv	1, 3, 6, 8	F
S6	Hundred of Hoo Railway - Hoo Peninsula Passenger Rail Services	Medium	OBC	Powers / Consents, FBC	i, iv	1, 2, 6, 7, 8	F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
X22	A228 Medway Valley Enhancements	Medium	OBC	Powers / Consents, FBC	iv	1, 3, 6, 8	F

Table A.2: Global package interventions

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
N/A	Decarbonisation – including faster adoption of zero emission vehicles	Ongoing	Ongoing	Ongoing	i, ii, iii, iv	1, 2, 3, 4, 5, 6, 7, 8	B, C, D, E, F, G, H
N/A	BSIP/Enhanced Partnership Plans and public transport fare reductions	Ongoing	Ongoing	Ongoing	i, iii, iv	1, 2, 5, 6, 7, 8	B, C, D, E, F, G, H
N/A	National and local road user charging	Ongoing	Ongoing	Ongoing	ii, iv	1, 3, 5, 6, 8	B, D, E, F, H
N/A	Active travel (including LCWIPs) and micromobility trends	Ongoing	Ongoing	Ongoing	i, ii, iv	1, 2, 3, 4, 5, 6, 8, 9	B, D, E, F, H
N/A	Digital Technology - faster adoption, including remote working and virtual access to services	Ongoing	Ongoing	Ongoing	i, ii, iv	1, 2, 3, 5, 6, 7, 8	B, D, F, H
N/A	Integration and Access - across and between modes and between spatial and transport planning	Ongoing	Ongoing	Ongoing	i, ii, iii, iv	1, 2, 3, 4, 5, 6, 7, 8	B, C, D, E, F, G, H

**Table A.3: Place-based packages of intervention**

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
<b>Solent and Sussex Coast</b>							
<b>South Hampshire Rail (Core)</b>							
A1	Solent Connectivity Strategic Study	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
A2	Botley Line Double Tracking	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
A3	Netley Line Signalling and Rail Service Enhancements	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
A4	Fareham Loop / Platform	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
A5	Portsmouth Station Platforms	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
A6	South West Main Line - Totton Level Crossing Removal	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
A7	Southampton Central Station Upgrade and Timetabling	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
A8	Eastleigh Station Platform and Approach Flyover Enhancement	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
A9	Waterside Branch Line - Reopening	Short	SOBC	OBC	i	1, 2, 5, 6, 7, 8	D, E, F
A10	West of England Service Enhancements	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
A11	Additional Rail Freight Paths to Southampton	Short	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	D, E, F
<b>South Hampshire Rail (Enhanced)</b>							
B1	Southampton Central Station - Woolston Crossing	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
B2	New Southampton Central Station	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
B3	New City Centre Station	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
B4	South West Main Line - Mount Pleasant Level Crossing Removal	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
B5	West Coastway Line - Fareham to Cosham Capacity Enhancements	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
B6	West Coastway Line - Cosham Station Relocation	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
B7	Eastleigh to Romsey Line - Electrification	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
B8	Havant Rail Freight Hub	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
B9	Fratton Rail Freight Hub	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
B10	Southampton Container Port Rail Freight Access and Loading Upgrades	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, F
B11	Southampton Automotive Port Rail Freight Access and Loading Upgrades	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, F
<b>South Hampshire Mass Transit</b>							
C1	Southampton Mass Transit	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	F
C2	South East Hampshire Rapid Transit	Medium	Pre-SOBC	SOBC	iv	1, 2, 3, 5, 6, 7, 8	F
C3	New Southampton to Fawley Waterside Ferry Service	Medium	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, F, H
C4	Southampton Cruise Terminal Access for Mass Transit	Medium	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, F
C5	M271 Junction 1 Strategic Mobility Hub	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	B, D, F, H



Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
C6	M27 Junction 5 / Southampton Airport Strategic Mobility Hub	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	B, D, F, H
C7	M27 Junction 7/8 Strategic Mobility Hub	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	B, D, F, H
C8	M27 Junction 9 Strategic Mobility Hub	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	B, D, F, H
C9	M275 Junction 1 Strategic Mobility Hub	Medium	SOBC	Feasibility Study	iv	1, 3, 6, 8	B, D, F, H
C10	Clarence Pier Bus-Hovercraft Interchange	Short	Pre-SOBC	Feasibility Study	iii, iv	1, 3, 6, 8	B, D, F, G, H
C11	Improved Gosport – Portsmouth and Portsmouth – Hayling Island Ferries	Short	Pre-SOBC	Feasibility Study	iii, iv	1, 3, 6, 8	B, D, F, G, H
<b>South Hampshire Active Travel</b>							
E1	Solent Active Travel (including LCWIPs)	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F
<b>Isle of Wight Mass Transit and Connections</b>							
D1a	Bus Mass Transit - Newport to Yarmouth	Medium	Pre-SOBC	Feasibility Study	iv	1, 5, 6, 7, 8	B, D, F, H
D1b	Bus Mass Transit - Newport to Ryde	Medium	Pre-SOBC	Feasibility Study	iv	1, 5, 6, 7, 8	B, D, F, H
D1c	Bus Mass Transit - Newport to Cowes	Medium	Pre-SOBC	Feasibility Study	iv	1, 5, 6, 7, 8	B, D, F, H
D1d	Isle of Wight Railway Service Enhancements	Medium	Pre-SOBC	Feasibility Study	i, iv	1, 2, 5, 6, 7, 8	B, D, F, H
D1e	Isle of Wight Railway Extensions or Mass Transit alternative - Shanklin to Ventnor	Medium	SOBC	Feasibility Study	iv	1, 2, 5, 6, 7, 8	B, D, F, H
D1f	Isle of Wight Railway Extensions or Mass Transit alternative - Shanklin to Newport	Medium	SOBC	Feasibility Study	iv	1, 2, 5, 6, 7, 8	B, D, F, H
D2a	Operating Hours and Frequency Enhancements	Short	Pre-SOBC	Feasibility Study	iii, iv	1, 5, 6, 7, 8	B, D, F, H
D2b	New Summer Route - Ryde to Southampton	Short	Pre-SOBC	Feasibility Study	iii, iv	1, 5, 6, 7, 8	B, D, F, H

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
<b>Sussex Coast Rail</b>							
F1	West Coastway Strategic Study	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	B, D, E, F
F2	West Worthing Level Crossing Removal	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	B, D, F
<b>Sussex Coast Mass Transit Rail</b>							
G1	Shoreham Strategic Mobility Hub	Short	Pre-SOBC	H, Feasibility Study	iv	1, 3, 6, 8	B, D, E, F, H
G2	A27/A23 Patcham Interchange Strategic Mobility Hub	Short	Pre-SOBC	G, H, Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, F, G, H
G3	Falmer Strategic Mobility Hub	Short	Pre-SOBC	H, Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
G4	Eastbourne/Polegate Strategic Mobility Hub	Medium	Pre-SOBC	H, Feasibility Study	i, iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
G5	Sussex Coast Mass Rapid Transit	Medium	Pre-SOBC	G, H, Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
G6	Eastbourne/Wealden Mass Rapid Transit	Short	Pre-SOBC	H, Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
G7	Hastings/Bexhill Mass Rapid Transit	Medium	Pre-SOBC	H, Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
G8	A27 Falmer – Polegate Bus Stop and Layby Improvements	Medium	SOBC	H, OBC	ii	1, 2, 3, 5, 6, 7, 8	D, F, H
<b>Sussex Coast Active Travel</b>							
H1	Sussex Coast Active Travel Enhancements (including LCWIPs)	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	F
<b>Solent and Sussex Coast Highways</b>							

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
I13	New Horsea Bridge and Tipner Bridge	Short	Pre-SOBC	SOBC	iv	1, 3, 5, 6, 8	F
I18	A29 Realignment including combined Cycleway and Footway	Short	FBC	(Ongoing) Delivery	iv	1, 3, 6, 8	F
I19	M27/M271/M275 Smart Motorway(s)	Short	Pre-SOBC	SOBC	ii	1, 3, 4, 6, 8	F
I20	A27 Tangmere Junction Enhancements	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	B, D, E, F
I21	A27 Fontwell Junction Enhancements	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	B, D, E, F
I22	A27 Worthing (Long Term Solution)	Long	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	B, D, E, F
I23	A27 Hangleton Junction Enhancements	Medium	Pre-SOBC	SOBC	ii	1, 3, 6, 8	F
I24	A27 Devils Dyke Junction Enhancements	Medium	Pre-SOBC	SOBC	ii	1, 3, 6, 8	F
I25	A27 Falmer Junction Enhancements	Medium	Pre-SOBC	SOBC	ii	1, 3, 6, 8	F
I26	A27 Hollingbury Junction Enhancements	Medium	Pre-SOBC	SOBC	ii	1, 3, 6, 8	F
<b>London to Sussex Coast</b>							
<b>London to Sussex Coast Rail (Resilience)</b>							
J1	Croydon Area Remodelling Scheme	Medium	OBC	Powers / Consents	i	1, 2, 5, 6, 7, 8	F
J2	Brighton Main Line - 100mph Operation	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
J3	Brighton Station Additional Platform	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	B, D, E, F
J4	Reigate Station Upgrade	Short	OBC	FBC	i	1, 2, 5, 6, 7, 8	F
J5	Arun Valley Line - Faster Services	Short	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
J6	East Coastway Line - Faster Services	Short	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
J7	Brighton Main Line - Reinstate Cross Country Services	Short	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
J8	New Station to the North East of Horsham	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
J9	Newhaven Port Capacity and Rail Freight Interchange Upgrades	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, F
J10	Uckfield Branch Line - Hurst Green to Uckfield Electrification	Medium	SOBC	OBC	i	1, 2, 5, 6, 7, 8	B, D, E, F
J11	Redhill Aerodrome Chord	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
<b>London to Sussex Coast (Reinstatements)</b>							
K1	Uckfield - Lewes Wealden Line Reopening - Traction and Capacity Enhancements	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
K2	Uckfield - Lewes Wealden Line Reopening - Reconfiguration at Lewes	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
K3	Spa Valley Line Modern Operations Reopening - Eridge to Tunbridge Wells West to Tunbridge Wells	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
<b>London to Sussex Coast Mass Transit</b>							
L1	Fastway Extension: Crawley - Horsham	Short	Pre-SOBC	G, H, Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
L2	Fastway Extension: Crawley - East Grinstead	Short	Pre-SOBC	G, H, Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
L3	Fastway Extension: Haywards Heath - Burgess Hill	Short	Pre-SOBC	G, H, Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
L4	Fastway Extension: Crawley - Redhill	Short	Pre-SOBC	G, H, Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
L5	A22 Corridor Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
L6	A23 Corridor Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
L7	A24 Corridor Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
L8	A26 Corridor Lewes - Royal Tunbridge Wells Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
L9	A26 Corridor Newhaven Area Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
L10	A272 Corridor Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
L11	A264 Corridor Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
L12	A29 Corridor Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
L13	A283 Corridor Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
L14	A281 Corridor Rural Bus Service Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
L15	Three Bridges Strategic Mobility Hub	Medium	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, F, H
<b>London to Sussex Coast Active Travel</b>							
M1	Burgess Hill/Haywards Heath Local Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	F
M2	East Grinstead Local Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
M3	Eastbourne/Hailsham Local Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	F
M4	Gatwick/Crawley Local Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	F
M5	Horsham Local Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	F
M6	Lewes/Newhaven Local Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	F
M7	Reigate/Redhill Local Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	F
M8	East Sussex Inter-Urban Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F, H
M9	Surrey Inter-urban Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8, 9	B, D, F, H
M10	West Sussex Inter-Urban Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F, H
M11	New London - Brighton National Cycle Network Corridor	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F, H
M12	New Crawley - Chichester National Cycle Network Corridor	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F, H
M13	London - Paris New "Avenue Verte"	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 5, 6, 8, 9	B, D, F, H
<b>London to Sussex Coast Highways</b>							
N5	M23 Junction 8a New Junction and Link Road - Redhill	Long	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
N6	M23 Junction 9 Enhancements - Gatwick	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
N7	A23 Carriageway Improvements - Gatwick to Crawley	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
N8	A264 Horsham - Pease Pottage Carriageway Enhancements	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
N9	A264 Crawley - East Grinstead Dualling and Active Travel Infrastructure	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
N10	Crawley Western Link Road and Active Travel Infrastructure	Long	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
N11	A24 Dorking Bypass	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
N12	A24 Horsham to Washington Junction Improvements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
N13	A24 Corridor Improvements Horsham to Dorking (LLM Pipeline)	Long	Pre-SOBC	Feasibility Study	iv	1, 3, 5, 6, 8	F
N14	A23 Hickstead and Bolney Junction Enhancements	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
N15	A23/A27 Patcham Interchange Junction Enhancements	Short	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
N16	A26 Lewes - Newhaven Realignment and Junction Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
N17	A26 Lewes - Uckfield Enhancements	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
N18	A22 Uckfield Bypass Dualling	Short	Pre-SOBC	Feasibility Study	iv	1, 6, 8	F
N19	A22 Smart Road Trial Proposition Study	Short	OBC	Powers / Consents, FBC	iv	1, 3, 6, 8	F
<b>Wessex Thames</b>							

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
<b>Wessex Thames Rail</b>							
O1	Western Rail Link to Heathrow	Medium	SOBC	OBC	i	1, 2, 5, 6, 7, 8	B, E, F
O2	Southern Rail Link to Heathrow	Long	Feasibility Study	Development	i	1, 2, 5, 6, 7, 8	B, E, F
O3	Reading to Basingstoke Enhancements	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O4	North Downs Line - Electrification	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O5	North Downs Line - Level Crossing Removals	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O6	North Downs Line - Service Level and Capacity Enhancements	Short	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O7	Guildford Station Upgrade	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O8	New Station Guildford West (Park Barn)	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O9	New Station Guildford East (Marrow)	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O10	Redhill Station Upgrade	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O11	Dorking Deepdene Station Upgrade	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O12	South West Main Line / Portsmouth Direct Line - Woking Area Capacity Enhancement	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O13	South West Main Line / Basingstoke Branch Line - Basingstoke Enhancement Scheme	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O14	Cross Country Service Enhancements	Short	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O15	Portsmouth Direct Line - Line Speed Enhancements	Short	Pre-SOBC	(Ongoing) Delivery	i	1, 2, 5, 6, 7, 8	B, D, E, F
O16	Portsmouth Direct Line - Buriton Tunnel Upgrade	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O17	South West Main Line - Dynamic Signalling	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F



Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
O18	Theale Strategic Rail Freight Terminal	Short	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, F
O19	West of England Main Line - Electrification from Basingstoke to Salisbury	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
O20	Reading to Waterloo Service Enhancements	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F, H
<b>Wessex Thames Mass Transit</b>							
P1	Basingstoke Mass Rapid Transit	Short	Pre-SOBC	SOBC	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P2	Blackwater Valley Mass Rapid Transit	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P3	Bracknell/Wokingham Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P4	Elmbridge Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P5	Epsom/Ewell Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P6	Guildford Sustainable Movement Corridor	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P7	Slough/Windsor/Maidenhead Area Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P8	Newbury/Thatcham Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P9	Reading Mass Rapid Transit	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P10	Spelthorne Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
P11	Woking Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P12	A4 Reading - Maidenhead - Slough - London Heathrow Airport Mass Rapid Transit	Short	Pre-SOBC	Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
P13	A329/B3408 Reading - Bracknell/Wokingham Mass Rapid Transit	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P14	Winchester Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P15	Andover Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P16	Runnymede Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P17	London Heathrow Airport Bus Access Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
P18	Berkshire, Hampshire and Surrey Inter-urban Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F, H
<b>Wessex Thames Active Travel</b>							
Q1	Berkshire, Hampshire and Surrey Urban and Inter-urban Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 4, 5, 6, 7, 8, 9	B, D, F, H
<b>Wessex Thames Highways</b>							
R8	M4 Junction 10 Safety Enhancements	Short	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
R9	M3 Junction 7 and Junction 8 Safety and Capacity Enhancements	Short	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
R10	A3 Guildford Local Traffic Segregation	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	B, D, E, F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
R11	A3 Guildford Long Term Solution	Long	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	B, D, F
R12	A34 Junction and Safety Enhancements	Short	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	B, D, F
R13	A322 and A329(M) Smart Corridor	Short	FBC	(Ongoing) Delivery	iv	1, 3, 6, 8	F
R14	A339 Newbury to Basingstoke Safety Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	B, D, F
<b>Kent, Medway, and East Sussex (KMES)</b>							
<b>KMES Rail – Classic</b>							
S1	St Pancras International Domestic High Speed Platform Capacity	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S2	London Victoria Capacity Enhancements - Signalling and Digital Rail	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S3	Bakerloo Line Extension	Medium	SOBC	OBC	i, iv	1, 2, 6, 7, 8	E, F
S4	South Eastern Main Line - Chislehurst to Tonbridge Capacity Enhancements	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S5	London Victoria to Shortlands Capacity Enhancements	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S6	Hoo Peninsula Passenger Rail Services	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S7	North Kent Line / Hundred of Hoo Railway - Rail Chord	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S8	Thameslink - Extension to Maidstone and Ashford	Short	FBC	(Ongoing) Delivery	i	1, 2, 5, 6, 7, 8	F
S9	North Kent Line - Service Enhancements	Short	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
S10	North Kent Line / Chatham Main Line - Line Speed Enhancements	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S11	Otterpool Park/Westenhanger Station Additional Platform	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S12	Integrated Maidstone Stations	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S13	Dartford Station Remodelling/Relocation	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S14	Canterbury Interchange Rail Chord	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	B, D, E, F
S15	New Station - Canterbury Interchange	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	B, D, E, F
S16	New Strood Rail Interchange	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S17	Rail Freight Gauge Clearance Enhancements	Medium	Pre-SOBC	SOBC	i	1, 2, 5, 6, 7, 8	B, D, E, F
S18	Crossrail - Extension from Abbey Wood to Dartford / Ebbsfleet	Short	SOBC	OBC	i, iv	1, 2, 5, 6, 7, 8	D, E, F
S19	High Speed 1 / Waterloo Connection Chord - Ebbsfleet Southern Rail Access	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S20	Ebbsfleet International (Northfleet Connection)	Medium	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S21	Ebbsfleet International (Swanscombe Connection)	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
S22	Gatwick - Kent Service Enhancements	Short	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
<b>KMES High Speed Rail East</b>							
T1	High Speed East - Dollands Moor Connection	Medium	SOBC	OBC	i	1, 2, 5, 6, 7, 8	B, D, E, F
T2	High Speed 1 / Marsh Link - Hastings, Bexhill and Eastbourne Upgrade	Medium	SOBC	OBC	i	1, 2, 5, 6, 7, 8	D, F
<b>KMES High Speed Rail North</b>							

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
U1	High Speed 1 - Link to Medway (via Chatham)	Long	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
U2	High Speed 1 - Additional Services to West Coast Main Line	Short	Pre-SOBC	Feasibility Study	i	1, 2, 5, 6, 7, 8	B, D, E, F
<b>KMES Mass Transit</b>							
V1	Fastrack Expansion - Swanscombe Peninsula	Short	Pre-SOBC	SOBC	iv	1, 2, 3, 5, 6, 7, 8	B, D, F, H
V2	Fastrack Expansion - Northfleet to Gravesend	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, F, H
V3	Fastrack Expansion - Medway	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, F, H
V4	Medway Mass Transit	Medium	Pre-SOBC	Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
V5	Medway Mass Transit - Extension to Hoo Peninsula	Medium	Pre-SOBC	Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
V6	Medway to Maidstone Bus Priority	Short	Pre-SOBC	Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
V7	Medway Mass Transit - Chatham to Medway City Estate New Bridge	Medium	Pre-SOBC	Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
V8	Medway Mass Transit - Chatham to Medway City Estate Water Taxi	Short	Pre-SOBC	Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
V9	Maidstone Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 6, 7, 8	B, D, E, F, H
V10	Dover Bus Rapid Transit	Short	Implementation	Feasibility Study	iv	1, 2, 3, 6, 7, 8	F
V11	Sittingbourne Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 6, 7, 8	B, D, E, F, H

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
V12	Sevenoaks Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 6, 7, 8	B, D, E, F, H
V13	Thanet Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 6, 7, 8	B, D, E, F, H
V14	Folkestone Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 6, 7, 8	B, D, E, F, H
V15	Ashford Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 6, 7, 8	B, D, E, F, H
V16	Royal Tunbridge Wells/Tonbridge Bus Enhancements	Long	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 6, 7, 8	B, D, E, F, H
V17	Thames Gateway/Gravesham Bus Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 6, 7, 8	B, D, E, F, H
V18	Canterbury/Whitstable/Herne Bay Bus Enhancements	Long	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 6, 7, 8	B, D, E, F, H
V19	Ferry Crossings - New Sheerness to Hoo Peninsula Service	Medium	Pre-SOBC	Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
V20	Ferry Crossings - Sheerness to Chatham/Medway City Estate/Strood Enhancements	Medium	Pre-SOBC	Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
V21	Ferry Crossings - Ebbsfleet - Tilbury Enhancements	Medium	Pre-SOBC	Feasibility Study	iii, iv	1, 2, 3, 5, 6, 7, 8	A, B, C, D, E, F, G, H
V22	Inland Waterway Freight Enhancements	Medium	Pre-SOBC	Feasibility Study	iv	1, 2, 3, 5, 6, 7, 8	B, D, E, F
<b>KMES Active Travel</b>							
W1	Medway Active Travel Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	F
W2	Medway Active Travel - Chatham to Medway City Estate River Crossing	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	B, D, F, H
W3	Kent Urban Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
W4	Kent Inter-urban Active Travel Infrastructure	Short	Pre-SOBC	SOBC	iv	1, 3, 4, 6, 8, 9	B, D, F, H
W5	Faversham - Canterbury - Ashford - Hastings National Cycle Network Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F, H
W6	Tonbridge - Maidstone National Cycle Network Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F, H
W7	Sevenoaks - Maidstone - Sittingbourne National Cycle Network Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F, H
W8	Bromley - Sevenoaks - Royal Tunbridge Wells National Cycle Network Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F, H
W9	East Sussex Local Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8	F
W10	East Sussex Inter-Urban Active Travel Infrastructure	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F, H
W11	Royal Tunbridge Wells - Hastings National Cycle Network Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 4, 6, 8, 9	B, D, F
W12	Canterbury Placemaking and Demand Management Measures	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 7, 8	B, D, E, F, H
W13	Medway Placemaking and Demand Management Measures	Short	Pre-SOBC	Feasibility Study	iii, iv	1, 3, 6, 7, 8	A, B, C, D, E, F, G, H
W14	Dover Placemaking and Demand Management Measures	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 5, 6, 7, 8	B, D, E, F, H
<b>KMES Highways</b>							
X8	Digital Operations Stack and Brock	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 7, 8	F
X9	A20 Enhancements for Operations Stack & Brock	Short	Pre-SOBC	Feasibility Study	ii, iv	1, 3, 6, 7, 8	F

Map Ref.	Intervention	Implementation Timeframe	Project stage	Next step(s)	Scheme promoters	Key delivery partners	Potential TfSE Role
X10	Kent Lorry Parks (Long Term Solution)	Short	Pre-SOBC	Feasibility Study	ii	1, 3, 5, 6, 7, 8	F
X11	Dover Freight Diversification	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 5, 6, 8	B, D, F
X12	A2 Canterbury Junctions Enhancements	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
X14	M20 Junction 6 Sandling Interchange Enhancements	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
X16	M25 Junction 1a Enhancements	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
X17	M25 Junction 5 Enhancements	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
X18	Herne Relief Road	Short	Implementation	(Ongoing) Delivery	iv	1, 3, 6, 8	F
X19	Canterbury East Relief Road	Long	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
X20	New Maidstone South East Relief Road	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
X21	A228 Hoo Peninsula Enhancements	Short	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F
X23	Strood Riverside Highways Enhancement and Bus Lane	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 7, 8	B, D, F, H
X24	A259 Level Crossing Removals – east of Rye	Medium	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	B, D, F
X25	A21 Kippings Cross to Lamberhurst Dualling and Flimwell and Hurst Green Bypasses	Long	Pre-SOBC	Feasibility Study	ii	1, 3, 6, 8	F
X26	Hastings and Bexhill Distributor Roads	Medium	Pre-SOBC	Feasibility Study	iv	1, 3, 6, 8	F



## Appendix B: Summary of Evidence Base Reports

### Area Studies

- Strategic Narrative
- Delivery Plan
- Decarbonisation Thematic Plan
- Levelling-up Thematic Plan
- Rail Thematic Plan
- Bus, Mass Transit and Shared Mobility Thematic Plan
- Strategic Active Travel and Micromobility Thematic Plan
- Highways Thematic Plan
- Appraisal Specification Report
- Strategic Programme Outline Case, Options Assessment Report, and Evidence Base Report relating to:
  - Solent and Sussex Coast
  - London to Sussex Coast
  - Wessex Thames
  - Kent, Medway and East Sussex
- Integrated Sustainability Assessment

### Previous Reports

- TfSE's Economic Connectivity Review (2018)
- TfSE's Transport Strategy (2020)
- TfSE's Future Mobility Strategy (2021)
- TfSE's Freight, Logistics and International Gateways Strategy (2022)
- TfSE Future Organisation Report (2021)

### Technical Studies

- Strategic Investment Plan Evidence Base (2022)
- Strategic Investment Plan Funding and Financing Technical Annex (2022)
- COVID-19 Response (January 2021)
- Bus Back Better Regional Evidence Base (TBC - 2022)
- Decarbonisation Pathways Technical Report (TBC – 2022)

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### Steer project/proposal number

24137701

### Client contract/project number

[Click here to enter text.](#)

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### Distribution

Client:Transport for the South East      Steer:Project Team

### Version control/issue number

V1 Draft for Internal Review  
V2 Draft for Client Review (1)  
V3 Draft for Client Review (2)  
V4 Draft for Client Review (3)  
V5 Draft for Client Review (4)  
V6 Draft for Client Review (5)  
V7 Final MS Word Version  
V8 Plain English Version - Draft for Consultation  
V9 Plain English Version – Draft Final for Approval

### Date

March 2022  
April 2022  
April 2022  
3 May 2022  
11 May 2022  
16 May 2022  
31 May 2022  
25 July 2022  
13 October 2022

**steer**

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**Q6. Which of the above investment priorities do you feel are important for the SIP to deliver? (Tick all that apply)**

*Decarbonisation & Environment* ☒

*Adapting to a New Normal* ☒

*Levelling up Left Behind Communities* ☒

*Regeneration and Growth* ☒

*World Class Urban Transit Systems* ☒

*East - West Connectivity* ☒

*Resilient Radial Corridors* ☒

*Global Gateways and Freight* ☒

**Q7. Do you have any further comments on the SIP's investment priorities?**

*All investment priorities are important for the SIP to deliver because they reflect different aspects of the national policy context and the local policy framework.*

**Q9. To what extent do you agree that the packages of interventions for the Kent, Medway and East Sussex area will deliver on the priorities of the SIP?**

*Neither agree nor disagree*

**Q10. Please select all of the packages for the Kent, Medway and East Sussex area that you feel are important in achieving the priorities of the SIP. Tick all that apply.**

*Kent, Medway, and East Sussex Classic Rail* ☒

*Kent, Medway, and East Sussex High Speed Rail (two Packages)* ☒

*Kent, Medway, and East Sussex Mass Transit* ☒

*Kent, Medway, and East Sussex Active Travel* ☒

*Lower Thames Crossing* ☒

*Kent, Medway, and East Sussex Highways* ☒

**Q11. Do you have any further comments on the Packages of Interventions for the Kent, Medway and East Sussex area?**

*Medway Council recognises that all of the packages for the Kent, Medway and East Sussex area are important in achieving the priorities of the SIP.*

*Among the 20 interventions identified as most relevant to Medway, 17 are at pre-Strategic Outline Business Case stage, and would need to be subject to feasibility studies to warrant any further consideration in relation to the priorities of the SIP.*

*Medway Council supports the level of ambition and welcomes ongoing engagement in TfSE workstreams, but the interventions are conceptual, going*

*well beyond a new local plan period of at least 15 years to 2050. However, the implementation timeframes for all except one intervention are in the medium-term, i.e. in the 2030s, with almost half in the short-term, i.e. 2020s. The lead in time to deliver these interventions would require significant investment in strategic planning resources across the region.*

*TfSE constituent authorities' respective infrastructure delivery plans (IDPs) may provide a source of interventions based on a more refined assessment of future growth, depending on their stage of local plan-making. Whilst these mitigations will be limited to mitigating cumulative impacts of future growth, IPDs should provide a starting point for short to medium-term interventions. TfSE could assist where mitigations have not identified funding sources beyond five years.*

**Q12. Which of the above Global Policy Interventions do you feel are important for the SIP to support? (Tick all that apply)**

*Decarbonisation ☒*

*Public Transport Fares ☒*

*Virtual Access ☒*

*Integration ☒*

**Q13. Do you have any further comments on the SIP's Global Policy Interventions?**

*Medway Council recognises that all of the Global Policy Interventions are important for the SIP to support, however further information is required regarding new mobility (i.e. electric bikes and scooters) and road user charging.*

**Q14. Do you think that the SIP captures the benefits and costs of the proposed packages of interventions adequately?**

*I'm not sure*

**Q15. Please explain your answer to the above question here.**

*Further to a recent email exchange between TfSE and Medway Council officers, further information is required to understand the underlying assumptions for land availability in Medway in the South East Economy and Land Use Model.*

**Q17. To what extent do you agree that, as a whole, the packages of interventions will deliver on the priorities of the SIP?**

*Please see response to Q9 and Q11.*

**Q19. Overall, to what extent do you agree that the SIP makes the best case possible for investing in transport infrastructure in the South East?**

*Somewhat agree*

Map Ref.	Type	Intervention	Implementation timeframe	Project stage	Next step(s)	Scheme promoters
S9	Rail	North Kent Line - Service Improvements	Short (2020s)	Pre-SOBC	Feasibility Study	Network Rail
S7	Rail	North Kent Line / Hundred of Hoo Railway - Rail Chord	Medium (2030s)	Pre-SOBC	Feasibility Study	Network Rail
S16	Rail	New Strood Interchange	Medium (2030s)	Pre-SOBC	Feasibility Study	Network Rail
U1	Rail	High Speed 1 - Link to Medway (via Chatham)	Long (2040s)	Pre-SOBC	Feasibility Study	Network Rail
V3	Bus	Fastrack Expansion - Medway	Short (2020s)	Pre-SOBC	Feasibility Study	Local transport authorities
V6	Bus	Medway Mass Transit - Extension to Maidstone	Short (2020s)	Pre-SOBC	Feasibility Study	TfSE, local transport authorities
V5	Bus	Medway Mass Transit - Extension to Hoo Peninsula	Medium (2030s)	Pre-SOBC	Feasibility Study	TfSE, local transport authorities
V7	Bus	Medway Mass Transit - Chatham to Medway City Estate New Bridge	Medium (2030s)	Pre-SOBC	Feasibility Study	TfSE, local transport authorities
X5	Highway	A229 Bluebell Hill Junction Upgrades	Short (2020s)	SOBC	OBC	Local transport authorities
X23	Highway	A228 Hoo Peninsula Enhancements	Short (2020s)	Pre-SOBC	Feasibility Study	Local transport authorities
X22	Highway	A228 Medway Valley Enhancements	Medium (2030s)	OBC	Powers / Consents, FBC	Local transport authorities
X24	Highway	Strood Riverside Highway Enhancement and Bus Lane	Medium (2030s)	Pre-SOBC	Feasibility Study	Local transport authorities
Y1	Highway	Lower Thames Crossing	Medium (2030s)	OBC	Powers / Consents, FBC	National Highways
W13	Active travel	Medway Active Travel Enhancements	Short (2020s)	Pre-SOBC	Feasibility Study	Local transport authorities
W2	Active travel	Medway Active Travel - Chatham to Medway City Estate River Crossing	Short (2020s)	Pre-SOBC	Feasibility Study	Local transport authorities
W13	Demand management	Medway Placemaking and Demand Management Measures	Short (2020s)	Pre-SOBC	Feasibility Study	TfSE, local transport authorities
V8	Ferry	Medway Mass Transit - Chatham to Medway City Estate Water Taxi	Short (2020s)	Pre-SOBC	Feasibility Study	TfSE, local transport authorities
V19	Ferry	Ferry Crossings - New Sheerness to Hoo Peninsula Service	Medium (2030s)	Pre-SOBC	Feasibility Study	TfSE, local transport authorities
V20	Ferry	Ferry Crossings - Sheerness to Chatham/Medway City Estate/Strood Enhancements	Medium (2030s)	Pre-SOBC	Feasibility Study	TfSE, local transport authorities
V24	N/K	Inland Waterway Freight Enhancements	Medium (2030s)	Pre-SOBC	Feasibility Study	Local transport authorities

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## **CABINET**

**7 FEBRUARY 2023**

### **ROCHESTER PIER SALVAGE**

Portfolio Holder: Councillor Adrian Gulvin, Portfolio Holder for Resources

Report from: Richard Hicks, Director of Place and Deputy Chief Executive

Author: Adam Taylor, Senior Engineer

#### **Summary**

In 2019 Rochester Pier closed owing to structural safety concerns relating to the central floatation platform linking the two brows from the upper section of pier to the pontoon. This report seeks approval to remove the collapsed sections of the pier and timber dolphins from the riverbed.

Within the relevant lease, the pier is described as Esplanade Pier, for the purposes of this report, Rochester Pier is the term used.

#### **1. Budget and policy framework**

- 1.1. Cabinet is asked to agree to the removal of collapsed sections of the pier to aid future restoration and removal of two timber dolphins to prevent navigation hazard. Adding the required funding to carry out these works however, is a matter for full Council.
- 1.2. The recommendations in this report support the priorities outlined in Medway's Council Plan 2022 – 2023, specifically putting 'Medway on the map'. By building on what makes Medway unique - the river, our heritage and sporting legacy - Medway on the Map promotes our area as a great place to live, work, learn and visit'.

#### **2. Background**

- 2.1. Rochester Pier, originally constructed in 1881 and known as Esplanade Pier, was built to provide river trips and passenger services. In 1998 the pier was extensively improved with a new 19m long pontoon to accommodate the Kingswear Castle paddle streamer, a roof on the T section and pedestrian access via a link span of two brows with central floatation platform.
- 2.2. A Marine Survey in April 2019 identified eleven immediate priority repairs, including the removal of two redundant timber dolphins owing to risk of collapse into the river, causing navigational hazard and with the floatation platform showing signs of metal buckling.

- 2.3. In September 2019, support beams of the central platform began to crack, marine engineers advised pier closure and quoted £56k for essential repairs.
- 2.4. With insufficient funding available, the river tour company ceased use of the pontoon and the pier was closed.
- 2.5. Rochester Bridge Trust were approached for advice and potential funding contribution but were unable to provide charity funding to a Local Authority. However, they agreed to fund a feasibility report for the creation of a volunteer led Trust to obtain, manage and maintain Rochester Pier and to expand funding opportunities,
- 2.6. In May 2022 the flotation platform failed, causing the two brows to collapse into the riverbed, causing damage to the pontoon and potential structural stress to the T section.
- 2.7. In October 2022, three quotes were obtained for the removal of the collapsed sections of the pier and removal of the wooden dolphins. These were undertaken to enable officers to provide an estimate of the funding needed.

### 3. Options

#### 3.1. Option 1 - part removal

- 3.1.1. Timber dolphins are considered more dangerous to navigation than collapsed brows. The removal and disposal of the dolphins is estimated to cost £27k.
- 3.1.2. Commissioning a marine structural assessment of the upper T section of the pier will be required and is estimated to cost £3,400.
- 3.1.3. If the assessment is undertaken and confirms the T section is safe for public use, the pier could be re-opened but with a recommendation to lock the mains gates between dawn and dusk.

#### 3.2. Option 2 - full removal of collapsed sections of the pier and timber dolphins

- 3.2.1. Carrying out all salvage works would consist of two brows, the central flotation platform, two wooden dolphins and associated debris being removed from the riverbed.
- 3.2.2. The required works would eliminate the undesirable view of pier wreckage from Rochester Castle, Rochester Bridge and Esplanade and the clearance of the collapsed sections of the pier and dolphins would provide an easier starting point for future restoration works.
- 3.2.3. A tender for the salvage works would be required through the procurement process.
- 3.2.4. This is the recommended option.

### 3.3. Option 3 - do nothing

- 3.3.1. Taking no action would mean the collapsed sections would continue to deteriorate and there would therefore be an increased risk of debris breaking away through storm action, which may present danger to navigation and damage to Rochester Bridge.
- 3.3.2. Polystyrene from the remains of the floatation platform continues to disintegrate causing pollution to marine life and contributes to litter washed up on estuary shores and salt marshes.
- 3.3.3. The wooden dolphins may collapse and produce significant floating debris which would be likely to be just below the river surface causing danger to navigation between Peters Village at Wouldham & The Strand at Gillingham. Collapse of the timber dolphins is also likely to cause damage to pleasure craft moored at Rochester Cruising Club finger pontoons located 30m from end of T section.
- 3.3.4. Debris from collapsed sections of the pier and timber dolphins is a significant risk to navigation and may result in compensation claims against Medway Council for damage to the leisure craft, commercial shipping at Medway City Estate and river infrastructure including Rochester Bridge and private moorings.

## 4. Advice and analysis

- 4.1. Rochester Pier enjoys a prime location on the river, beside Rochester Castle and Rochester Bridge with easy access to the High Street for visiting boat passengers, estimated at 4,000 in 2018. As set out in Medway's Capital Strategy, in line with its vision to become a waterfront city, the Council is keen to improve the connectivity to the river across Medway, and with investment, our piers have the potential to support this and to generate income for the Council.
- 4.2. With investment in the region of £600,000, the collapsed sections of Rochester Pier could be removed, as well as restoring the public access to the river and potentially reintroducing river tour operators to enhance the experience of visitors to the area. Income from mooring fees and landing fees from tour operators would contribute to the ongoing maintenance requirements.
- 4.3. It is the intention of Medway Council to fully restore the pier when funding becomes available and create a volunteer led Pier Trust to manage and maintain the structure. However, for restoration work to begin, the collapsed sections of pier, comprising; two brows and floatation platform need to be removed from the river.
- 4.4. Removal of the collapsed pier sections and timber dolphins from the river will negate risk of debris becoming a danger to navigation and thereby mitigate risks of compensation claims of damage to vessels and private river infrastructure.

- 4.5. These works are a practical solution to the issue of wreckage on the riverbed and creating a more desirable view of the river from notable landmarks with high visitor rates.
- 4.6. Clearance of the collapsed sections of the pier and dolphins provide a significantly improved starting point for future restoration works and sustaining navigational safety, thereby increasing the opportunities for a volunteer led Trust to take on the management and maintenance of Rochester Pier.
- 4.7. It is therefore recommended that Cabinet agree to Option 2.

## 5. Risk management

- 5.1. Risk management is an integral part of good governance. The Council has a responsibility to identify and manage threats and risks to achieve its strategic objectives and enhance the value of services it provides to the community. Using the following table this section should therefore consider any significant risks arising from your report.

Risk	Description	Action to avoid or mitigate risk	Risk rating
Capital funding	There is insufficient capital funding to deliver the project.	Establishment of a liaison group chaired by the Deputy Leader to assess and approve proposals within agreed Capital funding	C2
Inflation costs	Cost of materials may increase and exceed original budget	Agree set price in advance of scheduled works	D2
Weather & tides	Poor weather combined with tide times may restrict working window leading to project extension.	Agree with chosen contractor best time of year and appropriate tides in advance of works	D3
Operational unknowns	Removal of brows may require additional safety equipment leading to project overrun	Build operational unknowns into procurement brief.	C2

Likelihood	Impact:
A Very high B High C Significant D Low E Very low F Almost impossible	1 Catastrophic (Showstopper) 2 Critical 3 Marginal 4 Negligible

## 6. Consultation

- 6.1. There has been no formal consultation undertaken.

## 7. Climate change implications

- 7.1. Rising sea levels combined with increasingly unpredictable weather will add risk of debris dispersal during storm surges and exceptionally high tides.
- 7.2. Access to and from the site will be via the river. Removal of debris, dolphins and brows using an 800t barge at 75% capacity, would reduce CO2 by 95% when compared to using Heavy Good Vehicles to remove the same volume. Use of vessels to complete the works has zero impact of the highway network and significantly less impact on air quality.

## 8. Financial implications

- 8.1. The total capital funding requested to deliver option 2 is £137,172, which includes the removal of two brows, the central flotation platform, two timber dolphins and associated debris from the riverbed and also includes river works licences, consents and fees.
- 8.2. The cost will be funded by borrowing over a 15 year period which is estimated to add a pressure to the revenue budget of £21,995 each year.
- 8.3. Damage to pleasure or commercial craft from collapsed timber dolphins leaves the Council at risk from compensation claims or potentially, protracted legal action.

## 9. Legal implications

- 9.1. Legal action may be taken against the Council in the event of damage to vessels moored or under sail and to fixed river infrastructure within the lower river Medway area, which arises from the condition of the pier.
- 9.2. Medway Council own the entire structure of Rochester Pier with the area of riverbed beneath all sections of the pier being leased from Peel Ports.
- 9.3. Rochester Pier Lease, which was signed in 1999 describes Medway Council's responsibility of keeping the pier in a safe working order, failure to do so will result in Peel Ports making the repairs or removing the entire structure completely and charging Medway Council for the works.
- 9.4. In 2016 a Deed of Variation to the lease negotiated with Peel Ports, replacing the £10k a year rent to a lump sum of £430,000 to waive all riverbed rent charges for 80 years.

## 10. Recommendations

- 10.1. The Cabinet is asked to approve the removal of the collapsed section of Rochester Pier and timber dolphins, as set out at option 2, in order to remove the potential hazard to navigation and provide a cleared location for future restoration of the pier.
- 10.2. The Cabinet is asked to recommend Full Council to approve the addition of £137,172 to the Capital Programme to be funded by borrowing.

## 11. Suggested reason for decisions

- 11.1. Removal of the collapsed pier sections and timber dolphins from the river will negate risk of debris becoming a danger to navigation and thereby mitigate risks of compensation claims of damage to vessels and private river infrastructure.
- 11.2. Clearance of the collapsed sections of the pier and dolphins will also provide a significantly improved starting point for future restoration works and sustaining navigational safety, thereby increasing the opportunities for a volunteer led Trust to take on the management and maintenance of Rochester Pier.

## Lead officer contact

Adam Taylor, Senior Engineer, Gun Wharf [adam.taylor@medway.gov.uk](mailto:adam.taylor@medway.gov.uk)

## Appendices

Appendix 1 - Image Rochester Pier description of sections  
Appendix 2 - Rochester Pier – timber dolphins  
Appendix 3 - Rochester Pier Survey Report 2019

## Background papers

None

## Glossary of terms

**Brow** – suspended, box metal walkway with metal deck and latticed beams

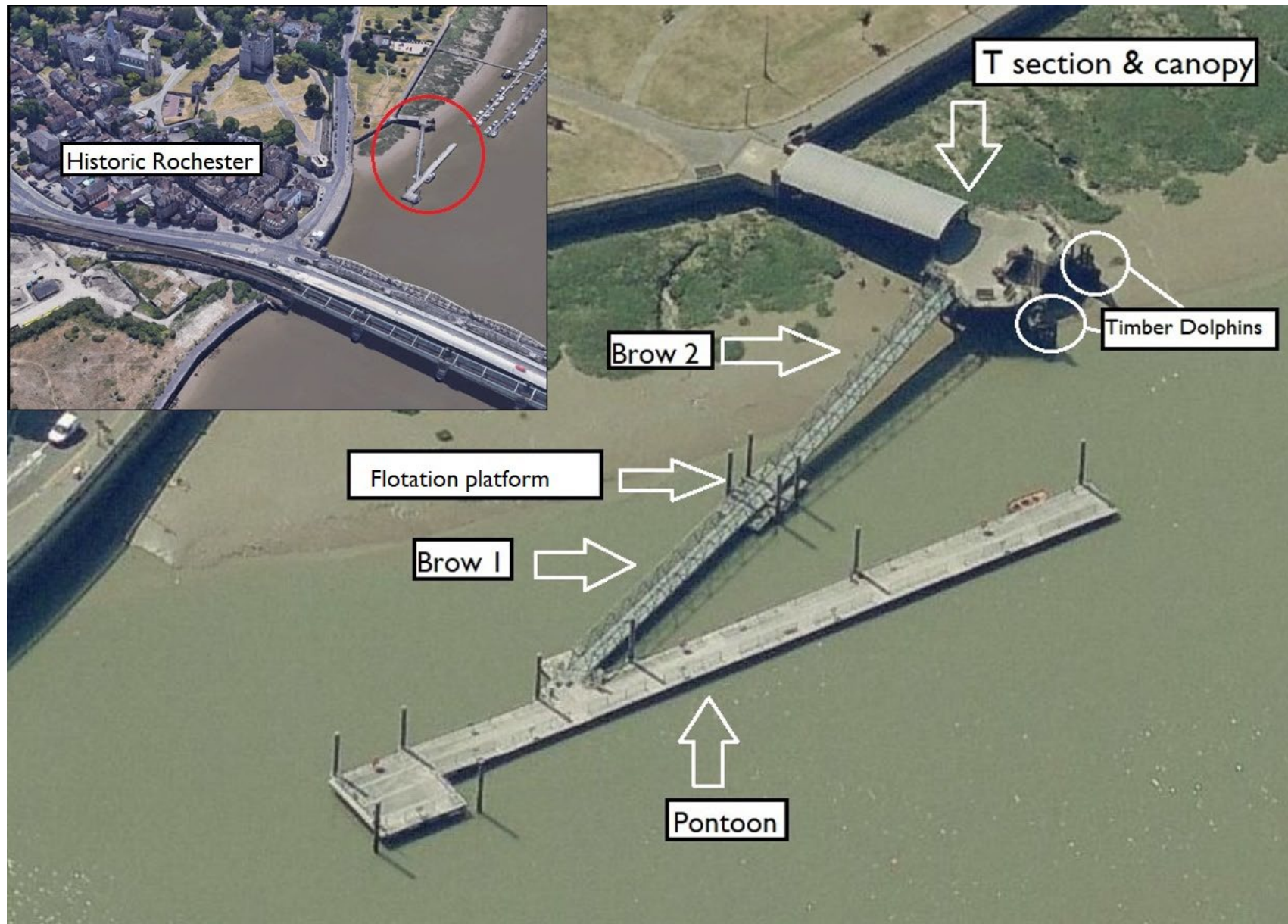
**Flotation platform** – floating concrete platform attached between four piles, platform rises and falls with each tide and acts as link between the two brows.

**Pontoon** – floating concrete platform 91m length by 5m width, polystyrene flotation blocks with rubber skirting.

**T Section** – Fixed concrete platform supported by cast iron piles and cross bracing beams and with pedestrian guard rail, 30m length, 7m width opening to wider section 10m length, 16m width.

**Canopy** – Roofed area on T section 19m length, 7m width.

**Timber dolphin** – Heavy duty timber mooring tower, located at the end of the T section.

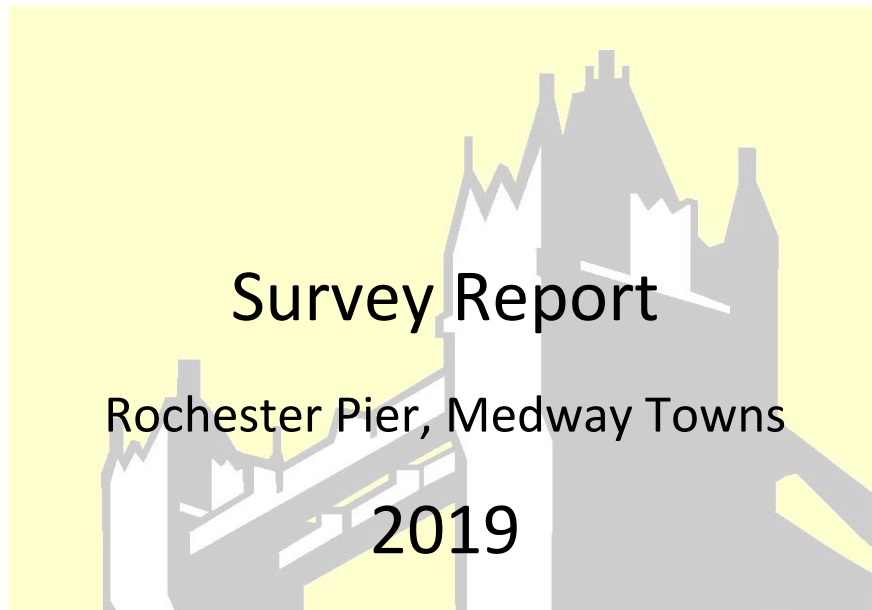


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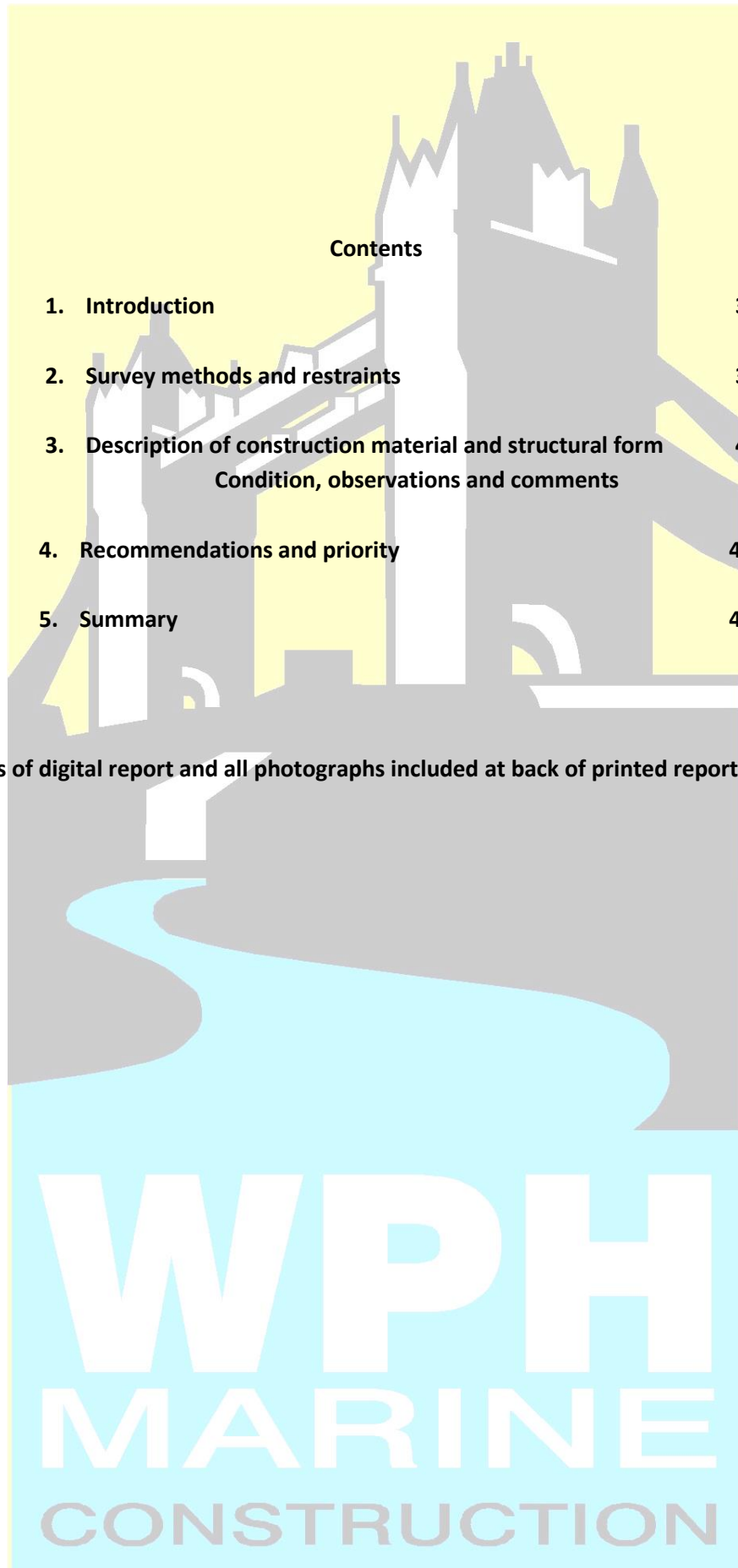


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Condition of jetty structure, pontoon and Brows





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1. Introduction	3
2. Survey methods and restraints	3
3. Description of construction material and structural form Condition, observations and comments	4
4. Recommendations and priority	43
5. Summary	44

Disc copies of digital report and all photographs included at back of printed report, hard copy.

**WPH**  
**MARINE**  
**CONSTRUCTION**





## Introduction

WPH Marine was commissioned to undertake a condition survey of the Jetty structure and brows at Rochester Pier, Medway Towns. The Jetty is an old T head cast structure constructed of cast iron piles, with a beam frame and concrete slab, the majority of the beams are riveted with some rolled steel beams inserted after. In front of the old jetty are two timber dolphins which at one time retained a pontoon for all tide berthing. More recently installed are steel tube piles which carry a double brow and hold pontoons further out into the river due to silting up of foreshore.

The current use is for day visitor moorings and public access.

The Inspection was carried out on 16<sup>th</sup>/18<sup>th</sup> April 2019.

The survey was undertaken at mid/ rising water from a boat.

## Survey methods and restraints

Access to the underside was from boat at mid tide.

Main inspection was visual with photographic evidence. No deconstruction or destructive tests were carried out. Rust was cleaned off in bad areas and ultrasonic thickness testing done.

**WPH**  
**MARINE**  
**CONSTRUCTION**

## Description of construction material and structural form Condition, Observations and comments

### "T" Head Jetty

The "T" head jetty is constructed of cast iron piles, with a beam frame and concrete slab, the majority of the beams are riveted with some rolled steel beams inserted after. There is also round bar cross bracing between piles. In front of the old jetty are two timber dolphins which at one time retained a pontoon for all tide berthing.



The two redundant timber dolphins at the front of the "T" head are rotten and of no use. In the near future these will start to fall apart and large chunks of timber will float off down river, with the possibility of damage to river craft and structures.

WATER  
MARINE  
CONSTRUCTION



There, is very little holding the top section together.



CONSTRUCTION





With the deterioration in the last three years, we are surprised that there are not more timbers missing.

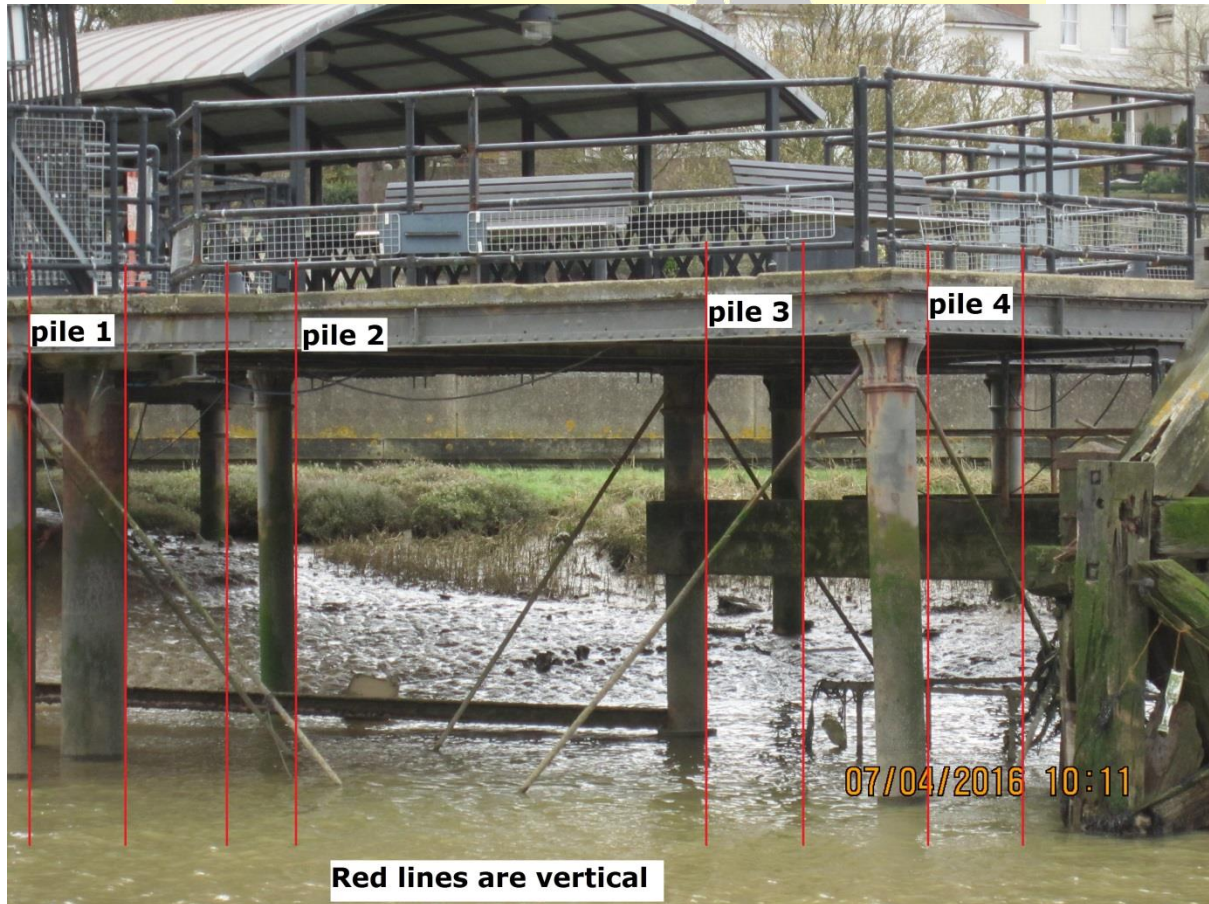
We would recommend the removal of the top sections (above higher horizontal bracing) as very urgent and the remainder within ten years. The top section is made up of Douglas fir and will float. As the river is very densely leisure craft, impact with this could be catastrophic.

**WPH**  
**MARINE**  
**CONSTRUCTION**



As noted in the last report 2016.

There are four of the cast piles on the down river end that have at some time in the past moved and are not vertical. Pile 1 and 4 are worst.



We would support historic movement theory, as no further movement was noted.

**WPH**  
**MARINE**  
**CONSTRUCTION**



There is a steel frame on top of the cast piles which consists of mainly riveted construction beams, but some have been replaced with rolled steel beams.



The riveted beams have had welded plate repairs done to the ends as they go on to piles and the top flanges coved in concrete to protect and strengthen corrosion in the past. The repairs have seen better times and are covering up continuing corrosion. The concrete coving and plate repairs are wide spread. Corrosion continues at normal rates.



Note corrosion under coving where corrosion has blown coving. This is likely to be similar under majority of coving.

MARINE  
CONSTRUCTION



## Extract from previous report.

There are also areas of the beams completely boxed in concrete as original corrosion would have been through web as well as flanges.



See list below for comments

Comment to photo above

- 1 Concrete coving that has blown due to water ingress, original corrosion, continues and rust is pushing concrete away. Staining running down web of beams shows rust, alkali leaching and water ingress.
- 2 Welded plates to strengthen corroded flanges, showing rust marks and staining.
- 2a Welded plate strengthening has split welds and is corroding between flange and plate, this undermines strength.
- 3 Beam boxed in with concrete, welded plate repair to flange was carried out first and boxed in. the corrosion has blown the concrete see picture below.

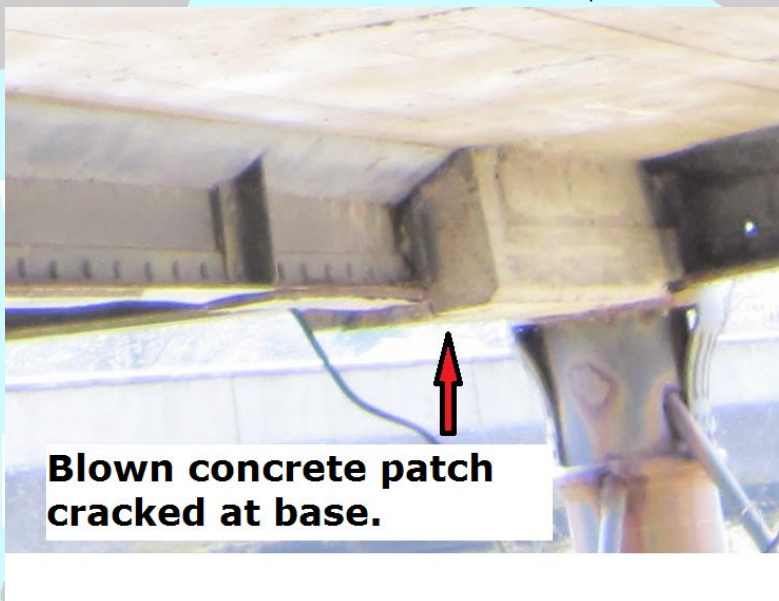
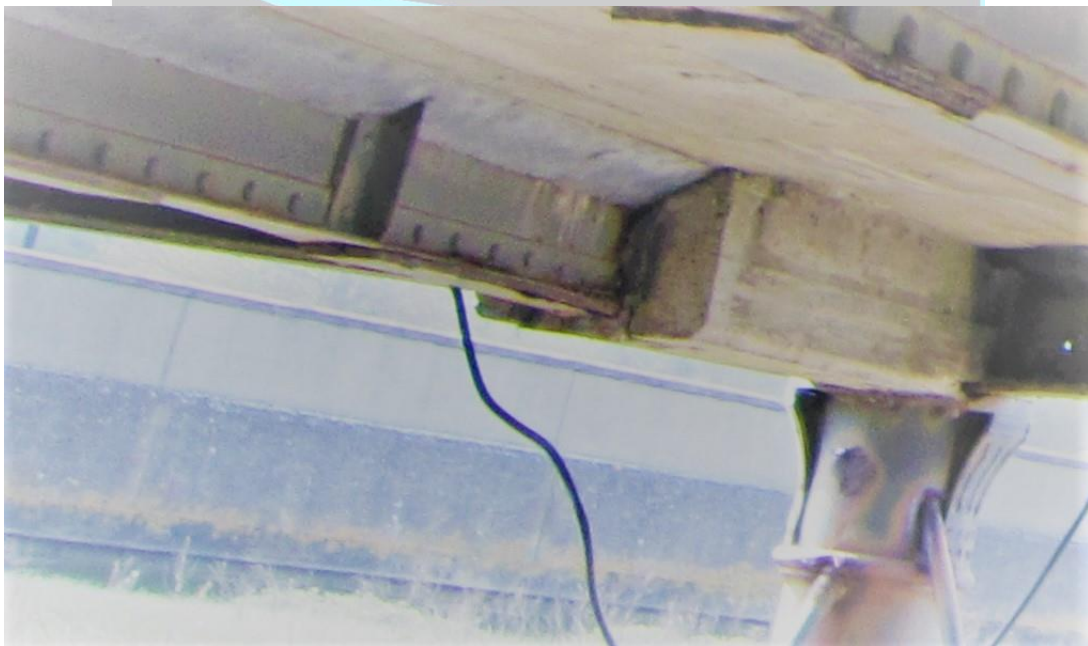




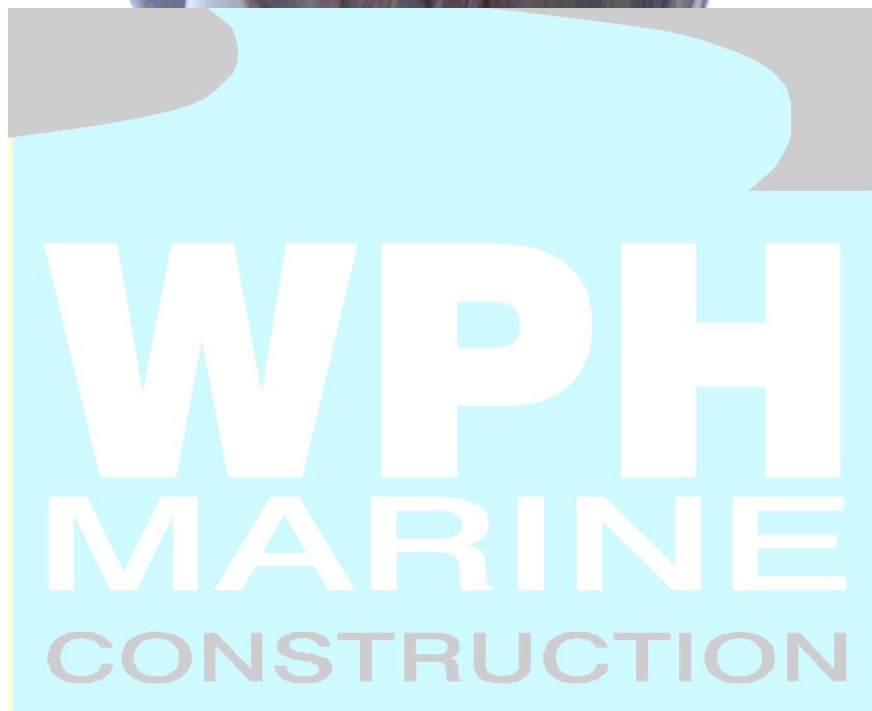
Photo from 2019 of same area. Corrosion continuing and repairs are becoming redundant.



2019 photo blown concrete patch crack has expanded and will eventually fall away.



The following photograph shows all forms of the above corrosion and a hole in the web.



The cross-bracing ties between piles are approx. 38mm diameter, 35/45% are between 35/50% wasted and require maintenance. 20% would normally be the safety factor.



This one is nearer 70% wasted.

MAXINE  
CONSTRUCTION





These two are 25% and 60% wasted.

CONSTRUCTION



The approach handrails are generally in good condition. However, they require protective coating maintenance.





However, more attention and further investigation of areas where bridge is supported is required. These areas are crevice traps and accelerate corrosion, as they hold dirt and moisture with good supply of oxygen. They are also the prime load bearing points. Remedial repairs to steel in these areas is expected.



CONSTRUCTION



### Jetty Brows



There are two brows of approx. 33 meters. The first connects from the “T” head to a midway flotation pontoon and then the second from there to the mooring pontoons.

The brows are constructed of steel box sections, in a box lattice structure. Main stringers are 100 x 100 x 8mm, diagonals to sides are 100 x 50 x 6mm, the bottom perpendicular ties between sides are 100 x 50 x 6mm and the top perpendicular ties and diagonals top and bottom are 50 x 50 x 5mm. the deck is 4.5mm OP chequer plate.

There are numerous areas where the paint has lifted and corrosion taken place. The majority of the corrosion is surface corrosion but there are 9No. Areas that are between 25/40% wasted.



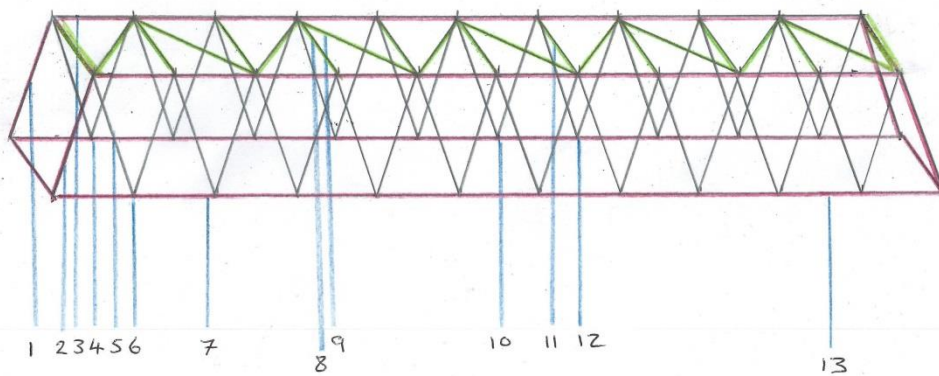
The chequer plate deck has been fully welded on joints between apexes and stitch welded where they join over perpendicular 100 x 50 x 6mm ties between stringers. The majority of corrosion is on the stitch welded joints and where the plates are stitch welded to stringers along sides. These are the supports for the deck plate, with only one diagonal tie underneath a three meter span.



Lower brow

Thickness readings were taken in the worst areas and are noted on Fig.1. below.

100x100x8mm  
100x50x6mm  
50x50x5mm



LOWER BROW MIDWAY TO PONTOONS.

FIG.1.



- Item 1. Thickness taken through paint 8.3mm 100 x 100 x 8mm RHS
- Item 2. Paint lifted and thickness taken 7.5mm 100 x 100 x 8mm RHS
- Item 3. Top stringer outside radius of box 6.4mm 100 x 100 x 8mm RHS
- Item 4. Bottom stringer thickness 5.6mm 100 x 100 x 8mm RHS



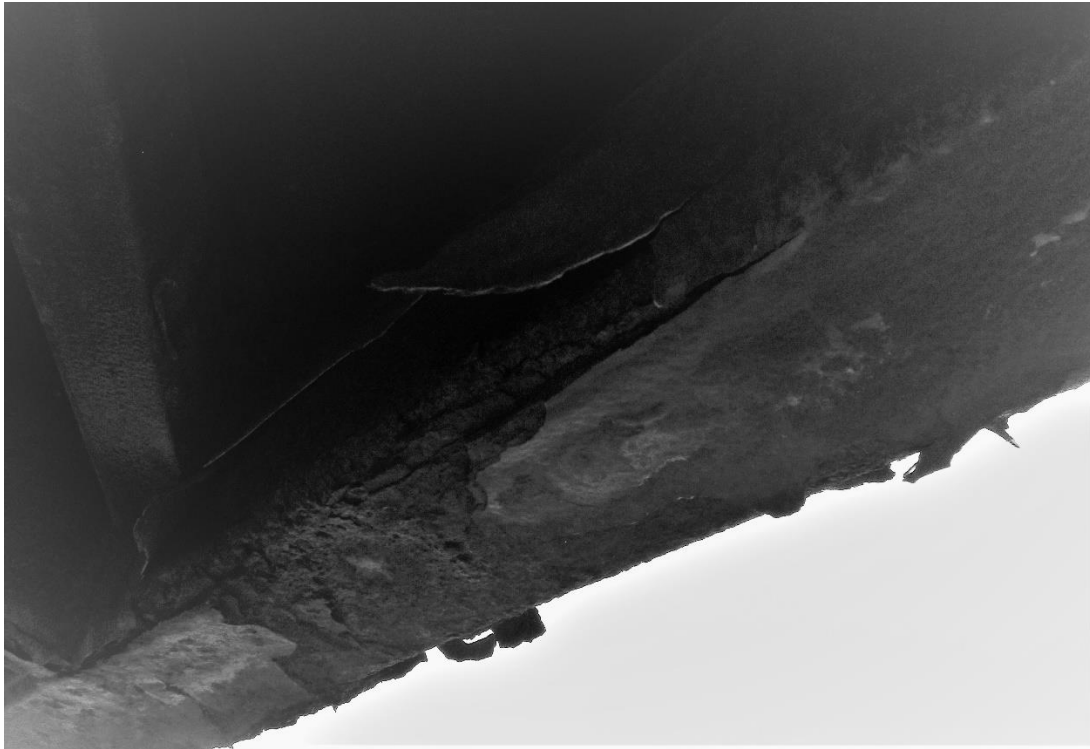
item 4.

- Item 5. Thickness through paint 6.7mm 100 x 50 x 6mm
- Item 6. Bottom stringer thickness 6.1mm 100 x 100 x 8mm RHS



item 7.

- Item 7. Bottom stringer thickness 5.6mm 100 x 100 x 8mm RHS
- Item 8. Perpendicular tie thickness through paint 5.6mm
- Item 9. Diagonal tie thickness 4.0mm



item 10

Item 10.

Bottom stringer thickness 5.4mm

Item 11.

Perpendicular tie thickness 3.6mm

Item 12.

Bottom apex thickness 4.7mm



item 12

Item 13.

Bottom stringer thickness not retaken



The damaged paint is extensive see photos below;



Corrosion at this first apex from pontoon is being influenced by stress loads, splash zone and impact with pontoon in rough weather. Thickness items



**MARINE**  
CONSTRUCTION





These are all water traps between deck and bottom stringer, where deck is stitch welded.

CONSTRUCTION





Channel joint, in middle of brow where brow was joined after fabrication and road haulage.

**Upper brow**

Generally in a much better condition with regard corrosion, the paint is similar, see photos below.







**MARINE**  
CONSTRUCTION





### Steel piles and connections to brows

At the "T" head end there are 2No. Steel tube piles that create a banks seat and the brow connected by pins.



The piles are in good condition generally but have lost paint protection in the tide splash zone, thus corrosion is evident.

**WPH**  
**MARINE**  
**CONSTRUCTION**



The pins are locked in place and the safety chains are in good condition. Due to construction type of pin and housing there is no way to inspect pin its self for wear. They need to be removed for inspection.

**WPH**  
**MARINE**  
CONSTRUCTION



### Mid support dolphin and pontoon support.

The construction is of 4No. Steel piles with horizontal tube welded between each of the outside 2No. piles. This creates a platform for the frame of the pontoon support to sit on mid tide and low tide.



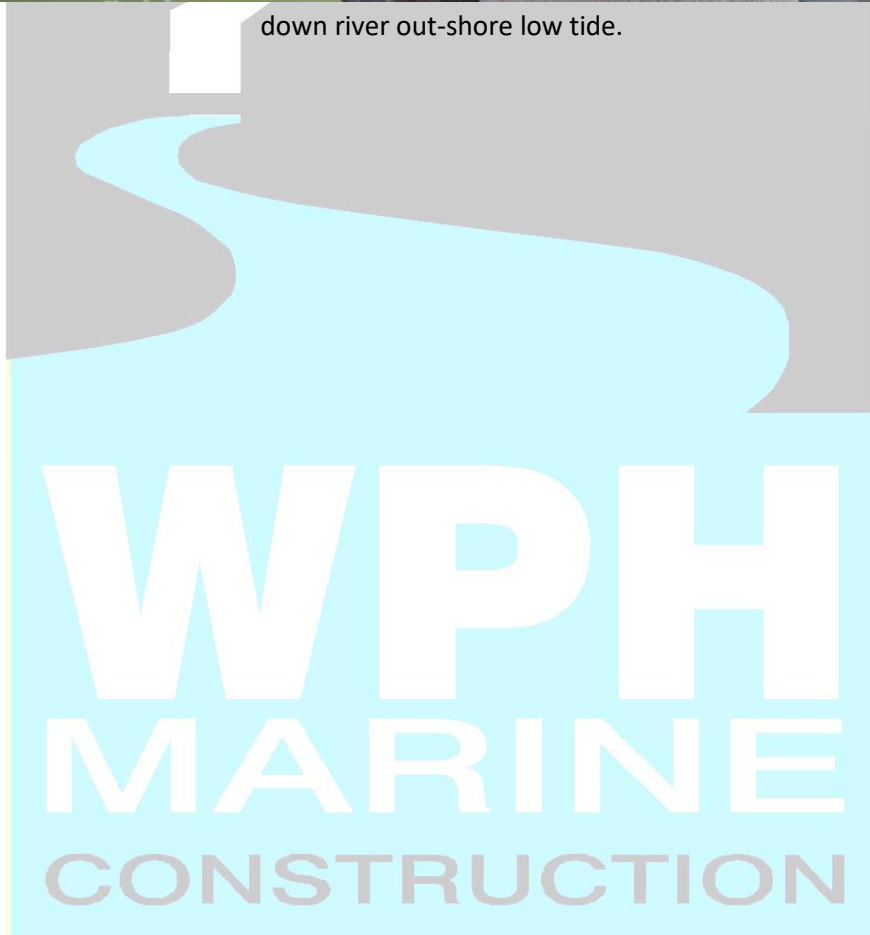
Piles are generally in good condition with protective paint coating in need of maintenance in the high tide splash zone.

The frame of the pontoon has had repairs carried out in the past, the horizontal main beam has broken at the point of cantilever for the overhanging pontoons up and down river.

**WPH**  
**MARINE**  
**CONSTRUCTION**



down river out-shore low tide.







Down river out-shore mid/high tide.

Note. Gap opens and closes in split with tide change. The bolts above split can be turned with your fingers. The pontoon is moving the bolted joint every change of tide. All bolted connections require bolts tightening and/or replacing.

Also note the condition of the angle iron frame work that holds the pontoons in place. There is only currently one area of damage as photo below, but remainder are at the end of life stage.





Bottom edge angle iron frame detached.



Protective paint coating on the lower frame requires maintenance.

The slide pads on the upper brow are in good condition.



The pin to the lower brow in shore is in and locked. However, but the out-river side pin is free of its locking plate and only partially in working its way out. Only got 50% strength left and may come out at any time.



CONSTRUCTION





The locking plate to pin is missing a bolt. Wear on the pins can't be checked due to construction type need to be removed to check.

**WPH**  
**MARINE**  
CONSTRUCTION

### Brow decking

The chequer plate deck has been fully welded on joints between apexes and stitch welded where they join over perpendicular 100 x 50 x 6mm ties between stringers at apexes. The majority of corrosion is on the stitch welded joints and where the plates are stitch welded to stringers along sides. These are the supports for the deck plate, with only one diagonal tie underneath a three meter span.

Every stitch welded area is corroding to a greater or lesser extent and the fully welded joints on lower brow in particular are also starting to corrode.



**WPH**  
**MARINE**  
CONSTRUCTION





There are repairs of areas, areas with deck cut out and plate welded over cut out and patches welded over holes and holes. 2No. visible holes as of survey.



view of patch and hole.





Cut out and plated over.



View from underneath

Underside of plate not corrosion protected (painted), area where old plate cut out (box section or plate edges) not cleaned and painted. The over lap of plate to box is a water trap and will corrode rapidly. This area requires very regular monitoring as structural member of bridge. These types of repair patching and cutting in require good corrosion prevention practises or they will cause corrosion to accelerate. This is a sticky plaster to hide the problems.

### Pontoons.

The pontoon construction is of a 150mm steel channel frame with a 50mm polystyrene and 100mm concrete deck, in sections approx. 2500 x 10000 mm. 11No. and a rear pontoon to land brow. Front face has D rubber fendering and rear has 150 x 50 timber fendering.



**WPH**  
**MARINE**  
CONSTRUCTION



The frames are supported on 2500 x 1200 x 900 mm polystyrene enclosed in plastic effectively a tank and lid, bolted to frame.



Sections of pontoon are bolted together through rubber blocks and a safety sling.



These are all in good condition. D section rubber fenders to front face good.

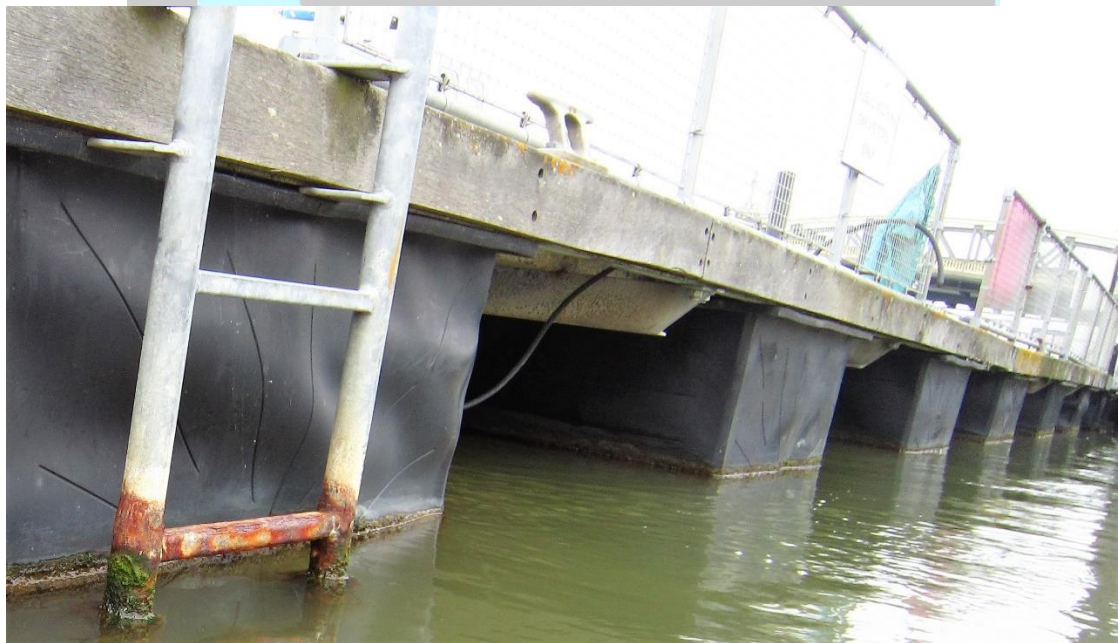
**MARINE**  
CONSTRUCTION



There is corrosion to galvanising on the frames below deck, predominately to front face but also to areas where rain water or river water drain through deck. Due to vessel wash/splash and environmental exposure from open water.



View through front to back. Note corrosion heaviest at front and non-existent at rear.



View to rear, shows less corrosion.

CONSTRUCTION

**Comments.**

There are 2No. floats with missing plastic tanks one to face of lower pontoon and one to face of raised area. There is no evidence that these have been ripped out and the washers and bolts are tight to frame no gap where plastic has been removed. Would suggest that these were never fitted.



Generally, pontoons are structurally sound. Protective coatings have reach end of life and require attention.

**WPH**  
**MARINE**  
CONSTRUCTION



There are also 4No. tanks that are split.



We would recommend monitoring these with no action at present, as they are functioning correctly.

There are 7No. escape ladders around pontoon all of which need replacing, as rungs are missing.  
Individual unbolt bolt on.



Pontoons are held in place by piles with guide frames bolted to pontoons. The piles require paint refurbishment in the splash zone, other than that good. Guide brackets are all good.

MARINE  
CONSTRUCTION

## Recommendations and priority

Priority scale is based on structural damage prevention. Min 10year life expectancy

Priority scale: 1 Structural Immediate 2 Recommended 3 Decorative

### Recommendation

### Priority

#### "T" Head Jetty

Dolphins	removal	1
Piles	No action on level	
Beams	remove concrete coving and boxing where blown and further inspect. Repair as necessary. Repair/replace steel strengthening to riveted beams.	1
Cross bracing	Replace corroded bracing	1

#### Approach handrails

Lattice handrail support points	clean and further inspect. Repair as necessary.	1
Protective coating	clean and repaint	2

#### Jetty Brows

Lower brow	Strengthen 9No. areas of corrosion Remove brows and shot-blast and repaint	1 1
Upper brow	Remove brows and shot-blast and repaint	1

Piles and connections	piles and frame to mid pontoon clean and repaint. Float support frame work replace remove pins and check, refit moved pin	2 1 1
Decking	replace all decking	1

#### Pontoon

Corrosion to underside of frame work,	clean and re-paint.	2
---------------------------------------	---------------------	---



Ladders	replace safety issue	1
Floats	monitor	2
Paint to piles	clean and repaint	2

## Summary

The structure under the jetty is in reasonable condition but we can't safely confirm condition of beams under concrete coving and boxes. Therefore, safe life expectancy is less than 7 years without strengthening work. The brows need a lot of work, strengthening, decking replaced and protective coating repaired, this would make sense to remove them and do shore side. Life expectancy for safe operation of decking, is less than 3 years. Whilst the brows are out, the pins can be checked and replaced/repared as necessary.

Generally.

To maintain the life expectancy the protective coatings do require maintenance, the cross bracings take impact damage from debris in the water i.e. timber logs etc. and will require monitoring because the impact removes corrosion, covering/protecting steel beneath and exposing fresh steel to corrosion. Do to continual tidal/swell movement, use by craft and the environmental conditions, stresses through loads change, bolts stretch and undo, environmental conditions including salt and pollution accelerate corrosion. To this degree we would recommend yearly structure surveys or max 2 yearly and ongoing maintenance checking, 6 monthly, particularly after winter and before. i.e. During out of service times.

We note that a lot of the works and just general maintenance has not been carried out and we would point out that the longer you leave it the more cost will be incurred as the corrosion escalates.

**WPH**  
**MARINE**  
**CONSTRUCTION**



## **CABINET**

**7 FEBRUARY 2023**

### **STARDUST FESTIVAL**

Portfolio Holder: Councillor Howard Doe, Deputy Leader and Portfolio Holder for Housing and Community Services

Report from: Richard Hicks, Director of Place and Deputy Chief Executive

Author: Paul Cowell, Head of Culture and Libraries

#### **Summary**

The Stardust Festival Ltd.'s festival 'The Great Lines Great Music Weekend' is a new major commercial four-day festival event for Medway planned to take place at the Great Lines Heritage Park from Friday 26 to Monday 29 May 2023.

The festival will generate income for Medway Council from the hire of the park as a venue. If successful, the Council will be asked to agree a multi-year contract with the event organisers.

#### **1. Budget and policy framework**

- 1.1. Medway Council recognises the value and benefit that a varied and well managed outdoor events programme can offer people living, working, studying and visiting Medway.
- 1.2. Outdoor events in Medway positively contribute to celebrating diversity, tapping vast depths of potential talent, boosting our local economy, creating a strong sense of community cohesion, supporting children and young people by fostering a culture of innovation and imagination, and by providing activities for older people - all contributing to a vibrant culture, environment and economy.
- 1.3. The paper is designed to support the delivery of the Council's Plan contributing toward the delivery of the following themes:
  - People Healthy active communities,
  - Place Put Medway on the map
  - Growth A strong diversified economy and residents with jobs and skills.

- 1.4. The policy is also strongly aligned to Medway's Cultural Strategy that places culture and creative industries at the heart of our priorities, shaping context and delivering a range of programmes that support the long-term ambition of Medway being the first choice for people to live, work, study and visit. The four defined themes of the strategy are:
- Shared Ambition
  - Connectivity
  - Spaces and Places
  - Creative People
  - Community Engagement
- 1.5 Given the size, scale and impact of this new festival for Medway it is considered appropriate for this decision to be brought to Cabinet for approval.

## 2. Background

- 2.1. Stardust Festivals Limited is an event business created specifically to deliver new and unique public live ticketed event experiences, by bringing together all essential stakeholders in a unique partnership.
- 2.2. Stardust Festivals Ltd's aim is to forge long term partnerships with local authorities and community-based businesses and companies that share their vision to create a more vibrant, relevant and safe environment for residents and audiences.
- 2.3. In August 2022 Stardust Festivals Ltd approached Medway Council to hire Great Lines Heritage Park in May 2023 for the first in a series of large-scale events to be delivered in Medway.

## 3. Festival overview

- 3.1. 'The Great Lines Great Music Weekend' is made up of four different days different genres of music, attracting different audiences and focusing on.
- 3.2. **Friday 26 May – Classical Concert**, which will be an opera and classical festival inspired by Glyndebourne Home festival and will showcase a range of operas and classical music. The operas will include Mozart's The Marriage of Figaro, Rossini's Il Barbiere di Siviglia (The Barber of Seville), Verdi's Rigoletto, Bizet's Carmen and Strauss's Der Rosenkavalier.

Operating hours: 5pm to 10 pm  
Capacity: up to 5,000  
Audience profile 50 years+

- 3.3. **Saturday 27 May - Dance Day with Dream Valley**, which is an immersive world that merges art, music and experiential performance, with the goal of providing a unique experience for everyone who visits. A team of multi-award-

winning producers, directors, and creatives from across the world will deliver an unforgettable experience.

Operating hours      11am to -10.30pm  
Capacity                up to 25,000  
Audience profile      18 to 55 years

- 3.4. **Sunday 28 May – 80s, 90s, 00s**, which will be a day of nostalgia as life is brought to the glory days of 80s and 90s pop, rock, and R&B music. Stardust will be transporting you back to when music was more than just a way to pass the time.

Operating hours      2pm to 10pm  
Capacity                up to 15,000+  
Audience profile      35 to 75 years

- 3.5. **Bank Holiday, Monday 29 May – Community & Family Festival**, which will be a day for the entire family and community. It is a celebration of food, friends, and family. There are many activities for the kids as well as adults to enjoy. Activities will include face painting, arts and crafts, a petting zoo, games, musical entertainment on two stages, and more.

Operating hours      10.30am to 6:30pm  
Capacity                up to 15,000+  
Audience profile      0 to 90 years

- 3.6. The setup of the festival will begin on 19 May, seven days before the first day of the festival and the park will be cleared by 5 June, seven days after the last day of the festival.
- 3.7. The draft site plan is overleaf.



## 4. Advice and analysis

4.1. Stardust Festivals Ltd. have a diverse and well-rounded portfolio of events. Their team have produced successful major outdoor events across the UK over the last 30 years. On average the team produces over 200 events per year with audiences of up to 90,000 people. These events include:

- 2018 – 2021 Grease 50s Music Tribute Spectacular
- 2018 & 2019 We Are FSTVL - 3-day camping festival, 70,000 audience
- 2018 Beckenham Together Christmas Parade
- 2019 Stardust LDN - Disco, Pop, Jazz Music @ London's Tobacco Dock
- 2019 Beckenham Together Christmas on The Green
- 2019 Defected London FSTVL - Central Park, Dagenham
- 2019 Abode in the Park - Olympic Park
- 2020 Love, Pub & Grub - socially distanced
- 2021 Fields of Love - socially distanced
- 2021 Land of Love - Herts County Showground - Lydd Airport
- 2023 LoveNYE - Wembley Arena



- 4.2. The organisers have gathered a high-quality team of professional events specialists to deliver aspects of the festival including:
- Police Liaison - Richard Woolford – Reading and Leeds Festivals, We Are FSTVL, Latitude Festival, Wembley stadium concerts: Metallica, Muse and more.
  - Traffic Management - Last Mile - Medway Council Lambeth Council Enfield Council
  - Licensing Solicitor - Simon Taylor – Reading and Leeds Festival, Bestival, V Festival, Festival Republic, Live Nation, AEG All Points East, Victoria Park, Hyde Park, Wireless Finsbury Park, Dream Valley, Latitude Field Day, Wembley Stadium concerts.
  - Licensing Lead - Philip Kolvin QC – Licensed Premises: Law and Practice, with Updating Supplement Gambling for Local Authorities: Licensing, Planning and Regeneration Licensed Premises: Law, Practice and Policy: 30 Jun 2013 Events & Festivals: Festival Republic, Live Nation, Wembley Stadium, We Are FSTVL, Hyde Park.
  - Site & production delivery – Slammin Events – Alexandra Palace, Haringey Council, Hackney Council, Queen Elizabeth Olympic Park and Red Bull Events
  - Noise Management – Vanguardia – Royal Parks, Isle of Wight Festival, Rolling Stones Tour, Creamfields
- 4.3. Medway Outdoor Events Safety Advisory Group (SAG) is made up of health and safety and emergency teams inc. Kent Police, NHS, MC Environmental Trading & Protection, Greenspaces, Traffic Management, Health and Safety and Licensing.
- 4.4. These teams are working with agencies, organisations and SAG members to develop plans including:
- Noise management
  - Traffic Management
  - Ingress and Egress plans
  - Waste and litter management
- 4.5. Organisers state the festival will bring a significant local benefit including:
- Significant economic uplift to the local area
  - Great source of entertainment to Medway at no cost to the local authority
  - An aspirational event series on the doorstep for those in all levels of education to be inspired by
  - Committed to employing local people, as the show becomes established in the area, and they aspire to recruit 50% (of circa 1,500 staff) into all the non-specialist roles from the local communities. (Recruitment subject to

local demographic). Organisers are looking at partnerships with the Medway Universities and Mid-Kent College.

- Spending by the various stakeholders and visitors to the festival benefits a wide range of businesses in the surrounding area including accommodation, catering establishments, shops, attractions and leisure facilities, transport operators, contractors and various supplier businesses.
- 4.6. The organiser also promises to be a good neighbour by offering:
- A resident hotline and community response team to deal with any issues and queries.
  - A sustainable approach to waste and litter.
  - A noise management throughout the event days.
  - A detailed transport plan to manage the audience ingress & egress.
  - A security plan developed with responsible authorities
- 4.7. The organisers must meet all the terms and conditions of the location hire agreement including:
- All required permissions and licences are obtained
  - Ward Councilors, residents and stakeholders remain on board
  - All legal and regulatory requirements are met
  - Medway Outdoor Events Safety Advisory Group's continued support
- 4.8. The Council can generate income through the hire of a wide range of spaces to professional event organisers. The Council are already planning to centralise the hire of parks and public spaces into the Festivals and Events Team. Doing so will provide a clear framework for organisers both community and professional and to make effective use of the skills and knowledge of the Event Officers and the expertise of colleagues across the Council and partner agencies at key stages.
- 4.9. Benefits include:
- Improved efficiency with standardised policies, systems, procedures and fees for community and professional organisers
  - Improved coordination with SAG partners, health, safety and emergency partners
  - Provides professionalised external facing webpages and digital application process for residents and industry professionals
  - Increased income generation for Medway Council.
- 4.10. 'The Great Lines Great Music Weekend' is the first festival where we have tested the approach to new ways of working that we will develop and adapt as part of the new service.
- 4.11. The festival will generate additional income from the hire of the park. If successful, the Council will consider agreeing to a multi-year contract with the event organisers.

## 5. Risk management

- 5.1. Risk management is an integral part of good governance. The Council has a responsibility to identify and manage threats and risks to achieve its strategic objectives and enhance the value of services it provides to the community. Using the following table this section should therefore consider any significant risks arising from your report.

<b>Risk</b>	<b>Description</b>	<b>Action to avoid or mitigate risk</b>	<b>Risk rating</b>
Public safety	Organisers are not compliant with health and safety regulation and legislation	Specialist event safety professionals have been employed by the organisers to develop plans with local health and safety agencies and teams. SAG review and scrutinise emerging and final plans four times before delivery of the festival.	C3
Reputation	Negative press & community feedback	See consultation section (6).  All comments are used to develop the event plans.	D3

<b>Likelihood</b>	<b>Impact:</b>
A Very high B High C Significant D Low E Very low F Almost impossible	1 Catastrophic (Showstopper) 2 Critical 3 Marginal 4 Negligible

## 6. Consultation

- 6.1. Consultation has taken place via three routes. (1) Through the statutory Premises Licence process (2) Through an additional organiser led engagement for Ward Councillors, residents and stakeholders and (3) Medway Outdoor Events Safety Advisory Group.
- 6.2. The statutory Premises Licence process allowed residents and stakeholders 28 days to respond to the Premises Licence application for regulated entertainment and sale of alcohol.

- 6.3. Additional organiser-led engagement included online and in-person meetings in November 2022 with Ward Councillors, residents and community stakeholders. This will continue with future sessions in February, March and April and with a de-brief meeting taking place in June 2023.
- 6.4. Organisers presented festival plans to the SAG on 8 December 2022. As these plans evolve, they will be presented to two further SAG meetings in February 2023. An emergency planning tabletop exercise is also planned for April 2023.
- 6.5. Overall engagement timetable is set out below.

23 November to 23 December 2022	Premises Licence statutory consultation
24 November 2022	Ward Cllr Consultation 1 – Teams meeting
28 November 2022	Ward Cllr Consultation 2 – Teams meeting
7 December 2022	Local resident consultation 1 – Gillingham Library
8 December 2022	Local resident consultation 2 – Online meeting
8 December 2022	SAG meeting 1
20 January 2022	Licensing Panel Hearing
23 February 2023	SAG meeting 2
TBC February 2023	Ward Cllr consultation 3
TBC March 2023	Ward Cllr and Stakeholder group mtg 1
TBC March 2023	Local residents' consultation 3
TBC April 2023	Ward Cllr and Stakeholder group mtg 2
27 April 2023	SAG 3
10 May 2023	Local residents' information letter distribution
11 May 2023	Emergency Planning table top exercise
26 to 29 May 2023	Event Dates
TBC July 2023	Post-event local resident feedback meeting
TBC July 2023	Post-event SAG debrief meeting

## 7. Climate change implications

- 7.1. Alongside the Festivals and Events Team, the Climate Response team will provide guidance and monitor the Stardust Festivals Ltd as set out in the terms and conditions of their location hire agreement which includes:
- Environmental Impact assessment
  - Noise management
  - Waste and litter management
  - Single use plastic
  - Wildlife and nature
  - Traffic and transport
  - Trees
  - Site reinstatement

## 8. Financial implications

- 8.1. Hiring Great Lines Heritage Park to Stardust Festivals Ltd. will generate income for the Council. If successful, the Council will consider a multi-year agreement with the organisers.

- 8.2. All costs that the Council incur above normal service levels (e.g., waste management, traffic management, environmental protection etc.) will be charged back to the promoter.
- 8.3. A damage deposit will be taken to ensure the promoter pays for any required reinstatement.

## 9. Legal implications

- 9.1. The Council has the ability to hire out its greenspace for events, as this is a short-term occupation. This is not a disposal and therefore the requirements of S123 of the Local Government Act 1972 are not engaged. The company will be required to enter into a hire agreement which as well as requiring a damage deposit ensures that they have adequate insurance in place and obtain all necessary consents such as a Premises Licence, Planning Consent etc.

## 10. Recommendations

- 10.1. The Cabinet is asked to approve the hire of the Great Lines Heritage Park to host the four-day 'The Great Lines Great Music Weekend' festival over the late May Bank Holiday in 2023.
- 10.2. The Cabinet is asked to instruct officers to ensure that the organisers agree to meet the terms and conditions of the location hire agreement as set out in paragraph 4.7.

## 11. Suggested reasons for decision

- 11.1. Approving this festival will:
- Generate income for the Council
  - Generate increased economic benefits to the area
  - Provide increased access to cultural festivals for Medway residents

## Lead officer contact

Paul Cowell, Head of Culture and Libraries, [paul.cowell@medway.gov.uk](mailto:paul.cowell@medway.gov.uk)

## Appendices

None

## Background Papers

None



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## **CABINET**

**7 FEBRUARY 2023**

### **COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 3 2022/23**

Portfolio Holders: Councillor Adrian Gulvin, Portfolio Holder for Resources  
Councillor Gary Hackwell, Portfolio Holder for Business  
Management

Report co-ordinated by: Phil Watts, Chief Operating Officer

Contributors: Children and Adults – Directorate Management Team  
Regeneration, Culture and Environment – Directorate  
Management Team  
Public Health  
Business Support

#### **Summary**

Medway's Council Plan 2022/23 sets out the Council's three priorities and the measures used to monitor performance. This report and appendices summarise how we performed in Q3 2022/23 on the delivery of these priorities and the actions we are taking to improve performance.

This report also presents the Q3 2022/23 review of strategic risks.

#### **1. Budget and policy framework**

- 1.1. The Council Plan 2022/23 was agreed at Full Council in February 2022. It sets out the Council's three priorities and six values which aim to deliver these priorities. It includes the measures we use to track performance. These measures are refreshed annually.
- 1.2. Risk management is an integral part of good governance. The Council recognises that it has a responsibility to identify and manage the barriers to achieve its strategic objectives and enhance the value of services it provides to the community. The Cabinet has responsibility to ensure the effective operation of risk management in the Council.
- 1.3. This report summarises Council Plan performance and presents the updated Strategic Risk Summary for Q3 2022/23. It will also be presented to:

Children and Young People Overview & Scrutiny	02 March
Health and Adult Social Care Overview & Scrutiny	09 March
Regeneration, Culture and Environment Overview & Scrutiny	21 March
Business Support Overview & Scrutiny	30 March

## 2. Background

- 2.1. Summaries of the performance of the programmes supporting each of the Council's priorities, and the actions we are taking to improve performance, can be found in:

Appendix 1 Council Priority: People

Appendix 2 Council Priority: Place

Appendix 3 Council Priority: Growth

- 2.2. Risk owners have reviewed and updated their risks. Summaries of risks can be found in:

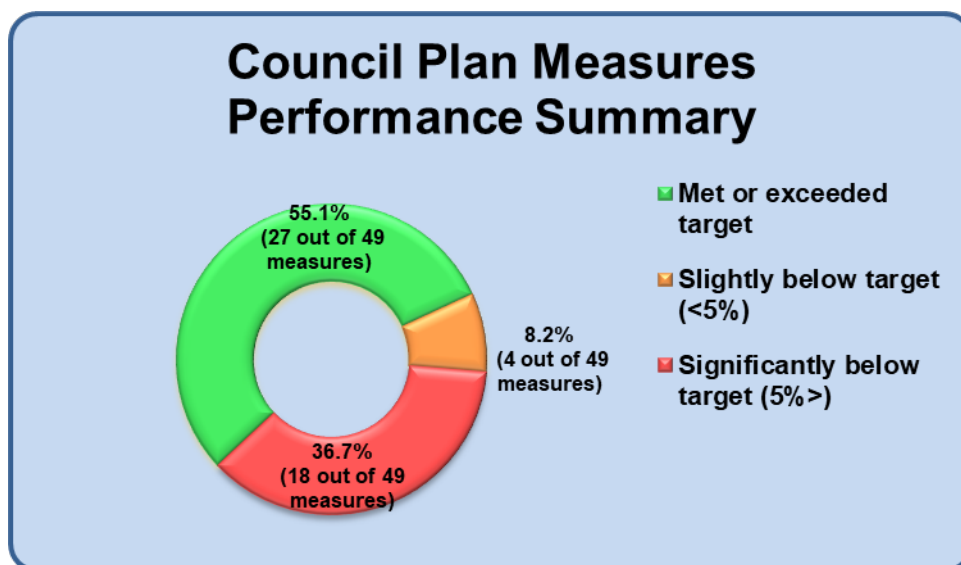
Appendix 4 Strategic Risk Summary

- 2.3. There have been no changes to strategic risk current scores.

## 3. Summary of performance – all measures

### 3.1. Council Plan – all measures

There are 51 Council Plan measures for 2022/23. We are reporting on 49 as data for 1 measure is not available this quarter and 1 measure is data only.



#### Improved performance

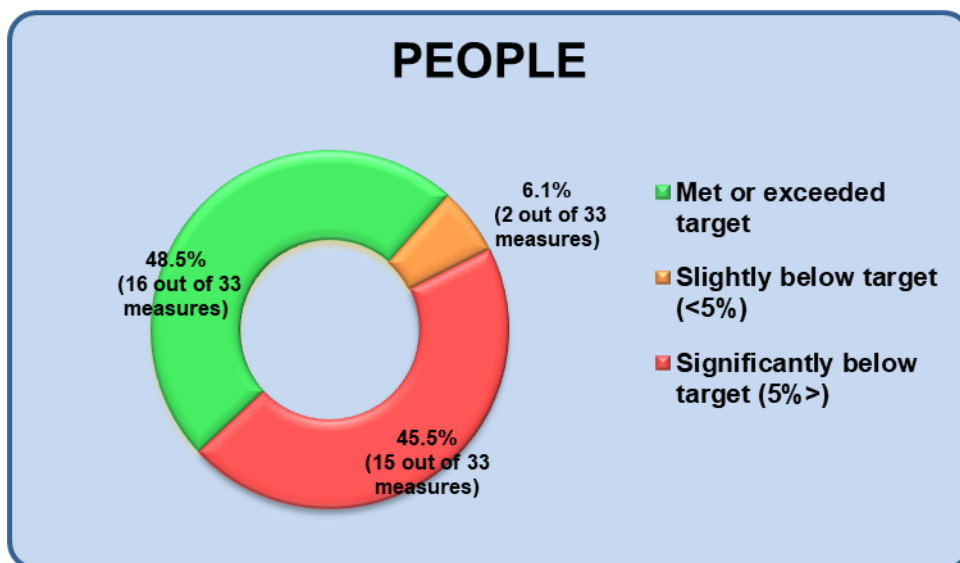
- 40.4% (19 out of 47\*) improved short term (since last quarter)
  - 43.8% (21 out of 48\*) improved long term (average of previous 4 quarters)
- \*where data available

## 4. Performance summary – by Council Plan priority

This section includes performance highlights supporting the Council priorities and Values.

#### 4.1. Priority – People

There are 34 Council Plan measures for this priority. We are reporting on 33 as data for 1 measure is not available this quarter.

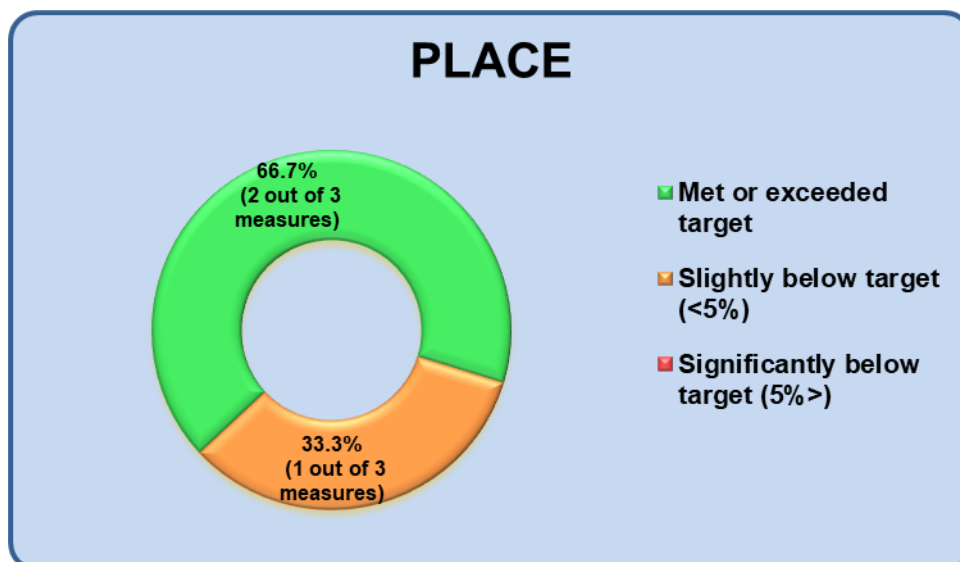


##### Improved performance

- 43.3% (13 out of 30\*) improved over the short term (since last quarter)
  - 48.4% (15 out of 31\*) improved long term (average of previous 4 quarters)
- \*where data available

#### 4.2. Priority – Place

There are 3 Council Plan measures for this priority.

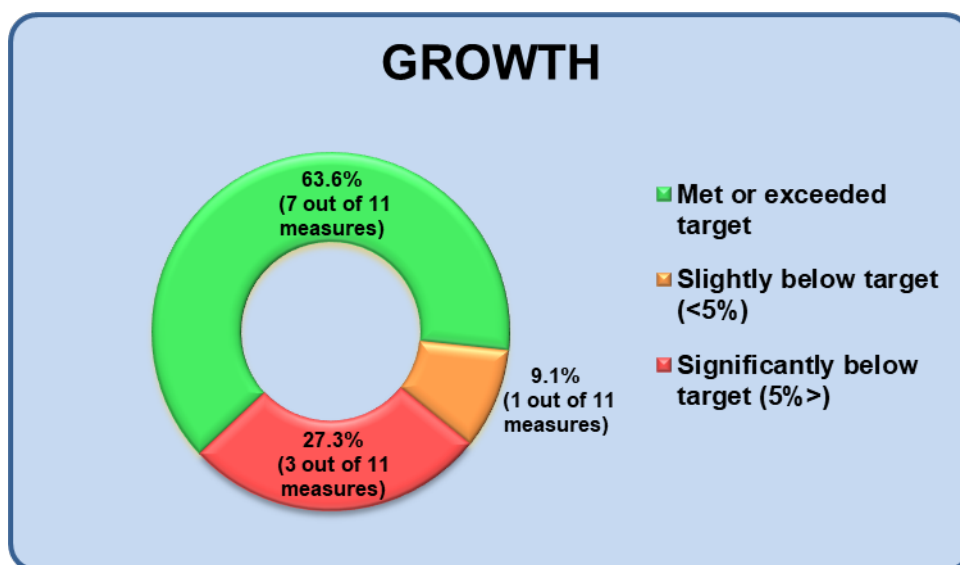


##### Improved performance

- 0.0% (0 out of 3\*) improved over the short term (since last quarter)
  - 0.0% (0 out of 3\*) improved long term (average of previous 4 quarters)
- \*where data available

### 4.3. Priority – Growth

There are 12 Council Plan measures for this priority. We are reporting on 11 this quarter as 1 measure is data only.



#### Improved performance

- 50.0% (6 out of 12\*) improved over the short term (since last quarter)
  - 50.0% (6 out of 12\*) improved long term (average of previous 4 quarters)
- \*where data available

### 4.4. Values

#### 4.4.1. Performance Summary – Council Plan measures

There are 2 Council Plan measures:

- FIN 18: Unmodified VFM Conclusion from external auditors
- FIN 12: Unmodified audit opinion on statement of accounts

Both measures achieved target.

## 5. Risk management

- 5.1. Implementation of a performance management and risk framework allows the Council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability on how successfully the Council is administering its resources. The risk of inaccurate data being reported to Members is minimised through authorisation by Directorate and Corporate Management Teams. Assurance can therefore be placed on the accuracy of data used to assess performance. By reporting to Members, the risk of poor performance not being identified or addressed is minimised.
- 5.2. The Risk Management process helps the Council understand, evaluate, and take action on all their risks. It supports effective decision making, identification of



priorities and objectives and increases the probability of success by making the most of opportunities and reducing the likelihood of failure.

- 5.3. The Council's Risk Management Strategy incorporates and:
- promotes a common understanding of risk.
  - outlines roles and responsibilities across the Council.
  - proposes a methodology that identifies and manages risk in accordance with best practice thereby seeking to prevent injury, damage, and loss.

## 6. Financial and legal implications

- 6.1. There are no direct finance or legal implications arising from this report.

## 7. Recommendations

- 7.1. The Cabinet is asked to note the Q3 2022/23 performance against the measures used to monitor progress against the Council's priorities.
- 7.2. The Cabinet is asked to agree the Strategic Risk Summary set out at Appendix 4 to the report.

## 8. Suggested reasons for decisions

- 8.1. Regular monitoring of performance and risks by management and Members is best practice and ensures achievement of corporate objectives.

### Lead officer contact

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### Background papers

[Council Plan 2022/23](#)

### Appendices

Appendix 1	Council Priority: People
Appendix 2	Council Priority: Place
Appendix 3	Council Priority: Growth
Appendix 4	Strategic Risk Summary

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## Council Priority: PEOPLE

### Supporting residents to realise their potential

### Quarter 3 2022/23

#### Performance and risks by outcome

Key

<b>Red</b>	Significantly below target (>5%)	<b>Amber</b>	Slightly below target (<5%)	<b>Green</b>	Met or exceeded target	<b>Goldilocks</b>	Optimum performance is in a target range
<b>DET</b>	Deteriorating	<b>STATIC</b>	Static	<b>IMP</b>	Improving	<b>NA</b>	Not applicable/available

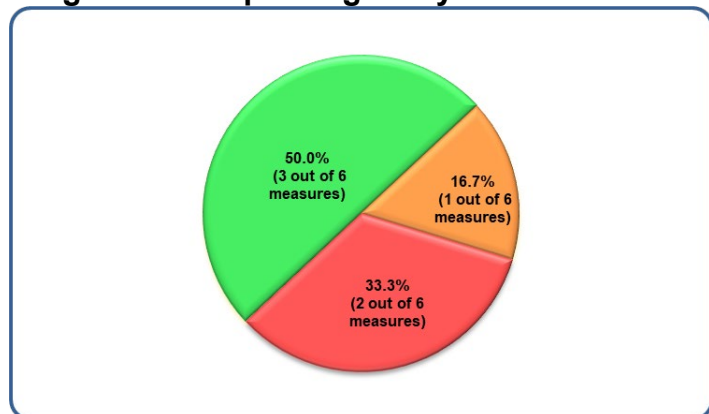
#### Outcome: Healthy and active communities

##### Strategic Risk Summary

There are no strategic risks for this outcome.

##### Performance Summary

##### Programme: Improving everyone's health and reducing inequalities



The total number of measures is 6

3 measures met their target [PH14, PH23, PH8]

1 measure was slightly below target [PH15]

2 measures were significantly below target [PH13; PH17]

The amber measure is deteriorating long term [PH15]

Both red measures are deteriorating long term [PH13; PH17]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
PH13	Rate per 100,000 of self-reported 4 week smoking quitters aged 16 or over (cumulative) (Q2 22/23)	Maximise	139	170	Red	DET	DET
PH14	Excess weight in 4-5 year olds (21/22 annual)	Minimise	23.7%	27.7%	Green	IMP	IMP
PH15	Excess weight in 10-11 year olds (21/22 annual)	Minimise	41.3%	40.9%	Amber	IMP	DET
PH17	Breastfeeding initiation	Maximise	64.68%	70%	Red	DET	DET
PH23	Dementia friendly settings (cumulative)	Maximise	4	4	Green	IMP	IMP
PH8	Percentage of children and young people achieving a lifestyle improvement as a result of completing a young people weight management service	Maximise	77.8%	75.0%	Green	IMP	IMP

**Comments:****PH13:**

- Please note, data runs a quarter in arrears.
- *Note: The 2021 Office for National Statistics (ONS) mid-year population estimate could not be used as a denominator as planned due to delays in its release. This performance measure is currently using the 2020 ONS mid-year estimate.*
- To the end of Q2 2022/23 there have been 501 quit attempts providing a 59% success rate.
- Face-to-face delivery has resumed in accordance with the National Centre for Smoking Cessation and Training (NCSCT) guidance, however, the same guidance states that remote support remains a safe and effective alternative. As we move out of the pandemic, face-to-face service delivery is becoming increasingly popular and a total of 16% of all quits have been carbon monoxide (CO) verified.
- GP and pharmacy settings continue to see lower activity for smoking cessation. Project officers are working with these settings to understand the barriers and pressures affecting the delivery of the service and to inform a review of the service level agreement from 2023-24 onwards.

- The service is working with local acute and maternity settings as well as the local NHS to implement the NHS Long Term Plan (NHS LTP). The NHS LTP is fundamental in making England a smoke-free society by supporting people in contact with NHS services to quit based on a proven model implemented in Canada and Manchester. By 2023/24, all people admitted to hospital who smoke will be offered NHS funded tobacco treatment services.

#### **PH14 and PH15:**

- The National Child Measurement Programme (NCMP) data was published in November 2022. This annual data collection has happened since 2007 and allows a detailed analysis of the trends in weight status for children locally and nationally. It also allows comparison of trends between areas and between population groups, for example looking at the differences between boys and girls, or difference in deprivation levels. The most recent data shows an overall reduction of overweight levels for both year groups that are measured, both locally and nationally in the last 12 months. The year R (4–5 year olds) Medway data saw a reduction from 31.5% in 2020/21 to 23.7% in 2021/22 in the overweight and obesity level compared to the 2021/22 England average of 22.3%.
- There was a smaller reduction for overweight and obesity prevalence in year 6 (10-11 year olds) compared to year R (4-5 year olds), with Medway at 41.3% for year 6 compared to the 2021/22 England average of 37.8%.
- Medway has developed a whole system approach to reducing obesity which is delivered by a wide range of partners within the Medway Healthy Weight Network. The network has three subgroups: Medway Infant Feeding Strategy Group, Medway Food Partnership and the Medway Physical Activity Alliance. The network has representation from a number of public, private, voluntary, and academic sector partners. These subgroups meet regularly to work collaboratively on food, activity, and infant feeding projects. The network produces a list of annual priorities at the start of each financial year that is reviewed by the Medway Health and Wellbeing Board.
- Specific priority actions this year include a whole school food programme, a large-scale healthy weight campaign, UNICEF Baby Friendly Accreditation for acute and community setting and many more. For a full list of healthy weight intervention, the <http://www.wholesystemobesity.uk/medway/> website provides a list of interventions and partners engaged in activity.

#### **PH17:**

- Data for Q3 2022/23 shows a reduction in the amount of Medway infants that initiate breastfeeding. Initiation data is collected by the Medway NHS Foundation Trust midwifery department who record the feeding status of all newborn infants. The choice of feeding method by the parent or carer is influenced by a number of factors such as the advice from professionals during their antenatal period, their peers and wider support environment, as well as their level of exposure to formula feeding adverts.
- The Infant Feeding Strategy group have begun the process of refreshing the Infant Feeding Strategy, with the first step being to analyse the last year of data to understand the demographics with the lowest breastfeeding rates. Residents will



then be asked about the barriers and enablers for infant breastfeeding and the evidence base will be reviewed to help identify interventions that either need to be scaled up or started, to improve the current position.

**PH23:**

- Two new locations have reached the 'Dementia Friends' standard to become dementia friendly including one premise on the Isle of Grain connected to wHoo Cares. This work has been aided by the re-engagement of wHoo Cares with the Dementia Action Alliance. The call to action to renew the Dementia Action Alliance Registration has been a leading factor that has contributed to this re-engagement, along with numerous other partners who had gone quiet since Covid19. This will continue into Q4 2022/23.
- The Historic Dockyard continues to engage but has yet to be assessed for the 'working towards Dementia friendly' standard which is hoped will be reached in Q4.

**PH8:**

- In Q3 2022/23 there has been an increase in the number of participants as well as outcomes within the Childhood Obesity Services. This is due to a new and trained full-time member of staff who is now helping to deliver the available services. There has been continuous progress of children and young people who have achieved a lifestyle improvement in Q3. This could include improvements in diet, activity level, weight status, fitness level, sedentary time, or body shape.
- We have received steady referrals for our Tri Mini and Tri Club programmes in Q3, however, referrals for Fit Fix remains low. Another member of staff has also been recruited and trained which should enable the team to deliver more courses in Q4 2022/23.
- Due to the current cost of living crisis, some families are struggling to bring their children to take part in the programmes. The team have planned for the programmes to run both face-to-face and online in Q4. We will also be offering bus vouchers to families which we hope will encourage them to attend the programmes. We will continue to monitor retainment among the target population (children) who complete the programmes.

**Project for this outcome:**

**Supporting Healthy Weight:**

- The annual National Child Measurement Programme (NCMP) data was published in November 2022. The NCMP is an annual data collection that has happened since 2007 and allows a detailed analysis of the trends in weight status for children both locally and nationally. It also allows comparison of trends between areas and between population groups, for example looking at the differences between boys and girls, or differences in deprivation levels. The most recent data shows an overall reduction of overweight and obesity levels for both year groups that are measured, both locally and nationally, in the last 12 months. For year R (4-5 year olds), Medway saw a significant reduction in the overweight and obesity level compared to the

previous year, moving from 31.5% in 2020/21 to 23.7% in 2021/22. This makes the year R prevalence for Medway 23.7%, compared to an England average of 22.3%. There was a smaller reduction for overweight and obesity prevalence in year 6 (10-11-year-olds) compared to year R (4-5-year-olds), with Medway at 41.3% for year 6 in 2021/22 compared to the England average of 37.8%. This reduction may, in part, be influenced by the Covid19 pandemic. In previous years, data was recorded immediately after the lockdown period and when social distancing restrictions were still in place.

- The national and local decreasing trend seen this year may suggest that more typical activity and food intake patterns have returned for a large proportion of children. There have also been several new interventions established locally and more active engagement in the whole system obesity programme in the last year, from a multitude of partners. Although it is not possible to predict future childhood obesity rates or the ongoing trend line, the range of partners within the Medway Healthy Weight Network are committed to further action. For example, the Medway and Swale Health and Care Partnership have named childhood obesity as one of its core priorities.
- In Q3 2022/23, there has been a large focus on school-age children and school-based programmes within the whole system obesity programme. This includes 12 schools registering for the Whole School Food Programme, 14 schools signing up for the Daily School Mile as part of the Medway Can campaign and 15 schools registering for other physical activity interventions.

## Outcome: Resilient families

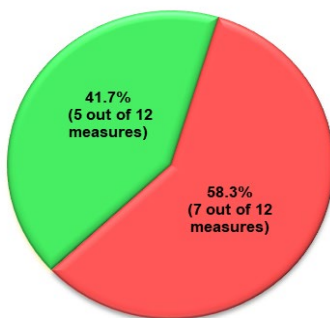
### Strategic Risk Summary

SR09B: Failure to meet the needs of children and young people

Inherent score	Current score	Movement	Likelihood	Impact
BII	BII	➔	High	Major

### Performance Summary

Programme: Together We Can – Children's Services Improvement Plan



The total number of measures is 12

5 measures met their target [A10; CSC0004; CSC0006; ILAC2; ILAC5]

7 measures were significantly below target [ILAC1; ILAC3; ILAC4; ILAC6; ILAC7; ILAC7(N); N23]

2 of the 5 green measures are deteriorating long term [CSC0004; ILAC2]

5 of the 7 red measures are deteriorating long term [ILAC1; ILAC3; ILAC4; ILAC7(N); N23]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
A10	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family (fostering adjusted)	Minimise	421	450	Green	DET	IMP
CSC0004	Number of CIC per 10,000 children	Goldilocks	69.5	67.0	Green	DET	DET
CSC0006	Number of CP per 10,000 children	Goldilocks	42.0	37.0	Green	DET	IMP
ILAC1	Average Caseloads in Assessment teams	Minimise	27.8	22	Red	DET	DET

ILAC2	Average Caseloads in Post Assessment teams	Minimise	15.4	18	Green	IMP	DET
ILAC3	Completed initial child and family assessments which started as S47, where the child was visited within 1 working day.	Maximise	62%	90%	Red	IMP	DET
ILAC4	Completed initial child and family assessments which started as S17, where the child was visited within 5 working days.	Maximise	39%	85%	Red	STATIC	DET
ILAC5	% of children with long term fostering as a plan, where the child, carer and service have agreed for the placement to last until the child is ready to leave care.	Maximise	61%	60%	Green	DET	DET
ILAC6	Rate of open CIN cases per 10,000	Goldilocks	377	321	Red	DET	IMP
ILAC7	The percentage of CSC Audits graded good or outstanding	Maximise	13%	80%	Red	IMP	IMP
ILAC7(N)	The percentage of CSC Audits graded RI or higher (good or outstanding)	Maximise	70%	80%	Red	DET	DET
N23	The percentage of children social care substantive posts not filled by permanent social workers	Minimise	30.6%	20%	Red	DET	DET

**Comments:****A10:**

- The 3-year average rose by 6 days compared to the Q2 22/23 outturn.
- This measure has achieved target but has deteriorated slightly, despite being higher than the national outturn. The latest national benchmark is 375 days, and the statistical neighbour outturn is 367.
- Medway has now joined with Kent and Bexley into a Regional Adoption Agency (RAA) so the service will work through the RAA to identify adoptive families in a timely way. Panels are held weekly which ensures that children are matched without

delay where suitable adopters can be found within the resources of the Adoption Partnership. As this is the 3-year figure this involves children adopted both before and after the RAA went live. Medway's number of children being adopted are low so any lengthy period of family finding will adversely affect the average even if for only one child.

- In this cohort there were a number of sibling groups all of whom were older and with some complex needs and traumatic histories and they all took over a year to place. In addition, Covid19 has affected the length of proceedings for many recent children placed and adopted.

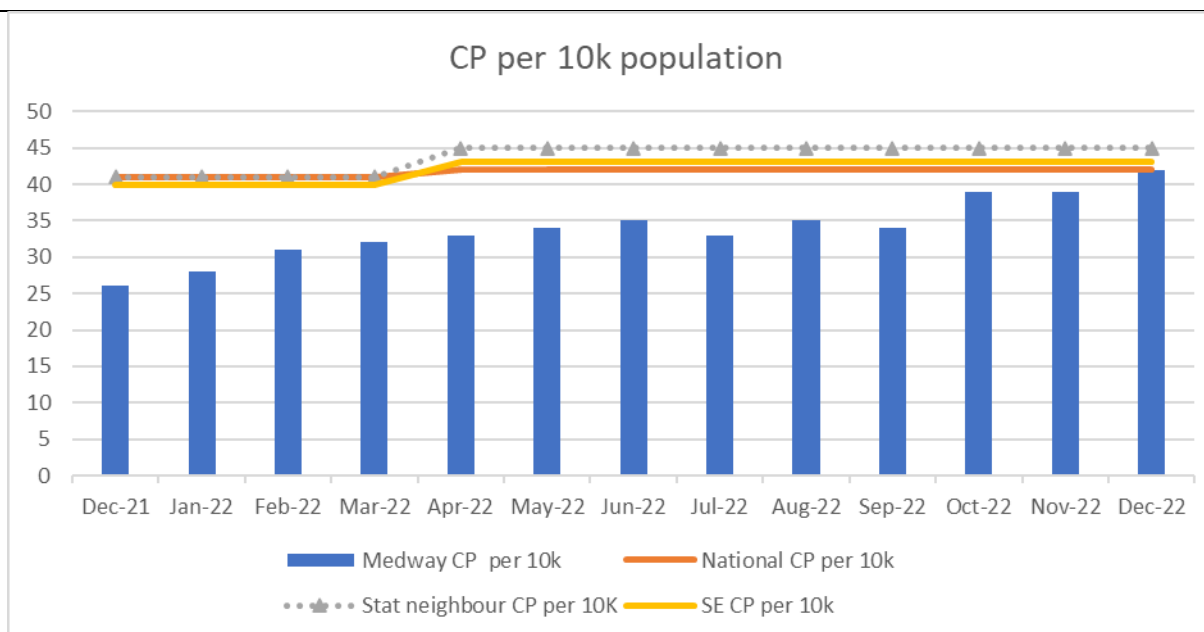
**CSC0004:**

- The rate of Children in Care (CiC) is now being measured by a "Goldilocks" metric. This is because a rate that is too low is as potentially problematic as a rate that is too high. We have set the upper limit at 71 and the lower at 63.
- Currently there are 455 CiC, which is a rate of 69.5 per 10,000. There has been a rise since September of 4% (16 children). Medway now has an almost identical rate to the most recent National rate.
- Nationally there are 70 CiC per 10,000 population. Our statistical neighbours have 74 CiC per 10,000 and the South East has 56.
- Decisions for all children coming into care have the oversight of the senior leadership team and are reviewed at the Access to Resource panel and Permanency panel. The focus of these panels is to ensure that we continue to review and allocate support that enables children to return home to families as swiftly as possible, therefore preventing children remaining in care unless they need to be there.
- National changes from the Judiciary will see a greater focus on care proceedings needing to conclude within the required 26 weeks. To respond to this, we have implemented weekly care proceedings tracking meetings. The aim of these meetings is to drive early permanence plans, to swiftly be able to identify and respond to barriers that can result in children remaining in care longer than is necessary.

**CSC0006:**

- The rate of Child Protection is now being measured by a "Goldilocks" metric. This is because a rate that is too low is as potentially problematic as a rate that is too high. We have set the upper limit at 42 and the lower at 32.
- The target zone has been revised and set in consultation with the service, as indicated at the target setting stage, in order to provide a meaningful performance measure that aligns Medway with national rates and our statistical neighbours.
- Currently there are 277 children on a child protection plan. This equates to a rate of 42 per 10,000, a 24% rise on the Q2 rate, created by an extra 54 children.

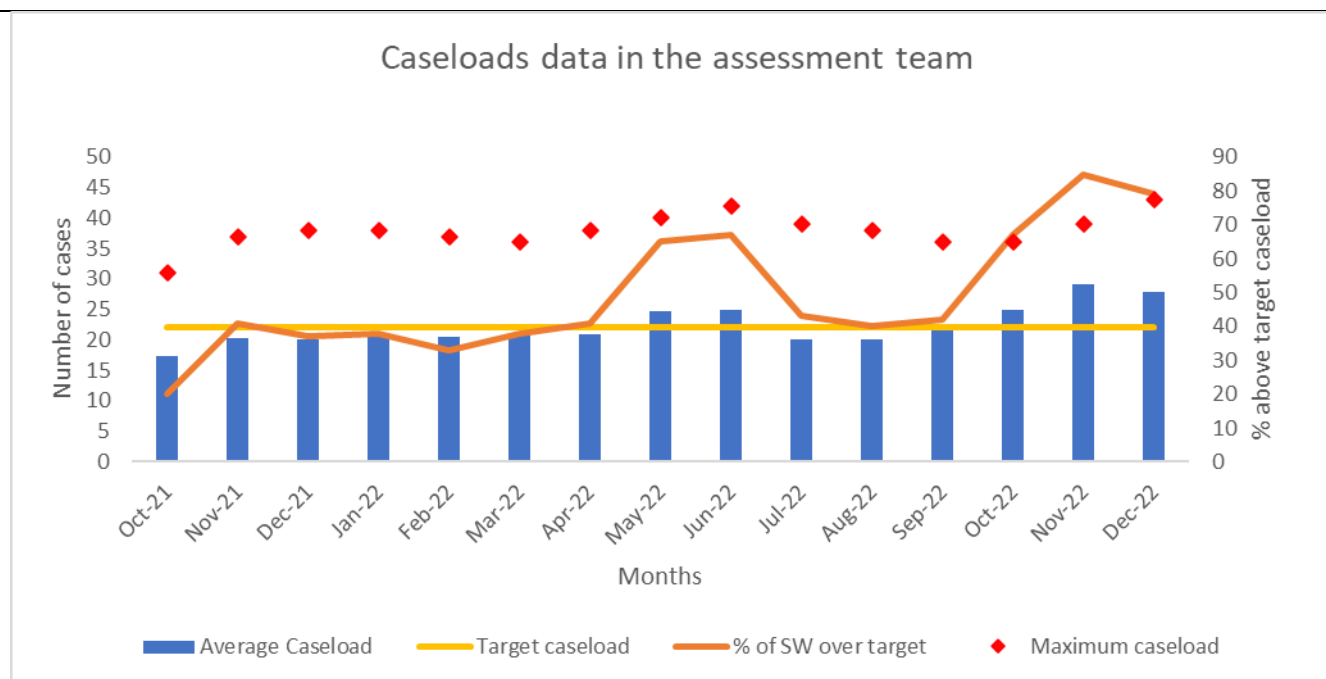




- Medway is in line with the latest National rate (42) and below the Statistical neighbour rate of 45 per 10,000. The South East rate has risen to 43, which means all our comparators, like Medway, have seen a rise in the numbers of CP.
- The number of children subject to a child protection plan has increased in conjunction with and is now in line with our statistical neighbours and national. There has also been an increase in the number of transfers in child protection conferences.
- Senior managers and child protection chairs have oversight of decisions for children to be placed on a plan, which is made as part of a multi-agency decision. Dip sampling and review work continues consistently to ensure that the right children are on a plan, but that there is more to do to ensure that our child in need intervention is effective at preventing escalation.

#### ILAC1:

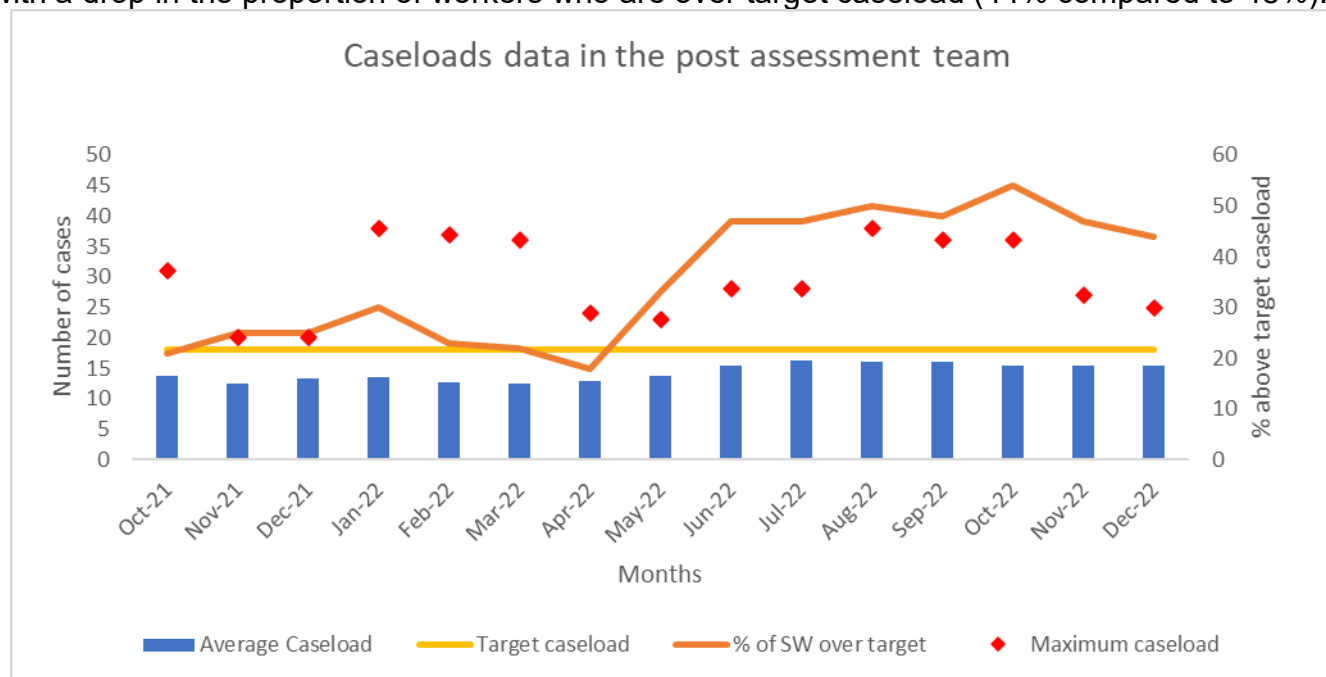
- The average caseload in the assessment teams is 27.8 cases, which equates to a 26.2% rise compared to the September snapshot. This increase has also impacted the percentage of workers over target caseload, which has risen from 42% to 79%. The maximum caseload remains high at 43 and has been rising over the quarter.



- The average caseload within the assessment teams has increased in Q3 which was expected due to staffing shortfalls and the number of unfilled vacancies across other services. During this quarter it was agreed that the assessment teams would hold children's cases longer to prevent transfers to the Children's Social Work teams, due to the number of unfilled vacancies in that part of the service.
- Significant management oversight and action has been in place throughout this period to manage any potential risks and ensure robust oversight of the work.
- The highest caseload of 43, was a worker who had work moved to them following another practitioner leaving the team (this work was ready for closure). The other social worker with caseloads at this level has their student's caseload also allocated in their name (normal policy for student allocation). Considerable investment has been made to enable recruitment to a team of bank staff to provide additional capacity across the whole service, including the assessment teams.
- Additional investment has also been made in commissioning two project teams, given continuing difficulties being able to recruit locum backfill, and when these are mobilised in the coming weeks, they will start to take pressure off the service.

**ILAC2:**

- The snapshot shows post assessment social work teams (Areas CS Teams 1-8) have an average caseload of 15.4, a drop of 4% on the Q2 position. This indicator continues to achieve target. The highest caseload is 25, an increase of 31% on Q2. This is combined with a drop in the proportion of workers who are over target caseload (44% compared to 48%).



- Caseloads have now started to reduce in the post assessment teams due to action taken to recruit bank staff and an adolescent project team. Whilst the adolescent team have slightly lower caseloads, the increase in sickness and vacancies across both Children Social Work teams and in the adolescent service. Work that has been held in the assessment service has also slowly started to transfer across in December as the bank Social Workers came into post.

**ILAC3:**

- The end of quarter snapshot shows that 62% of assessments were visited within one working day. This is a 2% improvement on the Q2 22/23 position. 14 out of 37 did not happen in timescale.
- Due to recruitment and retention issues, and increased caseloads across the service there was a delay in the recording of visits undertaken within one working day. Where there was delay in recording or visiting, managers are providing rationale

and an increased oversight. The additional staffing resource will support more timely recording as work transfers out of the Assessment teams, enabling workers to catch up and throughput work.

**ILAC4:**

- The end of quarter snapshot shows 39% of S17 assessments were visited within five working days. This is static compared to the Q2 position, although 48% and 43% were achieved in October and November, respectively. 205 children were not visited in timescale. The long term trend over the last 12 months has been downward, with the rate dropping from 66% in Q3 2021/22.
- Continuing shortfalls in capacity across the service has resulted in challenges in completing visits within five working days of the referral, as well as a delay in the recording of these visits. Where there was delay in recording or visiting, managers are providing rationale and an increased oversight. The additional staffing resource committed by the Council and in the process of being commissioned and mobilised, will support more timely visiting and recording. Heads of Service continue to monitor this area of practice closely.

**ILAC5:**

- The percentage of children for whom permanency has been agreed has reduced slightly to 61%. Despite this drop the measure remains above target. Achieving permanency for children is a key issue in the improvement plan and mechanisms have been put in place to review permanency plans and to strengthen the work of the fostering panel to continue to improve on this indicator.
- Performance in this area remains above target. Work continues to fully implement the permanence policy, hold regular permanence panels and to implement the fostering strategy to increase supply, choice, and support for carers. Work is also underway with Independent Reviewing Officers to ensure all children and young people have a permanence plan, including looking to those children and young people who can safely return home, with effective support in place.
- Service Managers for Adoption/Fostering and Children in Care are jointly responsible for tracking children's permanence plans. Heads of Service are reviewing the permanence policy to support improved care planning and ensure better matching.

**ILAC6:**

- The rate of Children In Need (CIN) is now being measured by a "Goldilocks" metric. This is because a rate that is too low is as potentially problematic as a rate that is too high. We have set the upper limit at 337 and the lower at 305.
- Currently the rate is 377 which is outside of the green zone. There are 2,467 children counted as CIN. This has risen by 24% over the last quarter. Medway's rate of CIN is higher than National and the South East.
- A child in need is defined under the Children Act 1989 as "a child who is unlikely to reach or maintain a satisfactory level of health or development, or their health or development will be significantly impaired, without the provision of services, or the

child is disabled.” This includes all looked after children and all children on a child protection (CP) plan as well as other children supported by social services who are not looked after or on a CP plan.

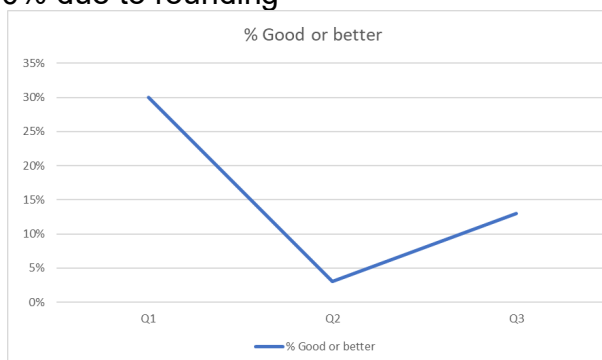
- Nationally there are 334 CIN cases per 10,000 population. This is slightly higher at 347 for our statistical neighbour group and at 329 in the South East. All of these rates have risen over the last year, but not as sharply as Medway’s current rise.
- The impact of staffing, sickness and vacancies has had an impact on the effectiveness with which CIN work is progressed across the service. The increase of staff through the recruitment in the bank and project teams has filled critical gaps and will enable more manageable caseloads for social workers supporting the throughput of CIN work. Service Managers and Heads of Service have strong oversight of this work.

#### ILAC7:

- In Q3, 4 out of 30 (13%) of audits were moderated as good, 87% required improvement or were inadequate. This is a moderate improvement from Q2.
- The table below shows the audit results for this year to date:

	Outstanding	Good	Requires improvement	Inadequate
Q1	0 (0%)	12 (30%)	18 (45%)	10 (25%)
Q2	1 (3%)	0 (0%)	29 (74%)	9 (23%)
Q3	0 (0%)	4 (13%)	17 (57%)	9 (30%)
YEAR Total	1 (1%)	16 (15%)	64 (59%)	28 (26%)

N.B. The percentages may not sum to 100% due to rounding



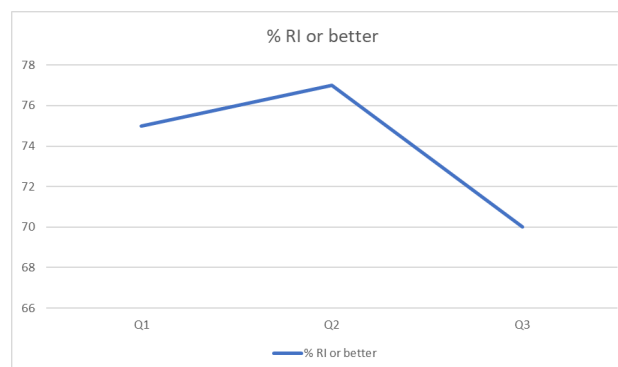
- Our aim is to achieve a service where good practice is embedded. The aim of achieving 80% of audits graded good or outstanding is the long-term service ambition as it will take a significant change in practice to get to this position, which will take time. Continued focus on practice improvement, is beginning to deliver results in some areas, which is evidenced in the



improvements seen in Q1. Work continues to drive the quality of practice across the service through regular coaching, training, and support and this is measured through the regular audit programme.

- The decline in performance since Q1, will be linked with the pressures across the service, particularly where there are significant gaps in capacity as there has been across the service over recent months. Unfilled vacancies, sickness and performance issues all impact on the quality, timeliness and throughput of work, and consequently, audit grades.

#### **ILAC7(N):**



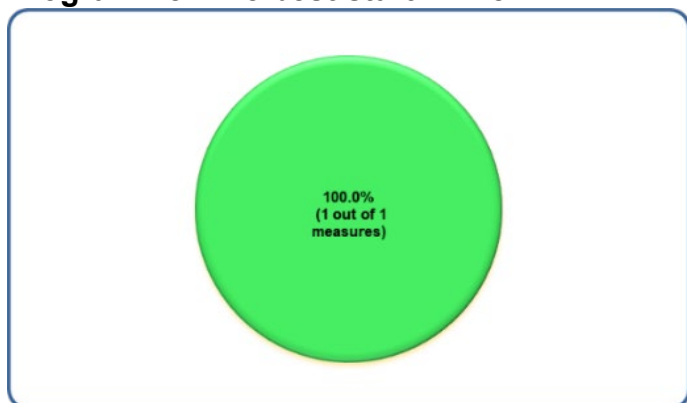
- For the year to date 75% of audits are graded as Required Improvement (RI) or better.
- The service is currently in intervention, and it would be expected that at this point in the journey that a high proportion of work would not meet expected standards until practice consistently improves.
- Dependent on the area of practice that is subject to review, we would expect that performance against the target will fluctuate. Performance will also be impacted in this area by pressures across the service, particularly where there are significant gaps in capacity as there has been across the service over recent months. Unfilled vacancies, sickness and performance issues all impact on the quality, timeliness and thoroughness of work, and consequently, audit grades.
- The extensive work underway to increase capacity through commissioning a team of bank locum staff and project teams, will provide additional capacity, and help to bring work back on track. The service will continue to strengthen practice.

#### **N23:**

- There has been a further rise in the vacancy rate in Children Social Care (CSC) since September 2022. This equates to nearly a third of all social work posts. This is comparable to the situation in September 2020.
- The use of agency staff has also increased to 30%. It is expected that this figure will rise further with additional project teams being hired from January to help manage capacity.

- Benchmarking data is from February 2022. New national figures are expected in February 2023. Medway has a higher vacancy rate than our statistical neighbours (17%) and the National rate (16%). We have been experiencing increasing pressure in being able to recruit permanent staff since the pandemic, like most of our comparator local authorities. Pressures are beginning to increase across the service in being able to recruit locum capacity to backfill vacancies, as nationally the availability of locums is also in decline.
- Recruitment and retention remain a significant issue for Medway and many local authorities. Extensive work is underway across the service to recruit permanent staff, including trying to grow our own workforce, through recruitment of newly qualified social workers, and through backfilling vacancies through locum staff.
- The social work offer increased in October 2022 to reflect the current market. Alongside this additional recruitment campaigns have been used to attract candidates. Pressures remain across the whole system nationally.

### Programme: The best start in life



The total number of measures is 2  
 1 measure met its target [PH16]  
 1 measure is not available this quarter

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
CASEIEYFS Gap	Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean (21/22 academic year)	Minimise	NA	30%	NA	NA	NA
PH16	Smoking at time of delivery (SATOD) (Q4 21/22)	Minimise	10%	16%	Green	IMP	IMP

**Comments:****CASEIEYFS Gap:**

- This measure has now been discontinued by the Department for Education.

**PH16:**

The data reported represents smoking at time of delivery (SATOD) prevalence for the whole of Kent & Medway in line with the Integrated Care Board (ICB) footprint.

**Achievements**

- The Medway Stop Smoking Service in collaboration with key partners, continues to deliver predominantly remote/telephone support to maternal smokers, partners, and significant others undertaking a quit attempt with the service. Face-to-face, text, and digital support is also available, enhancing accessibility and aiming to reduce health disparities.
- Despite ongoing pressures in the acute setting, particularly for maternity colleagues, we have received a total of 132 referrals in Q2 2022/23. This is a 25% decrease on Q2 2021/22 (177 referrals), which is likely to be reflective of several factors, including a reducing SATOD prevalence locally, high maternity staff turnover and limited pharmacotherapy options. Experts have also highlighted that nicotine replacement therapy (NRT) has limited efficacy in the pregnant population.
- Medway Council Public Health team are also working closely and supporting clinical colleagues in implementing the ambitions of the NHS Long Term Plan in treating tobacco dependence. In maternity, we expect to see and support an operational in-house model for some of the Medway pregnant population by April 2023/24.

**Actions**

- As part of the NHS's 'Saving Babies' Lives Version Two: A care bundle for reducing perinatal mortality' guidance, reducing smoking in pregnancy is the first element. To embed best practice, the team and service continue to prioritise working closely with influential stakeholders (notably midwives and health visitors) to maintain and improve referral pathways, as well as ensuring evidence-based training is delivered at regular intervals.
- New evidence from a randomised controlled trial suggests that e-cigarettes might help people who are pregnant to stop smoking, and their safety for use in pregnancy is similar to that of nicotine patches (Hajek et al., 2022). An e-cigarette universal offer is currently being considered for implementation into the Medway Stop Smoking Service.
- Furthermore, emerging evidence published in the British Medical Journal (BMJ) has found that the provision of financial incentives alongside regular UK Stop Smoking Services was shown to more than double the number of people who stopped smoking during pregnancy (Tappin et al., 2022). This bolt-on intervention supports new guidance from the National Institute for Health and Care Excellence (NICE). A proposal for the new financial year will be put forwards to ensure our services continue to reflect the gold-standard and are continually improving perinatal outcomes in Medway.

**Project for this outcome:****Healthy Child Programme:**

- The Health Visiting Service delivered by Medway Community Healthcare (MCH) has met or exceeded all its directorate targets for the mandated checks in Q2 2022/23. These checks are conducted by the Health Visiting Service in accordance with the National Healthy Child Programme to support parents and ensure the child's development is on track. The current performance statistics for these checks are:
  - New Birth Review: 91% (Target – 91%)
  - 6-8 Week: 93% (Target – 91%)
  - 10-12 Months: 94% (Target – 91%)
  - 2-2.5 Years: 88% (Target – 78%)
  - Antenatal: 91% (Target – 91%)
- The MCH School Nursing Service achieved a high level of participation in The National Child Measurement Programme (NCMP). The last full dataset for the 2021/22 academic year shows that 91% of Medway's Year R and Year 6 children took part in the programme. September 2022 saw the full launch of the ChatHealth digital messaging service for children aged 11 to 19. Children accessing the service can send a message (anonymously if they wish) to a school nurse to get confidential help and advice about a range of health concerns, including emotional health, sexual health, relationships, alcohol, drugs, and bullying.
- The Children and Young People (CYP) workforce training denotes 15 courses which are delivered to a total of 227 professionals in Q3 2022/23. These training courses have been developed to deliver support to Medway's Children and Young Peoples workforce (teachers, youth workers, youth group leaders, charity workers) in the work that they do to improve the health and wellbeing of children and young people. Training includes full and half day in-person sessions, online sessions, and webinars and covers a range of topics such as mental health, self-harm, trauma informed practice, and 'Personal, Social, Health and Economic' (PSHE) education. The breakdowns of training and attendance are:
  - Alumina training: One course - 13 delegates attended.
  - Self-harm basic awareness: Two courses - 36 delegates attended.
  - Adverse Childhood Experiences (ACEs) and Trauma Informed Practice (TIP): Nine courses – 130 delegates attended.
  - Youth Mental Health First Aid (YMHFA): One course – 14 delegates attended.
  - Connect 5 CYP Version: One course – seven delegates attended.
  - Relationships and Sex Education (RSE) Whole Day: One course – 27 delegates

- We have seen an increase in membership across our networks including the PSHE education Network with an improved attendance from existing members. Currently, there are 69 members from a cross section of schools, primary, secondary, Special Education Needs and Disability (SEND) settings and alternative provision.
- The Trauma Informed Community of Practice currently has 49 active members, facilitated by two members of the team. Bi-monthly meetings to discuss innovative approaches and share ideas around trauma informed practice (TIP). Members include representatives from Medway and Kent, NHS, Schools, Parenting practitioners, Emerge, LGBTQ+ community, police, probation service, social workers, carers, and youth groups. Programmes discussed and presented in Q3 2022/23 have been adverse childhood experiences (ACEs) and appropriate language within the LGBTQ+ community, DICE (Parenting Support Programme) and the Therapeutic Outreach and Support Team (TOaST) programme. In January 2023, two schools will present their different approaches to TIP.
- To support Care Leavers Week in October 2022, the team delivered health and wellbeing sessions to care leavers at Strood Community Hub. The team also created a wellbeing guide to support care leavers with the transition into independent living. This has been very well received and shared with services locally and nationally.
- Colleagues have supported the Medway South Primary Care Network (PCN) to complete the Social Prescribing Maturity Framework. This is a quality improvement tool to support leaders at a system (Kent and Medway Integrated Care System), place (Medway and Swale Health Care Partnership) and neighbourhood (PCN) level to work together strategically. The results of which have shown some opportunities for partnership working which will be taken forward in the new year.



## Outcome: Older and disabled people living independently in their homes

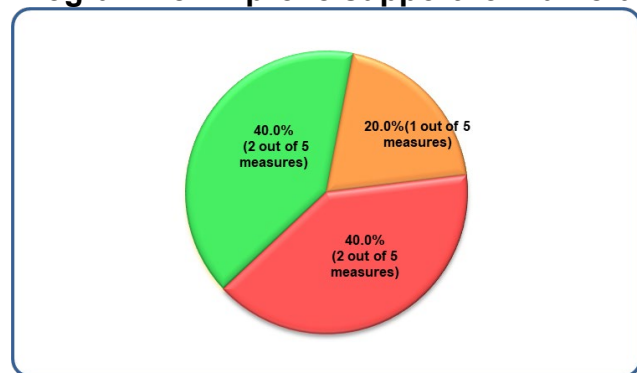
### Strategic Risk Summary

SR09A: Meeting the needs of Older People and Working Age Adults

Inherent score	Current score	Movement	Likelihood	Impact
AI	BII	→	High	Major

### Performance Summary

Programme: Improve support for vulnerable adults by working with partners and communities



The total number of measures is 5

2 measures met their target [ASCOF 2A(1); ASCOF 2A(2)]

1 measure was slightly below target [ASCGBT001]

2 measures were significantly below their target [ASCOF 1C(2i); ASCOF 1G (n)]

1 red measure is deteriorating long term [ASCOF 1C(2i)]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
ASCGBT001	% of Long term packages that are placements	Minimise	30.2%	30%	Amber	IMP	IMP
ASCOF 1C(2i)	Percentage of clients receiving a direct payment for their social care service	Maximise	28%	30%	Red	DET	DET
ASCOF 1G (n)	Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	Maximise	52%	77%	Red	IMP	IMP

ASCOF 2A(1)	Permanent admissions to care homes per 100,000 pop – 18-64	Minimise	Redacted	4	Green	IMP	IMP
ASCOF 2A(2)	Permanent admissions to care homes, per 100,000 pop – 65+	Minimise	125.2	145	Green	IMP	IMP

**Comments:****ASCGBT001:**

- The proportion of clients receiving a long term service that is a placement has decreased by 0.8 percentage points over the quarter. The long term trend is static with the position in December 2021 being 30.1%. The number in residential or nursing accommodation has dropped by 2%, whilst the number of clients receiving long term care has risen by 0.8%. There are currently 847 clients in residential or nursing care, out of 2,808 clients receiving long term care.
- National data for 2020/21 for long term clients in placements is 29% - this is a slight decrease from 2019/20.
- A desk top deep dive was undertaken to analyse placements made within the last quarter to understand the upward trend in placements. It was found that the majority are being made through hospital discharge due in major part to the increase in acute need. The first review for these placements is critical to ensure that they remain appropriate.

**ASCOF 1C(2i):**

- There has been a drop in the proportion of clients receiving long term services (denominator) as an ongoing direct payment (DP) (numerator) of 4.3 percentage points to 28%. At the end of December 552 clients out of 1,980 are receiving an ongoing DP.
- Nationally 26.7% of clients with an ongoing long term service receive a DP. Our statistical neighbours' performance is 29.3%. Both comparators have seen a decline in performance compared to their 2020/21 results.
- As predicted, we have seen a decrease in the numbers of people in receipt of a DP. This is due to the transfer of people attending a day service paying by DP to a commissioned service, in order to recoup the 20% VAT cost. The conversion of DP day service clients to a commissioned service is impacting the team's ability to process any new referrals. We have successfully recruited two full time Self Directed Support (SDS) coordinators. Start dates are pending. Once they start work this will help address the backlog of DP referrals and increase the number of people in receipt of a DP.
- The Self Directed Support (SDS) team continue to work with Social Work Locality teams to ensure that they are aware of the benefits of a DP and promote referrals to the SDS team.

**ASCOF 1G (n):**

- There has been a 7 percentage point rise since Q2 2022/23 the proportion of Learning Disability (LD) clients who live in their own home or with family.

- Of the current 638 LD clients 329 (52%) are in their own home or living with family and have had a review in the last 12 months. 133 (21%) are living in their own homes or with family but haven't had a review in the last 12 months. This means that 73% are in the desired type of accommodation.
- There are 176 clients not living with their families or in their own homes - over three quarters of these are in residential or nursing homes. Accommodation in a care setting is, in many cases, the most appropriate place to provide the care and support needed and should not be viewed negatively.
- The current national outturn is 79% and our statistical neighbours' is 81% (2021/22 data).
- The service is working with colleagues in both Systems, and Performance and Intelligence to improve the way in which professionals record accommodation status. In addition, communication has gone out to all Locality team managers to ensure teams are recording accommodation status in the correct way to ensure data can be captured.

#### **ASCOF 2A(1):**

- Please note the target for this measure is apportioned over the quarter.
- There have been six admissions of working age adults to residential or nursing care this quarter. So far this year there have been 19 admissions in the year, which equates to a rate of 11.1 per 100,000, below the target of 12 (4 per quarter). The annual target of 16 admissions per 100,000 allows for 27 individuals to be admitted.
- Although performance is currently on course to remain below that target it is important to remember that delayed recording can see figures in reported quarters rise.
- Nationally the benchmark (2021/22 data) is 13.9 per 100,000 for the full year, just under 3.5 per 100,000 for each quarter and for our statistical neighbours the figure is 15.2 (3.8 per 100,000).
- We continue to work with our commissioning colleagues, to identify and commission further appropriate alternative forms of accommodation with a view to ensuring that the numbers requiring care home admissions is as low as possible.

#### **ASCOF 2A(2):**

- Please note the target for this performance measure is apportioned.
- There have been 58 admissions this quarter. Whilst this figure and the rate per 100,000 population is below target retrospective inputting may raise this figure. The number of admissions in Q1 has been updated based on 96 admissions, from 85 and the Q2 figure updated to 94 from 54 as recording has caught up. This has seen the rates rise to 207.2 and 185.6 per 100,000 respectively.
- Our target rate allows for 262 admissions in total; currently 248 older people have been admitted. This is a rate of 535.3. This means that the indicator is achieving target for Q3. At this point we are exceeding the target rate of 435 and may exceed the target by year end if this rate continues.

- The National rate of admissions (2021/22 data) is 538.5. This equates to 134.6 per quarter. Our statistical neighbours' outturn is 585.6 (146.4 per quarter). In 2021/22 Medway admitted 669.3 people per 100,000. This is 167.3 per quarter and means we are, in 2022/23, in excess of last year. At the end of Q3 2021/22 we had admitted 501.9 people per 100,000 and for this year we have admitted 535.3.
- The desk top deep dive which was undertaken to analyse placements made within the last quarter focused on older people to understand the upward trend in placements. It was found that the majority are being made through hospital discharge due in major part to the increase in acuity of need. The first review for these placements is critical to ensure that they remain appropriate.

#### **Project for this outcome:**

##### **Social Isolation:**

- In Q3 2022/23, one 'Connect 5' Session was delivered with 10 delegates attending in total. The first Medway Social Isolation Action Alliance newsletter was published. A new training module called 'Loneliness and Social Isolation in Children and Young People' was also produced and dates have been booked for next year.
- No social prescribing referrals were received in Q3 2022/23 as the service is no longer active. Colleagues working in Social Prescribing completed the support and discharge of the remaining client caseload in December 2022. Overall, 100% of clients who completed the intervention reported an increase in their wellbeing through validated wellbeing measurements.
- Three bitesize sessions for social prescribing link workers were delivered on the following topics: Cost of living, Talking Therapies, and Early Help. Additionally, a social prescribing networking event was held in October 2022 with 25 stall holders and 60 attendees.

## Outcome: All children achieving their potential in education

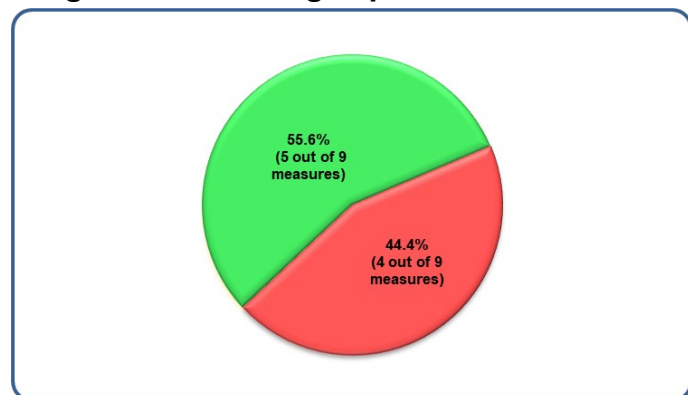
### Strategic Risk Summary

SR39: Financial pressures on SEN Budgets

Inherent score	Current score	Movement	Likelihood	Impact
BII	BII	→	High	Major

### Performance Summary

Programme: Raising aspiration and ambition



The total number of measures is 9

5 measures met their target [CASEIKS4 Ofsted; CASEISPEC Ofsted; OfstedPrimMnt; SE2 OEPr; SEKS4A8]

4 measures were significantly below target [CA13; EDU3(b); SE KS2; SE KS2Mnt]

1 of the 4 green measures is deteriorating long term [CASEIKS4 Ofsted]

2 of the 4 red measures are deteriorating long term [EDU3(b); SE KS2]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
CA13	The percentage of children permanently excluded from school (upheld only)	Minimise	0.014%	0.010%	Red	DET	IMP
CASEIKS4 Ofsted	Partnership measure: Percentage of all Secondary Schools judged good or better,	Maximise	88.9%	85%	Green	DET	DET
CASEISPEC Ofsted	The percentage of special schools in Medway judged to be good or better	Maximise	100%	90%	Green	STATIC	STATIC



EDU3(b)	The percentage of children who were persistently absent from school (21/22 academic year)	Minimise	24.3%	13%	Red	DET	DET
OfstedPrimMnt	The percentage of Maintained primary schools in Medway judged to be good or better	Maximise	100%	93%	Green	STATIC	IMP
SE KS2	The percentage of children who the required standard or above in Reading, Writing and Mathematics at KS2 (21/22 academic year)	Maximise	57.0%	65.0%	Red	NA	DET
SE KS2Mnt	The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2 in Maintained Schools Only (21/22 academic year)	Maximise	65%	70%	Red	NA	NA
SE2 OEPr	Partnership measure: Percentage of all Primary Schools judged good or better,	Maximise	92.0%	87.5%	Green	IMP	IMP
SEKS4A8	Average attainment 8 score (21/22 academic year)	Maximise	47.8	47	Green	NA	NA

**Comments:****CA13:**

- Please note, the annual target of 0.04% is apportioned across each quarter.
- For the quarter, there has been 16 permanent exclusion processes started. Of these nine have been resolved and seven are awaiting an outcome. Seven have led to the child being excluded and two have not.

- This activity is not counted in the benchmarking data below, which is for the Autumn term of 2021/22. It will form part of the dataset for the Autumn term 2022/23. Exclusion Data is now published three times a year. The most recent published data is for the Autumn term 2021/22.

- The table below shows National, regional, and local data:

	Primary exclusion rate	Secondary exclusion rate	Total exclusion rate
National	0.005%	0.05%	0.025%
South East	0.003%	0.02%	0.01%
Medway (Autumn term 2021-22)	0.00%	0.02%	0.008%

- Education system leaders are working proactively with local authority officers to establish appropriate provision that supports more pre-emptive intervention and reduces the need for exclusion. This includes reviewing how alternative provision operates with a view to increase the range of outreach support for vulnerable learners.

#### **CASEIKS4 Ofsted:**

- Of the 20 Secondary schools in Medway 3 are classed as outstanding, 13 are good, 1 requires improvement and 1 is inadequate. This means that 16 of 18 are good or better. The inadequate judgment applies to the Waterfront UTC from its time as Medway UTC.
- Since last quarter Brompton Academy has been inspected and moved from good to requires improvement.
- Neither The Leigh Academy Rainham nor the Maritime Academy have had an Ofsted inspection, so they are not counted in this measure, in either the denominator or numerator.
- Nationally this figure is 81% and the South East currently has 88.6% of schools graded good or better. Medway has moved from 3<sup>rd</sup> to 11<sup>th</sup> the South East.
- Where there are concerns about schools, including those schools judged less than good, these are discussed during the termly conversation with the Regional Director (formally Regional Schools Commissioner, RSC).

#### **CASEISPEC Ofsted:**

- There have been no changes to Ofsted ratings this quarter.

#### **EDU3(b):**

- Local, provisional, data shows that Medway's overall rate of persistent absence (PA) for terms 1-6 (2021/22) is 24.3% - this is 10,059 children. Of these, the primary rate is 21.5% and the secondary rate 27.3%.
- The absence data is published for statutory school-age pupils only. These are pupils on roll who are aged 5 to 15 on the first day of the academic year, Years 1 to 11.

- The most recent published National Attendance data is for terms 1-4 of the 2021/22 academic year.
- Published data collected for terms 1-4 of the 2021/22 academic year shows Medway has a combined (primary and secondary rate) persistent absence rate of 23.8%. Primary school PA is at 21.2% and secondary school is 26.5%.

T1-4 2021-22	Total PA	Primary PA	Secondary PA
National	22.3%	18.2%	26.7%
South East	22.2%	18.2%	26.4%
Medway T1-4 (published)	23.8%	21.2%	26.5%
Medway T1-6 provisional (not published)	24.3%	21.5%	27.3%

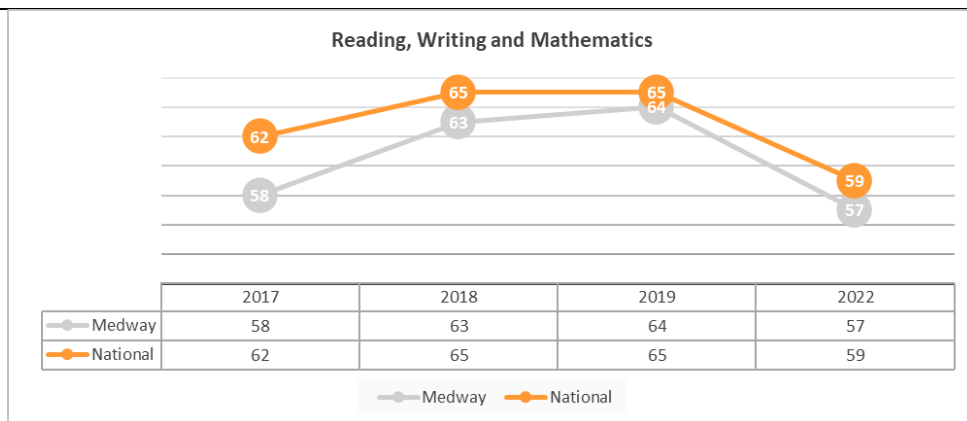
- For terms 1-4 the rate of PA in Medway is higher than both National and the South-East for 5 out of 6 terms.
- The Council has been assigned a Department for Education advisor to work with them on addressing the attendance and PA issues. Council officers have met with the advisor and a deep dive is scheduled for early February which will inform the development of a robust action plan.
- The Task and Finish Group of school leaders continues to collaborate focus on identifying improvement priorities for attendance drawing on best practice and national initiatives.

#### **OfstedPrimMnt:**

- All local authority maintained primary schools are rated 'Good' or better; four are graded 'Outstanding' and 21 are 'Good'. There has been no change since last quarter.

#### **SE KS2:**

- The revised (final) Statistical First Release (SFR) has been published by the Department for Education. Data shows that 57% of Medway children achieved at least the expected standard in the combined Reading, Writing and Mathematics measure. The target in this report of 65% was set in 2019 pre-pandemic. The gap between Medway's and National performance has increased.
- National data indicates that 59% of children achieved at least the expected standard, as such Medway is 2 percentage points (pp) lower than National.



- Compared to our statistical neighbours\* Medway has had the fourth best percentage change against 2018/19, being comparable to the National rate of decline. All Local Authorities (LAs) have seen their performance drop.

	2018-19	2021-22	pp change	% change
Swindon	62	58	-4	-6
Rotherham	59	54	-5	-8
National	65	59	-6	-9
Dudley	59	53	-6	-10
Medway	64	57	-7	-11
South East	66	59	-7	-11
Telford and Wrekin	64	57	-7	-11
Thurrock	70	62	-8	-11
Kent	68	59	-9	-13
Havering	71	61	-10	-14
Southend-on-Sea	68	56	-12	-18

\*our comparator group changed between 2019 and 2022, only continuous LAs are shown

- The service supports headteacher associations and the CEO network, in addressing their identified priorities for school improvement, encouraging school-to-school support that utilises best practice identified through performance and standards data.

- The Medway Education Partnership Group (MEPG) has identified and agreed a number of key priority areas, including Quality of Education, which is informed by educational attainment outcomes for children and young people. These measures will be closely monitored, and action plans developed through the MEPG to understand inconsistencies and to support school leadership to address areas of low performance.

#### **SE KS2Mnt:**

- Maintained schools performed better than national and better than the All Schools cohort. This was also the case pre pandemic, however it should be noted that as schools have continued to academise the cohorts are not the same. Medway's maintained schools continue to outperform academies and the gap between the two groups has widened by 11.6%. The gap between maintained schools and national has narrowed.

	Medway (Maintained only)	National (all schools)	% Difference to national	Medway (Academy only)	% Difference Maintained vs Academy
2021/22	64.5%	59.5%	+8.4%	53.2%	+21.2%
2018/19 final	71.6%	65%	+10.2%	60.1%	+19.1%
% Change	-9.9%	-8.5%	-17.6%	-11.5%	+11%

- School Effectiveness Officers have undertaken focused visits to evaluate, with leaders, the effectiveness of their school curriculum to deliver the required pupil outcomes. These evaluations have been used to inform the Education Service Risk Tracker that is reviewed three times each year with the school.

#### **SE2 OEPr:**

- There are now 75 primary schools, as Stoke Primary School and Allhallows Primary School have become the Peninsula East Primary Academy.
- From a cohort of 75, currently 69 schools are graded 'Good' or better; seven are outstanding and 62 are good. Four schools require improvement and two are inadequate.
- In the quarter Elaine Primary School moved from requires improvement to good.
- There are 50 academies. Of these 88% are 'Good' or better (three are 'Outstanding' and 41 are 'Good'), four require improvement and two are inadequate.
- Nationally, this figure is 89.9% and the South East currently is 91.3%.

#### **SEKS4A8:**

- The provisional KS4 published data shows Medway's Attainment 8 score is 47.8. This is an increase of 1.2% upon previously published data, comparing performance with pre-pandemic outcomes. Since 2016, the trend of KS4 performance has been broadly below the national profile (with the exception of 2018/19 when it was slightly better).



- Attainment 8 is a whole school performance measure and is calculated based on the grades achieved by students across eight key subjects. Subjects include Mathematics, English and EBacc subjects and certain technical awards. Mathematics and English may be 'double weighted', meaning that they count as two of the attainment 8 subjects. Attainment 8 in Medway is lower than the national (47.8 Medway average versus 48.7 national average). Grammar schools continue to have an Attainment 8 score above Medway and national averages. All non-selective schools have an attainment 8 score below both Medway and national averages.
- Progress 8 captures the progress that pupils in a school make from the end of primary school to the end of KS4. The Progress 8 score is calculated by comparing each student's Attainment 8 score to those nationally of other students who had the same KS2 SATs results. The Progress 8 average in Medway is -0.13, compared with the national average of -0.03. This means that on average students in Medway make one grade less progress compared to their peers nationally.
- Whilst Medway has improved compared to 2018/19 this must be viewed in the context of National and comparator performance:

	2018/19	2021/22	% Change	2018/19 Gap to National (pp)	2021/22 Gap to National (pp)
National	46.8	48.8	4.3%		
South East	48.0	50.0	4.2%	1.2	1.2
Statistical Neighbour	51.0	53.0	3.9%	4.2	4.2
Medway	46.6	47.8	2.6%	-0.2	-1

- Medway has not made as strong progress as the comparators in terms of actual performance and has moved further behind the national outturn, whereas the South East and statistical neighbours have remained static.
- School Effectiveness Officers continue to work in collaboration with education leaders in the Medway Education Partnership Group (MEPG) to understand key priorities in all phases of education. National and LA data is to be collated and shared with schools in order to support individual schools with benchmarking, particularly in relation to more vulnerable groups (e.g., SEND, LAC).

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**Council Priority: PLACE**  
**Medway: A place to be proud of**  
**Quarter 3 2022/23**

**Performance and risks by outcome**

Key

<b>Red</b>	Significantly below target (>5%)	<b>Amber</b>	Slightly below target (<5%)	<b>Green</b>	Met or exceeded target	<b>Goldilocks</b>	Optimum performance is in a target range
<b>DET</b>	Deteriorating	<b>STATIC</b>	Static	<b>IMP</b>	Improving	<b>NA</b>	Not applicable/available

**Outcome: A clean and green environment**

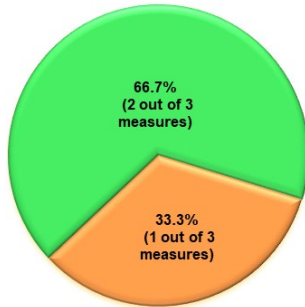
**Strategic Risk Summary**

SR47: Climate Change

Inherent score	Current score	Movement	Likelihood	Impact
All	All	→	Very high	Major

## Performance Summary

### Programme: Enhancing the public realm, street scene, parks and green spaces



The total number of measures is 3

2 measures met their target [NI 195a; W6 CP]

1 measure was slightly below target [GH6 CP]

Both of the green measures are deteriorating long term [NI 195a; W6 CP]

The amber measure is deteriorating long term [GH6 CP]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
GH6 CP	Satisfaction with parks and green spaces - direct users CP	Maximise	71.4%	75%	Amber	DET	DET
NI 195a	Improved street and environmental cleanliness: Litter	Maximise	96.00%	96.00%	Green	DET	DET
W6 CP	Satisfaction with refuse collection - Citizens Panel result	Maximise	88.4%	85%	Green	DET	DET

#### Comments:

##### GH6 CP:

- Satisfaction amongst users of parks and open spaces was 71.4% in Q3 2022/23. This is a decrease on the 78.4% figure seen in Q2 2022/23.
- More users were neutral about the service (19.0% of respondents; up from 15.7% in Q2 2022/23) than dissatisfied (9.5%; up from 5.2% in Q1).
- These results are based on the 126 users of parks and open spaces from the 190 respondents to the Q3 2022/23 Citizens' Panel, giving a margin of error of +/-8.7%, meaning the change in satisfaction is not statistically significant.

**NI 195a:**

- Medway is split into 22 wards which are inspected yearly with a total of 1,200 sites being inspected (100 sites x 12 months = 1,200 sites per year). Sites are different land classes: Main Retail and Commercial, Local Shopping areas, Residential streets, Main Roads, Waste Bins (litter, canine and combined), Rural Roads, Alleyways, Footbridge and subways.
- During Q3 2022/23, 96% of streets surveyed were free from litter at the time of the inspections. This is due to a robust contract monitoring programme and a high standard of cleanse being achieved by Medway Norse.
- A visual inspection of 50 metres is reviewed for the amount of litter present and graded. This is a transect. A to B assessed grades are acceptable for litter. C to D assessed grades are unacceptable. The number of sites that are at an acceptable standard at the time of inspection (grades A to B) are then reported as an overall percentage of good standard sites. For example, 97 sites at grades A to B / 100 x 100 = 97% of areas inspected were at an acceptable standard for litter.

**W6 CP:**

- Satisfaction with refuse collection decreased to 88.4% in Q3 2022/23 (down from 90.9% in Q2 2022/23).
- 5.3% of respondents were neutral about the service (up from 4.3% previously) and 3.2% were dissatisfied (lower than the 3.8% seen in the previous quarter). A further 3.1% did not know or gave no response (up from 1.0% in Q2).
- The results are based upon 190 respondents to the Q3 2022/23 Citizens' Panel giving an overall margin of error of +/-7.1%, meaning the changes are not statistically significant.

**Projects for this programme:****To continue to work with and develop 18 Friends Groups to enable the improvement and maintenance of Medway's green spaces:**

- The Council has 18 formally constituted Friends Groups made up of volunteers who help care for and champion the Council's greenspace network. They complete a range of activities such as organising events, completing wildlife surveys and practical volunteer tasks.
- More Friends Groups are being added during 2022/23, likely to bring the number up to 22 groups, some of which will be more informal and wishing to concentrate on litter pick/tidy up activities. The Greenspace Development team continues to support their activities throughout this year.
- There is also a Medway Urban Greenspaces Forum (MUGS) where all the Friends Groups come together to meet to discuss issues, best practise and share expertise. The Friends Pack has been updated this year and is publicised through MUGS.
- Management plans are now finalised for Rede Common and Watts Meadow. All the Friends Groups help contribute towards thousands of valuable volunteer hours which are reported regularly.



**To drive the sustainable regeneration in Chatham via the delivery of the Future High Streets Fund:**

- The Council was awarded £9.5m from the Future High Street Fund (FHSF) in December 2020 to undertake key regeneration projects in Chatham Town Centre:
  - Diversification of the first floor of the Pentagon Centre, to include an Innovation Hub and Healthy Living Centre (HLC)
    - Design meetings are progressing with the operator and project team for the Innovation Hub, with a feasibility study being undertaken to determine the scope of works required.
    - Conversations are ongoing with the NHS, regarding delivery logistics for the HLC. The design team have been appointed, with designs for the facility progressing at pace.
  - Acquisition of the former Debenhams building and bringing forward the ground floor unit, to increase vibrancy and footfall to the high street
    - The former Debenhams building was purchased in June 2022.
    - Options are being reviewed for the development. The ground floor unit is the priority to progress.
    - Commercial agents have been appointed to market the building to determine the level of interest for permanent and interim use for the building.
  - Brook Theatre technology and accessibility improvements
    - The design team has been appointed.
    - The Council was also successful with securing a further £6.5m from the Levelling up Fund (LUF) for the Brook Theatre works, in addition to the FHSF, in October 2021. Surveys are being undertaken to inform design.
    - A Revenue Additions request was approved by Council in November 2022 to enable intrusive structural investigation works to be undertaken, which will inform the remediation works required, alongside the refurbishment works.
  - Public realm improvements at the Paddock
    - The project has had two rounds of public engagement for the design of The Paddock; one took place during winter 2021 and the other in summer 2022. The feedback from the engagement event that took place in the summer has been published on the Council's website.
    - Procurement for a main contractor was undertaken and identified that the scheme needs to be re-scoped due to the contract sums provided, the design principles will be kept, and the outputs of the funding body will be delivered. The architects are currently undertaking the rescoping exercise. A second procurement activity will run in January 2023.
  - Refurbishment of St John's Church bringing the building back into use as a place of worship, community use and event space
    - The Diocese secured £49k National Lottery Heritage Funding (NLHF) in the first tranche of the funding round in August 2022 and are due to make further bids to support the match funding works package. The Diocese have committed to

provide £300k of match funding directly to ensure the FHSF outputs can be delivered. The design team have been appointed, alongside an Activity Planner who has been appointed to support the NLHF bid process and undertake a demand/needs assessment to determine the use of the space by engaging with Councillors and the local community.

**Deliver the 2022/23 Priority Play Programme:**

- The Priority Play Programme is a strategic approach to the improvement of Council owned play areas. This year £250k has been budgeted from the Council's Capital Programme and improvements are also funded through developer contributions.
- The six sites for 2022/23 are Ballens Road (Lordswood & Capstone – complete refurbishment of toddler and junior areas), Laburnum Recreation Ground (Strood South – replace and refurbish selected equipment), Perry Street (Chatham Central – replace and refurbish selected equipment), Princes Avenue Open Space (Walderslade – replace and refurbish selected equipment), Kingsfrith Recreation Ground (Wigmore – replace the multi-play unit) and Balmoral Gardens (Gillingham – replace and improve safety surfacing).
- The tenders have been through the evaluation process and Regeneration, Culture and Environment (RCE) Directorate Management Team (DMT) and received Procurement Board approval on 21 September.
- A consultation took place in October and November 2022. The results have been reviewed, with further work scoped and costs totalled up.
- The team is currently reviewing budget and options for additional equipment. It is anticipated that work will begin on the ground in spring 2023.

**Programme of S106 funded park improvements at The Esplanade and Jacksons Field:**

- An initial public consultation for Esplanade Gardens ran in the summer and closed at the end of August 2022. The Jacksons Field consultation ran in August and closed at the end of September 2022. The consultations included on-site weekend events and evening drop-ins as well as an online questionnaire. The public consultations will influence what greenspace improvements are delivered through the programme and may include improvements to paths, play areas, sports facilities and other infrastructure. The consultation responses are being analysed. Additional detailed proposals will be drawn up and there will be further consultation in 2023 at both sites. This will be reported in more detail in subsequent monitoring subject to the consultation feedback. To note: the s106 payments are based on several triggers and will be received over the next four to five years. The first instalment is not anticipated until 2023.

**Delivery of Strategic Environmental Management (SEMS) as part of the HIF:**

- The Strategic Environmental Management (SEMS) is continuing to progress as follows:-
  - Following a successful consultation in June 2022, the Hoo Wetland reserve planning application was validated in November 2022. Determination of the planning application is due in February 2023. A programme for delivery will then be worked on by the SEMS team.

- Deangate Community Parkland has entered feasibility and design stage, with a public consultation on the design due in June 2023, followed by the submission of a planning application in October 2023.
- The Public Rights of Way project planning and feasibility will begin in February 2023, with an aim to deliver some of the improvements in autumn 2023 to spring 2024.
- Lodge Hill SEMS work is currently being reviewed, with decisions to be made in January 2023 as to whether it will be delivered by 2024 and how it will be delivered, in partnership with Homes England.

### **Green Flag Awards**

- The national Green Flag Award Scheme recognises excellence in greenspace management. The council holds eight Green Flag Awards as well as a Green Heritage Award for Great Lines Heritage Park. Green Flag judging was completed in July 2022 (full judging and mystery shops). The Green Flag Award winners were announced in August 2022. Currently management plans are being updated, and the team continue working through the action plans, and will resubmit the relevant annual applications in January 2023.

### **Medway Task Force (MTF):**

- The Medway Vulnerability Panel continues with over 115 referrals since its inception. In Q3 2022/23 Medway Task Force (MTF) is also represented on the Blue Light Project and has supported the Housing team in their successful bid to join the Making Every Adult Matter (MEAM) approach network.
- In Q3, Safer Streets 4 (SS4) engagement work has included:
  - Hate Crime Awareness Week event at All Saints Church
  - White Ribbon event at the Pentagon Shopping Centre supporting Public Health
  - Rochester Community Showcase supporting Front Line Services
  - Business Crime Week of Action – visiting all businesses in Luton and Magpie Hall Road, in Chatham
  - Luton Millennium Green supporting the Green Spaces team
  - Twydall Community Hub engagement event
  - Violence Against Women & Girls Walk & Talk Event – attended by 26 agency staff from a variety of organisations to engage with women around their safety in public spaces
  - Operation Sceptre – Knife Crime Awareness Week saw partners working together in focus areas in Chatham
- In Q3, the Department for Work & Pensions (DWP) within the MTF has worked with a Ward Councillor and Luton Primary School to commence the running of a monthly coffee morning. This has proved very successful in engaging local parents and also bringing together relevant agency staff.
- DWP staff have also been implementing similar engagement opportunities in the Sunlight Centre in Gillingham.

- Child Friendly Medway (CFM) – the MTF has supported CFM with two events in the Pentagon/Chatham High Street celebrating Halloween and Christmas. All events have been free for local families and have received very positive feedback from them. These have also supported local businesses through increased footfall. MTF also supported the City Hall event.
- SS4 funding has seen the commencement of an Illicit Tobacco post working within Trading Standards. Five operations have already taken place in Q3 identifying those premises trading in illicit tobacco.
- Work continues by the Waste team to focus on the SS4 area with 15.19 tonnes of waste removed since the commencement of the SS4 project with 623 total jobs. New bins have also been sited in both urban and greenspaces across Medway.
- Violence Reduction Unit funding has seen the continuation of Medway Youth Services utilising the services of the Music Klub enabling young people from the local area, often from hard-to-reach communities, to participate in music. Funding has also been provided to The Rowans Academy for refurbishment of a container to enable pupils to develop their skills in building.
- Business as usual for the team has seen further work taking place to reduce antisocial behaviour (ASB) caused by motorcycle riding in Barnfield Playing Fields – to develop intelligence around criminality, young street group and developing engagement opportunities.
- Delivery of Medway Safe Spaces Scheme continues with over 104 businesses now signed up. The Council has also developed a webpage which has worked to professionalise this workstream.
- A social media campaign was launched on 25 October 2022, #itsgoodtoknow. This campaign gained a reach of 409,976. The Communications team scheduled a series of posts with topics including the following four videos as well as further safety related items:
  - Exercising Alone
  - Drink Spiking
  - Medway Safe Spaces
  - Help and Support

### **Programme: Replacing Medway's streetlights**

There are no performance measures for this programme

#### **Project for this programme:**

##### **Deliver Phase 3 of the Street Lighting LED Programme for 2022/23:**

- The delivery of materials affected the 14 September 2022 completion, so the Contractor asked for a revised completion of 30 November 2022, which was mutually agreed. Materials were delivered around 18 November 2022 resulting in installation being completed by 30 November 2022.

- There are two columns that require liaison with Network Rail: one at Halling and one at Rainham. This could be a protracted process to co-ordinate the works and it has been agreed that Volker will continue to manage this until the works is complete.
- There were several faulty central management system (CMS) nodes returned to the supplier that are being replaced once stock becomes available. These will be fitted when they are received, and this work is exempted from the completion date requirement.
- A sample audit has highlighted some errors with the information contained within the asset management system. As a result, many faults have been generated in the CMS due to incorrect or incomplete information. Regular meetings are being held weekly to deal with these matters.
- The Architectural lights (decorative non-standard lights) are now being managed through the Highway Infrastructure Contract (HIC).

### **Programme: Improving air quality in air quality management areas in Medway**

There are no performance measures for this programme

#### **Project for this programme:**

#### **To improve air quality in air quality management areas in Medway:**

- Air Quality Monitoring
  - As part of our ongoing local air quality management duties the team continued to maintain the air quality monitoring network with much reduced officer availability to carry out routine calibrations, attend to call outs (as required) and change diffusion tubes. This has helped to maintain high levels of data capture across our monitoring sites.
- Department for Environment, Food and Rural Affairs (DEFRA) Air Quality Grant Programme
  - Rainham idling project - the signage testing phase of this project has been scheduled for March 2023 to avoid the impacts of the M2/A249 junction works. The Environmental Protection team attended the Rainham Green Drinks meeting on 5 December 2022 with representatives of the University of Kent project team to discuss the project in more detail with the local community, including the timeline, volunteering for surveys and developing a community lead sign. A workshop is planned to take place in Q4 2022/23 to start work developing the community lead sign.
  - Taxi and Private Hire Ultra Low Emission Vehicle (ULEV) Feasibility Study - the gateway 1 report was presented to Procurement Board on 19 October 2022 and approval was given to proceed and obtain tenders. Work on the tender documents will be progressed during Q4.
  - An application was submitted in Q3 2022/23 under the 2022/23 air quality grant programme to deliver measures in the recently approved Four Elms Hill Air Quality Action Plan. Confirmation of successful applications is expected in February/March 2023. The proposed project involves:

- Deploy a network of air quality sensors in/around the Four Elms Hill Air Quality Management Area (AQMA)
- Carry out a vehicle emissions measurement campaign
- Model the impact of traffic speed scenarios on air quality in the AQMA
- Deliver an engagement and behaviour change programme (including setting up a local action group we are calling the Hoo Peninsula Air Quality Action Group) with a focus on young people
- Upgrades to the KentAir website to host project information and share data
- Implement/pilot traffic speed changes in the AQMA using the sensor network to monitor the effect on air quality

### **Programme: Climate change**

There are no performance measures for this programme

#### **Project for this programme:**

##### **Climate change**

- The Climate Response team has continued to attend the Kent Climate Change Network and the Procurement sub-group which is key to understanding best practice, partnership opportunities and making progress with Kent and Medway wide activity.
- Service areas across the Council are increasingly including climate change within their plans and strategies.
- Several forums have been (re)established which will help to support delivery of the actions in the climate change action plan including the Business for Medway Network, Schools Climate Change Network and Medway Food Partnership climate change sub-group.
- We have received notification of several successful funding bids.
- The Re:fit Energy Efficiency and Low Carbon Programme (Phase 1) and LED streetlighting programme are almost complete.
- A strong sustainable transport programme has continued to be rolled out across Medway's schools.
- Phase 2 of the Solar Together Kent scheme has continued at pace with 49 installs completed in Q3 compared with a total of 20 installed under Phase 1. This number is expected to double further before the end of the programme.
- There has also been a focus on engagement activities including the successful delivery of Great Big Green Week between 24 September and 2 October.
- The Climate Change webpages have been updated to include a dedicated progress page.



## **Outcome: Put Medway on the map**

### **Strategic Risk Summary**

There are no strategic risks for this outcome.

### **Performance Summary**

#### **Programme: Medway, a great place to live, work, learn and visit**

There are no performance measures for this programme

#### **Projects for this programme:**

##### **Continue to encourage and help facilitate the growth of businesses in Medway (Business premises location):**

- Levelling Up Fund grant announcements have been delayed until Q4 2022/23 due to high volumes of applications, but overall, the allocation budget has increased from £1.7b to £2.1b to support a wider number of projects across the UK.
- Progression on the Accelerator/Leap buildings at Innovation Park Medway will progress to procuring design and build contractors and commencing build in Q2 2023/24 if the funding bid is successful. If it is not successful, other avenues of funding will be explored such as joint venture partnerships with developers or increasing the provision of finance from the Council.
- The Innovation Hub will be entering design phase in Q4 2022/23 with a planned build and opening by Q4 2023/24.
- Planning permission for development at the former Kingsnorth Site has been granted in Q3 2022/23, supporting workspace provision for up to 2,000 roles. Work will continue with Medway's inward investment agency, Locate in Kent, to promote the site for its approved uses.

##### **Support Medway for Business, the local economic partnership:**

- Business for Medway has launched with 20 businesses representing a range of sizes and sectors. They have engaged with the Economic Development, Skills, Climate Change and the Healthy Workplace teams. A provisional agenda has been created for future engagement and meetings.

##### **Successful and safe delivery of the Council's outdoor events and festivals:**

- This year's Rochester Christmas Markets and Dickensian Christmas events have been an outstanding success with over 245,000 people visiting over three weekends – this is the highest turnout over time.
- Q3 2022/23 saw the cancellation of Medway Fireworks Display due to high winds.

- Led by the Festivals and Events team, these events are a huge cross-council team effort with important support from Town Centre Management, Highways, Waste Management, Traffic Management, Communications, Building Control, Emergency Planning, Heritage, Libraries, Parking and Gritting.

**Supporting Creative Medway Compact to deliver the new cultural strategy:**

- The Culture team continues to support Creative Medway as they further develop plans to deliver the Cultural Strategy -
  - Creative Medway progresses well, with the launch of the website and branding assets in October 2022. Additional match funds have been identified to extend this work and embed strategies for forward maintenance and coherence.
  - The Action Plan and Governance groups have been working well within task and finish groups to form the governance document. The Action Plan has received a boost in the form of additional funding for Compacts recently announced by Arts Council England (ACE). This will enable Creative Medway to further develop and action some of the work they have been developing during the initial ACE funded period.
  - As the public face of Creative Medway has become more visible and clearer, it has been encouraging to see them included in key strategic groups and events such as Medway Creative Schools Network (led by Medway Cultural Education Partnership) and High Streets Heritage Action Zone (HSHAZ) Cultural Consortium.
  - Work is ongoing to clarify the relationship between the Council's own Culture team and Creative Medway to ensure collaboration and pooled resources. One such example is plans to consolidate a central directory of artists, practitioners and creative organisations; until now several different strategic groups and the Culture team were all planning something similar. Creative Medway has been able to bring that together so that all parties can contribute to a centrally held and maintained directory.
  - The final report for the current grant is due to ACE in January 2023. Thereafter a new ACE application will be made to support further development and delivery of work achieved during this initial funded period.

**Continue working with the Cultural Consortium established as part of the Heritage High Streets Action Zone:**

- The work of the Heritage High Streets Action Zone (HSHAZ) Cultural Consortium (CC) goes well.
- The HSHAZ CC have commissioned local artists Jane Pitt and Kevin Grist to create a new 'sound-walk' which allows people to interact with the Intra area as they pass through, listening to different sounds, stories and histories from the area via an interactive app.
- The HSHAZ CC are also contributing to local artist, Margherita Gramegna's, Arts Council England (ACE) funded Medway Superstars project, which creates a digital/film map of Medway, highlighting key artists and creative organisation across the area. The focus for Chatham will be on artists in the HSHAZ Intra high street.
- The HSHAZ CC are developing plans for their involvement in Medway Light Nights 2023. The HSHAZ will benefit from the increased footfall to the town over those two nights, capitalising on their food and beverage, music and heritage strengths.

- A HSHAZ Placemaking Symposium was held in November 2022 and was well attended by members of the HSHAZ CC who found it informative, engaging and inspiring.
- The HSHAZ CC are considering plans beyond the Historic England funding (which comes to an end in March 2024). They are keen to develop sustainability, better strategic links, and a funding strategy, using key events that happen in Intra as 'stepping-stones' aligned to their own plans, adding value through partnership – e.g., Pride, Electric Medway, and the Festival of Chatham Reach. The HSHAZ CC held an away-day in early December 2022 to focus on these key areas of discussion.
- Additional funds have been secured through the Shared Prosperity Fund which will enable an uplift to Light Nights related activity and a key food, drink and culture event in March 2023.

**Work with partners to bring forward the Docking Station project, playing a key role in the development and delivery of Creative Estuary, transforming the Thames Estuary into one of the most exciting cultural hubs in the world:**

- The Docking Station
  - Acquisition and lease:
    - Homes England (HE) are happy with the negotiated red line confirming the area available to develop for the project.
    - This has unlocked progress on the preparation of the Head Lease between HE and The Historic Dockyard. Although no timeframe has been agreed it is expected this will be signed in Q1 2023/24 to be in a position for lease agreements and finalised acquisition.
    - Sub-leasing to the University of Kent (UoK) will then follow.
  - Fundraising – Two significant funding applications have been submitted:
    - Department for Digital, Culture, Media & Sports (DCMS) – Culture Development Fund - £3.5m – The decision on this is due in March 2023.
    - National Lottery Heritage Fund - £4m – The decision on this is due in March 2023.
  - Design and Construction:
    - The Stage 2 Design proposal is being developed.
    - Procurement activities are expected to take place in summer 2023 with a contractor expected to start works in early 2024.
  - Business plan:
    - A draft business plan will be developed by the end of February 2023 to go through UoK review and governance channels in early March 2023.
- Creative Asset Development
  - The Council are working with the Creative Estuary team on the development of several vacant properties including:
    - Chatham House
    - The Old Waterworks

- Debenhams
- RAFA Building

### **Successful delivery of Theatre31:**

- Theatre31 project is now concluded. The final report is due to Arts Council England in February 2023.
- The project has been an extraordinary success, reaching out to children and young people (CYP) who are least engaged in arts and culture. With an original target engagement figure of 2,000 over three years, current figures suggest that the final number exceeds 5,000.
- During the life of the project, Icon Theatre were recipients of the Editor's Award at the Music and Drama Education Awards for their work on Theatre31.
- Theatre31 and Icon Theatre's experience of managing and delivering this project, shaped and influenced their plans for the next three years, for which they have been awarded National Portfolio Organisation (NPO) status from Arts Council England. This guarantees the legacy and sustainability of the meaningful work they have developed for CYP in Medway.
- Icon Theatre and the Theatre31 project have been instrumental in the development of Medway Cultural Education Partnership which grows from strength to strength, with more diverse representation within its steering group membership, more ambitious plans, and a fundraising strategy in place.
- Reputationally, Theatre31 has been of huge significance to Medway. Medway is one of only five areas nationally to be awarded the £1m Youth Performance Partnership (YPP) funding and this has truly put Medway on the Map. Theatre31 was an important part of the wider narrative of Medway being named as an Arts Council Priority Place; the additional funds offered to further support the work of our Compact – Creative Medway; and the good number of Medway-based organisations to successfully apply for NPO status.

### **Medway brand recognition:**

- We are progressing well with merging the Universities at Medway website into the WeAreMedway website. The final version of the WeAreMedway website is expected to be signed off in late February 2023 for a launch in March 2023.
- We are also working with Medway Maritime Hospital in undertaking a similar project directing their audience to our site in order to support them in recruiting their workforce. Our website gives an overall picture of what Medway has to offer - this is something Medway Maritime Hospital needed in order to attract new recruits.
- Our social media platforms are also performing well with an increase of followers on all platforms.

### **Child-Friendly City:**

- We continue to work closely with internal and external partners, and are growing our network of partners, to help deliver the Child-Friendly Medway (CFM) initiative. Some examples of collaborative working are as follows.

- Our last (and fourth) City Hall in November 2022 provided opportunities for children, young people, and parents and carers to connect with CFM and a selection of Council teams and external partners to provide details on services available, consultation, and opportunities to shape Medway, The Place. Partners included:
  - Public Health
  - Culture
  - Green Spaces
  - Planning
  - Adult Education
  - Medway Sports
  - Libraries
  - Medway Youth Service
  - MEGAN CIC
  - Medway Parents and Carers Forum
  - Kent Police
  - Medway Task Force (MTF)
- In July 2022 we won two funding pots working with external partners:
  - Home Office funding via the Kent Police and Crime Commissioner to deliver monthly events and activities from September 2022 to August 2023 – We won £24k of this bid to deliver these monthly community events. We work closely with MTF, Kent Police and various partners to deliver these events. Our first event, Super Saturday, was delivered in partnership with the Pentagon Shopping Centre, Love Chatham and local retailers as well as the MTF and Kent Police.
  - Rochester Riverside, Hyde and Countryside developments awarded us £5k in funding to create a mascot for CFM. We will be working with young people to design the mascot and the project is launching in January 2023. We will also be working closely with the funder, schools, youth organisations and local artists on this project.
- We continue to provide a platform for children and young people's voices to be heard and influence the work we do as part of CFM including the types of engagement opportunities we provide.
- We also provide opportunities for children, young people, parents and carers to comment on our services, through surveys, social media and postcards.
- We are continuing to grow our area of work across Medway and look for gaps in delivery – either led by CFM or partners to ensure young people across Medway have more opportunities. We target areas geographically and based on other factors such as the special educational needs and disabilities (SEND) community, social economics etc. Examples of how we do this are as follows:
  - We try to make sure that everything we deliver is free for young people to attend, removing cost barriers.

- We work on making it easy to get to places using public transport or delivering in areas of dense population for people to attend on foot.
- We provide free bus passes for events and activities, like our City Hall.
- We look at accessibility of delivery and event space.
- We look at gaps and try to identify partners to work with that we can fill gaps.
- With the team expanding and now settled into their roles we are doing more targeted partnership working and exploring offers that can help us to narrow the gap. Examples of how we are doing this:
  - At our last City Hall, we had a dance performance from Rheinstones Academy and Ability Dance Company, showcasing talented young people with various additional needs.
  - Our City Halls are inclusive and accessible; we have good representation – our guests can come from areas of deprivation and can have additional needs.
  - For our December 2022 book drop the CFM supplied Matilda Books to Club Ausome for their theatre event. This group is for young people with Autism.
  - Our new Literacy Campaign For the Love of Reading provides free events and activities, including storytelling events and giving out free books for children to take home to make sure more children and young people have access to books in their homes.



## Prosecutions and Sanctions

FPNs ISSUED	2020/21					2021/22					2022/23				
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TO DATE
FLY TIPPING	3	10	4	8	25	10	8	10	2	30	4	2	2		8
FAILURE TO PRODUCE DOCUMENTS	0	0	3	0	3	32	0	3	8	43	6	1	5		12
SCRAP METAL	0	0	0	0	0	0	1	0	0	1	0	0	0		0
LITTER	5	8	4	6	23	13	0	10	2	25	1	1	3		5
TRADE WASTE	0	0	0	0	0	0	5	0	0	5	0	0	0		0
FLY POSTING	0	0	0	0	0	0	0	0	0	0	0	0	0		0
SMOKE FREE	0	0	0	0	0	0	0	0	0	0	0	0	0		0
BREACH OF A COMMUNITY PROTECTION NOTICE	0	3	1	2	6	1	0	0	0	1	0	0	1		1
UNLICENSED WASTE CARRIER	0	0	1	0	1	0	0	0	0	0	0	0	0		0
HOUSEHOLDER DUTY OF CARE	3	4	0	2	9	3	0	2	0	5	1	2	1		4
COMMERCIAL DUTY OF CARE	0	3	0	1	4	0	0	0	0	0	0	0	0		0
<b>TOTAL</b>	<b>11</b>	<b>28</b>	<b>13</b>	<b>19</b>	<b>71</b>	<b>59</b>	<b>14</b>	<b>25</b>	<b>12</b>	<b>110</b>	<b>12</b>	<b>6</b>	<b>12</b>		<b>30</b>

**District Enforcement**

<b>DISTRICT ENFORCEMENT ISSUED FPNS</b>	<b>Q3 20/21</b>	<b>Q4 20/21</b>	<b>Q1 21/22</b>	<b>Q2 21/22</b>	<b>Q3 21/22</b>	<b>Q4 21/22</b>	<b>Q1 22/23</b>	<b>Q2 22/23</b>	<b>Q3 22/23</b>	<b>Q4 22/23</b>
LITTER	2,054	1,624	1,532	1,597	1,129	988	872	1,038	867	
DOG FOULING	0	1	3	0	2	0	0	0	0	
DOGS ON LEAD	0	0	1	0	0	0	0	0	0	
<b>TOTAL</b>	<b>2,054</b>	<b>1,625</b>	<b>1,536</b>	<b>1,597</b>	<b>1,131</b>	<b>988</b>	<b>872</b>	<b>1,038</b>	<b>867</b>	

### Breakdown of Prosecutions

Due to the timeliness of reporting, there can be an increase or decrease in the number of prosecutions previously reported in Pentana

PROSECUTIONS	2020/21					2021/22					2022/23				
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TO DATE
FLY TIPPING	0	1	0	1	2	2	8	0	2	12	1	2	0		3
DUTY OF CARE FOR WASTE	0	0	0	1	1	2	5	0	0	7	1	1	0		2
LITTER	0	0	0	0	0	1	0	1	0	2	1	1	0		2
FAILURE TO COMPLY WITH S108 NOTICE	0	0	0	2	2	1	0	0	0	1	0	0	1		1
UNTIDY LAND	0	0	0	0	0	1	0	0	0	1	0	0	0		0
VEHICLE SALES/REPAIR	0	0	0	0	0	0	0	0	0	0	0	0	0		0
FAILURE TO COMPLY WITH CPN	0	0	0	0	0	0	1	0	0	1	0	0	0		0
UNREGISTERED WASTE/SCRAP	0	0	0	7	7	0	1	2	1	4	0	0	0		0
SMOKE FREE	0	0	0	0	0	0	0	0	0	0	0	0	0		0
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>12</b>	<b>7</b>	<b>15</b>	<b>3</b>	<b>3</b>	<b>28</b>	<b>3</b>	<b>4</b>	<b>1</b>		<b>8</b>

**Council Priority: GROWTH**  
**Maximising regeneration and economic growth - growth for all**  
**Quarter 3 2022/23**

**Performance and risks by outcome**

Key

<b>Red</b>	Significantly below target (>5%)	<b>Amber</b>	Slightly below target (<5%)	<b>Green</b>	Met or exceeded target	<b>Goldilocks</b>	Optimum performance is in a target range
<b>DET</b>	Deteriorating	<b>STATIC</b>	Static	<b>IMP</b>	Improving	<b>NA</b>	Not applicable/available

**Outcome: A strong diversified economy**

**Strategic Risk Summary**

SR17: Delivering regeneration

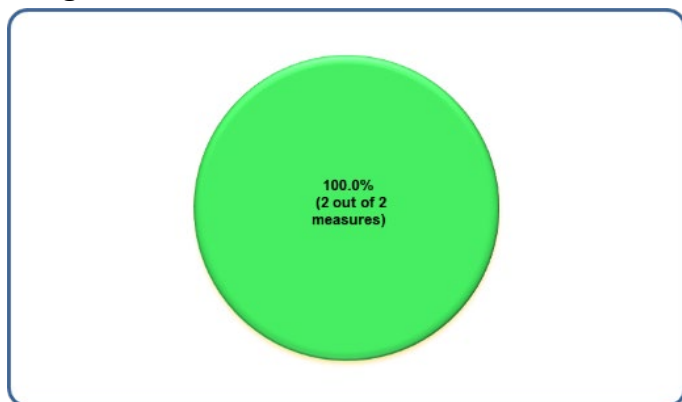
Inherent score	Current score	Movement	Likelihood	Impact
BII	BII	→	High	Major

SR50: Delivering £170m Housing Infrastructure Fund (HIF) programme

Inherent score	Current score	Movement	Likelihood	Impact
BII	CII	→	Significant	Major

## Performance Summary

### Programme: Inward investment and business growth



The total number of measures is 3

2 measures met their target [ECD13; ECD20]

1 of the 2 green measures is deteriorating long term [ECD20]

1 measure is data only [GVAPJ M]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
ECD13	% of square footage let at Innovation Centre Medway (ICM)	Maximise	100.00%	90.00%	Green	STATIC	IMP
ECD20	% of square footage let in council owned business units	Maximise	91.91%	90%	Green	DET	DET
GVAPJ M	GVA per job – Medway (20/21 annual)	Maximise	£56,529.00	Data	Data	IMP	IMP

#### Comments:

##### ECD13:

- Innovation Centre Medway (ICM) continues to be fully occupied, although the quarter (Q3 2022/23) has been busy in terms of office changes. Two new tenants have joined the ICM, one tenant has left it, and another has surrendered its second office there. Furthermore, five tenants have moved within the ICM.
- There is still regular strong demand for the offices at the ICM, both for expansion to more office space and from new, prospective tenants.

##### ECD20:

- Overall, the four properties continue to perform ahead of target showing a 91.91% occupancy versus the 90% target.

- The Innovation Centre Medway (ICM) continues to have 100% occupancy. The changes in this quarter (Q3 2022/23) were two new tenants joining, one tenant leaving, one tenant surrendering its second office and five tenants moving to a different office within the ICM. Demand for office space at the ICM is strong.
- The Innovation Studio Medway (ISM) has 14 of its 15 offices occupied and 16 out of 17 storage containers occupied. Demand for office space is currently quiet but may pick up in 2023.
- Hopewell Drive has 22 out of 23 offices occupied with the remaining office having a potential tenant if some financial issues can be resolved with their application.
- Pier Road has 22 out of 29 units occupied. There are several tenants going through the final stages of the application process. One unit is still awaiting Norse to fix it so it can be marketed, several units are going through tenant unit swaps, and a few are being marketed. There is interest in the units so it is expected the situation will improve in 2023.

#### **GVAPJ M:**

- The data is published by The Office for National Statistics (ONS) and was previously released annually in December. Since Covid19, there have been delays at the ONS and the latest release of this data (2020) was in July 2022. The next release date for 2021 data is yet to be announced.
- Given the volatility with the raw data and because the smoothed data is weighted, year-on-year comparisons should not be made. Gross Value Added (GVA) per filled job is better considered over a longer period. Trends over a longer period are less likely to be the result of the volatility around any single year estimate and are more likely to be showing a change in the economic performance of Medway.
- Medway's GVA per filled job for 2020 is £56,529.00, which is 4.2% below that of England (£58,995). However, in 2010, Medway was 9.2% below England, so for 2020, Medway has become closer to England by 5 percentage points over these 10 years.
- From 2015 to 2020, Medway's GVA per filled job has increased by 12.5%, which is a higher percentage change than that of the South East (10.5%) and England (9.3%). Medway has also seen a higher rate of change over 10 years at 29.4%, compared to the South East (22.6%) and England (22.5%).





### Projects for this outcome:

#### Development of Innovation Park Medway:

- IPM: Gateway Building** - No further progress has been made since the last quarterly update as the project has been paused whilst we await the Levelling Up Fund (LUF) Round 2 decision. The LUF Round 2 application was submitted in July and the expected outcome was due to be announced 7 December, but this has been delayed. A new announcement date has not yet been confirmed. If successful with the LUF bid the design will recommence and progress to construction phase and we will appoint a contractor to build. If not successful, Officers will explore alternative options for this plot.
- IPM: Southern Building 1** - A pre-planning application meeting request has now been submitted to the Planning team for the development of two office buildings and a car park. Once feedback has been received the design team will commence RIBA 3. A procurement Tender pack is being prepared to go out to tender in early 2023 for a works contractor to be appointed.
- IPM: Southern Building 2** - This forms part of the same planning application as building 1. A pre-planning application meeting has now been submitted to the Planning team. We are still waiting to hear back from the government regarding the outcome of the LUF Round 2 bid which is expected in January 2023. If successful, this will fund the construction of this building.

- **IPM: Northern Building** - Plots are being advertised through our marketing agents, which has generated a considerable number of enquiries, all of which are now being reviewed, and where appropriate, agreeing terms with the potential occupiers. The Innovation Park Medway (IPM) Masterplan is being updated to work more efficiently with the Local Development Order (LDO) and Design Code, however this has resulted in a delay in producing the plot passports, which are used by the occupiers to inform the design of their buildings. We are working closely with the Planning team and our consultants to speed up the process which is expected to be completed in January 2023. Once complete this will enable us to progress the legal terms with prospective occupiers as well as helping us to improve our marketing capabilities.
- **IPM: Multi Storey Car Park** - RIBA Stage 3 design is now complete and the design for this project has been paused whilst we await the outcome of the Gateway Building LUF Round 2 application. Once built, this car park will serve the Gateway Building and two other plots within parcel N1 of the IPM northern site masterplan. If we are successful with the LUF bid, the design and build of this will twin track the Gateway Building programme. If we are not successful, the car park will be brought forward in line with the first building to be built within the N1 parcel. The Local Development Order (LDO) Self-Certification Planning Application has been prepared and will be submitted to the Planning team in January 2023 in readiness for construction.

**To deliver a comprehensive business support package which supports both business creation and growth (contracted business support):**

- The Partners for Growth grant scheme was launched on 8 November 2022 and has received a total of 31 applications throughout Q3 2022/23. 25 of these applications have been assessed and 12 were eligible for a grant. A total of £8.5k has been granted as business support to local small-to-medium enterprises (SMEs) in Q3.
- Throughout this quarter, the business support programme, delivered through the Council's existing service level agreement (SLA) with the Kent Invicta Chamber of Commerce (KICC), continues to provide intensive business support focusing on scale up and increasing productivity, growth, and job creation. KICC currently have three businesses participating in the Growth Entrepreneur programme and has provided three intensive assists. In this quarter we have also seen an increase in the number of businesses signed up to the Scale-Up programme, with eight businesses participating and a total of five intensive assists.
- Our delivery partner, KICC, has continued to support businesses in Medway with various enquiries including, but not limited to, business funding, marketing, legal and start-up through emails, 1-to-1 meetings and the Ask Phil widget.

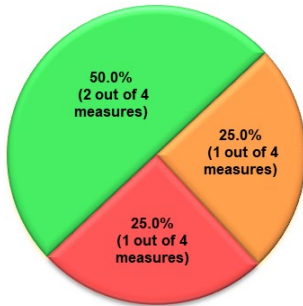
## Outcome: Residents with jobs and skills

### Strategic Risk Summary

There are no strategic risks for this outcome.

### Performance Summary

#### Programme: Jobs, skills, and employability



The total number of measures is 4  
 2 measures met their target [LRCC4a; MAE 3]  
 1 measure was slightly below target [MAE 2]  
 1 measure was significantly below target [NI 117(N&U)]  
 The red measure is deteriorating long term [NI 117(N&U)]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
LRCC4a	Number of jobs created and safeguarded (cumulative)	Maximise	369	150	Green	IMP	IMP
MAE 2	% retention rate (Q1 2022/23 academic year)	Maximise	93.22%	94%	Amber	IMP	IMP
MAE 3	Achievement rate (pass rate) (Q1 2022/23 academic year)	Maximise	98.73%	96%	Green	IMP	IMP
NI 117(N&U)	Percentage of 16–17 year olds who are not in education, employment or training or whose status is 'not known'	Minimise	10.1%	7%	Red	DET	DET

**Comments:****LRCC4a:**

- In this quarter there has been an increase in inward investment. 78 new full-time equivalent (FTE) jobs were created, and 147 jobs were retained. This was achieved by our contracted inward investment agency Locate in Kent (LIK). LIK's Medway focused business support programme, Future Forward, has also contributed to this figure.
- Although most units and office space are at capacity, there has been some growth within Council workspaces with three jobs retained at the Hopewell Business Centre. Seven jobs were also saved at the Innovation Centre Medway (ICM).
- All successes this quarter have amounted to 235 jobs. This number does not yet include data in December 2022 as the reporting figures for this month have not yet been received.

**MAE 2:**

- This performance measure is based on academic year rather than financial year. Data is as of 22 December 2022 for Q1 of Academic Year 2022/23 (August to October 2022). Data has been extracted from the EBS Management System.
- The retention rate measures the percentage of learners who start a course with Medway Adult Education (MAE) and are either continuing with their learning or have completed their learning. Retention has increased by 3.66 percentage points (pp) since last reported; and for the Q1 22/23 academic year the challenging target of 94% has almost been reached.
- This increase reflects the rigorous monitoring of attendance by tutors and curriculum staff, and improved rigour in the Initial Assessment process (ensuring learners are placed on the correct course for them). MAE's approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising key performance measures, observations of teaching and learning, learner and partner evaluations, self-assessment reviews and quality improvement plans at Service and Programme level.

**MAE 3:**

- This performance measure is based on academic year rather than financial year. Data is as of 22 December 2022 for Q1 of Academic Year 2022/23 (August to October 2022). Data has been extracted from the EBS Management System.
- The pass rate measures the percentage of learners who complete their course, achieve a qualification or their learning aim. Most recent figures show that Medway Adult Education (MAE) learners continue to achieve very high pass rates and demonstrates the excellent processes in place to support learners achieve their qualifications, or to achieve their learning outcomes in non-accredited provision (RARPA – Recognising and Recording Progress and Achievement).
- MAE has maintained its Information, Advice and Guidance Matrix kite mark during the quarter, and continues to monitor the effectiveness of assessment processes, ensuring learner needs are met through differentiation, and additional learning support if required, enabling learners to reach their goals. This is evidenced in the good pass and achievement rates and high learner satisfaction.

**NI 117(N&U):**

- Data is for November 2022.
- Not in Education, Employment or Training (NEET) and Not Known data is cyclical and should not be compared quarter to quarter. At the start of each academic year (in September) all local authorities (LAs) experience a rise in the levels of NEET and Not Knowns as young people settle into their post Year 11 activity.
- Significant progress has been made when the November 2022 rates are compared to the November 2021 rates. The overall percentage of children whose activity is NEET and Not Knowns is 10.1%. This is almost 55% better than in November 2021 when the combined figure was 22.1%. This year the NEET and Not Known cohort is 681, whilst a year ago it was 1,445. Currently 177 are NEET, compared to 160 last year and 504 are Not Known compared to 1,285 in 2021. It is usual for the NEET number to rise when the number of Not Knowns falls as some of those whose activity become known are NEET. In November 2021 Medway was in the 5th (bottom) quintile, whereas in 2022 Medway was in the 4th quintile.
- Nationally 9.5% of 16- and 17-year-olds are NEET or Not Known. This is marginally better than in Medway. However, in November 2021 the National combined rate was 7.4%. Medway has improved whereas the nation has declined. The rate of NEET and Not Known in the South East is currently 14%, almost 4 percentage points worse than Medway. In 2021 the South East was at 9.5%. Again, the South East rate has deteriorated whereas the Medway rate has improved.
- Work continues to strengthen the process for validation and alignment of the performance data for NEET and Not Knowns. Moving forward into the new academic year we will be expecting a significantly increased number of unknown and NEET 16- and 17-year-olds; this is because all Year 11 and Year 12 young people become Unknown. The service and the performance teams work collaboratively to track, record and monitor the destinations of Medway's young people using data supplied by schools. However, we have not received all data, and this will impact Q3 2022/23 figures. The Information, Advice and Guidance (IAG) team continue to work with these schools to get the information.
- The Aspirations Officer post within the 16+ service has now been secured as a permanent post in the establishment. The next step for the service is to ensure this post is joined with the virtual school to enable a more structured and robust system of tracking and monitoring cohorts of young people at an earlier stage.

**Project for this outcome:****Medway Adult Education (MAE) learning programme to boost local skills levels for those furthest from employment:**

- Strong partnership working with Chatham Job Centre has led to the creation and implementation of an employability programme for adults aged 50+ who are seeking work. This programme is a combination of courses which will introduce participants into employment they may be interested in, provide work experience, and link them to local employers with job vacancies.

- The aim is to provide a rounded approach with a course that develops the participants' confidence and skills over a four-week period followed by tailored support for up to six months afterwards to assist them obtain and maintain employment. To date the Medway Adult Education (MAE) team has engaged with over 40 Medway residents and provided advice and guidance to inform their decision making. Some referrals need to further develop their English, Mathematics and digital, skills, to enable them to engage with the programme, and they have been enrolled onto courses to develop these basic skills.
- The first cohort of learners have completed their training in business administration and are currently receiving support to seek employment. Feedback from these learners indicate they are experiencing increased levels of confidence and feel better prepared for the world of work with some suggesting they are now willing to travel beyond their local town to other Medway areas for work purposes.
- Whilst it is still early in the project, feedback from the learners and job centre has been positive. In January 2023 there are plans to run a digital skills course for those who need to further their basic skills and another business administration programme too.



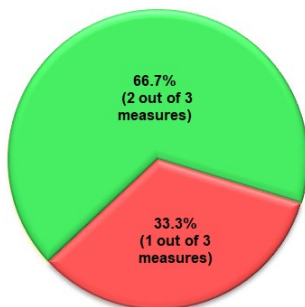
## Outcome: Preventing homelessness

### Strategic Risk Summary

There are no strategic risks for this outcome.

### Performance Summary

#### Programme: Preventing homelessness



The total number of measures is 3  
 2 measures met their target [NI 156; HC3]  
 1 measure was significantly below target [HC4]  
 1 of the 2 green measures is deteriorating long term [NI 156]  
 The red measure is deteriorating long term [HC4]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
NI 156	Number of households living in temporary accommodation	Minimise	347	400	Green	IMP	DET
HC3	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter	Minimise	0	0	Green	STATIC	STATIC
HC4	Number of private sector properties improved as a result of the Council's intervention	Maximise	217	237	Red	DET	DET

**Projects for this outcome:****Reducing the number of those rough sleeping - Ensure that the Council maximises the opportunity to reduce homelessness through prevention and relief:**

- Housing's RSI (Rough Sleeping Initiative) team has been working to ensure that all options are used to support people at risk of returning to rough sleeping through our range of accommodation options, Preventions Worker and Navigator staff. The officially verified number of people sleeping rough has stayed at a similar level as last year (11 in 2021, 12 in 2022), which given the post pandemic and cost of living crisis challenges demonstrates the effectiveness of Medway Housing's RSI and Solutions services.

**To support people and vulnerable families to access housing:**

- Domestic Abuse New Burdens funding, which allows Housing Services to increase support and accommodation to adults and children who have been victims of domestic abuse, has been confirmed for 2023/24 and 2024/25 which will allow us to recommission existing services and expand these through additional support staff and counselling in community settings. As this funding is tied to accommodation as per the grant conditions, these services, commissioned by Medway Housing, will continue to work in close partnership with the wider community service that is commissioned in partnership with Public Health, in order to identify where there remain gaps in provision and ensure that there is no service duplication. Additionally, Housing Services are exploring an option of funding Children's Services to add a further support option for child victims of domestic abuse.

**Undertake Sheltered Housing Review and Housing related support services:**

- The Housing, and Revenue and Benefits, teams have worked to put in a Supported Housing Improvement Programme (SHIP) bid which has been successful. This funding will allow a team to inspect buildings used as supported accommodation and provide support to the people living there. This will include rigorous examination of rents and service charges to ensure that the quality of accommodation and support is suitable, and that this is matched with value for money.
- The Housing Solutions and Reviews team actively work with both social and private sector landlords across a number of initiatives to seek to sustain tenancies and prevent homelessness.
- For those social landlords operating within Medway, the team maintains weekly joint prevention appointments with MHS Homes, and has agreed referral arrangements for those tenants identified by landlords as being at risk of eviction with Orbit, L&Q and MOAT. The team also have a Housing Options Officer acting as the lead for young persons; where accommodation placements are at risk, this officer undertakes monthly joint prevention appointments at Endeavour, Clarion & Elizabeth Court, all of which are supported accommodation units for young persons.

- The Private Rented Scheme (PRS) team offers direct advice and support to private landlords via the Council's dedicated landlord hotline. This activity is recorded and utilised for performance monitoring purposes. For Q3 to date there have been 72 landlord contacts, whilst for the year there has been 202. This advice and support service promotes the development and maintenance of positive relationships between private sector landlords and the Council, encouraging positive engagement from landlords for the sustainment of tenancies at risk and the procurement of new properties for the Council to utilise for the prevention and relief of homelessness.
- Alongside these activities, the team continues to offer a number of financial incentives for private sector landlords, including offering deposits payments, fees, rent in advance and rent top-ups to support customers to cover rent for up to six months. This is done on a case-by-case basis. To seek to increase the supply of private sector accommodation, work is continuing to explore viable options for the creation of a Medway Council housing management/leasehold scheme. This scheme will involve the Council offering incentives to private sector landlords in return for the Council taking over management of vacant properties so that these can be used for the prevention and relief of homelessness for homeless applicants.
- Q3 has continued to see the high levels of approaches for homelessness assistance experienced in previous quarters of this year. Thus, for the quarter to the end of November the service saw 620 approaches for housing assistance, of which 257 triggered either a prevention or relief duty. However, over the same period the team successfully prevented or relieved an average of 63% of all approaches where a duty was triggered, with this equating to 162 households. Based on the figures available to date, it is forecast that the total approaches for the year will likely be in the region of 3,700, which would be an increase of 13% for the year compared to 2021/22.

**Help Medway's people get a foot on the housing ladder:**

- Medway Housing have three Rough Sleepers Accommodation Programme (RSAP) rooms in a shared flat which is supported by staff via Homes England/Department for Levelling Up, Housing and Communities (DLUHC) grant. Housing Services have also worked in partnership with MHS Homes to ensure that ten self-contained properties are available for Housing First provision for former rough sleepers. This is supported via the DLUHC grant. Initial discussions have taken place between Housing Services, DLUHC and MHS Homes, and Housing Services will be looking to draft an application for funding from the Single Homeless Accommodation Programme (SHAP) with a view to increasing the available units of young person's foyer accommodation, from 36 to 65, as 18-25-year-olds have been identified as a group vulnerable to sleeping rough. Housing Services have identified the need for increased provision for young people who need assistance through analysing the details of the number of people in this age group referring themselves for supported housing.

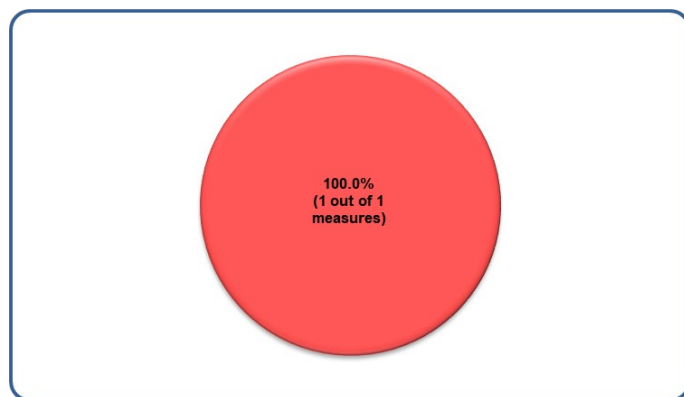
## Outcome: Delivering new homes to meet the needs of Medway's residents

### Strategic Risk Summary

There are no strategic risks for this outcome.

### Performance Summary

#### Programme: Delivering new homes to meet the needs of Medway's residents



The total number of measures is 1  
1 measure was significantly below target [NI 154]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
NI 154	Net additional homes provided (21/22 annual)	Maximise	1102	1586	Red	IMP	IMP

#### Comments:

##### NI 154:

- A key measure reported in the Authority Monitoring Report (AMR) is the annual rate of housebuilding in Medway. 1,102 new homes were built in 2021/22, which is a continuation of the high rates of housebuilding seen in Medway in the last three years. This was the second highest rate of housebuilding recorded last year across all authorities in the South East Local

Enterprise Partnership (SELEP) area. However, the rate still fell short of the government's defined level of local housing needs for 1,586 homes a year.

#### **Projects for this outcome:**

##### **Facilitate delivery of Medway 2037:**

- In October 2022, final drafts of the Medway 2037 set of Strategies, including Medway 2037, the Town Centre Strategy, the Innovation Strategy, and Skills & Employability Plan were approved by Cabinet. The design work on creating fully accessible desktop versions is currently underway, with the completion of the strategies expected to be publicly available online by Q4 2022/23. Work on the River Strategy continues and is expected to go to Cabinet, once completed, by Q4.

##### **Dissemination of Medway 2037 and implementation of the Delivery Plan:**

- Medway 2035 was the core Regeneration Strategy for the Council. Its recent revision reflects significant changes since it was considered by Cabinet in December 2018 (Housing Infrastructure Fund (HIF) award, climate change emergency declaration, Brexit, Covid19, child-friendly city commitment, and so on). Medway 2035 has been refreshed to align with the emerging Local Plan, to become Medway 2037.
- The Medway 2037 set of Strategies including Medway 2037, the Skills and Employability Plan, the Innovation Strategy, the Town Centres Strategy, and the River Strategy and align with other relevant strategies such as the Climate Change Action Plan, Culture Strategy, Tourism Strategy, and Sport Strategy. Cross-cutting themes across the priorities include climate change and net zero, innovation, and growth for all.
- Priorities of Medway 2037 include destination and placemaking, town centres, inward investment, business accommodation and digital connectivity, sector growth and improving employability.
- The Medway 2037 strategies, apart from the River Strategy, have been approved by Cabinet, and the team are working in collaboration with the Communications team to create fully accessible desktop versions of the strategies that will be publicly available online.
- As part of the Medway 2037 refresh, consolidated Delivery Plans have been worked up and will be kept in-house to measure the progress of the actions within the strategies.
- Medway's Shared Prosperity Fund (SPF) programme strongly aligns with the Strategy Delivery Plans and once the SPF programme delivery commences, it will be closely monitored to achieve outcomes.

##### **Work with landowners and developers to promote the delivery of housing on appropriate sites in Medway to meet our housing targets and vision for Medway's successful growth:**

- The Planning Service continues to work with landowners and developers to promote the delivery of housing on appropriate sites in Medway to meet its housing targets and support the Council's vision for successful growth in Medway by meeting

regularly with developers and landowners, engagement in the preparation of the new local plan and wider policy documents, and by implementing the planning protocol in partnership with other Kent authorities.

- An annual forum with major developers and small to medium enterprises (SMEs) took place in November 2022. The Planning Service regularly meet with individual developers and landowners. Consultation events are held as required as part of the process for the preparation of the new Local Plan.
- The Head of Planning Services attended a meeting in Q3 2022/23 of the SME forum as a representative of local planning authorities.
- The Department for Levelling Up, Housing and Communities (DLUHC) Chief Planner has been invited to visit Medway on 20 January 2023 at which time she will also meet lead members and senior management regarding regeneration in Medway as well as meet the Chairman of the SME forum.
- The Planning Service continues to work with Neighbourhood Planning Groups to progress plans to Examination, Regulation 14 and Regulation 16 consultations.
- The Head of Planning has met with several developers to discuss specific projects and complex applications.

#### **Preparation of the new Medway Local Plan:**

- Work continues on preparation of the new Local Plan which will set out the vision for Medway's growth. It will provide direction for investment in homes, jobs and services and policies to protect and enhance what makes Medway special and to ensure that the growth is supported by the required infrastructure.
- Key stages of the local plan as set out in the Local Development Scheme are as follows:
  - Consultation - Q2 2023/24
  - Publication of draft plan - Q4 2023/24
  - Submit plan for independent examination - Q1 2024/25
- The fourth Housing Test Delivery Plan (HTDP) was reported and agreed by Cabinet in July 2022 and as required, sets out the factors influencing housebuilding in Medway and proposes measures within the control of the council, to contribute to increasing the amount and speed of delivery of new housing.

#### **Progress on Future Hoo programme delivery to 2026**

- Since October 2022 the Housing Infrastructure Fund (HIF) team has made substantial progress on the delivery of the road, rail and environmental elements of the £170m Future Hoo project:
  - The planning application for Phase 2a (Hoo Wetland Reserve) and Phase 2b (Lodge Hill Countryside Site) of the Strategic Environment Management Scheme (SEMS) was submitted to the Local Planning Authority (LPA). A biodiversity net gain (BNG) of 44% has been calculated as an achievable environmental value for the Hoo Wetlands Reserve development.



- The archaeological ground investigations (trial trenching) at Hoo for the road and rail programmes began in earnest and groundworks are due to be complete in January 2023.
- A nine-week public consultation on the Hoo Development Framework (by the Planning Service) was successfully completed with a range of in-person events.
- With inflation and interest rates rising across the country, we continue to review the timeline and capital budgets for the programme, having linked up with several other HIF-funded projects across the country to compare issues.

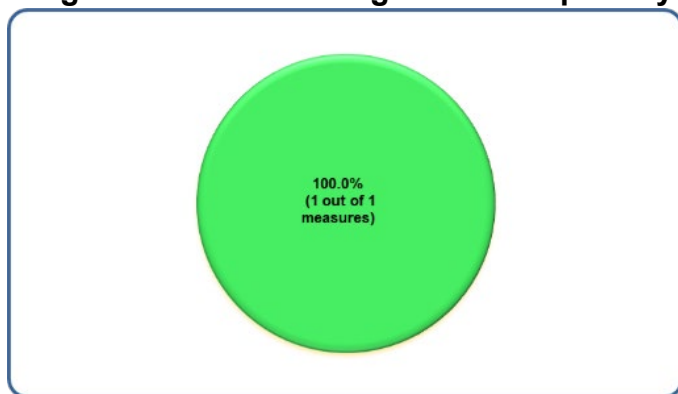
## Outcome: Getting around Medway

### Strategic Risk Summary

There are no strategic risks for this outcome.

### Performance Summary

#### Programme: Tackle congestion hotspots by transport and public realm improvements



The total number of measures is 1

1 measure met its target [NI 167]

The green measure is deteriorating long term [NI 167]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
NI 167	Average journey time along 5 routes across Medway (mins per mile) (2021 annual)	Minimise	2.95	4.00	Green	DET	DET

#### Comments:

##### NI 167:

- Officers are not expecting the next tranche of traffic data from the Department for Transport (DfT) until sometime in Q4 2022/23. This data, once received, is expected to cover the 2022 calendar year. This performance measure will be updated once the data has been received and analysed.

**Projects for this outcome:****Department of Transport Self-Incentive Programme (Band 3 Award):**

- Highway Strategy - The Highways Asset Management Plan (HAMP) and Transport Asset Management Policy (TAMP) are being replaced by a new Highway Asset Management Strategy and Policy, which is scheduled for adoption by Cabinet at their meeting on 7 February 2023 (elsewhere on this agenda), having been presented to Overview and Scrutiny Committee on 17 January 2023.
- Self-Assessment Band 3 – We are undertaking a deep-dive assessment to ensure all evidence is documented to support our Band 3 self-assessment. This is a continual process throughout the year to ensure our evidence is up to date. Our Performance Management Framework (PMF) Dashboard continues to be utilised to monitor our performance. It provides us with an easily readable data table to monitor our performance year-on-year. We are working through the Highway Asset Management Delivery Plan for 2022/23 and have started preparing for what needs to be included in 2023/24. Our Annual Local Authority Road Maintenance (ALARM) survey results have been shared with Senior Management for onward discussion with our Portfolio Holder. The Highway Street Lighting Policy continues to be reviewed and is not expected to be finalised until summer 2023/24. We are currently analysing the results of the National Highways and Transport (NHT) and PMF Annual Survey. We've received our annual survey data for footway condition which covers a quarter of the network, but we are still awaiting condition survey data for carriageways. This is expected to be received before Q4 2022/23.

**Medway Tunnel Improvement Plan:**

- We are currently mid-way through the third of four quarterly closures for routine maintenance on the tunnel.
- The A289 Medway Tunnel Challenge Fund project is continuing to progress well with the key technical documentation being reviewed by Technical Approval Authority (TAA).
- The Tunnel Major Systems upgrade detailed design and build element of the A289 Medway Tunnel project has been approved to go out to tender by Procurement Board which is anticipated to be in Q4 2022/23 subject to finalising contract documents.
- Early discussions have been held around a live emergency exercise which will be carried out on the Tunnel. More information about this will be available in the Q4 2022/23 report.
- The Minimum Operating Requirements (MOR) and Interim Ventilation Procedure have been produced and are ready to be signed off.
- The council has been successful in receiving an additional £4.9m funding from the Department for Transport (DfT) towards ongoing tunnel maintenance costs. This is in addition to the £4.9m received for the Challenge Fund.

**Develop a range of strategies for addressing identified congestion hotspots in Medway, including improvements to traffic signal infrastructure and programming:**

- During Q3 2022/23, the Urban Traffic Management and Control (UTMC) system which controls the traffic signal network continued to operate satisfactorily. Officers confirmed that the Split Cycle and Offset Optimisation Technique (SCOOT) is still to be reintroduced in Strood and work on this will continue into Q4 2022/23. Work was also completed on the design for a new puffin crossing for the Horsted Estate to provide pedestrians with a controlled crossing here for the first time; currently the installation is imminent, and officers will look into this in Q4. In addition, the new controller programming devised for pelican and puffin crossings, to reduce lost time and improve efficiency of operation under light traffic conditions, has been fitted to A2 New Road, near Star Hill, Rochester, and is working effectively. Officers have confirmed that roll-out to further controller sites is to follow but has been put on hold due to cost implications and the amount of available 2022/23 budget left.
- Officers have confirmed that the replacement for Strood Fire Station green wave panel has been built and will be installed next quarter (Q4), allowing a working green wave for the first time in many years. In addition, new loops have been cut at the Waterfront Bus Station, Chatham, to ensure only buses are given priority instead of all traffic leaving the bus station. Thus, principally, taxis have had priority removed. This has significantly benefited not only buses, but general traffic at The Brook/Dock Road as well.

**To deliver the introduction of a new passenger rail service, including a station, crossing points and stabling:**

- The Housing Infrastructure Fund (HIF) Rail scheme will provide a rail transport link to Gravesend, and onwards to London, on the existing Grain line, adapting the current freight line to allow for the implementation of a passenger service.
- To enable the delivery of a passenger service this involves the development of a new station and sidings off the main line, a passing loop to allow trains to pass, additional work at five crossing points along the railway, and a track crossover outside Gravesend station to allow use of a bay platform. The trains utilised as part of the passenger service will be battery operated to avoid the electrification of the existing Grain line.
- In addition to the physical infrastructure detailed above, a car park is planned at the station linking to the proposed access road connecting to Stoke Road roundabout as part of the wider Phase 4 works in the HIF Highways scheme. The car park has been designed to connect in with bus and other non-motorised forms of transport, with the station designed to form part of a strategic transport hub for the area.
- Design of the infrastructure is continuing to develop in parallel with further study of the service provision underway. All elements of the scheme are being considered in terms of environmental impact, and that will form the basis for our Environmental Impact Assessment.

**To deliver a package of 6 highways interventions in support of the HIF bid:**

- The Housing Infrastructure Fund (HIF) has been secured to provide essential infrastructure and connectivity across the Hoo Peninsula to provide 10,600 new homes in a sustainable manner.
- Achievements:
  - The HIF Roads team has continued to organise and promote engagement with residents and stakeholders with a number of site meetings having been held with groups across the extents of the scheme.
  - The detailed design of the proposal continues to progress as we work towards finalising the planning application submission.
  - The Environmental Impact Assessment (EIA) continues to be progressed towards completion as each discipline concludes their specific Chapters within the overall report.
  - Refinements to the Compulsory Purchase Order (CPO) and Side Roads Order (SRO) are progressing.
  - The team commenced Early Contractor Involvement (ECI) to refine and better inform the construction programme from a delivery perspective.
  - Sensitivity testing on traffic modelling for the scheme has been carried out to ensure the network continues to deliver improvements within a reasonable level of service.
- Actions for Q4 2022/23:
  - Finalise environmental mitigation across the scheme and incorporate mitigation measures into plans.
  - Continue to prepare planning application submission documents including Case Making, the Transport Assessment and Environmental Statement.
  - Continue to liaise with ECI to optimise the construction programme.

## Q3 2022/23 SUMMARY OF RISK PERFORMANCE

Live or Managed risk	Risk Ref	Risk	Inherent Risk Score	Q3 21/22 Current Risk Score	Q4 21/22 Current Risk Score	Q1 22/23 Current Risk Score	Q2 22/23 Current Risk Score	Q3 22/23 Current Risk Score	Move ment	Definition (current score) (L-likelihood) (I-impact)	Owner	Portfolio	Link to Council Plan
L	SR03B	Finances	AI	AI	AI	AI	AI	AI	→	L – very high I – catastrophic	Chief Finance Officer	Leader	All Values
L	SR47	Climate Change	AII	AII	AII	AII	AII	AII	→	L – very high I – major	Assistant Director Frontline Services	Housing & Community Services	Place
L	SR09A	Meeting the needs of Older People and Working Age Adults	AI	BII	BII	BII	BII	BII	→	L – high I – major	Director of People – Children and Adults Services	Adults' Services	People
L	SR09B	Failure to meet the needs of children and young people	BII	BII	BII	BII	BII	BII	→	L – high I – major	Director of People – Children and Adults Services	Children's Services, and Education & Schools	People
L	SR39	Financial Pressures on SEN Budgets	BII	BII	BII	BII	BII	BII	→	L – high I – major	Assistant Director Education and SEND	Children's Services, and Education & Schools	People
L	SR17	Delivering regeneration	BII	BII	BII	BII	BII	BII	→	L – high I – major	Director of Place and Deputy Chief Executive	Inward Investment, Strategic Regeneration & Partnerships	Growth
L	SR46	Medway's Economic Recovery from Covid19	BII	BII	BII	BII	BII	BII	→	L – high I – major	Assistant Director Regeneration	Leader	All Values
L	SR36	Alternative service delivery models	BII	BIII	BIII	BIII	BIII	BIII	→	L – high I – moderate	Assistant Director Regeneration, Chief Operating Officer	Leader	All Values
M	SR37	Cyber Security	AI	AI	AI	CI	CI	CI	→	L – significant I – catastrophic	Chief Information Officer	Resources	All Values
M	SR32	Data and information	BII	CII	CII	CII	CII	CII	→	L – significant I – major	Director of People, Assistant Director Legal & Governance, Chief Information Officer	Resources	All Values
L	SR49	Income Reduction due to Covid19	AI	CII	CII	CII	CII	CII	→	L – significant I – major	Chief Finance Officer	Leader	All Values
L	SR50	Delivering £170m Housing Infrastructure Fund (HIF) programme	BII	CII	CII	CII	CII	CII	→	L – significant I – major	Assistant Director Regeneration	Inward Investment, Strategic Regeneration & Partnerships	Growth
M	SR02	Business continuity and emergency planning	CI	DII	DII	DII	DII	DII	→	L – low I – major	Director of Place and Deputy Chief Executive, Chief Organisational Culture Officer	Business Management	All Values



## Q3 2022/23 RISKS

Risk Ref	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
SR03B	Finances	<b>AI</b>	<ul style="list-style-type: none"> <li>SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues</li> <li>SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process</li> <li>SR03B.03: Create resources for investment priorities</li> <li>SR03B.04: Delivery of digital transformation programme</li> </ul>	<b>AI</b>	The key to improving the effectiveness of the Council's financial planning and management is to address the uncertainty around future funding and improve the forecasting of cost pressures. The failure of central government to articulate how it intends to ensure the sustainability of local government has made this task virtually impossible, however the Finance Management team continue to work closely with colleagues within the Planning and Regeneration teams with a view to more accurately projecting future council tax and business rates. The Covid19 pandemic continues to cause far-reaching impacts, not least on the Council's financial sustainability, and has exacerbated how challenging it is to project future resources. However, it has also offered an opportunity and impetus to review the types of services we offer and the way we provide them.	<b>CIII</b>
SR47	Climate Change	<b>All</b>	<ul style="list-style-type: none"> <li>SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium- and long-term outputs to achieve measurable change</li> <li>SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway.</li> </ul>	<b>All</b>	Leading the way with Climate Change will give the council the opportunity to provide the local community with a clean, green sustainable future and enhance the Medway area. Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term, such has been seen by the conversion to Light-Emitting Diode (LED) lighting on street columns.	<b>DIII</b>
SR09A	Meeting the needs of Older People and Working Age Adults	<b>AI</b>	<ul style="list-style-type: none"> <li>SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)</li> <li>SR09A.02: Working with strategic partners to establish integrated working</li> <li>SR09A.03: Maintain strong relationships with providers</li> <li>SR09A.04: Map and monitor intelligence across the market</li> <li>SR09A.05: Review and adjust service levels and placement costs as appropriate</li> <li>SR09A.06: Unmet Need of Court of Protection COP3 Mental Capacity Assessments</li> </ul>	<b>BII</b>	<p>Capital investment opportunities to help manage demand.</p> <p>Service redesign in terms of outcomes.</p> <p>Working with providers as we emerge from Covid19 – improving relationships etc.</p> <p>Focus on staff wellbeing and engagement.</p> <p>Work closely with the Clinical Commissioning Group (CCG) and partners regarding Discharge to Assess funding.</p> <p>We will proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home.</p> <p>We will increase independence and self-care for service users, which allows them to control their care through an increase in the use of Assistive Technology where appropriate.</p> <p>An Adult Social Care Transformation &amp; Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives.</p>	<b>CII</b>
SR09B	Failure to meet the needs of children and young people	<b>BII</b>	<ul style="list-style-type: none"> <li>SR09.18: Ensure a stable and competent workforce</li> <li>SR09B.19: Delivery of the Improvement Plan</li> <li>SR09B.20: Ensure sufficiency of provision</li> </ul>	<b>BII</b>	<ul style="list-style-type: none"> <li>Rethink services and ways of working with families.</li> <li>Managing demand for services.</li> <li>Management of foster care and the residential market.</li> <li>Medium term financial sustainability.</li> <li>Finalise and implement refreshed practice standards.</li> <li>Simplify practice expectations – focus on children's lived experiences and on promoting quality and consistency of recording to evidence purposeful planning and intervention.</li> <li>Continue our evaluation work in respect of the application of thresholds so that we can be confident that children are supported at the right level.</li> </ul>	<b>DIII</b>

Risk Ref	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
					<ul style="list-style-type: none"> <li>Continue the work already underway to strengthen the effectiveness of our intervention with children in need.</li> <li>Implement our plans to improve our response to neglect, ensure robust implementation of the use of the graded care profile, and evaluate the difference this makes to children's lives.</li> <li>Continue the work to improve the quality of plans for children in need of protection.</li> <li>Fully implement the strategy in relation to contextual safeguarding for adolescents who are at risk outside the home/family and take time to reflect on themes from Return Home Interviews (RHIs), to create effective safety plans.</li> <li>Support front line managers to oversee and reflect on practice to improve quality of plans and interventions.</li> <li>Continue to focus on recruitment, retention and career development of our staff.</li> </ul>	
SR39	Financial Pressures on SEN Budgets	<b>BII</b>	<ul style="list-style-type: none"> <li>SR39.01: SEN budgets are being closely monitored and spend is being reviewed more robustly.</li> </ul>	<b>BII</b>	<p>A revised high needs deficit recovery plan is in place and will take four years for the council to achieve a positive in-year balance. We will keep pressing the Department for Education (DfE) / Education and Skills Funding Agency (ESFA) for the level of financial support made available to the five Local Authorities (LAs) already awarded emergency High Needs Budget (HNB) recovery funding.</p> <p>Medway was notified in February 2022 that we will be invited to take part in the 'safety valve' intervention programme with the DfE in the 2022-23 financial year. The aim of the programme is to agree a package of reform to the high needs system that will bring the dedicated schools grant (DSG) deficit under control. We are currently in conversations with the DfE and ESFA following further details regarding the Safety Valve Intervention Programme (SVIP) and are working to have a High Needs Deficit Recovery Plan by the end of June, to take through the relevant governance route, ahead of the final deadline in September 2022.</p>	<b>DIII</b>
SR17	Delivering regeneration	<b>BII</b>	<ul style="list-style-type: none"> <li>SR17.01: Outline infrastructure needs identified</li> <li>SR17.04: Work with strategic funding bodies to maximise the impact and income from external funding opportunities, in particular the Levelling-Up Fund and Community Renewal Fund.</li> <li>SR17.05: Working towards the adoption of the new Medway Local Plan.</li> <li>SR17.08: Maintain successful track record of delivery to optimise future chances of funding bid success. This includes Future High Streets Fund investment in Chatham, Heritage High Streets Action Zone investment at Chatham Intra, LGF, GBF and GPF investment at Innovation Park Medway and HIF delivery on the Hoo Peninsula (see SR50 below)</li> </ul>	<b>BII</b>	<p>The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the Council's capacity is already stretched, however the council has demonstrated its appetite for a 'mixed economy' of approaches to deliver regeneration and new opportunities are being explored with other partners, including private sector organisations.</p>	<b>CII</b>

Risk Ref	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
SR46	Medway's Economic Recovery from Covid19	<b>BII</b>	<ul style="list-style-type: none"> <li>SR46.01: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell</li> <li>SR46.02: Delivery of government-directed financial support to businesses and individuals</li> <li>SR46.03: Reopening High Streets Safely</li> <li>SR46.04: Supporting Medway's businesses</li> <li>SR46.05: Supporting residents' skills and employability</li> <li>SR46.06: Review Medway Council's Strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth</li> <li>SR46.07: Continue to lobby government to maximise support and opportunities for Medway</li> </ul>	<b>BII</b>	<ul style="list-style-type: none"> <li>Commercial moves out of London – Medway as an attractive place to locate and do business.</li> <li>Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally.</li> <li>Innovation Park Medway (IPM) plans reshaped to support the post-Covid19 economy.</li> <li>Opportunity to significantly advance digital inclusion for workers, learners and service users across Medway.</li> </ul>	<b>CII</b>
SR36	Alternative service delivery models	<b>BII</b>	<ul style="list-style-type: none"> <li>SR36.01: Robust options appraisals, and detailed business cases prepared</li> <li>SR36.02: Project management approach to implementation</li> <li>SR36.03: Communication and stakeholder management</li> <li>SR36.04: Sound legal and procurement advice on chosen delivery model</li> <li>SR36.05: Robust scrutiny / oversight mechanisms to ensure clear corporate understanding</li> <li>SR36.06: Reporting from and on delivery models with clear outcomes</li> <li>SR36.07: Business continuity arrangements</li> </ul>	<b>BIII</b>	<p>The decision taken by the Council in February 2022 to bring back the recruitment agency from Kyndi, whilst representing a challenge for the company, also offers an opportunity to rethink its strategy and focus on growing the telecare and CCTV services.</p> <p>Medway Development Company (MDC) Ltd. has established a subsidiary and is now considering the business case for entering the private rented sector, as a strategy for ensuring its longer-term future.</p>	<b>CIII</b>
SR37	Cyber Security	<b>AI</b>	<ul style="list-style-type: none"> <li>SR37.01: Secure configuration: Remove or disable unnecessary functionality from systems, and to quickly fix known vulnerabilities</li> <li>SR37.02: Network security: Create and implement policies and appropriate architectural and technical responses, thereby reducing the chances of attacks succeeding</li> <li>SR37.03: Managing user privileges: All users should be provided with a reasonable (but minimal) level of system privileges and rights needed for their role. The granting of highly elevated system privileges should be carefully controlled and managed.</li> <li>SR37.04: User education and awareness: Users have a critical role to play in their organisation's security and so it's important that security rules and the technology provided enable users to do their job as well as help keep the organisation secure. This can be supported by a systematic delivery of awareness programmes and training that deliver security expertise as well as helping to establish a security-conscious culture</li> </ul>	<b>CI</b>	<p>Work commenced in preparing for the pre-requisites to obtain Cyber Essential Plus accreditation. Due to Covid19 this work has been paused as it is not an essential requirement to obtain this accreditation, however the work in improving cyber security has continued. The results from our PSN scan will be included in our Cyber Essentials application in October 2022.</p> <p>The ICT Network &amp; Cyber Security Manager has specific responsibilities for the security of the network, overseeing user privileges and security policies, and user education and awareness.</p> <p>System monitoring software tools are being reviewed to determine whether there are solutions that will further strengthen the cyber security measures already in place.</p> <p>Endpoint device protection (protecting the end user devices) – areas have been found for improvement to ensure that should an individual's machine be infected with ransomware, the ransomware could potentially manoeuvre laterally within that network segment. Reviews of solutions to address this issue have taken place and some indicative costs have been received. This is to be reflected on ICT's Medium Term Financial Strategy (MTFS) strategy to address how the solution could be funded.</p> <p>Immutable backups – There have been several councils hit by ransomware recently and one of the key lessons learned from those events is that the</p>	<b>CI</b>

Risk Ref	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
			<ul style="list-style-type: none"> <li>SR37.05: Incident management: All organisations will experience security incidents at some point. Investment in establishing effective incident management policies and processes will help to improve resilience, support business continuity, improve customer and stakeholder confidence and potentially reduce any impact.</li> <li>SR37.06: Malware prevention: Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact your systems and services. The risk may be reduced by developing and implementing appropriate anti-malware policies as part of an overall 'defence in depth' approach.</li> <li>SR37.07: Monitoring: System monitoring provides a capability that aims to detect actual or attempted attacks on systems and business services. Good monitoring is essential in order to effectively respond to attacks. In addition, monitoring allows you to ensure that systems are being used appropriately in accordance with organisational policies. Monitoring is often a key capability needed to comply with legal or regulatory requirements</li> <li>SR37.08: Removable media controls: Removable media provide a common route for the introduction of malware and the accidental or deliberate export of sensitive data. You should be clear about the business need to use removable media and apply appropriate security controls to its use.</li> <li>SR37.09: Home and mobile working: Mobile working and remote system access offers great benefits but exposes new risks that need to be managed. You should establish risk-based policies and procedures that support mobile working or remote access to systems that are applicable to users, as well as service providers. Train users on the secure use of their mobile devices in the environments they are likely to be working in.</li> <li>SR37.10. Robust policies and procedures in place: Robust policies and procedures in place that are audited internally and externally. The council is accredited against the Public Service Network (PSN) code of connection criteria that provides assurances that the ICT infrastructure is managed and monitored using methods commensurate with recognised good practice and the guidance issued by CESG (the UK</li> </ul>		<p>recovery process could have been drastically improved if the councils had immutable copies of the backup data. What this means is that the disks and the data are not able to be encrypted by a ransomware attack.</p> <p>ICT have been reviewing guidance provided by the National Cyber Security Centre (NCSC). We are actively reviewing systems and applications to ensure they are up to the latest version. An area that needs to be addressed is the formation of a formal Cyber Security Incident Response team (CSIRT). The core team will usually be ICT and Cyber Security staff. The extended team may include other capabilities such as the Communications, Human Resources (HR) and Legal teams. Training for key contributors is currently being identified.</p> <p>The ICT team is monitoring the situation closely and keeping a watchful eye on suspicious traffic. There has been an increase in phishing email attempts however these have not shown to have originated from Russia or are related to this situation at present.</p>	

Risk Ref	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
			government's National Technical Authority for Information Assurance). Following the advice and guidance issued by the National Cyber Security Centre (NSCS) to help organisations bolster their cyber defence.			
SR32	Data and information Management	BII	<ul style="list-style-type: none"> <li>SR32.01: The council has accountability and governance in place for data protection and data security</li> <li>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</li> <li>SR32.06: Appropriate policies and procedures are in place to support good information management and security</li> </ul>	CII	<p>Review support for information governance within the organisation.</p> <p>Audit the Council's Data Security and Protection (DSP) Toolkit submission internally to ensure continual improvement.</p> <p>Appoint a deputy SIRO.</p> <p>Seeking Public Services Network (PSN) Compliance</p>	DIII
SR49	Income Reduction due to Covid19	AI	<ul style="list-style-type: none"> <li>SR49.01: Priority is being given to structuring our operations to provide customers with confidence about returning to Covid19 compliant facilities and events. The focus is on restoring income levels in 2022/23, as the council and local economy recovers from the effects of the pandemic. This will require ongoing support from the Communications and Marketing team.</li> <li>SR49.04: In the next financial year, a smart parking pilot will be implemented.</li> <li>SR49.05: Enhanced promotion of our Front-Line trading services e.g. weddings, green space sports (tennis, pitch and put, football pitches)</li> <li>SR49.06: Adults' Social Care</li> </ul>	CII	Income has largely returned to pre-Covid19 levels, although there is now a 'hangover' in terms of debt collection, particularly in terms of rental income. Officers are working with tenants and other debtors to recover income due.	CII
SR50	Delivering £170m Housing Infrastructure Fund (HIF) programme	BII	<ul style="list-style-type: none"> <li>SR50.01: Value engineer across the delivery streams throughout the design process.</li> <li>SR50.02: Reviewing full HIF programme, identify where possible, processes to run in parallel.</li> <li>SR50.03: Work with Planning department to ensure growth on the Peninsula is delivered sustainably.</li> </ul>	CII	The HIF-specific increase in S106 developer contributions, based on sound viability work associated with the emerging Local Plan, provides a significant opportunity to deliver sustainable growth on the Peninsula, beyond the HIF rail, road and environmental interventions. There is the potential that S106 would fund further infrastructure and service improvement in Hoo.	CII
SR02	Business continuity and emergency planning	CI	<ul style="list-style-type: none"> <li>SR02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified</li> <li>SR02.02: Business continuity plans completed to implement the actions</li> </ul>	DII	<p><u>Emergency Planning</u></p> <p>The Covid19 emergency allowed for a faster solution to the remote working problem. If properly applied, problems like snow and fuel disruption will be eased slightly because of this project.</p> <p><u>Business Continuity</u></p> <p>As a result of Covid19, the Corporate Business Continuity Plan and Business Continuity (BC) training will be reviewed to include best practice, lessons learnt, and observations made from the council's response and recovery plans.</p> <p>Cabinet received a paper on the Council's Covid19 response on 7 July 2020 and Covid19 recovery on 25 August 2020.</p> <p>Council services refreshed their business continuity plans in October 2020 in</p>	DII

Risk Ref	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
					<p>preparation for the Covid19 pandemic second wave and European Union (EU) exit by 31 December 2021.</p> <p>Business Support Overview and Scrutiny committee received a paper on 28 January 2021 on the risk environment to consider the wider risk environment facing the council, including the differences between the Corporate Risk Register, business continuity and emergency planning.</p> <p>Cabinet and Business Support Overview and Scrutiny committee received a paper on 30 March 2021 on the Council's Covid19 Response and Recovery actions and plans.</p>	



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## **CABINET**

**7 FEBRUARY 2023**

### **CONTRACT PROCEDURE RULES**

Report from: Bhupinder Gill, Assistant Director, Legal and Governance

Author: Michael Kelly, Head of Category Management

#### **Summary**

This report seeks to introduce a revised set of Contract Procedure Rules to replace those that currently form Chapter 4, Part 7 of Medway Council's Constitution.

The Audit Committee considered the report at its meeting on 5 August 2023 and its comments are set out in section 10 of the report. The Business Support Overview and Scrutiny Committee considered the report at its meeting on 26 January and its comments will be set out in an Addendum Report.

#### **1. Budget and policy framework**

- 1.1. The revised Contract Procedure Rules aim to continue supporting services achieve their collective deliverables within the council's policy, budget framework and Council Plan.
- 1.2. Approval of the revised Contract Procedure Rules will be a matter for Full Council given they form part of the Constitution.
- 1.3. The revised Contract Procedure Rules were considered by the Audit Committee on 10 January 2023 and the comments of the Committee are included within this report. Following consideration at this meeting, the revised Rules will be considered by Cabinet on 7 February 2023 and Full Council on 23 February 2023.

#### **2. Background**

- 2.1. The Contract Procedure Rules form Chapter 4, Part 7 of Medway Council's constitution. The rules should be periodically updated to ensure they remain fit for purpose. The last update was in 2018.
- 2.2. Whilst periodic tidying has been performed, several sections have become antiquated. The most notable being the value at which Medway's procurement board level governance applies. When originally set pre-2010, the current

value of £100,000 was sizeable and followed suit with the definition of a key decision. As time has lapsed, this purchasing value has diminished and become prohibitive in nature and as contracts become larger and more sophisticated, this figure results in additional report writing with little benefit.

- 2.3. As such, the proposal is to increase these figures to the current value at which the Public Contracts Regulations apply as well as introduce further measures for accountability through the entire procurement process.

### 3. Options

- 3.1. The current Contract Procedure Rules require updating. Due to the improvements made within the service as annually reported within the Procurement Strategy, as well as national changes to procurement, the Head of Category Management has further sought to incorporate those improvements within the revised Rules.

- 3.2. Option 1 – Make no changes the Contract Procedure Rules.

- 3.2.1. Failure to adapt to more efficient working practices and dovetail the Procurement Strategy into our approach, would prove detrimental, through stagnation, to corporate procurement activity.

- 3.3. Option 2 – Adopt the revised Contract Procedure Rules

- 3.3.1. The current Contract Procedure Rules have, in several areas, become antiquated. The revised suite simplifies the terminology used for better end user engagement, improves accountability across the various layers of the organisation as well as updates thresholds at which procurement board level governance applies to procurement activity. Note that the definition and application of a key decision has not changed.

- 3.3.2. The proposal is that procurement board level governance will only apply to projects valued equal to or greater than activities that would be subject to the Public Contracts Regulations 2015 for Goods/Services and the Light Touch Regime, or £500k for works projects. This is illustrated in the below table.

<b>Contract type</b>	<b>Current threshold</b>	<b>Proposed threshold</b>
Goods/Services	£100,000	£213,477
Light Touch (Health)	£100,000	£663,450
Works	£100,000	£500,000

- 3.3.3. Most notably and as requested through Members' engagement, of the 36 reports presented to Procurement Board in the most recent 12-month period, only five would have fallen within the difference of the current and proposed governance thresholds. Three of these were for pilot projects that, through their very nature had heavy member involvement and the remaining were low risk works projects.

3.3.4. In addition to the above governance arrangements, the rules have generally been updated to enforce more efficient and joined up working practices. As an example, the inclusion of the 'Category Management Engagement Form' is stipulated which ensure all relevant stakeholders are engaged at the point of inception for greatest benefit.

3.3.5. Therefore, option 2 is the recommended option.

#### 4. Advice and analysis

4.1. At the core of any procurement function is the ability to achieve Value for Money, so to ensure that Medway's procurement processes remain as effective as possible, especially when considering the current cost of living crises as well as substantial cost increases to the material and labour markets, it is important that the Rules are updated.

4.2. Whilst the rules are otherwise a user-friendly refresher that do not dilute any existing controls or mechanisms otherwise addressed in paragraph 3.3 above, they do serve to deliver the following benefits:

4.2.1. Setting an evidence-based hierarchy of exploration where existing provisions are prioritised i.e., if a service can be delivered in house, this needs to be ruled out prior to exploring external arrangements.

4.2.2. Referencing the 'Category Management Engagement Form' to ensure sufficient stakeholder buy in at the start of each project and continuation into and through contract management.

4.2.3. Simplifying the terminology regarding the governance process and improving the quality of the information presented for scrutiny purposes through the supporting templates used for governance purposes.

4.2.4. Reinforcing the Council's ambition to deliver Social Value, which is inclusive of Climate Change, as part of procurement activities.

4.2.5. Highlighting the roles and responsibilities of the Category Management team and making available key documentation for service activities.

4.3. A secondary benefit to the recommendation means a revised training programme relating to procurement can be rolled out across the organisation.

4.4. In addition to the above, specific reference is given to the Procurement Strategy to support sustainability and improved forward planning.

#### 5. Audit Committee – 10 January 2023

5.1. The revised Contract Procedure Rules were considered by the Audit Committee on 10 January 2023 and its comments are set out below:

- 5.2. This report provided a revised set of Contract Procedure Rules to replace those that currently form Chapter 4, Part 7 of Medway Council's constitution.
- 5.3. The Head of Category Management introduced the report and highlighted the proposed revised rules provided a more holistic, and user-friendly approach to the way the Council undertook procurement. The revised Contract Procedure Rules were considered to be more straight forward.
- 5.4. Members then raised comments and questions including the following:
- 5.5. **Governance of Contracts** - In response to a question regarding whether there were overarching structures or a central database to improve the governance of contract arrangements the Head of Category Management explained that the revised rules required the completion of a category management engagement form which brought Portfolio Holders and the relevant accountants in at a much earlier stage to ensure cross organisation collaboration and reduce silo working.
- 5.6. The Head of Category Management added there would be a more streamlined and tailored training programme to ensure consistency.
- 5.7. **Oversight of Large Capital Projects** – A member asked whether the rules would ensure there would be third party oversight of evaluations, prevent conflicts of interest and also whether there would be more than one evaluation for large capital projects. The Head of Category Management stated that there were several back-office mechanisms to provide assurance around evaluations..
- 5.8. The officer added that any project over the value of £25,000 tenders would be invited. The Council would have undertaken market engagement and held discussions with companies who may have considered bidding. The Council generated a great of interest in its procurement activity.
- 5.9. A member commented the revised Contract Procedure rules were a positive step forward
- 5.10. **Capital Projects** – A member commentated there were a number of Capital projects being undertaken in the coming year, some of which were contentious. The point was made that it would be helpful for Members to see all the valuations for bids submitted and that the lowest bid may not always be the best.
- 5.11. A member commented that in the tendering process that information would have been made available to Procurement Board which evaluated bids on many factors including price and quality and often quality was the determining factor. However, tenders were commercially sensitive.
- 5.12. The member added that tail end spend was not considered by the Procurement Board. However Category Management had been very successful in reducing costs and increasing expertise.

- 5.13. **Social Value** – A member commented that the Council was trying to encourage small and medium enterprises (SME) to bid and Medway Council was performing well in awarding contracts to SMEs. The Head of Category Management reported the revised rules made specific reference to social value and how the Council took that into account social value to enhance the local community through procurement activity. The officer added the Council had a central contract depository.
- 5.14. **Changes in the Contract Procedure Rules** – in response to what the principal changes were to the procedures other than reducing silo working and increasing emphasis on social value, the Head of Category Management stated the new rules brought teams together with cross organisation activity and a holistic approach to explore opportunities as an organisation.
- 5.15. **Decision:**

The Committee noted the Contract Procedure Rules, as set out in Appendix 2 to the report, and recommended their approval to Full Council after consideration by the Business Support Overview and Scrutiny Committee and Cabinet.

## 6. Risk management

- 6.1. Risk management is an integral part of good governance. The Council has a responsibility to identify and manage threats and risks to achieve its strategic objectives and enhance the value of services it provides to the community.

Risk	Description	Action to avoid or mitigate risk	Risk rating
<b>Continuing with a technical set of rules that are interpreted by legacy.</b>	The current rules applied through interpretation and include duplication from Regulations. Whilst the working practices associated are fit for purposes, the revisions are explicit.	The Rules have been re-drafted as proposed to ensure consistent interpretation	C3
<b>The Rules are not updated</b>	The current Rules have been in situ for many years and the threshold for governance has not changed in as many. The philosophy of Category Management leads to larger contracts and the Public Contracts Regulations denote a higher threshold for advertising purposes.	By aligning our internal governance thresholds to those within the Regulations (apart from works that will move to at £500k), we can evidence proportionality.	D3



Risk	Description	Action to avoid or mitigate risk	Risk rating
<b>Inability to refer new training for officers into a user-friendly set of rules.</b>	All current training is based on working practice and interpretation of the current Rules.	The proposed revisions make existing interpretation explicit, which is necessary for training officers.	C2

For risk rating, please refer to the following table:

Likelihood	Impact:
A Very high B High C Significant D Low E Very low F Almost impossible	1 Catastrophic (Showstopper) 2 Critical 3 Marginal 4 Negligible

## 7. Consultation

- 7.1. To support this approach, the Head of Category Management has conducted cross party member engagement with Cllr Gulvin, Cllr Brake and Cllr Edwards in relation to the proposed changes and has ensured their feedback, primarily concerning Member and wider stakeholder engagement on future projects, has been addressed and incorporated.
- 7.2. Furthermore, through practical application and use of the Rules for a considerable period to date, soft engagement with various services plus lessons learnt have been incorporated.

## 8. Climate change implications

- 8.1. Within the proposed changes to the Contract Procedure Rules, the Procurement Strategy is referred to. Through dovetailing both elements, a consistent and accountable approach to delivery is established.

## 9. Financial implications

- 9.1. There are no direct financial implications associated to this report, but the proposed changes will support and provide greater assurances regarding procurement activity at Medway, most notably by reinforcing the benefit and purpose of contract management.

## 10. Legal implications

- 10.1. The notable changes as outlined within paragraph 10.2.

10.2. The revised Contract Procedure Rules include the following notable changes:

- 10.2.1. The removal of the existing Gateway 4 and 5 processes, they have been consolidated and replaced with a new Gateway 4 which specifically addresses contract management.
- 10.2.2. The thresholds for when governance applies has been increased as per 3.3.3 of this report.
- 10.2.3. Projects funded by ringfenced grants and signed off by the 151 are not subject to the Gateway 1 process as they have already been approved.
- 10.2.4. Reenforced intro of the Category Management engagement form that is also merged with the Contract Approval Signing Form that has been sent prior.
- 10.2.5. The Rules now refer to the Regulations rather than transcribe most of them.
- 10.2.6. The workflows are more explicit and reference further guidance always being sought from the Category Management team.
- 10.3. The contract procedure rules are a core element of the Council's constitution and provide a framework within which procurement activity is undertaken. Changes to the Council's constitution can only be approved by full Council (subject to officer delegations).

## 11. Recommendations

11.1. It is recommended that the Cabinet:

- a) Notes the comments of the Audit Committee set out at section 5 of the report and the comments of the Business Support Overview and Scrutiny Committee set out in an addendum report; and
- b) Recommends Full Council to approve the revised Contract Procedure Rules as set out at Appendix 2 to the report.

## 12. Suggested reasons for decisions

- 12.1. The revised suite simplifies the terminology used for better end user engagement, improves accountability across the various layers of the organisation as well as updates thresholds at which procurement board level governance applies to procurement activity.

### Lead officer contact

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## Appendices

Appendix 1 – Current Contract Procedure Rules  
Appendix 2 – Revised Contract Procedure Rules

## Background papers

None

## PART 7 – CONTRACT PROCEDURE RULES

### SECTION 1 INTRODUCTION AND PURPOSE

#### 1.1 Introduction

1.1.1 These Contract Procedure Rules are made under Section 135 of the Local Government Act 1972. They include provision for competition, and regulate the manner in which procurement and tendering take place within the Council.

1.1.2 These Contract Procedure Rules set out the regulations that must be followed by all Officers on each and every occasion that goods, services or works are procured on behalf of the Council.

1.1.3 These Contract Procedure Rules also protect the legal position of the Council in respect of compliance with EU and UK law (general law and in relation to the Procurement Regulations) and in its contractual dealings with external third party Suppliers and Contractors.

#### 1.2 Primary objectives

1.2.1 These Contract Procedure rules have 5 primary objectives:

- (1) To ensure that the Council obtains Value for Money and fulfils its duty of achieving *Best Value* as defined in Section 3 of the Local Government Act 1999. It is of primary importance that Officers, on behalf of the Council, engage in procurement activity with the intention of delivering Best Value services to the citizens of Medway, both at the point of contracting and through effective contract management, throughout the contract term.
- (2) To ensure that the Council complies with English and European law in force in England that governs the procurement of goods, services and works.
- (3) To establish procurement procedures which, when followed, should protect Members and Officers of the Council from any allegation of acting unfairly or unlawfully which may be made in connection with any procurement by the Council relating to goods, services or works.
- (4) To ensure that any risks associated with commencing procurement processes and subsequently entering into contracts are assessed as part of the procurement process and the Council's Procurement Gateway Process.
- (5) To ensure that fairness and transparency remains at the forefront of all procurement activity undertaken by Officers and approved by Members on behalf of the Council.

### 1.3 Scope and application

- 1.3.1 These Contract Procedure Rules apply to all procurement activity undertaken by the Council (inclusive of Partnering and Income Generation Contracts) unless any such procurement is expressly prescribed under these Rules, or subject to an *Exemption* (as specified in **Section 1.8**).
- 1.3.2 These Contract Procedure Rules shall apply irrespective of how the procurement is funded. Where any ambiguity exists in respect of such funding the decision of the Assistant Director, Legal and Governance and/or Chief Operating Officer shall be sought and that decision shall be final.
- 1.3.3 All contracts entered into by the Council are subject to these Contract Procedure Rules, the provisions contained within the Council's Financial Procedure Rules and in accordance with guidance from Category Management and Legal Services respectively.
- 1.3.4 These Contract Procedure Rules apply to all Officers involved in the issuing of Orders or the letting of Contracts for Supplies, (Goods), Services and Works necessary for the delivery of the Council's functions.
- 1.3.5 Any third party (e.g. a consultant) who is engaged in the letting, management or supervision of a contract on behalf of the Council must comply with these Contract Procedure Rules as if they (the consultant/third party) were Officers of the Council.

### 1.4 Review and amendment

- 1.4.1 These Contract Procedure Rules shall be reviewed on a regular basis, not less than annually, by the Assistant Director, Legal and Governance who shall consult with the Procurement Board. The Assistant Director, Legal and Governance shall make minor changes to the Contract Procedures in accordance with Section 14.3 of Article 14 of the Council's Constitution. Any other amendments will be subject of approval by Council.

### 1.5 Interpretation

- 1.5.1 The interpretation of these Contract Procedure Rules is solely a matter for the Council's Assistant Director, Legal and Governance and are not open to interpretation by any other Officer of the Council.
- 1.5.2 Where an Officer of the Council is unsure of the meaning and implications of these Contract Procedure Rules, guidance must be sought from Category Management, in consultation with and on behalf of the Council's Assistant Director, Legal and Governance and such guidance and direction shall prevail.
- 1.5.3 Where there is a conflict between these Contract Procedure Rules and the Council's Financial Procedure Rules, the former shall prevail, subject to guidance and clarification from the Council's Assistant Director, Legal and Governance in consultation with the Council's Chief Operating Officer.

1.5.4 Any failure to comply with these Contract Procedure Rules may result in disciplinary action being taken against an Officer and may be seen as gross misconduct.

## 1.6 Procurement governance structure

1.6.1 The governance structure of procurement within the Council is as follows:

- The Cabinet – for decision making in respect of executive functions
- The Council – for all other decision-making
- The Procurement Board - The Procurement Board acts as a Cabinet Advisory Group to the Assistant Director, Legal and Governance and the Chief Operating Officer, in order to assist them in the procurement and contract decision-making process.

The Procurement Board consists of:

- The Portfolio Holder for Resources (or such other portfolio holder as the Leader of the Council may substitute at his/her discretion).
- The Portfolio Holder for Adult Services (or such other portfolio holder as the Leader of the Council may substitute at his/her discretion) (Note: the Cabinet appoints Cabinet Members to the Procurement Board).
- The Assistant Director, Legal and Governance.
- The Chief Operating Officer.
- Head of Category Management.
- Other key representatives from each of the Council's respective Directorates:
- Category Management Team – Strategic team responsible for providing strategic support and quality assurance to the Council's Directorates as well as representing and acting on behalf of the Council's Assistant Director, Legal and Governance in all procurement and contract related activities, matters and issues.
- Directorate Management Team – Led by each respective Director, with operational procurement and contract management responsibility delegated to Assistant Directors and / or Heads of Service in accordance with these Contract Procedure Rules.



## 1.7 General principles

### 1.7.1 Call Off from existing contracts

1.7.1.1 Where the Council's procurement requirement can be satisfied from an existing approved Contract then any order will be considered an Exception to these rules as long as the call-off arrangements defined within the individual contract are followed or where the original Contract can be varied to meet the requirement. Category Management must be consulted before invocation of any such variation.

1.7.1.2 In all instances goods, services or works should be obtained via appropriate, existing, approved arrangements. These arrangements include and should be reviewed in the following order:

- (1) In-house services (including, but not limited to: Category Management, Property & Capital Projects, Legal, Printing and Design, Facilities Management, etc)
  - i. Where a team exists to provide the goods, services or works required, they must be engaged with first and foremost. Should they not be able to fulfil the requirement then the following arrangements can be considered.
  - ii. For the avoidance of doubt, all Capital funded projects must follow the process of engagement outlined within Appendix D.
- (2) Established corporate contracts
- (3) Approved nationally negotiated contracts (for example those arranged by the Crown Commercial Service).
- (4) Consortia of which the Council is a member (or can join)

1.7.1.3 Before any contract is made, there must be:

- (a) The proper authority of the Council in accordance with the processes set out in the Constitution, the Procurement Gateway Process (as specified in **Section 2** of these Contract Procedure Rules) and / or Directorate scheme of delegation, as specified and approved by the appropriate Director of each respective Directorate.
- (b) Adequate budgetary provision for the procurement within existing budgets. All such expenditure must be committed in accordance with procedures set out and prescribed by the Chief Operating Officer.
- (c) Where ambiguity exists in respects to the availability of budgets, the decision of the Chief Operating Officer must first be obtained and that decision shall prevail in all instances and the procurement direction will be dictated accordingly.

### 1.7.2 Collaborative/Joint procurement (Public Contracts Regulations 2015, Regulation 38 "PCR 2015")

1.7.2.1 The Head of Category Management, on behalf of the Council's Assistant Director, Legal and Governance shall approve any joint procurement arrangements with other local authorities or public bodies including

membership or use of purchasing consortia prior to the commencement of any procurement on behalf of the Council as part of the Procurement Gateway Process for Category A Procurements.

- 1.7.2.2 The Assistant Director, Legal and Governance, in consultation with the Procurement Board shall approve any joint procurement arrangements with other local authorities or public bodies including membership or use of purchasing consortia prior to the commencement of any procurement on behalf of the Council as part of the Procurement Gateway Process for Category B Procurements.
- 1.7.2.3 All joint procurement arrangements shall be compliant with the legislation relating to public sector procurement and shall be open to participation by the Council.
- 1.7.2.4 Where procurements are being carried out jointly there is responsibility to ensure compliance with PCR 2015 even if the other party are conducting the tender process on behalf of Medway Council. Clarity of each contracting authority's responsibilities is therefore needed at the outset to ensure compliance for all elements of the tender both individually and jointly.
- 1.7.2.5 Where the Council is entering into a contract as an agent for another public body or government department, these Contract Procedure Rules apply only in so far as they are consistent with the requirements of the body concerned.
- 1.7.3 **Engagement of consultants**
  - 1.7.3.1 Officers may only appoint external consultants or advisors providing professional or consulting services if such services are not available within the Council or if Officers requiring them do not have the resources or capability to meet the needs of the service. All such engagements should be done through consultation with the already established team(s) for example, Category Management or Property & Capital Projects.
  - 1.7.3.2 All contracts for external consultants and advisors shall explicitly require that the consultants or advisors provide without delay any or all documents and records maintained by them relating to the services, and lodge all such documents and records with the appropriate Officer at the end of the contract.
  - 1.7.3.3 Officers shall ensure that any consultant working for the Council has appropriate indemnity insurance and shall liaise with the Insurance Team to verify the level required.
  - 1.7.3.4 Appointment of consultants for projects, where not part of an existing Framework, shall follow the procurement process for services
- 1.7.4 **Frameworks (Public Contracts Regulations 2015, Regulation 33 "PCR 2015")**

1.7.4.1 A framework agreement in the context of these Contract Procedure Rules is:

- Where the overall terms and conditions and pricing are agreed but the cost of each call-off will vary dependent upon the requirement via a mini-competition

OR

- Where the costs and terms have been expressed whereby the most economic provider is chosen.

1.7.4.2 Officers cannot automatically make use of a framework agreement; any proposed use must be appraised in accordance with the applicable Procurement Process.

1.7.4.3 Where Officers are proposing to use a framework agreement in relation to a Category A Procurement, guidance must be sought from Category Management before use. This is a mandatory requirement to ensure that the framework agreement is available to the Council, provides the best value procurement route and to ensure that Officers understand and adhere to the protocols set by the creator (Central Purchasing Body) of the framework agreement.

1.7.4.4 Where Officers are proposing to use a framework agreement in relation to Category B Procurements, the framework agreement must be appraised against other available procurement options as prescribed within the Procurement Gateway 1 Report.

1.7.4.5 When procuring from (calling-off) a Framework Agreement, Officers must adhere to the protocol set out under the existing Framework Agreement terms and must seek advice from Category Management if in any doubt.

1.7.4.6 The Council is not required to advertise any proposed call off (in excess of the EU Threshold for Supplies (Goods), Services or Works where the Framework being used was subject to an original OJEU advert.

1.7.4.7 The Invitation to Quote procedure set out at **Section 2.3** shall be used in preference to a formal Invitation to Tender where no other formal process is specified within the terms of that Framework.

1.7.4.8 Where Officers propose to create a Medway Framework arrangement for works, goods and/or services, transparency is required as to how the "Call off" mechanism will work. Where the call off process includes a part direct award, part mini competition, the procurement documents will detail how the choice will be made (on objective criteria) between a direct award and a mini competition and specify which terms may be subject to reopening of competition. This approach could be lot specific, i.e. it does not have to apply across all lots within a framework.

### **1.7.5 Central Purchasing Bodies (Public Contracts Regulations 2015, Regulation 37 “PCR 2015”)**

- 1.7.5.1 Medway Council, in accordance with the guidance above, may acquire supplies or services, or both, from a central Purchasing body in respect of activities conducted on a permanent basis.

### **1.7.6 Concession Contracts**

- 1.7.6.1 Service concessions are no longer exempt following the implementation of the Concessions Directive 2014/23/EU.

### **1.7.7 Light Touch Regime (Public Contracts Regulations 2015, Regulations 74-76 “PCR 2015”)**

- 1.7.7.1 Under PCR 2006, service contracts were divided into Part A (which were subject to the detailed regulatory regime) and Part B (which were only subject to limited obligations under that legislation). EU Treaty principles, including sufficient advertising and fair and transparent process, also applied to Part B services where there was cross-border interest.
- 1.7.7.2 Under PCR 2015, Part B services have been replaced by a specific list of social and other services which are subject to the “light touch” provisions. These services are more limited than Part B services and there is no “open ended” service category 27.
- 1.7.7.3 The service contracts which are limited to a “light touch” regime are listed in Schedule 3 of the Public Contracts Regulations 2015. Under the light touch regime, above threshold contracts must issue an OJEU notice, which contains details of the conditions of participation, time limits and a description of the award procedure that will be applied, and an award notice. There is also a requirement to advertise the contract/award on Contracts Finder. Other than these limited requirements, Medway Council is free to determine the procurement procedure used, so long as it ensures that it adheres to the EU principles of equality and transparency. All procurement documents must still be available electronically when the procedure begins.

## **1.8 Exceptions and exemptions**

### **1.8.1 Exceptions to Contract Procedure Rules**

- 1.8.1.1 No exception to Contract Procedure Rules can be undertaken where the provision is above the EU tender threshold and subject to European or UK Legislation.
- 1.8.1.2 The requirements of the Council’s Contract Procedure Rules **shall not apply** in the following exceptional circumstances:

- Where for technical or artistic reasons or reasons connected with the protection of exclusive rights the contract can only be awarded to one economic entity.
  - Procurements where the procedure to be followed by the Council is the subject of express legislation.
  - Where there is a need for urgent action and the urgency provisions in the Council's Constitution relating to Council decisions and Leader/Cabinet decisions can be applied. The urgency provisions for Council- side decisions are set out in the employee delegation scheme (Chapter 3, Part 4, para 4.1) and in the Budget and Policy Framework Rules (Chapter 4, Part 3, para 4). The urgency provisions relating to Leader/Cabinet decisions are set out in the Access to Information Rules (Chapter 4, Part 2, paras 16, 17 and 18). In addition to any reporting related to decisions taken under urgency provisions, any expenditure in excess of £5,000 must also be reported to the Head of Category Management within 1 week of the date of the contract award using the Exemption Request Form. Any contract entered into by the Council under urgency provisions must not be for a term of more than 6 months.
  - Contracts for the acquisition and disposal of land or property that are covered within the remit of the Director of Place and Deputy Chief Executive and within the Financial Limits as prescribed within part 5 of chapter 3 of the Constitution.
  - Contracts for employment for staff, except where an agency is used to supply the staff.
  - Works orders with utility infrastructure providers, e.g. Gas Mains.
  - Where supplies are acquired from a closing down sale in circumstances permitted by the Regulations.
  - Where the provision of services is reserved to the winner of a design contest as specified in the Regulations.
  - The disposal of Council Assets that are covered by the Property Procedure Rules and Financial Procedure Rules.
  - Where the contract is for replacement goods or installations and contracting with an alternative supplier to the supplier of the initial goods or installation would either result in incompatibility with existing goods or installations or lead to disproportionate costs or technical difficulties in the operation and maintenance of existing goods or installations.
- 1.8.1.3 The Director of People – Children and Adults Services shall have authority to award without competition a contract where a placement is sought for an individual with a registered care provider of their choice under the National Health Service and Community Care Act 1990.

- 1.8.1.4 A Director shall have authority to award without competition a contract where the particular needs of an individual (either an adult or a child) require a particular social care package, or where an individual has special educational needs which are only available from a particular provider in the opinion as appropriate of the Director of People – Children and Adults Services.
- 1.8.1.5 In relation to **Sections 1.8.1.3 and 1.8.1.4**, The Director of People – Children and Adults Services will through the appropriate scheme of delegation, keep a record of the reasons for the choice of provider, which will be maintained on the individual's case notes. In addition, a record of the annual cumulative expenditure with each provider will be maintained by the Director of People – Children and Adults Services and made available for audit purposes upon request.
- 1.8.1.6 The Assistant Director, Legal and Governance may engage a barrister or solicitor without competition. The appointment will be made on the basis of which barrister or solicitor is in the opinion of the Council's Assistant Director, Legal and Governance, best able to provide the necessary expertise and value for money. The Council's Assistant Director, Legal and Governance will maintain a departmental record of the amounts of expenditure with external barristers and will ensure that this information is made available for audit purposes upon request.
- 1.8.1.7 The Assistant Director, Legal and Governance may procure without competition, emergency accommodation for the homeless for individual service users that are not covered by a Council Framework Agreement or Contract.
- 1.8.2 Exemptions to Contract Procedure Rules**
- 1.8.2.1 Any Officer requesting an exemption must complete an *Exemption Request Form*. This form must be approved and signed by the appropriate Director before submission to Category Management for the Assistant Director, Legal and Governance to consider.
- 1.8.2.2 The Council's Assistant Director, Legal and Governance will review the exemption request and will make a decision in consultation with the Procurement Board as to whether to accept or reject. This decision by the Assistant Director, Legal and Governance will be minuted and communicated for informational purposes to the appropriate Director as part of the *Procurement Board Process*.
- 1.8.2.3 All approved exemption requests will be submitted to the Full Council for information purposes.
- 1.8.2.4 Circumstances where time is lost through inadequate forward planning or a lack of internal resources existing to manage procurement processes will not automatically constitute the basis for an exemption under these Contract Procedure Rules.



- 1.8.2.5 The Assistant Director, Legal and Governance will have ultimate discretion to consider resources and time constraints in the overall context of risk of non-delivery when deciding upon whether to accept or reject an exemption request.
- 1.8.2.6 In the event that a valid reason for urgency exists, the Assistant Director, Legal and Governance will have ultimate discretion to consider an exemption outside of this formal decision-making mechanism. Any such occurrence shall be reported retrospectively to the Procurement Board by the appropriate Officer as per **Sections 1.8.2.1 – 1.8.2.2**.
- 1.8.2.7 No Exemption to Contract Procedure Rules can be undertaken where the provision is above the EU tender threshold and subject to European or UK legislation.

#### **1.8.2.8 Teckal Exemption**

- The Teckal exemption allows the award of contracts between contracting authorities and controlled entities provided the following conditions are met:
- the contracting authority exercises control over the entity similar to that which it exercises over its own departments;
- more than 80% of activities of the entity relate to the performance of tasks entrusted to it by the authority; and
- there is no direct private capital participation in the entity (with the exception of non-controlling and non-blocking forms of private capital participation required by national law in conformity with the EU Treaties). Contracts can be exempt where contracting authorities jointly control an entity based on similar tests to the above and for “Reverse Teckal” where the controlled entity (if a contracting authority itself) can award a contract to its controlling contracting authority.

### **1.9 Delegate authority and officer responsibilities**

- 1.9.1 Any procurement carried out on behalf of the Council may only be undertaken by Officers with the appropriate delegated authority to carry out such tasks. This delegation must be included in the current scheme of delegation as prescribed within the Council's *Constitution* or as advised by the appropriate Director.
- 1.9.2 Each Director is responsible for all procurement activity within their respective Directorate and has the overall responsibility for ensuring Directorate compliance with these Contract Procedure Rules, Procurement Gateway Process, the Council's Procurement Strategy, Financial Regulations, and all UK and European Legislation.

Through the appropriate scheme of delegation, this authority may be passed down to Assistant Directors, Heads of Service and other appropriate Officers within each Directorate and Department. However,

- ultimate responsibility and accountability will remain with the appropriate Director in respects to Officer conformance with these Contract Procedure Rules unless the Constitution sets out otherwise.
- 1.9.3 Officers must ensure that agents, including consultants, acting on their behalf also comply with these Contract Procedure Rules as prescribed with **Section 1.7.3** of these Contract Procedure Rules,
  - 1.9.4 The Officer responsible for managing any contract or procurement process must comply with the Employee Code of Conduct and Anti-Fraud and Corruption policies, and must not invite or accept any gift or reward in respect of the award or performance of any contract.
  - 1.9.5 The Officer responsible for managing any contract or procurement process **must** establish if an existing Contract or Framework Agreement exists before seeking to let another Contract (See **Section 1.7**). This Contract or Framework Agreement **must** be considered accordingly as part of a robust options appraisal in line with the Procurement Gateway Process for Category A and Category B Procurements as prescribed in **Section 2.3** and **Section 2.4** of these Contract Procedure Rules. In appraising Framework Agreements and existing Contracts, the Officer **must** provide tangible and demonstrable evidence within the *Procurement Gateway 1 Report*, whether or not these arrangements provide Value for Money and whether or not the goods, services or works therein are “fit for purpose” for the particular requirement.
  - 1.9.6 The Officer responsible for managing any contract or procurement Process **must** ensure that when any employee or contractor arrangement may be affected by any transfer arrangement, such as the Transfer of Undertaking Protection of Employment (TUPE), that advice is obtained from HR and/or Legal Services before proceeding with inviting tenders. Officers must consult Pensions and Payroll concerning all TUPE and pension issues before the advert for the contract opportunity is placed, as this will affect the financial value of the contract. Where guidance and confirmation as to the applicability of TUPE is not sought from HR and/or Legal Services, the procurement process will not be permitted to commence nor can be subjected to the Procurement Gateway Process in respects to Category A or Category B Procurements, as prescribed within **Section 2** of these Contract Procedure Rules.
  - 1.9.7 The Assistant Director, Legal and Governance and the Chief Operating Officer, in consultation with the Portfolio Holder for Resources, shall both have the delegated authority to enter into contractual arrangements on behalf of the Council for all contracts involving the purchase of utilities (i.e. gas, water and/or electricity supply) on behalf of both the Council and schools. This delegation shall apply to both individual contracts let between the Council and the utility supplier, and where the Council enters into any Framework Agreement or Consortia Agreement.
  - 1.9.8 Any such award agreed directly by the Council's Assistant Director, Legal and Governance and the Council's Chief Operating Officer or through delegation to Category Management, will be reported to the Procurement

Board for informational and audit purposes. The Procurement Board will have the discretion to decide whether or not to report any such award(s) to the Cabinet for informational purposes.

## SECTION 2 PROCUREMENT PROCESS

### 2.1 Thresholds and risks

2.1.1 The complexity of the procurement process (Category & Level) to be followed will vary in accordance with the value and risk of the requirement as set out below.

### CATEGORY A PROCUREMENTS

Level	Value	Risk
0	£0 up to £5k	Low
1	£5k up to £25K	Low
2	£25K up to £100K	Low

### CATEGORY B PROCUREMENTS (Subject to the Procurement Gateway Process)

3	£100K+	Medium
4	Any project deemed 'High Risk' by Procurement Board	High

#### 2.1.2 Risk Decision Making

In determining the level at which procurement decisions are taken, regard will be had to requirements relating to key decisions as set out in Article 12 and the Leader and Cabinet rules in the Council's Constitution. Any procurement defined as a key decision will be classified as high risk and referred to Cabinet for determination.

- a) A key decision is an executive decision which is likely:
- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
  - To be significant in terms of its effects on communities living or working in an area comprising two or more wards in Medway.

### 2.2 Calculating contract value

2.2.1 In order to identify the appropriate Category and Level of procurement the Total Value should be calculated over the life of the contract.

2.2.2. The Total Value will be calculated as follows:

- (a) Where the contract is a capital or one-off purchase or for a fixed period, by taking the total price to be paid or which might be paid during the whole of the period;
  - (b) Where the purchase involves recurrent transactions for the same type of items, by aggregating the value of those transactions over the contract period, including any anticipated extension periods;
  - (c) Where the total contract value over the full duration of the contract (not just the annual value) is uncertain, by multiplying the monthly payment by 48 or annual payment by 4;
  - (d) For Framework Agreements with no guaranteed commitment the contract value will be the estimated value of orders placed/commissions let under the Framework Agreement over the full duration of the contract term;
  - (e) Where an in house service provider is involved, by taking into Account TUPE workforce matters, redundancy and similar/associated costs as guided by Legal Services, Human Resources, Pensions and Payroll and Category Management Teams;
  - (f) Where a partnering arrangement is to be put in place, the total value of the likely partnership;
  - (g) For income generation contracts the Total Value will be the estimated revenue stream payable to the Council over the period of the contract. Where the total revenue stream over the full duration of the contract (not just the annual value) is uncertain, by multiplying the monthly payment by 48 or annual payment by 4;
  - (h) If the total value of recurring transactions with a single provider exceeds £24,999, the opportunity is deemed Level 2 procurement and must be tendered appropriately.
    - a. Should the service area envisage the recurring spend exceeding the above threshold, advice from Category Management should be sought.
    - b. Category Management reserves the right to monitor compliance of the clause 2.2.2.h.
    - c. Category Management may deactivate an active provider that is in breach of the above thresholds based on the last 4-years' spend analysis.
    - d. Failure to comply will result in a disciplinary action as per the clause 1.5.4.
  - (i) Subscription based services are exempt from tendering unless the offer is not unique, can be provided by a number of suppliers in the market and falls within procurement Level 2 or higher;
- 2.2.3 The Total Value must be calculated in pounds sterling exclusive of Value Added Tax;

2.2.4 Contracts must not be artificially under estimated or disaggregated to avoid the application of these Contract Procedure Rules or EU/UK Procurement Legislation.

## 2.3 Category A procurement process

### 2.3.1 Level 0 procurement (Low Risk) £0 - <£5K

- The appropriate Assistant Director and/or Head of Service must sanction the commencement of any procurement activity. These are for one off purchases that are highly unlikely to be required again e.g. low value and risk works projects.
- A **minimum** of one written quotation must be obtained (Officers are encouraged however to seek further competitive quotations where possible).
- The quotation may take the form of a Supplier email, letter or reference to a current/value catalogue or by using the Low Value Quotation Form.
- Officers must keep such quotations on record for audit purposes and make reference to them on the corresponding Financial Purchase Order.
- Category Management must be informed of all award decisions by completing the **Transparency Agenda Form**. Failure to do so will result in revoking rights of award and disciplinary action.
- All orders placed through this means will be made using the Council's standard Purchase Order terms and conditions. Any amendments should be done in consultation with Category Management.

### 2.3.2 Level 1 procurement (Low Risk) £5k - <£25k

The appropriate Assistant Director and/or Head of Service must sanction the commencement of any procurement activity. These are for one off purchases that are unlikely to be required again e.g. low value and risk works projects.

- A **minimum** of three written quotations must be obtained (Officers are encouraged however to seek further competitive quotations where possible).
- The quotation must be obtained through the Kent Business Portal using the **Low Value Quotation Form**. Depending on the award criteria, the Most Economically Advantageous Tenderer will be awarded a contract.
- The Kent Business Portal must be updated to keep such quotations on record for audit purposes and make reference to them on the corresponding Financial Purchase Order.
- Category Management must be informed of all award decisions by updating and submitting a Contract's Register entry to Category Management. Failure to do so will result in revoking rights of award and disciplinary action.



- All orders placed through this means will be made using the Council's standard Purchase Order (or industry equivalent as approved by Category Management) terms and conditions. Any amendments should be done in consultation with Category Management.

### 2.3.3 Level 2 procurement (Low Risk)      £25k - <£100k

- The appropriate Assistant Director and/or Head of Service must sanction the commencement of any procurement activity.
- Officers from the Service must work in partnership with Category Management to ensure a corporate approach and delivery of the procurement on behalf of the Council
- Officers must ensure that they liaise with their Procurement Board Directorate Representative and place the procurement project on their respective Directorate Forward Procurement Plan before commencing a Level 2 Procurement.
- A **minimum** of three written quotations must be obtained through the Kent Business Portal by Category Management using the *Invitation to Quote* document.
- Category Management must keep such quotations on record for audit purposes and Officers must make reference to them on the corresponding Financial Purchase Order.

## 2.4 Category B procurement process

- 2.4.1 Category B Procurements are considered either a medium or high risk rating and are subject to management through the Council's Procurement Gateway Process by Category Management, the Procurement Board and the Cabinet (where applicable).
- 2.4.2 The Procurement Gateway Process is a five-stage process as outlined below:

**Gateway 1** – Project commencement/options appraisal – Category Management must (in partnership with Service Departments) complete and submit a *Gateway 1 Report* for review and approval to the Procurement Board dependant upon the risk parameters outlined in **Section 2.1.1** and in accordance with **Sections 2.4.4, 2.4.5** and **2.5**.

**Gateway 2** – Tender process (including document creation, advertisement, evaluation) – Category Management must (in partnership with Service Departments) complete all necessary procurement documentation and tendering formalities in accordance with **Section 3** of these Contract Procedure Rules.

**Gateway 3** – Tender process review and contract award - Category Management must (in partnership with Service Departments) complete and submit a *Gateway 3 Report* for review and approval to the Procurement Board

dependant upon the risk parameters outlined in **Section 2.1.1** and in accordance with **Sections 2.4.4, 2.4.5** and **2.5**.

**Gateway 4** – Procurement post project completion review - Category Management must (in partnership with Service Departments) complete and submit a *Gateway 4 Report* for review and approval to the Procurement Board dependant upon the risk parameters outlined in **Section 2.1.1** and in accordance with **Sections 2.4.4, 2.4.5** and **2.5**.

**Gateway 5** – Procurement contract management report (prescribed by the Procurement Board and not automatically mandatory) – Category Management must (in partnership with Service Departments) complete and submit a *Gateway 5 Report* for review and approval to the Assistant Director, Legal and Governance, in consultation with the Procurement Board as and when prescribed.

(Note: In determining the level at which procurement decisions are taken regard will be had to requirements relating to key decisions as set out in Article 12 and the Leader and Cabinet rules in Chapter 4 of the Council's Constitution).

2.4.3 For Gateway Reporting purposes, Medium Risk reports are reviewed and approved by the Assistant Director, Legal and Governance in consultation with Procurement board whereas High Risk reports are reviewed and considered for presentation at Cabinet for review and approval.

2.4.4 In addition to the above Category B Procurements are also subject to the requirement of the EU Procurement Regulations where over the relevant threshold for Supplies, (Goods), Services and Works.

#### 2.4.4 **Level 3 procurement (Medium Risk) £100K+**

- Officers must ensure that they liaise with their Procurement Board Directorate Representative and place the procurement project on their respective Directorate Forward Procurement Plan before commencing a Level 3 Procurement.
- Category Management (in partnership with Service Departments) must complete and submit a *Gateway 1 Report* to the respective DMT for review.
- Relevant Director (DMT) must then either approve the report as Level 3 (Medium Risk) or recommend the report to be up-scaled to Level 4 (High Risk) for submission to the Procurement Board for a Gateway 1 review.
- The Authorised Officer will be required to attend the Procurement Board to present the Gateway 1 Report.
- The Assistant Director, Legal and Governance in consultation with the Procurement Board will review the Gateway 1 Report and either approve the risk rating or upscale the procurement risk and instruct the presenting

Authorised Officer to submit the Gateway 1 report for a further review by the Cabinet.

- If the Assistant Director, Legal and Governance, in consultation with the Procurement Board approves the Level 3 (Medium Risk) decision, then the procurement process will be permitted to continue to Gateway 2.
- The Assistant Director, Legal and Governance, in consultation with the Procurement Board will also set the risk and reporting stages for the remainder of the procurement process for Gateway 2, 3, 4 & 5 (if so required) as per the parameters prescribed in **Section 2.4.1** of these Contract Procedure Rules.
- If the Assistant Director, Legal and Governance, in consultation with the Procurement Board upscales the risk rating, then the Gateway 1 decision making process will be decided upon by the Cabinet. The Cabinet will also set the risk and reporting stages for the remainder of the procurement process for Gateway 2, 3, 4 & 5 (if so required) as per the parameters prescribed in **Section 2.4.1** of these Contract Procedure Rules.
- Once the initial Gateway 1 and subsequent Gateway stages have been approved by the Assistant Director, Legal and Governance, in consultation with the Procurement Board and/or the Cabinet, the Authorised Officer must liaise with the Procurement Board Directorate Representative and update the procurement project on their respective Directorate Forward Procurement Plan.

#### 2.4.5 **Level 4 procurement (any project deemed High Risk by the Procurement Board)**

2.4.6 Level 4 (High Risk) Procurement Process are prescribed by the Assistant Director, Legal and Governance, in consultation with the Procurement Board with recommendations for the decision-making associated with the initial Gateway 1 Report and subsequent Gateway 3, 4 & 5 Reports being made to the Cabinet.

### 2.5 Upscaling Category A to Category B procurements

2.5.1 Where deemed necessary for the achievement of best value, management of internal/external risk and adherence to EU/UK Procurement Legislation, the Council's Category Management Team, on behalf of the Council's Assistant Director, Legal and Governance can at any time upscale a Category A Procurement to a Category B Procurement.

2.5.2 Any such decision by the Council's Category Management Team to upgrade a procurement project will require Officers to comply with the Council's Procurement Gateway Process for Category B Procurements.

2.5.3 Any such decision to upgrade a procurement from a Category A to a Category B by Category Management on behalf of the Council's Assistant Director, Legal and Governance will be final and must be adhered to by Officers of the Council.

- 2.5.4 Officers through the Procurement Gateway Process for Category B Procurements will have the opportunity to present a case to the Procurement Board. This will provide Officers with an opportunity to review the decision to upgrade a procurement from Category A to Category B.
- 2.5.5 Any such review against the decision of the Council's Category Management Team by an Officer of the Council will be decided upon by the Assistant Director, Legal and Governance in consultation with the Procurement Board (except in the case of urgency when the Assistant Director, Legal and Governance will make the decision in consultation with the Chief Operating Officer).
- 2.5.6 The decision of the Council's Assistant Director, Legal and Governance to either uphold the decision made by the Council's Category Management Team or support any such review will be final and binding.
- 2.5.7 Any such decision will be project and situation specific and cannot be automatically relied upon or assumed by any Officer to apply across the board for reviewing future decisions made by Category Management.

## SECTION 3 GENERAL TENDER PRINCIPLES

- 3.1 Pre-tender market research and consultation (Public Contracts Regulations 2015, Regulation 40 & 41 “PCR 2015”)
  - 3.1.1 Officers may review the market for a proposed procurement through discussions with suppliers and other research but may not:
    - (a) Base any specification on one Contractor’s offering such as to distort competition. Bidders may be excluded from the procurement in circumstances where their prior involvement would distort competition (and there are no other means of ensuring equal treatment which can be applied);
    - (b) Make any indication or commitment to Contractors that their offer may be preferred by the Council;
    - (c) Suggest any procurement route, which is not consistent with these Rules;
    - (d) Enter into negotiations about price where a competitive procurement process has yet to take place.
  - 3.1.2 Any pre-market research undertaken, including discussions with Contractors and others must be fully documented on file. Where organisations have been involved at pre-procurement stage (whether in soft market testing or otherwise, eg incumbents), a contracting authority must ensure that there is a level playing field when the tender process starts such as providing information which has been made available at pre-procurement stage.
  - 3.1.3 Any market research must then be proceeded by a compliant procurement process where there is a business case to proceed.
- 3.2 Third party pre-qualification services
  - 3.2.1 Pre-Qualification Services describes the assessment, by a third party organisation of potential suppliers’ generic suitability to contract with a Contracting Authority across a range of requirements (effectively an outsourced pre-qualification process although not specific to any one contract requirement).
  - 3.2.2 Pre-qualification results in the formal accreditation of those potential suppliers, which successfully complete the process.
  - 3.2.3 Pre-qualification services can be commissioned for vetting of potential suppliers where internal resources are unable to undertake such assessments to assist in the expression of interest process subject to approval by Category Management.
  - 3.2.4 Pre-qualification involves suppliers submitting information specified by the Contracting Authority to facilitate its assessment of suppliers’ suitability to tender, below EU thresholds, for tenders relating to works capital projects.

- 3.2.5 These select lists are generally only available for services, works and/or supplies where its estimated value is below the relevant EU threshold value requiring compliance with the procurement Regulations.
- 3.3 Advertising Tender Requirements (Public Contracts Regulations 2015, Regulations 106, 108, 110-113 “PCR 2015”)
- 3.3.1 All requirements above £100K must be advertised on the Kent Business Portal and in the OJEU (where above the EU tender thresholds for goods, services or works).
- 3.3.2 In addition to the above, Officers (in consultation with Category Management) may consider where appropriate additional advertisement in one of the following to increase awareness and competition:
- A dedicated contracts publication;
  - The local press;
  - A relevant trade journal;
  - Voluntary and Community Sector circulation list or website.
- 3.3.3 From 1 April 2015 advertising requirements include:
- All contract notices to the Official Journal (OJEU), must also be published on Contracts Finder within 24 hours. The same applies in respect of contract award notices although this is not required within 24 hours;
  - The PCR 2015 state that sub-central authority contracts over £25,000, include a requirement to publish contract opportunities and award notices on Contracts Finder. For all opportunities that are published to the open market, this is a mandatory requirement.
  - All Public contracts will include a requirement for 30 day payment terms (for undisputed invoices) and these are to be passed down the supply chain. There is also a requirement to report on late payment of invoices. Where express provisions are not included, PCR 2015 imply specific terms into contracts.
- 3.3.4 **Prior Information Notices (Public Contracts Regulations 2015, Regulation 48 “PCR 2015”)**
- PINs are no longer a mandatory requirement.
  - PINs may be used by officers as a call for competition for the restricted or competitive procedure with negotiation. Additional information must be included in the PIN if used for this purpose.
  - A contracting authority cannot rely on a PIN until 35 days after sent for publication.

- Maximum validity is 12 months (except for social and other specific services) (i.e. those covered by the “light touch” regime)

### **3.3.5 Reserved contracts for certain services (Public Contracts Regulations 2015, Regulation 77 “PCR 2015”)**

- PCR 2015 allows contracting authorities to reserve the award of contracts for certain specific health, social and cultural services to certain types of organisations as part of its call for competition.
- The organisations entitled to bid must meet the following conditions:
  - the organisation’s objective is the pursuit of a public service mission linked to the delivery of the services;
  - profits are reinvested with a view to achieving the organisation’s objectives;
  - the structure of management/ownership of the organisation performing the contract are based on employee ownership or participatory principles; and
  - the organisation has not been awarded a contract for those services in the past 3 years.
- If a contracting authority decides to reserve these contracts to such organisations, the maximum duration of a contract which can be awarded is 3 years.

### **3.3.6 Lots (Public Contracts Regulations 2015, Regulation 46 “PCR 2015”)**

- Officers may decide to award a contract in the form of separate lots and may determine the size and subject-matter of such lots.
- Officers may, even where tenders may be submitted for several or all lots, limit the number of lots that may be awarded to one tenderer, provided that the maximum number of lots per tenderer is stated in the contract notice or (if a PIN is used as a call for competition) in the invitation to confirm interest. Officers must set out how this will work in practice including the objective criteria which will determine which lots will be awarded where the application of the award criteria results in one tenderer being awarded more than one lot.
- Although not compulsory, if officers decide not to divide an opportunity into separate lots, reasons for this must be included in the Regulation 84 report (Award Report/Gateway 3).

### **3.3.7 Electronic communication and access to documents (Public Contracts Regulations 2015, Regulations 22 & 53 “PCR 2015”)**

- Subject to certain limited exceptions, all communication and information exchange must be carried out by electronic means. These exceptions include where the specialised nature of the procurement means that specific tools or file formats are needed which are not open to all and generally available or require a licence or where physical or scale



models are required which cannot be transmitted by electronic means. There may also be circumstances in which information of a particularly sensitive nature requires a high level of protection which cannot be ensured by using electronic tools or devices.

- The reasons why electronic communications are not being used must be set out in the Regulation 84 report.
  - Contracting authorities must offer unrestricted and direct access (free of charge) to all procurement documents from the date of publication of the contract notice in OJEU and that the contract notice must include a reference to the internet address where the documents can be accessed. The definition of “procurement documents” is widely drafted meaning any document produced or referred to by a contracting authority which describes elements of the procurement or procedure including the contract notice, technical specification, proposed conditions of contract and formats for the presentation of documents by candidates or tenderers (eg pre-qualification questionnaires and invitations to tender). The requirement to make available all procurement documents at the outset applies to every procurement process unless one or more of the listed exceptions for the use of electronic communications apply.
  - Oral communication can be used provided that its content is documented to a “sufficient degree”. However, oral communication cannot be used in relation to essential elements (defined as including the procurement documents, the request to participate, etc.) of the procurement procedure.
  - Oral communications with tenderers which could have a substantial impact on the content and assessment of tenders is also required to be documented by appropriate means which may include audio records.
- 3.4 Pre-Qualification Questionnaire PQQ (Public Contracts Regulations 2015, Regulations 56-64 “PCR 2015”)
- 3.4.1 A PQQ stage is prohibited to be used for tenders below the EU Threshold level for goods and services. Tenders that fall below the EU threshold values for goods and services will follow an Open Tender Procedure approach i.e. one stage which will encompass selection and award criteria.
- 3.4.2 All tenders, except where prescribed timelines are in place, must specify a time limit of not less than 10 working days to enable interested parties the opportunity to Tender. All exercises shall be completed electronically via the Council’s Quotation/Tendering System.
- 3.4.3 Officers undertaking a PQQ will verify that bids submitted comply with the rules and requirements applicable to the tender as well as checking whether grounds for exclusion apply and selection criteria is satisfied.
- 3.4.4 Officers will check that a tenderer remains “eligible to tender” throughout the process i.e. there are no exclusion grounds or changes in

circumstances which would mean an operator fails to meet the selection criteria.

- 3.4.5 Officers will consider the mandatory and discretionary grounds for exclusion including additional discretionary grounds where conflicts cannot be remedied or where persistent poor performance has led to contract termination or similar sanctions. Bidders are allowed to provide evidence to demonstrate reliability despite the existence of grounds for exclusion. The duration for the exclusion is:
- 3 years from the date of conviction for mandatory grounds and
  - 5 years from the date of the event for discretionary grounds.
- 3.4.6 As part of the evaluation of the Pre-Qualification Questionnaire credit checking must be completed on all those Suppliers expressing an interest. Further financial analysis should be conducted in conjunction with Corporate Finance, dependent on the nature, value or risk of the contract to fully test the financial ability of the bidder. Full details of the nature of the financial analysis to be undertaken must be included in the Pre-Qualification's Questionnaire's evaluation criteria. These will include:
- minimum annual turnover:
    - no more than 2 x estimated contract value, unless justified;
    - applies per lot but can be combined if awarded more than one lot (note there are specific rules for frameworks and DPS).
- 3.4.7 A supplier's technical ability to undertake the contract requirements is evaluated at this stage. This cannot be re-tested at the Invitation to Tender stage. This will include:
- education and qualifications if not to be used as award criteria.
  - a requirement to accept the European Single Procurement Document (ESPD) which is a self-declaration, as preliminary evidence that there are no grounds for exclusion and that the selection criteria is satisfied. Supporting documents referred to in the ESPD can be requested at any time. The winner must provide up to date information to confirm this.
  - Ability to have recourse to e-Certis.
  - relying on other entities – Officers may require joint liability (if an economic operator is relying on other entities for educational/ professional purposes, that entity must be performing the relevant parts, must be checked for eligibility and there may be requirement to replace them in certain circumstances).
- 3.5 The invitation to tender (Public Contracts Regulations 2015, Regulations 22 & 53 "PCR 2015")

- 3.5.1 The Council's standard *Invitation to Tender* documentation must be used for all tender exercises involving the procurement of Supplies, (Goods), Services and Works in excess of £100K.
- 3.5.2 For those procurement exercises involving the procurement of Works and Works related requirements, the appropriate industry standard Invitation to Tender documentation can be used as an alternative to the Council's *Invitation To Tender* document. Any amendments to the industry standard terms must be included in the tender pack and drawn to the attention of all bidders. Legal Services must be consulted on the correct form of contract. used (e.g. JCT, ICE, NEC3)
- 3.5.3 The Chief Operating Officer (or such other officer as he shall designate) must be consulted on the financial and commercial aspects of the tender documents, including the evaluation process.
- 3.5.4 Post advertisement at least 3 Contractors must be invited to Tender, unless there is overriding business or legal justification that this is not required and in these circumstances an Exemption must be sought.
- 3.5.5 The specification and evaluation criteria must take into account Social and Economic, Equality, Sustainability, Health and Safety and Value for Money considerations.
- 3.5.6 The risks associated with the contract must be assessed and documented. Appropriate actions should be taken to ensure that the Council's potential and actual exposure to risk and challenge is minimised.
- 3.5.7 A timetable setting out the key stages of the procurement should be set out in the appropriate section of the Council's standard Invitation to Tender documentation.
- 3.5.8 The Invitation to Tender documentation should include a copy of the relevant *Terms and Conditions of Contract*.
- 3.5.9 The Legal Services Team must be instructed on the form of contract and any amendments. It is important for Officers to consider the form of contract to be used to ensure that it is fit for purpose and affords the Council the appropriate level of protection.
- 3.5.10 Where Officers considers that it is not fit for purpose they must liaise with the Legal Services Team with regards to any amendments required to make it fit for purpose.
- 3.5.11 The Invitation to Tender must explain how information provided in the Tender will be treated with regard to statutory requirements.
- 3.5.12 For below EU Threshold procurement projects, Tenderers must be given adequate time to respond, consistent with the level of complexity of the requirement.

3.5.13 Tenderers must be required to hold their Tenders open for acceptance for a minimum of 90 calendar days from the date of opening.

3.5.14 Invitations to Tender must include a statement that the Council does not bind itself to accept the lowest Tender or any other Tender.

3.5.15 Every invitation to tender shall be completed electronically via the Council's Quotation/Tendering System.

**3.5.16 Dynamic Purchasing System (Public Contracts Regulations 2015, Regulation 34 “PCR 2015”)**

3.5.16.1 These systems are essentially open frameworks and provide for an electronic process for commonly used supplies, services or works. Contracting authorities must allow all economic operators the ability to participate during the validity of the DPS.

3.5.16.2 To set up a DPS, the restricted procedure must be used. A contract notice or PIN must be used, which confirms that it is a call for competition.

3.5.16.3 The minimum time period for receipts of request to participate is 30 days.

3.5.16.4 The minimum time period for the receipt of tenders is 10 days from the date on which the invitation to tender is sent.

3.5.16.5 The maximum duration must be indicated in the call for competition.

**3.5.17 Electronic auctions/catalogues (Public Contracts Regulations 2015, Regulations 35 & 36 “PCR 2015”)**

To ensure transparency the following provisions must be followed:

3.5.17.1 The use of electronic catalogues must be identified in the call for competition/ ITT.

3.5.17.2 If electronic catalogues are required as part of framework mini-competitions.

3.5.17.3 Tenderers can adapt to requirements and resubmit catalogues; or

3.5.17.4 Contracting authorities can collect information and adapt these to the requirements of the contract in question and then request confirmation from tenderers (tenderers may object to collection).

- 3.6 Receipt and tender opening
  - 3.6.1 Tenders shall be kept secure electronically and unopened until the time and date specified for their opening.
  - 3.6.2 All tenders received by the time and date specified shall be opened within 5 working days of the closing date in the presence of the Officer from the Service or their nominee and a designated Officer from Category Management.
  - 3.6.3 No tender received after the time and date specified shall be considered unless agreed by the Councils Assistant Director, Legal and Governance either directly or via delegation to the Chief Operating Officer or Category Management.
  - 3.6.4 The formal contract which will include the accepted Tender can be sealed or signed by Authorised Officers within Legal Services. The Authorised Officer must initial every page of a Bill of Quantities or each page of any Schedule to the Form of Tender prepared by the Tenderer.
  - 3.6.5 A record of all tenders signed or sealed will be made and kept by the Legal Services.
- 3.7 Errors in tenders
  - 3.7.1 Officers are entitled to clarify errors, missing or incomplete bids but any clarification is made in full compliance with the principles of equal treatment and transparency.
  - 3.7.2 Where there is an obvious error or omission Category Management may permit a Tenderer to either correct or withdraw their submission. Any such corrections will be completed via the Council's electronic Quotation/Tendering System.
- 3.8 Tender Evaluation (Public Contracts Regulations 2015, Regulations 67 & 68 "PCR 2015")
  - 3.8.1 All Tenders must be assessed in accordance with the pre-determined evaluation criteria and weightings as advertised in the Tender Notice, Pre Qualification Questionnaire and Invitation to Tender documentation as appropriate.
  - 3.8.2 The Tender Evaluation Panel must include relevant representation as appropriate. Where the contract potentially could involve TUPE then HR must be advised at the earliest opportunity and included as part of the Evaluation Process. If a consultant leads on the team then a Head of Service or Assistant Director must sign off their findings.
  - 3.8.3 The Chief Operating Officer or his representative must be consulted on the commercial evaluation of all Category B procurements.
  - 3.8.4 The results of the Tender evaluation must be retained by Category Management.

### **3.8.5 Abnormally Low Tenders (Public Contracts Regulations 2015, Regulation 69 “PCR 2015”)**

- 3.8.5.1 Officers are obliged to seek reasons from bidders to explain prices and costs which appear to be abnormally low in relation to the works, supplies or services.
- 3.8.5.2 Officers may only reject a tender where the evidence supplied does not satisfactorily account for the low level of price or costs proposed.

### **3.9 Negotiation**

- 3.9.1 Officers may only carry out negotiations if:
  - (a) An Exemption of these rules has been granted;
  - (b) A single Tender;
  - (c) The Tender is above the EU Thresholds and is in accordance with the EU requirements for an EU Competitive Procedure with Negotiation or a Competitive Dialogue (and a Waiver of these Rules has been granted);
  - (d) They are post tender negotiations in accordance with the rules set out below.
- 3.9.2 Where a competitive tender exercise cannot be carried out in accordance with the Council’s Contract Procedure Rules, a single or multiple negotiated tender exercise may only be sought if a Waiver of Contract Procedure Rules has been granted first. This only applies to a requirement below the OJEU threshold. This Negotiated Procedure must only be used in exceptional circumstances and must be approved in advance by the Council’s Assistant Director, Legal and Governance prior to use as part of the Gateway 1 Process for Category B Procurements.
- 3.9.3 Where the procurement is conducted through either the *Open* or *Restricted Procedures* within the EU Regulations, no negotiations are permitted (including post tender negotiations), which may have the effect of distorting competition (for example fundamental changes to aspects of the contract, including prices changes and variations to the Council’s requirements).
- 3.9.4 Where dialogue with tenderers is permitted under the EU Competitive Procedure with Negotiation or Competitive Dialogue procedures, negotiations shall be conducted by a team of at least two Officers, at least one of who shall be from Category Management.
- 3.9.5 Written records must be made and retained by Category Management of all negotiations. If an Officer is in doubt on any negotiations, they should contact Category Management and Legal Services for guidance.
- 3.9.6 **Variants (Public Contracts Regulations 2015, Regulation 45 “PCR 2015”)**

- 3.9.6.1 Officers may now require as well as permit bidders to submit variants (and must set out the minimum requirements they must meet).
- 3.9.6.2 Officers may specify that a variant can only be submitted if a standard bid is submitted or can allow just variants but this must be clear in the procurement documents.
- 3.9.6.3 Officers must ensure that the award criteria can be applied to both non-variant and variant tenders.
- 3.9.7 Sub-contracting (Public Contracts Regulations 2015, Regulation 71 “PCR 2015”)**
  - 3.9.7.1 In the procurement documents, Officers may ask the tenderer to indicate in its tender any share of the contract that it intends to sub-contract to third parties and any proposed subcontractors.
  - 3.9.7.2 Main contractors must notify Officers of the name, contact details and legal representatives of its sub-contractors in so far as known at the time. This relates to works contracts and in respect of services to be provided at a facility under the direct oversight of Medway Council and must take place after the award of the contract but at the latest when the performance of the contract commences. Officers may extend this approach to supply and other services contracts and to lower tiers of sub-contractors.
  - 3.9.7.3 Officers may verify whether there are grounds for exclusion of sub-contractors under Regulation 57 and must require the main contractor to replace a sub-contractor if there are mandatory grounds for exclusion and may require replacement where there are discretionary grounds.
- 3.10 Award of contracts**
  - 3.10.1 A contract may only be awarded by an Authorised Officer with the requisite delegated authority to award contracts in accordance with **Section 2** of these Contract Procedure Rules.
  - 3.10.2 For contracts subject to the full scope of the EU Regulations, Category Management must inform as soon as possible any tenderer the intended award of contract.
  - 3.10.3 The Council must allow a minimum standstill of 10 calendar days between communicating the decision and contract conclusion.
  - 3.10.4 The “Standstill” period must not commence until all internal approvals have been finalised in accordance with the Council's Constitution.
  - 3.10.5 Whilst the mandatory standstill period does not generally apply to procurements below the EU thresholds or procurements otherwise outside the full scope of the EU Directives, the above process shall be applied unless justified otherwise.



- 3.10.6 Where a contract exceeding the EU Threshold has been awarded, Category Management must publish a Contract Award Notice in OJEU no later than 48 days after the date of award of the contract.
- 3.10.7 Award of contracts will be based on the most economically advantageous tender assessed from the point of view of the authority. This may be on the basis of price or cost and may include the “best price quality ratio”.
- 3.10.8 Life-cycle costing is also permitted and rules are set out on how to work out life-cycle costing etc in Regulation 68. The approach must be disclosed to bidders.
- 3.10.9 Award criteria must still be linked to the subject matter of the contract but may also include “organisation, qualification and experience of staff assigned to performing the contract” where the quality of the staff assigned can have a significant impact on the level of performance of the contract. Care must be taken not to duplicate any “staff” related assessment undertaken at pre-qualification stage.
- 3.10.10 Individual Reports (Public Contracts Regulations 2015, Regulation 84 “PCR 2015”)**
- Contracting authorities are required to create and keep a written report on each contract, framework agreement and dynamic purchasing system entered into under PCR 2015. (Gateway 3)
  - The information recorded must include information relating to the following (amongst other):
    - the qualification and selection of tenderers and the award;
    - where applicable, why electronic procurement is not used;
    - the use of the negotiated procedure without a call for competition;
    - how conflicts of interest have been managed; and
    - the non-application of the regulations in certain circumstances.
  - In addition to the above, there is a general obligation on contracting authorities to document the progress of all procurement procedures including ensuring sufficient information is kept to justify decisions such as communications with economic operators and internal deliberations, preparation of procurement documents, any dialogue and negotiation, selection and award. Documentation must be kept for three years from the award of the contract.
- 3.11 Debriefing/ Bidder Feedback (Public Contracts Regulations 2015, Regulation 55 “PCR 2015”)
- 3.11.1 Officers are required to inform each candidate and tenderer (as soon as possible) of decisions reached concerning the conclusion of a framework

agreement, the award of a contract or admittance to a dynamic purchasing system.

- 3.11.2 Economic operators have a right to request information (and a response must be provided no later than 15 days of a request) and the majority of this information should be provided in the standstill letter. There is also a right to request details of the conduct and progress of negotiations and dialogue with bidders which is in addition to information made available in the standstill letter.
- 3.11.3 Providing unsuccessful tenderers with the information above should in most instances remove the requirement for a further debrief meeting, as there is no further evaluation information to be provided. Where a further request is received in writing from an unsuccessful tenderer (and considered beneficial) a face-to-face debrief meeting may be held with appropriate representation from the Evaluation Panel.
- 3.12 Contract extensions Modification of contracts (Public Contracts Regulations 2015, Regulation 72 “PCR 2015”)
- 3.12.1 Any contract, which provides for (an) extension(s), may be extended in accordance with its terms subject to a Gateway 5 review at the Procurement Board. Where any contract is extended, Category Management will update the Contract Register accordingly.
- 3.12.2 Where the terms of the contract do not expressly provide for an extension, an exemption is required and is subject to any necessary authorisation within the scheme of delegation. These should only be extended in exceptional circumstances and advice must be sought from Category Management and Legal Services.
- 3.12.3 Should there be any contract variations within the first 12 months of the life of the contract which increases the spend on any element within the contract, approval must be given by the relevant Portfolio holder and/or Procurement Board prior to the variation being agreed.
- 3.12.4 Modifications to existing contracts are permitted without commencing a new procurement in the following circumstances:
- Where the modifications, irrespective of their monetary value, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses, which may include price revision clauses, or options.
  - For additional works, services or supplies by the original contractor, irrespective of their value, that have become necessary and were not included in the initial procurement where a change of contractor:\*
  - cannot be made for economic or technical reasons; or
  - would cause significant inconvenience or substantial duplication of costs for the contracting authority; However, any increase in price cannot exceed 50% of the value of the original contract.

- Where all of the following conditions are fulfilled:\*
- the need for modification has been brought about by circumstances which a diligent contracting authority could not foresee;
- the modification does not alter the overall nature of the contract; and
- any increase in price is not higher than 50% of the value of the original contract or framework agreement.

(\*Note: the contracting authority must publish a notice in the OJEU when a contract has been modified under these headings.)

- Where a new contractor replaces the one which had initially been awarded the contract as a consequence of either:
  - an unequivocal review clause or option which is clear, precise and unequivocal (referred to above); or
  - universal or partial succession into the position of the initial contractor, following corporate restructuring, including takeover, merger, acquisition or insolvency, of another economic operator that fulfils the criteria for qualitative selection initially established provided that this does not entail other substantial modifications to the contract and is not aimed at circumventing the application of PCR 2015.
- Where the modifications, irrespective of their value, are not substantial. A modification is considered to be substantial where one or more of the following conditions is met:
  - the modification renders the contract or the framework agreement materially different in character from the one initially concluded;
  - the modification introduces conditions which, had they been part of the initial procurement procedure, would have allowed for the admission of other candidates than those initially selected or for the acceptance of a tender other than that originally accepted or would have attracted additional participants in the procurement procedure;
  - the modification changes the economic balance of the contract or the framework agreement in favour of the contractor in a manner which was not provided for in the initial contract or framework agreement;
  - the modification extends the scope of the contract or framework agreement considerably;
  - where a new contractor replaces the one to which the contracting authority had initially awarded the contract in other cases than those envisaged above.

- Where the value of the modification (on a cumulative basis) is below both of the following values:
  - the relevant EU procurement thresholds; and
  - 10% of the initial contract value for service and supply contracts and below 15% of the initial contract value for works contracts. Where a modification falls outside of the above circumstances, a new procurement process is required. To proceed in those circumstances without a new procurement will therefore amount to an unlawful direct award.

### 3.13 Termination of Contract (Public Contracts Regulations 2015, Regulation 73 “PCR 2015”)

#### 3.13.1 Contracting authorities shall ensure that every public contract which they award contains provisions enabling the contracting authority to terminate the contract where:

- the contract has been subject to a substantial modification which would have required a new procurement procedure;
- the contractor has, at the time of contract award, been in one of the situations referred to in certain of the mandatory grounds for exclusion; or
- the contract should not have been awarded to the contractor in view of a serious infringement of the obligations under the Treaties and the Public Contracts Directive (that has been declared by the Court of Justice of the European Union in a procedure under Article 258 of TFEU).

#### 3.13.2 To the extent that a public contract does not contain provisions enabling the contracting authority to terminate the contract on any of the grounds mentioned above, such a termination term shall be implied into the contract.

#### 3.13.3 Early termination of any contract may be carried out by the Authorised Officer in accordance with the terms of that contract. Advice must be sought from Category Management and Legal Services, in the first instance, prior to termination. Before a contract can be terminated, a Gateway 5 report must be submitted to the Procurement Board to make an informed decision

### 3.14 Procurement by non-council officers

#### 3.14.1 Where the Council uses non-Council Officers to act on its behalf in relation to any procurement, then the Officer responsible for the procurement shall ensure that the third parties carry out any procurement in accordance with these Contract Procedure Rules.

#### 3.14.2 All non-Council Officers must sign an agreement not to use information gained during employment with the Council, to gain any commercial or pecuniary advantage in relationship to concurrent or future employment/engagement.

- 3.14.3 No non-Council Officer shall make any decision on whether to award a contract or whom a contract should be awarded to unless specifically empowered to do so in writing by an Officer or body authorised to confer that power.
- 3.14.4 The responsible Officer shall ensure that the non-Council Officer's performance is monitored.
- 3.14.5 Non-Council officers includes, but is not limited to:
- Consultants
  - Main Contractors
  - Sub-Contractors
  - External Advisors.

## SECTION 4 CONTRACT AND OTHER FORMALITIES

### 4.1 Contract documents

- 4.1.1 All Contracts must be in writing using forms of contract approved by Medway Councils legal services team.
- 4.1.2 Where the procurement is for a Total Value of up to £100K the use of a Purchase Order is an acceptable form of contract, which must make reference to the successful quotation and the Council's Terms & Conditions of Purchase.
- 4.1.3 Where the procurement is for a Total Value over £100K, a Formal Contract is to be drawn up by Legal Services. The Contract will incorporate the Conditions of Contract included in the Invitation To Tender documentation and any subsequent variations to these made and agreed during the Invitation to Tender procurement process.
- 4.1.4 Two copies of the contract will be sent to the successful tenderer to duly sign. After signing and returning both copies to the Council, they will both be signed on behalf of the Council. One copy will be retained by Legal Services and one copy will be returned to the successful tenderer for its retention. A scanned copy will be returned by the legal team to category management for storage within the e-tendering system.
- 4.1.5 Contract documents must be retained in accordance with the Corporate Retention Schedule or for a minimum period of six years from the contract end date and, if under seal, for a period of twelve years from the contract end date. Please refer to **Section 4.5** of these Contract Procedure Rules.
- 4.1.6 Category Management will record and retain all decisions, correspondence and documentation for audit purposes.

### 4.2 Contract formalities

- 4.2.1 Contracts must be completed as follows:

TOTAL VALUE	METHOD OF COMPLETION	BY
Up to £100K	Signature Purchase Order/ITQ Document	Officer with appropriate authority to enter into a contract
£100K+	Signature on Standard Contract & sealed (where appropriate)	Legal Services

- 4.2.2 All contracts for the Supplies (Goods), Services and Works must be concluded in writing using the appropriate Standard Contract before the contract commences.

### 4.3 Letters of intent

- 4.3.1 Letters of intent can only be issued by an Officer of the Council with prior approval of the Assistant Director, Legal and Governance or Head of Legal Services.
- 4.3.2 The letter must set out the key contract terms - price, duration, etc, and authorises the Contractor to carry out work up to a specified value before the formal agreement is signed.
- 4.3.3 In the case of Works contracts, a letter of intent in a form approved by the Assistant Director, Legal and Governance is acceptable in order to allow work to commence, although the issue of a formal contract must follow without delay.
- 4.3.4 Letters of intent are only binding on the Council and the contracting Party where the letter expressly states that their Tender has been accepted and the Council agrees to pay them the tender sum. The letter of intent should normally seek to incorporate the terms and conditions of the relevant Council standard contract or relevant industry standard contract (e.g. JCT, ICE, NEC) indicating the Council's intention to enter into a formal, written contract with the contracting party, to carry out the Works/Services and receive Supplies (Goods) described in the letter, such Works/Services and receipt of Supplies (Goods) to commence on a date specified or at any rate before the parties execute the formal, written contract, until then the contracting parties obligations to the Council shall be governed by the Invitation to Tender documentation.
- 4.3.5 The wording of the letter of intent should be reviewed by Legal Services prior to issue, to ensure the letter is fit for its intended purpose.
- 4.3.6 A letter of intent is not a substitute for a formal agreement but can be used as an interim measure until the formal agreement has been signed. The tendering procedure set out in **Section 2** of these Contract Procedure Rules shall apply.
- 4.4 Signature
  - 4.4.1 Contracts may be signed by Directors (in accordance with the Employee Delegation Scheme), the Assistant Director, Legal and Governance, Head of Legal Services or his/her representative within legal services once the provisions in the Financial Rules and Contract Procedure Rules have been met in each case.
  - 4.4.2 In the case of contracts for commissioning of care services, including educational placements and emergency accommodation for the homeless where the Total Value of the contract is not known, the Solicitor responsible for signing must have been granted authority to enter into commissioning contracts by the Assistant Director, Legal and Governance.
- 4.5 Sealing of contracts



- 4.5.1 A contract must be sealed where:
- (a) the Council wishes to enforce the contract for more than six years after its end (e.g. for land or construction works); or
  - (b) the price paid or received under the contract is a nominal price and does not reflect the value of the goods or services; or
  - (c) a Performance Bond is established on behalf of the Contractor(s) or their guarantors; or
  - (d) it is required by parties to the contract; or
  - (e) the total value of the Supplies (Goods), Services and Works exceeds £250K.
- 4.5.2 Where contracts are completed by each side adding their common seal, the affixing must be attested by or on behalf of Legal Services. Legal Services are responsible for the process of sealing contracts on behalf of the Council's Assistant Director, Legal and Governance.
- 4.6 Bonds, parent company guarantees and insurance
- 4.6.1 For all Supplies (Goods), Services and Works contracts, over £250K a Parent Company Guarantee shall be required unless agreed otherwise by the Council's Assistant Director, Legal and Governance in conjunction with the Council's Chief Operating Officer and as part of the Procurement Gateway Process for Category B Procurements. In all other cases consideration should be given to the need for security (a Parent Company Guarantee) to be given for the proper performance of the contract by the contractor.
- 4.6.2 The Council must never give a bond.
- 4.6.3 For all Works and Services contracts, the appropriate Director or appointed Authorised Officer, must notify in writing the Council's insurance officer giving full details of the nature, duration and value of the Works and Services being undertaken on any particular project.
- 4.7 Prevention of corruption
- 4.7.1 The Officer responsible for the contract must comply with the Council Employee Code of Conduct and the Council's Anti Fraud and Corruption Policy and must not invite or accept any gift or reward in respect of the award or performance of any contract. A breach of this requirement by Council officers is likely to result in disciplinary action and may be gross misconduct.
- Officers must not enter into discussions with any tenderer or other interested third party during a procurement process, unless specifically permitted by the procurement process, Category Management or Legal Services.
- 4.7.2 All clarification received from bidders during a procurement process must be submitted electronically via the Council's electronic Quotation/Tendering System. The question and the response must then

be sent to all bidders via the Council's electronic Quotation/Tendering System.

- 4.7.3 All contracts must contain an appropriate clause that provides protection and the right to terminate the contract in the event of a supplier offering any inducement, committing fraud or committing an offence under the Prevention of Corruption Acts.
- 4.7.4 The Council participates in anti-fraud and corruption exercises with other public bodies. In order to do this data is exchanged with such organisations. The data exchange is likely to contain information on our contractors.
- 4.7.5 If an Officer becomes aware that any bidder is lobbying a Member or Officer of the Council then they must report this immediately to the Assistant Director, Legal and Governance.
- 4.8 Declaration of interests/ Conflicts of interest (Public Contracts Regulations 2015, Regulation 24 "PCR 2015")
  - 4.8.1 If it comes to the knowledge of a Member or an Officer of the Council that a contract in which he or she has a financial, economic or other personal interest which might be perceived to compromise their impartiality or independence, he or she shall immediately give written notice to the Council's Assistant Director, Legal and Governance and record it on the register of interests.
  - 4.8.2 Conflicts may also arise with incumbent suppliers. Officers are obliged to take appropriate measures to effectively prevent, identify and remedy conflicts of interest. In circumstances where measures cannot be taken to remedy conflicts, a contracting authority may have discretion to exclude the relevant bidder.

## SECTION 5 PERFORMANCE AND CONTRACT MANAGEMENT

- 5.1 All Category A and Category B Procurements must include a set of performance standards (where appropriate) that must be met throughout the contract. Any performance standards must be inserted into the terms and conditions of contract. Key performance indicators or similar benchmarks of quality should be used where available and appropriate.
- 5.2 All Category B Procurements (and Category A Procurements of a complex nature) must have a designated Contract Manager whose name should be notified to the Contractor. Likewise, the Contractor must have a designated Contract Manager whose name is notified to the Council. These resources must be identified and agreed before the contract is awarded.
- 5.3 Regular contract monitoring meetings should be held with the Contractor and minutes of agreed actions taken. The frequency of the meetings to be dictated by the nature, value and associated risks of the contract.
- 5.4 Performance against contract standards must be monitored and recorded on a regular basis, proportionate to the nature, value and associated risks of the contract.
- 5.5 Where service improvements are enshrined in the contract these must be evidenced for the annual audit inspection and for any Gateway 5 review as prescribed by the Council's Procurement Board.

## SECTION 6 RISK MANAGEMENT

- 6.1 A full risk assessment should be undertaken on all procurement options available to the Council. These should be documented and owners assigned once an option is selected.
- 6.2 A risk log should be created at the start of the procurement project and managed by the responsible Officer, in the case of High Value/Risk procurements. Risks should be reviewed regularly and appropriate actions taken to manage them. The Director should be kept aware of all risks and provided with a regular report on their status.
- 6.3 The Risk Management section should be consulted on all high value/risk procurement projects at the commencement of the project.

## SECTION 7 ENVIRONMENT/SUSTAINABILITY

- 7.1 The Council is committed to making Medway Council a greener and more environmentally friendly place to live and work.
- 7.2 The Council is committed to working towards a 'greener' future, by:
- Taking practical action to reduce, as far as possible, the effect the Council's activities have on the environment.
  - Improving the quality of the local environment; and
  - Encouraging the people of Medway to live and work in ways that reduce the borough's effect on worldwide environmental problems, to improve the environment now and protect the future.
- 7.3 The Council's green procurement rules are based on the following principles:
- (a) Banning products that damage the environment when an alternative is available.
  - (b) Promoting products that damage the environment the least.
  - (c) Understanding that buying environmentally friendly goods and services is part of a process of continuous improvement.
  - (d) Considering costs such as energy and maintenance when we consider tenders.
  - (e) Engaging with suppliers who can actively contribute to the reduction in energy use as part of their Contract with the Council.
  - (f) That all Contractors and Suppliers can demonstrate commitment to carbon reduction in their operations (insofar as they relate to the particular commission)
  - (g) That all Contractors and Suppliers undertake to supply relevant data to the Council to enable the carbon impact to be monitored.

## SECTION 8 EQUALITIES

- 8.1 Before starting any procurement, Council Officers must make sure that they consider equality issues by liaising with Corporate Performance & Intelligence and completing a Diversity Impact Assessment. This is essential if the procurement outcome will be a service or product that affects the staff or residents of Medway Council. The Equalities Impact Assessment will inform the detail of the contract specification.
- 8.2 Contractors must adhere to current equalities legislation at all times whilst performing a contract on behalf of the Council.

## SECTION 9 SOCIAL AND ECONOMIC VALUE

- 9.1 The current EU Procurement Directives, and UK legislation, allows the Council to take social and economic considerations into account when procuring Supplies (Goods), Services or Works.
- 9.2 The Council is required under the Public Services (Social Value) Act 2012 to consider how the services it procures and commissions might improve the economic, social and environmental well-being of Medway.
- 9.3 For those tender opportunities/contracts where the Council intends to include such social requirements it will ensure that they are drafted in the Invitation to Tender documents, as part of the evaluation criteria and ultimately defined in ways that do not discriminate against any bidders across the UK/EU.

## SECTION 10 WHISTLE BLOWING

- 10.1 The Council is committed to the highest possible standards of openness, probity and accountability. In line with that commitment, it encourages employees and others with serious concerns about any aspect of the Councils' work to come forward and voice those concerns.
- 10.2 The Councils *whistle blowing policy* encourages our employees to raise concerns in respect of any conduct of officers of the council that:
  - may be unlawful;
  - may be contrary to the council's policies;
  - falls below established standards or practice or that may amount to improper conduct;
  - Councils *whistle blowing policy* is intended to encourage and enable staff to raise serious concerns within the council rather than overlooking a problem or blowing the whistle outside. The policy recognises that certain cases will have to proceed on a confidential basis and makes it clear that our staff can raise issues without fear of reprisals.
- 10.3 The council is anxious to ensure that the employees of its contractors are similarly encouraged and enabled to raise concerns in respect of any misconduct of officers of the council.
- 10.4 Contractors are also encouraged to introduce similar provisions to apply in the case of any similar misconduct of the Contractors staff when involved in work for the Council.
- 10.5 Any Member or Officer who believes there has been a breach of these Contract Procedure Rules should report the matter to the Assistant Director, Legal and Governance or use the Council's Whistle blowing Policy.

## SECTION 11 CRIMINAL RECORDS BUREAU CHECKS (Disclosure Barring Service DBS)

- 11.1 The Council requires all people who, through the delivery of services to The Council, come into contact with the elderly, disabled and children, to have up to date satisfactory Disclosure Barring Service (DBS) report prior to award of any contract. The Council should also require such Contractors' personnel to be registered with the Disclosure and Barring Service (DBS) if and when such registration becomes necessary.

## APPENDIX A - GLOSSARY OF TERMS

Contract	A contract that has been created in accordance with the Contract Procedure Rules for call off or use by the Council. If in doubt whether a contract is approved or not contact the Category Management Team (see also Framework Agreement)
Approved Standard Terms	Includes industry standard terms and terms included within the Council's Standard Contracts
Officer/ Authorised Officer	A person with appropriate delegated authority to act on the Council's behalf within their respective Directorate.
Best Value	Under Best Value, each local authority has a duty to 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness' as set out in the Local Government Act 1999. This takes into consideration the 4Cs of Challenge, Compare, Consult and Compete.
Code of Conduct	The code regulating conduct of Officers contained within the Council's Constitution
Category Management Team	Strategic Procurement team responsible for providing strategic support, expert advice and quality assurance to the Council's Directorates as well as representing and acting on behalf of the Assistant Director, Legal and Governance in all procurement and contract related activities, matters and issues.
Directorate Management Team	Led by each respective Director, with operational procurement and contract management responsibility delegated to Assistant Directors and / or Heads of Service in accordance with these Contract Procedure Rules.
EU Competitive Dialogue Procedure	A procedure leading to the award of a contract whereby the Council produces a shortlist through a dialogue with those tenderers who are considered to have appropriate capacity. Based on the solutions discussed, final tenders are sought from the short listed contractors This procedure is most appropriate for complex procurements where significant input is required



	from the market to inform the drafting of the specification.
Contract Register	A register held by Category Management containing details of all contracts entered into by the Council.
PCR 2015	Public Contract Regulations 2015. These replace the PCR 2006 (As amended)
Procurement Board	A Cabinet Advisory Group chaired by the Deputy Leader of the Council or Member as appointed by the Leader of the Council, with representation from across the Council charged with the duty of developing and reviewing procurement and contractual issues. For the avoidance of doubt, the Procurement Board is a Cabinet Advisory Group and has no formal decision making powers.
Contractor	Any person or body of persons providing, or seeking to provide, Supplies (Goods), Services or Works to the Council.
Council's Procurement Strategy	Defines the overall approach to procurement related activity for the Council.
EU Competitive Procedure with Negotiation	A procedure leading to the award of a contract whereby the Council negotiates the terms of the contract with one or more persons selected by it. The procedure is a complex set of rules, and it is extremely difficult for contracting authorities to meet the requirements to allow the use of this procedure.
EU Notice	Notice posted in the Supplement to the Official Journal of the European Union (OJEU). Includes a Prior Indicative Notice (PIN), a Tender Notice or an Award Notice.
EU Open Procedure	A procedure leading to the award of a contract whereby all interested persons may tender for the contract, duly advertised by notice, i.e. there is no limit on the number of tenders received nor may the Council consider the suitability of interested tenderers prior to submission of Tenders.
EU Regulations	The EU public procurement directives implemented into UK legislation by virtue of the Public Contracts Regulations 2015.

EU Restricted Procedure	This is a 2 stage process which uses a Pre-Qualification (PQQ) and an Invitation to Tender (ITT) Stage.
EU Thresholds	<p>The financial threshold at which EU public procurement directives must be applied if it is expected to be exceeded by the Total Value which are attainable from the Category Management Team.</p> <p>Please contact the Category Management Team for advice when considering projects in the following areas Works, Services, Supplies (Goods) and “Light touch” Services.</p>
Exemption	A formal request in writing made by a Director to exempt the proposed requirement from the Contract Procedure Rules in exceptional circumstances.
Financial Reference	A financial risk assessment of the finances of a company, parent or group of organisations in order to establish their liquidity, profitability, stability and capability to support a contract of the value required. This service is available through a credit reference agency such as Dunn and Bradstreet
Chief Operating Officer	The Chief Operating Officer or a senior officer representing the Chief Operating Officer designated by him to provide financial advice to the Council’s Authorised Officers.
Financial Regulations/Finance Procedure Rules	The Financial Regulations contained within the Constitution.
Framework Agreement	An agreement with suppliers whose purpose is to establish the terms governing contracts to be awarded during a given period, in particular with regard price and quality. It allows the Council to make specific purchases (call-offs) in accordance with the terms of that agreement.
Invitation To Quote	A formal written invitation to a minimum number of suppliers to provide written quotations for goods, services or works using the Council’s standard terms (or those approved by the Council’s legal team) for requirements between £25,000 and £99,999.
Invitation to Tender	A formal written invitation to a minimum number of suppliers to provide sealed bid offers for goods,

	services or works on the Council's standard terms for requirements over £100K
Low Value Quotation	A formal written invitation to a minimum number of suppliers to provide written quotations for goods, services or works using the Council's Purchase Order Terms and Conditions (or those approved by the Council's legal team) for requirements between £0 and £24,999.
Officer	Council employee as defined in the Constitution
OJEU	Official Journal of the European Union
Parent Company Guarantee	A contract, which binds the parent of a subsidiary company as follows: If the subsidiary company fails to do what it has promised under a contract with the Council, the Council can require the parent company to do so instead or for the parent of the subsidiary company to pay the Council's reasonable costs/losses (including damages) for the Council having to procure a third party to meet the promises under the Contract with the Council.
Performance Bond	An insurance guarantee policy: If the Contractor does not do what it has promised under a contract with the Council, the Council can claim from the insurer the sum of money specified in the Bond (often 10% of the contract value). A Bond is intended to protect the Council against a level of cost arising from the supplier's failure.
Pre-qualification Questionnaire (PQQ)	A document that covers economic standing, past experience and technical suitability to determine a shortlist of potential suppliers to invite to ITT. The does not cover delivery questions that will be asked at the ITT stage. The use of pre-qualification questionnaires for below EU threshold contracts is prohibited. For the purpose of clarity, the thresholds are those used for goods and services rather than works or light touch contract.
Official Purchase Order	An order placed through the Integra Finance System (Web Req)
Category Management	means the business improvement process that brings together people from different parts of a business. The aim is to analyse and review discrete parts of the overall spend (called "Categories"), with suppliers, and identify the most

appropriate and effective approach to sourcing for each Category. The intention should always be to increase the value provided by the supply chain. A Category can be defined as a discrete area of spend with boundaries determined by the market facing nature of the function or attributes of the Goods, Services or execution of Works being purchased.

The Council	Medway Council.
Tenderers	Suppliers/contractors who have been invited to submit a tender to the Council.
Total Value	<p>The whole of the value or estimated value (in money or equivalent value) over the contract term for a group of similar commodities or services, in accordance with Best Value:</p> <ul style="list-style-type: none"> <li>• whether or not it comprises several lots or stages across the Council as a whole</li> <li>• whether or not it is to be paid or received by the Council as a whole or separate departments within the Council</li> </ul>
Value for Money	The optimum combination of through life cycle cost and quality (or fitness for purpose) to meet the user's requirement.
Written Quotation	Quotation provided by a supplier/contractor to the Council containing pricing information and delivery details for requirements



## APPENDIX B – Procedures UNDER Public Contracts Regulations 2015, Regulations 26-32 “PCR 2015”

Officers can choose the Open and Restricted Procedures. The Competitive Procedure with Negotiation and Competitive Dialogue Procedure are available only in specific circumstances. These two processes are available where:

- needs cannot be met without adaptation of readily available solutions;
- contract cannot be awarded without negotiations due to nature, complexity, legal/financial make-up or risks;
- technical specifications cannot be established with sufficient precision;
- they involve design or innovative solutions; or
- irregular (eg late submissions, abnormally low tenders) or unacceptable (eg not required qualifications/ price exceeds published budget) tenders have been received in response to open/ restricted processes.
- The ability to award contracts by way of the negotiated procedure without an advert remains in place provided the specific (considered to be exceptional) circumstances for its use are applicable

There is also the new Innovation Partnership Procedure as set out below.

### **Open Procedure**

Any interested party may submit a tender in response to the call for competition which will be an OJEU notice. The new minimum timescales are set out below. It should be noted that the issue of a prior information notice (PIN) can shorten the timescales under the open procedure but cannot itself be used as the call for competition.

New provisions within PCR 2015 entitle a contracting authority to examine tenders before verifying whether exclusion grounds are absent and selection requirements are satisfied provided a contracting authority does so in an impartial and transparent manner and the contracting authority ensures a contract is not awarded to a supplier which should have been excluded or has failed to meet the selection requirements.

### **Restricted Procedure**

Any economic operator may submit a request to participate in response to a call for competition by providing the information for qualitative selection requested by the contracting authority. The new minimum timescales are set out below. A call for competition can be made by means of a contract notice or, for certain types of contracting authorities, by way of a PIN.

### **Competitive Procedure with Negotiation**

Following qualitative selection, all selected economic operators are invited to negotiate but this procedure can be carried out in successive stages provided this is indicated to bidders upfront (like the competitive dialogue procedure). The procedure has been clarified to confirm that contracting authorities may negotiate initial and all subsequent tenders but not the final tender. Contracting authorities may reserve the right to award following receipt of initial tenders without negotiation but this must be made clear at the start. The new minimum timescales are set out below. A call for

competition can be made by means of a contract notice or, for certain types of contracting authorities, by way of a PIN.

### **Competitive Dialogue Procedure**

The competitive dialogue procedure largely remains the same as that under PCR 2006 except towards the end of the process. Following close of dialogue and receipt of final tenders, tenders may be “clarified, specified and optimised” but this must not involve changes to the essential aspects of the tender or procurement. Post evaluation, the contracting authority may “negotiate” with the winning tenderer to “confirm financial commitments or other terms by finalising the terms of the contract” provided this does not materially modify the essential aspects of the tender or the procurement.

Care must be taken as a contracting authority must ensure that changes do not risk competition being distorted or risk causing discrimination. Minimum timescales are set out below.

Note that a PIN cannot be used as a call for competition so a contract notice must be published.

### **Innovation Partnership**

This is a new for public procurement which is aimed at increasing innovation. The economic operators taking part are known as partners. The basic features of the innovation partnership procedure include:

- seek offers for one or more partners to assist in the development of an innovative product, service or works not yet on the market, and the subsequent purchase of the innovative solution without the need for a separate procurement procedure for the purchase, provided the final purchase corresponds to pre-agreed levels of performance and maximum costs;
  - the procurement can be run with one or several partners carrying out separate R&D activities;
  - the partnership procurement shall be structured to follow R&D activities and the duration/value of each phase should reflect the degree of innovation and sequence of the activities;
  - the partnership procurement shall set intermediate targets to be attained by the partners taking part and provide for payment in appropriate instalments;
  - termination after each phase (in full or per partner) can be reserved upfront;
  - the procurement can be carried out in successive stages provided this is indicated upfront;
  - the initial and each subsequent tender is to be negotiated but the final tender must not be negotiated; and
  - the minimum requirements and the award criteria must not be negotiated..
- Note that a PIN cannot be used as a call for competition so a contracting authority using this procedure will need to commence its tender process by publishing a contract notice in the usual way.



## APPENDIX C – Time Limits under PCR 2015

Without prejudice to these minimum timescales, Officers must have regard to the complexity of the contract and the time required for drawing up tenders when setting the time limits. If the tender documents are not available electronically at the call for competition for one of the grounds set out in Regulation 22 then 5 days must be added on to the tender period, except in cases of substantiated urgency in relation to the open, restricted and competitive procedure with negotiation.

### Open Procedure

Minimum time period for tender deadline:

- 35 days.
- may be reduced from 35 to 15 days where a PIN is published not being a call for competition (previously 22 days although could be further reduced).
- may be reduced from 35 to 30 days where electronic tender submission (minimum before was 40 days).
- may be reduced where state of urgency (duly substantiated by the contracting authority) from 35 to 15 days.

### Restricted Procedure

Minimum time period for requests to participate:

- 30 days.
- runs from contract notice or invitation to confirm interest if a PIN is used for call for competition.
- may be reduced where state of urgency (duly substantiated by the contracting authority) from 30 to 15 days.

Time period for tender submissions:

- reduced from 40 days to 30 days.
- may be reduced further from 30 days to 10 days where PIN is published (not used as call for competition).
- may be reduced where state of urgency (duly substantiated by the contracting authority) from 30 to 10 days.
- may be reduced from 30 to 25 days where electronic tender submission is permitted.
- sub-central authorities may agree a deadline with all selected bidders. In absence of agreement, period must be at least 10 days.

### Competitive Procedure with negotiation

- Minimum time period requests to participate as per restricted procedure.
- Option for sub-central contracting authorities to agree timescales as per restricted procedure.

### Competitive dialogue

- Minimum time period for requests to participate = 30 days.
- PIN cannot be used as a call for competition.

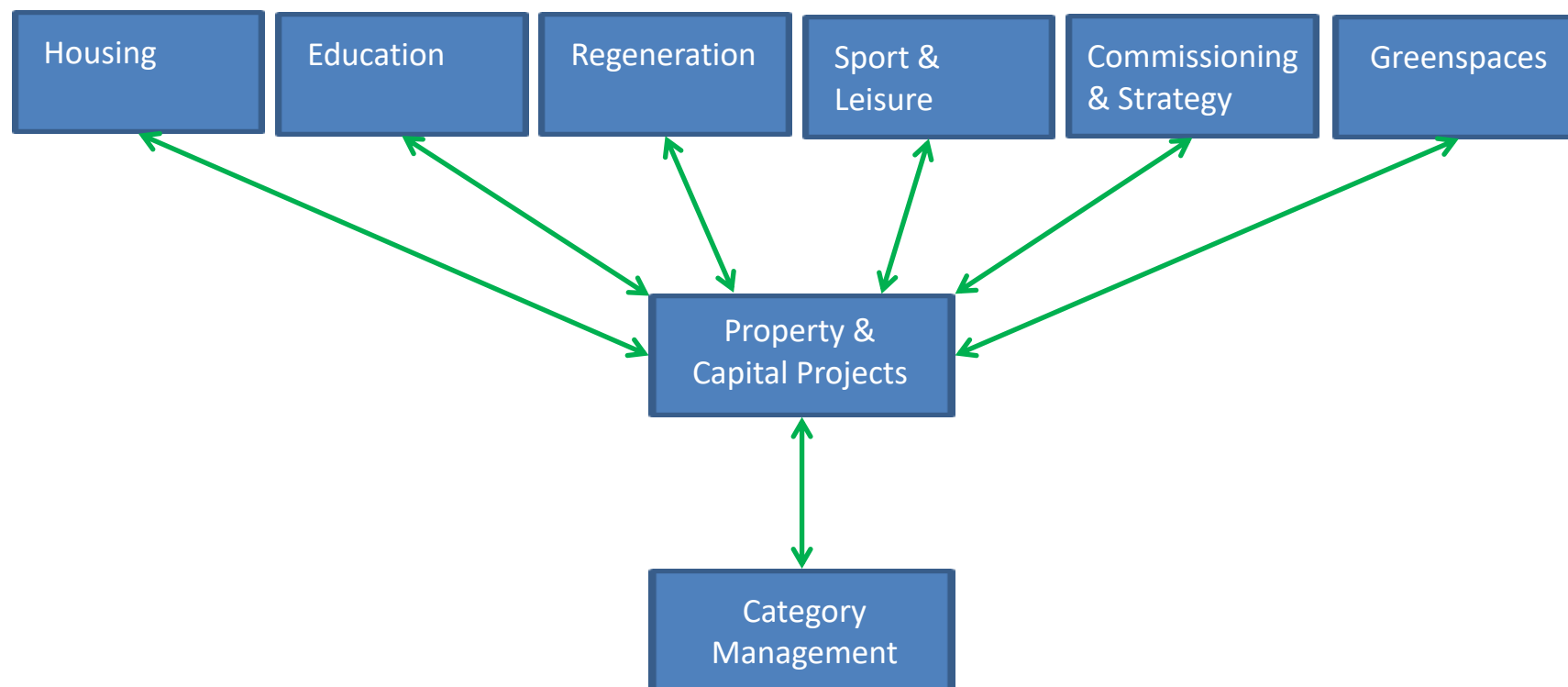
### Innovation Partnership

- Minimum time period for requests to participate is 30 days.
- PIN cannot be used as a call for competition.

**Negotiated procedure without a call for competition**

- No minimum timescales.

## APPENDIX D – Example Process of Engagement Based on Capital Funded Projects





## **Chapter 4 Part 7 – Contract Procedure Rules**

### **Section 1 – Introduction and Overarching Principles**

#### **1. Interpretation**

- 1.1. The Council's Contract Procedures Rules (the rules) are designed to ensure that proper transparency, equality, scrutiny and accountability is maintained when the Council procures all goods, services and works. These rules are designed to ensure compliance with the Council's Constitution, Council policies and English law.
- 1.2. The Assistant Director (Legal and Governance Services) shall be responsible for monitoring compliance with these rules.
- 1.3. The interpretation of these Contract Procedure Rules is solely a matter for the Council's Assistant Director for Legal and Governance and are not open to interpretation by any other Officer of the Council.
- 1.4. Officers who do not comply with these rules may be subject to disciplinary action and prima facie it will be viewed as gross misconduct.

#### **2. Introduction**

- 2.1. These Contract Procedure Rules are made under Section 135 of the Local Government Act 1972. They include provision for competition and regulate the way procurement and tendering takes place within the Council.
- 2.2. These rules have four primary objectives:
  1. To ensure that the Council obtains Value for Money and deploys resources to achieve its corporate objectives
  2. To ensure that the Council complies with laws relating to public procurement
  3. To safeguard Members and Officers of the Council from improper allegations of dishonesty or corruption
  4. To ensure that fairness and transparency remains at the forefront of all procurement activity undertaken by Officers and approved by Members on behalf of the Council.
- 2.3. These rules do not provide guidance on how to procure goods and/or services but set out minimum requirements that must be followed. Further guidance that supports these Rules must be obtained from the Category Management Team.

### 3. **Scope and application**

3.1. These rules apply to all procurement activity undertaken by or on behalf of the Council unless it is subject to an *Exemption* (as set out in Section 12) or otherwise approved in advance in writing by the AD for Legal and Governance.

3.2. These rules **do not** apply to:

- Employment contracts
- Contracts relating solely to the purchase or sale of interests in land
- Tenders or quotations which have been invited on behalf of any consortium, association or similar body of which the Council is a member, or on behalf of any other local authority, or public body, with whom the Council has a contract, agency agreement, partnering agreement or similar, provided that proper governance is still enforced where appropriate.
- Where properly concluded Framework Agreements or Dynamic Purchasing Systems are relied upon but only where the guidance and award criteria set out for the particular Framework Agreement or Dynamic Purchasing System is strictly adhered to in the engagement of the contractor or supplier.
- Contracts that through demonstration can only be awarded to a single supplier due to the protection of exclusive rights or artistic reasons.
- Any arrangement that otherwise would have been permissible under the Public Contracts Regulations should that regime have been required.
- The Monitoring officer for the purpose of
  - (1) External legal advisors/ legal counsel and the appointment of expertwitnesses in legal proceedings
  - (2) Emergency accommodation where existing provisions cannot meet the need.
- The Director of Children and Adults for the purpose of
  - (1) An emergency placement that is sought for an individual with a registered care provider of their choice under the National Health Service and Community Care Act 1990.
  - (2) Where the particular needs of an individual (either an adult or a child) require a particular social care package, or where an individual has special educational needs which are only available from a particular provider in the opinion as appropriate of the Director of Children and Adults.

3.3. Any third party (e.g., a consultant) who is engaged in the letting, management or supervision of a contract on behalf of the Council must comply with these rules as if they were Council officers.

### 4. **Review and amendment**

4.1. These rules shall be reviewed at least every two years by the Monitoring Officer in consultation with the Head of Category Management. The Monitoring Officer shall make changes to the Contract Procedure Rules in accordance with Article 14, Section 14.3 of the Council's Constitution. Any

amendments will be subject to approval by Full Council save for minor changes which the Monitoring Officer may make.

## 5. **General principles**

- 5.1. Before any contract is made, both the following must be satisfied:
  - a. The proper authority to proceed.
  - b. Adequate budgetary provision or confirmation of how any deficit will be covered.
- 5.2. As a minimum, all contracts will be entered into using the most appropriate standard form of contract with consideration given to:
  - Any Medway Council standard form of contract
  - Any recognised industry standard form of contract
  - Any terms and conditions specifically enforced using an external framework.
- 5.3. Any modifications should be made pre-tender and in consultation with legal services and via Category Management.
- 5.4. Each Assistant Director is responsible for all procurement activity within their respective Division and has the overall responsibility for ensuring Divisional compliance with these Contract Procedure Rules. This extends to any agents acting on their behalf.
- 5.5. The Officer responsible for managing any contract or procurement process must comply with the Employee Code of Conduct and Anti-Fraud and Corruption policies and must not invite or accept any gift or reward in respect of the award or performance of any contract.
- 5.6. When any employee or contractor arrangement may be affected by any transfer arrangement, such as the Transfer of Undertaking Protection of Employment (TUPE), that advice is obtained from HR and/or Legal Services before proceeding with inviting tenders. Officers must consult Pensions and Payroll concerning all TUPE and pension issues before the advert for the contract opportunity is placed.
- 5.7. Where the Council's procurement requirement can be satisfied from an existing approved contract then any order will be considered an exception to these rules provided the call-off arrangements detailed within that contract are followed or where the original Contract is varied in writing in advance to meet the requirement. Category Management and Legal Services must be consulted before invocation of any such variation. In all instances goods, services or works should be obtained via appropriate, existing, approved arrangements. These include and are to be reviewed in the following order:
  - 1) In-house services, for example printing and design, facilities management and Local Authority Trading Company
    - a. Pre-existing teams should always have first refusal to deliver.



- 2) Established corporate contracts
- 3) Consortia of which the Council is a member (or can join)
- 4) Approved nationally negotiated contracts and Framework Arrangement such as those arranged by the Crown Commercial Services
- 5) Exhausting the above would result in the market being approached through the relevant process as outlined in Section 2 of these Rules.

## **6.0 Joint Procurement Arrangements**

- 6.1 The Head of Category Management, on behalf of the Council's Monitoring Officer shall approve any joint procurement arrangements with other local authorities or public bodies including membership or use of purchasing consortia prior to the commencement of any procurement on behalf of the Council. They shall also approve any joint procurement arrangements with other local authorities or public bodies including membership or use of purchasing consortia prior to the commencement of any procurement.
- 6.2 Where procurements are being carried out jointly the relevant Assistant Director is responsible to ensure compliance with relevant regulations (currently Procurement Contract Regulations 2015 (PCR)) even if the other party are conducting the tender process on behalf of Medway Council. Clarity of each contracting authority's responsibilities is needed at the outset to ensure compliance for all elements of the tender both individually and jointly.
- 6.3 Contracts shall not include non-commercial terms unless these are necessary to achieve best value for the Council or are included in accordance with the Public Services (Social value) Act 2012 or necessary to enable or facilitate the Council's compliance with the public sector equality duty (Section 149 Equality Act 2010), or any duty imposed on it by the Equality Act 2010. In this context, "non-commercial" means requirements unrelated to the actual performance of the contract.
- 6.4 All contracts shall include relevant specifications and/or briefs/technical requirements which are prepared taking into account the need for effectiveness of delivery, quality, sustainability and efficiency (as appropriate) in addition to the winning bidder's tender response for delivery and cost.

## **7.0 Roles and Responsibilities in procurement activity**

- 7.1 A budget must exist for the procurement to take place. This can be established and will be signed off by using the 'Category Management Engagement Form'.
- 7.2 Category Management responsibilities
  - The appointment of a responsible officer
  - Be accountable to the Cabinet for the performance of their duties in relation to purchasing

- Comply with the Council's decision-making processes including, where appropriate, implementing and operating a Scheme of Delegation
- Report any potential breach of these rules to the Council's Monitoring Officer
- Ensure that any conflicts of interest pertaining to any officer involved in the project which might be perceived to compromise their impartiality or independence is highlighted and logged on the conflict-of-interest register
- Comply with all regulatory requirements referred to above and integrity of the tender process
- Compliance with the relevant statutory provisions and the Council's requirements relating to declarations of interest affecting any purchasing process
- That there is an appropriate analysis of the requirement, timescales, procedure, and documentation to be used
- The purchasing process, from planning to delivery incorporates (where appropriate) principles of sustainability, efficiency, equality, social value, whole life costings and cost savings
- Compliance with the Council's decision-making processes
- Ensure that all contracts are included on the Council's Contract Register
- Properly engrossed contracts, with supporting documents, are stored with Legal Services prior to the commencement of the contract
- That proper records are maintained in accordance with the Data Retention and Disposal Schedule, with separate files for each procurement of a value of £25,000 or more, which record the decisions and decision makers taken in all stages of the procurement process

7.3 When considering how best to procure works, supplies and services or the granting of service concessions, Category Management shall take into account the wider contractual delivery opportunities and purchasing methods including the use of purchasing schemes and e-procurement/purchasing methods, and the availability of local authority charging and trading powers.

7.4 Procurements over £25,000 may only be undertaken by officers of the Category Management team.

## **8.0 Financial Thresholds and Procedures**

8.1 The table in Section 10 sets out the general rules that apply to the choice of purchasing thresholds and the associated public notice requirements. There is a general presumption in favour of competition.

8.2 The PCR state that:

- Contracting authorities shall treat economic operators equally and without discrimination and shall act in a transparent and proportionate manner

- The design of the procurement shall not be made with the intention of excluding it from the scope of this Part or of artificially narrowing competition
- For that purpose, competition shall be considered to be artificially narrowed where the design of the procurement is made with the intention of unduly favouring or disadvantaging certain economic operators

8.3 Once a contract has been published and subsequently awarded following a procurement process, Category Management will be responsible for advertising/publicising the required information in the correct journals. These will include

8.4 For anything over £25,000

8.4.1 Contracts Finder

8.5 For anything over the PCR threshold

8.5.1 The above plus find a Tender Service (FTS)

## 9.0 Financial Thresholds

Level	Value of goods or services/ £	Minimum requirements	Notes
1	£0 – less than £25,000	Service to obtain three quotations in writing	<p>To be conducted as a “Quick Quote” procedure led by service area.</p> <p>Using the Quick Quote documentation, the service is to obtain formal quotations from prospective bidders.</p> <p>Medway Council’s ‘Quick Quote Terms and Conditions’ to be used on all subsequent orders.</p>
2	£25,000 – Up to the legal threshold for Goods/ Services/ Light Touch Regime or less than £500k for works.	Openly advertised tender to be conducted via the Kent Business Portal and managed by the Category Management Team	Category Management team to work with the relevant service (post acceptance of the Category Management Engagement Form) to conduct a fully electronic procurement process via the e-Procurement system which includes: compiling tender documentation, advertise on Contracts Finder, facilitate evaluation and make the award prior to the service performing all necessary contract management duties.
3	Legal Threshold or above for Goods/Services/ Light Touch Regime or £500k or above for works	Public Contracts Regulations 2015 (PCR) compliant advertised tender to be conducted via the Kent Business Portal and managed by the Category Management Team. Process to be subject to internal governance including DMT, Procurement Board and Cabinet (where the project would constitute a Key Decision as per the summary within 20.1 of these Rules)	Category Management team to work with the relevant service (post acceptance of the Category Management Engagement Form) to conduct a fully electronic procurement process via the e-Procurement system which includes: navigate internal governance, compile tender documentation, advertise on the relevant forums (Contracts Finder/FTS), facilitate evaluation and make the award prior to the service performing all necessary contract management duties.
The contract value estimation should be inclusive of VAT (where applicable) and contracts must not be artificially disaggregated.			

9.1 Where contracts are of a type and value which means that they are subject to PCR, there are five main types of procedures available. These are:

- Open - one stage which will encompass selection and award criteria.
- Restricted - a 2 stage process using a Pre-Qualification (PQQ) and an Invitation to Tender (ITT) Stage).
- Competitive dialogue - the contracting authority “negotiate” with the winning tenderer to “confirm financial commitments or other terms by finalising the terms of the contract” provided this does not materially modify the essential aspects of the tender or the procurement.

- Competitive procedure with negotiation – selected operators are invited to negotiate but this procedure can be carried out in successive stages provided this is indicated to all bidders upfront
- Innovation partnership procedures which are intended for long term partnerships, which allow for both the development and subsequent purchase of new and innovative products, services or works currently not on the market).

## **10.0 Calculating the Contract Value**

- 10.1 The contract value shall be the genuine pre- estimate of the value of the entire contract term. This includes all payments to be made, or potentially to be made, under the entirety of the contract and for the whole of the predicted contract period. This includes proposed extensions, options to include additional services and renewals.
- 10.2 Where the total contract value over the full duration of the contract (not just the annual value) is uncertain, calculate this by multiplying the monthly payment by 48 or annual payment by 4;
- 10.3 For Framework Agreements with no guaranteed commitment the contract value will be the estimated value of orders placed/commissions let under the Framework Agreement over the full duration of the contract term;
- 10.4 Where a partnering arrangement is to be put in place, the total value of the likely partnership;
- 10.5 If the total value of recurring transactions with a single provider exceeds £24,999, the opportunity must be tendered appropriately.
- Should the service area envisage the recurring spend exceeding the above threshold, advice from Category Management should be sought.
  - Category Management may deactivate an active provider that is in breach of the above thresholds
  - Failure to comply may result in a disciplinary action
- 10.6 The relevant Responsible Officers must engage the Category Management Team on any project, recurring or otherwise, valued at £25,000 or more.
- 10.7 All tendering procedures (including obtaining quotes), from planning to contract award and signature, shall be undertaken in a manner so as to ensure:
- Sufficient time is given to plan and run the process
  - Equal opportunity and equal treatment
  - Openness and transparency
  - Probity
  - Outcomes, which deliver sustainability, efficiency, and equality, social value, whole life costings and cost savings (where appropriate).

## **11.0 Evaluation of Quotes and Tenders**

- 11.1 All quotes and tenders shall be evaluated in accordance with an evaluation criterion notified in advance to those submitting quotes/tenders.
- 11.2 All invitations to tender or quote must:
- Specify the goods, service or works that are required, together with the terms and conditions of the contract that will apply; and
  - State that the council is not bound to accept any quotation or tender
- 11.3 All those invited to tender or quote must be issued with the same information at the same time and subject to the same conditions. Any supplementary information must be requested on the same basis.
- 11.4 All tenders shall include:
- Clear instructions on how and where tenders are to be submitted, together with the date and time by which they are to be received
  - A specification that describes the Council's requirements in sufficient detail to enable the submission of competitive offers
  - A description of the Award Procedure
  - Full details about how the bids will be assessed, including any weighting and sub-criteria that apply and any "pass mark" for any stage of the procurement
  - Information on the Council's policies as appropriate for example, Social Value, Equalities and Sustainability.
  - All invitations to tender shall state that any Tender received after the date and time stipulated in the invitation to tender may be rejected and not considered.
- 11.5 All contracts shall be awarded on the basis of the quote or tender which represents best value for money to the Council, as determined by the award criteria detailed in the tender documentation.

## **12. Exemptions (Contract Waiver)**

- 12.1 The appropriate Assistant Director in consultation with the Head of Category Management and Assistant Director for Legal and Governance may consider that it is not reasonably practicable or in the Council's best interest to seek competitive quotes where the contract value is below national threshold values.

In such instances, the reasons must be fully documented within the Exemption Request Form and approved in writing by the Assistant Director Legal and Governance.

- 12.2 A Responsible Officer who seeks an exemption shall do so only in advance and only in exceptional circumstances.
- 12.3 All approved exemption requests will be submitted to the Cabinet for information purposes summarised within an annual report.
- 12.4 An exemption shall not be applied for reasons of poor contract planning.

- 12.5 The Assistant Director for Legal and Governance will have ultimate discretion to consider resources and time constraints in the overall context of risk of non-delivery when deciding upon whether to accept or reject an exemption request.

### **13 Purchasing Schemes (including Framework Agreements)**

- 13.1 The Council may use purchasing schemes subject to the following conditions and must check with Category Management in advance that:-
- The Council is legally entitled to use the purchasing scheme
  - The purchases to be made properly fall within the coverage of the purchasing scheme
- 13.2 The establishment and operation of each purchasing scheme is in compliance with and meets the Council's own requirements.
- 13.3 A “purchasing scheme” may include:
- Framework arrangements (including those set up by the Crown Commercial Service and any successor body)
  - Purchasing arrangements set up by central purchasing bodies and commercial organisations
  - Consortium purchasing
  - Collaborative working arrangements
- 13.4 Where a purchasing scheme is used, officers are still required to procure in compliance with the relevant procurement Process.

## **14. Procurement Strategy and Planning**

- 14.1 The Procurement Strategy compliments these rules. The Procurement Strategy places a strong emphasis on delivering social value, commercial activity, and sustainable initiatives, whole life costing and cost savings where appropriate. The strategy, alongside the work programme and corporate arrangements to support procurement outlines how the council can respond to the changing local government landscape. For example, legislative requirements, Framework Agreements, innovative partnerships and shared working arrangements to improve buying power.
- 14.2 The Forward Procurement Plan details each directorate’s upcoming procurement activity at levels 2 and 3. It is the responsibility of each Assistant Director to ensure they liaise and finalise the following financial year’s procurement activity in Quarter 4 of the previous. This will be initiated by inviting the Head of Category Management to their respective DMT meeting.
- 14.3 Projects that have not been agreed to be progressed prior to the new financial year may be delayed or not supported by Procurement Services and will not automatically be considered via the exemption process.



## Section 2 – Procurement Processes and Governance

### 15 Processes

- 15.1 There are three procurement processes which are value bound
1. Anything less than £25,000
  2. £25,000 and up to either
    - a. The legal threshold for a Goods/Services appropriate contract
    - b. The legal threshold for a Light Touch Regime appropriate service
    - c. Less than £500,000 for works projects
  3. Any activity that is
    - a. Post threshold for a Goods/Services appropriate contract
    - b. Post threshold for a Light Touch Regime appropriate service
    - c. Any works project valued at £500k+

### 16 Process 1 – Projects valued less than £25,000

- 16.1 The appropriate Assistant Director and/or Head of Service must sanction the commencement of any procurement activity. These are for one off purchases that are unlikely to be required again e.g. low value and risk works projects.
- 16.2 Services should complete, share with Category Management and hold on record, a 'Quick Quote Rationale' document, duly signed by the relevant budget holder for each project subject to this process.
- 16.3 A minimum of three written compliant quotations must be obtained where possible or one written quote where the total cost is less than £5,000. If officers are unable to obtain three compliant quotes, they must liaise with the Category Management team prior to declaring single/restricted supplier restraints.
- 16.4 The quotes should be in the form of the Council's Quick Quote documentation that can be obtained from the Category Management team.
- 16.5 The Quick Quote should be completed under a Purchase Order using the Council's 'Quick Quote Terms and Conditions' without any amendments.
- 16.6 Further guidance relating to this process can be obtained from the Category Management team.

### 17 Process 2 - £25,000 up to the relevant legal thresholds or less than £500,000 for works

- 17.1 The appropriate Assistant Director and/or Head of Service must sanction the commencement of any procurement activity. This must be in the form of a 'Category Management Engagement Form', duly signed and returned to the Category Management team who will counter sign and allocate a procurement officer for the purpose of the activity.

- 17.2 The Category Management team will lead the procurement process and the relevant service will be responsible for subsequent Contract Management.
- 17.3 All opportunities must be openly published on the Kent Business Portal using the Invitation to Quote documentation. Except in limited circumstances where an external framework is used, and the Council must use an alternative prescribed system.
- 17.4 The Council's standard Terms and Conditions should be used unabridged unless agreed otherwise with the Legal team. Any such changes should be made pre-tender.
- 17.5 The Category Management team shall instruct Legal Services to execute a contract.
- 17.6 No contract shall start prior it being signed by all parties and received by Legal Services.

**18 Process 3 – any project subject to the Public Contract Regulations 2015 (as amended) or £500,000 or above for works projects.**

- 18.1 The appropriate Assistant Director and/or Head of Service must sanction the commencement of any procurement activity. This must be in the form of a 'Category Management Engagement Form', duly signed and returned to the Category Management team.
- 18.2 The Category Management team will lead the procurement process and the relevant service will be responsible for subsequent Contract Management.
- 18.3 All projects within this category will be subject to internal governance as detailed within section 19.
- 18.4 All opportunities must be openly published on the Kent Business Portal using the Invitation to Tender documentation. Except in limited circumstances where an external framework is used and the Council must use an alternative prescribed system.
- 18.5 The Council's standard Terms and Conditions should be used unabridged unless agreed otherwise with Legal Services. Any such changes should be made pre-tender.
- 18.6 These processes will be concluded by the Category Management team instructing legal to execute a contract.
- 18.7 No contract shall start prior to it being signed by all parties and received by Legal Services.

**19.0 Governance**

- 19.1 Whilst there is no mandatory board level governance associated to Processes 1 & 2, Officers should keep appropriate documentary audit trails that evidence

transparent, objective, best value decision making and be mindful of the benefit this may have and approach as appropriate at a Directorate level.

- 19.2 Process 3 arrangements are subject to internal governance and the appropriate reports must pass the correct gateways to proceed.
- 19.3 All Gateway templates and guidance pertaining to such can be obtained from the Category Management team and must be collaboratively completed by all relevant stakeholders. The client will have ultimate responsibility for all Gateway reports.
- 19.4 The procurement process is broadly split into 4 Gateways.
  1. Gateway 1 – Project Commencement/Options Appraisal
  2. Gateway 2 – The tendering process (including document creation, advertisement, evaluation)
  3. Gateway 3 – Tender Process Review/Contract Award
  4. Gateway 4 – Contract Management review – subject to termed contracts only.
- 19.5 Gateway 1 (Project Commencement/Options Appraisal) is a formal reporting stage and reports must be presented to the relevant Directorate Management Team (DMT) for approval prior to being presented at Procurement Board (PB) and finally Cabinet unless the project is not deemed a Key Decision at Procurement Board. The report details but is not limited to: the need, perceived benefits of the project, how success will be measured as well as market capacity and how the market will be approached.
  - 19.5.1 Gateway 1 (Project Commencement/Options Appraisal) reports will not be required for entirely ringfenced and grant funded projects signed by the S151 officer as their nature and budget has been pre-agreed.
- 19.6 Gateway 2 (Tendering Process) is not a formal reporting stage but instead the stage at which the procurement activity is conducted in compliance with the pre-approved Gateway 1 report. This stage has split responsibility where the Category Management team manage the overarching process, but the Service Officer is responsible for co-ordination and completion of the specification as well as technical involvement and evaluation where required. All relevant documentation pertaining to Gateway 2 can be obtained from and must be compiled in conjunction with the Category Management team.
- 19.7 Gateway 3 (Tender Process Review and Contract Award) formal reporting to DMT, PB and finally Cabinet where appropriate. The report outlines the procurement process conducted, the way in which it has been evaluated and makes a recommendation for award.
- 19.8 Gateway 4 (Contract Management Review) is an annual reporting stage for termed contracts detailing and presenting to Procurement Board only, all relevant Contract Management information and areas of improvement. The report seeks to assure Senior Officers that the originally perceived benefits are being fulfilled and to allow a level of scrutiny for any further improvements.

## **20 Key Decision**

- 20.1 A key decision, and therefore one which would constitute high risk, is an executive decision which is likely:
- A. To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
  - B. To be significant in terms of its effects on communities living or working in an area comprising two or more wards in Medway.
- 20.2 For the purpose of governance, any project, regardless of value, deemed to constitute a Key Decision must be presented to Cabinet at both Gateways 1 and 3 stage.

## Section 3 - Wider Tendering Principles

### 21 Social Value

- 21.1 Legislation allows the Council to take social and economic considerations into account when procuring Supplies (Goods), Services or Works.
- 21.2 The Council is required under the Public Services (Social Value) Act 2012 to consider how the services it procures, and commissions might improve the economic, social and environmental well-being of residents.
- 21.3 The Council applies on all appropriate contracts a selection of Social Value Themes Outcomes and Measures (TOMs) applicable to the delivery outcome. These deliverables are monitored and reported on by the service as part of contract management.

### 22. Sustainability

- 22.1 The Council declared a climate emergency and are committed to taking action to reduce its carbon emissions and be net zero by 2050.
- 22.2 The Council is committed to working towards a 'greener' future, and working with contractors to understand and measure the carbon footprint of its contracts such as:
  - Taking practical action to reduce, the effect the Council's activities have on the environment
  - Improving the quality of the local environment and
  - Encouraging residents to live and work in ways that reduce the borough's effect on worldwide environmental problems, to improve the environment now and protect the future.
- 22.3 The Council's procurement rules are based on the following principles:
  - Sourcing sustainable products wherever possible to minimise the damage to the environment
  - Ensuring relevant tenders over a certain threshold award include environmental impact considerations
  - Considering costs such as energy and maintenance when we consider tenders
  - Engaging with suppliers who can actively contribute to minimising their carbon footprint as part of their contract with the Council.

### 23. Equalities

- 23.1 Before starting any procurement, Council Officers must make sure that they consider equality issues. An Equalities Impact Assessment will inform the detail of the contract specification.
- 23.2 Contractors must adhere to current equalities legislation at all times whilst performing a contract on behalf of the Council.

## 24. Modern slavery

- 24.1 The Modern Slavery Act (2015) requires the Council to consider and reduce the risk of modern slavery at all stages of the procurement process.
- 24.2 Tender opportunities/contracts must include such requirements it will ensure that they are drafted in the tender documents, as part of the evaluation criteria and ultimately defined in ways that do not discriminate against any bidders across the UK.

## 25. Whistle Blowing

- 25.1 The Council is committed to the highest possible standards of openness, probity and accountability, consequently it encourages employees and others with serious concerns about any aspect of the Councils' work to come forward and voice those concerns.

The Council's *whistle blowing policy* Speak Up, encourages and enable staff to raise serious concerns within the council rather than overlooking a problem or blowing the whistle outside. The Councils *policy* enables our employees to raise concerns in respect of any conduct carried out on behalf of the council that:

- may be unlawful
- may be contrary to the council's policies
- falls below established standards or practice or that may amount to improper conduct

- 25.2 The policy recognises that certain cases may have to proceed on a confidential basis and concerns can be raised in good faith without fear of reprisals.
- 25.3 The council is wants to ensure that the employees of its contractors are similarly encouraged and enabled to raise such concerns and contractors are encouraged to introduce similar provisions in their organisations that are applicable to any work undertaken for the Council.
- 25.4 Any Member or Officer who believes there has been a breach of these rules should report the matter to the Monitoring Officer or use the Council's Whistle blowing Policy.

## 26 Criminal Records Bureau Checks (Disclosure Barring Service DBS)

- 26.1 The Council requires all people who, through the delivery of services come into contact with the elderly, disabled and children, to have an up to date and satisfactory Disclosure Barring Service (DBS) report prior to performing any obligation under contract. The Council should also require such Contractors' personnel to be registered with the Disclosure and Barring Service (DBS) if and when such registration becomes necessary.

## **27 Transparency**

- 27.1 The Local Government Transparency Code (2015) outlines the Government's approach to place more power into the hands of local people; to allow access to information on how money is spent by the Council. The Council has decided to publish details of contracts, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000.

## **28. Risk Management**

- 28.1 A full risk assessment should be undertaken on all procurement options available to the Council. These should be documented, and owners assigned once an option is selected.
- 28.2 A risk log should be created at the start of the procurement project and managed by the responsible Officer, in the case of High Value/Risk procurements. Risks should be reviewed regularly, and appropriate actions taken to manage them. The Director should be kept aware of all risks and provided with a regular report on their status.
- 28.3 The Risk Management section should be consulted on all high value/risk procurement projects at the commencement of the project.

## **29. Performance and Contract Management**

- 29.1 All Procurements at levels 2 and 3 must include a set of key performance indicators or similar benchmarks of outputs, quantities and or quality that must be met throughout the contract and they must be inserted into the terms and conditions of the contract.
- 29.2 All Procurements must have a designated Contract Manager whose name should be notified to the Contractor. Likewise, the Contractor must have a designated Contract Manager whose name is notified to the Council. These resources must be identified and agreed before the contract is awarded.
- 29.3 Regular contract monitoring meetings (minimum quarterly) should be held with the Contractor and written minutes of agreed actions and performance against indicators taken. The frequency of the meetings to be dictated by the nature, value and associated risks of the contract.
- 29.4 Performance against contract standards must be monitored and recorded on a regular basis, proportionate to the nature, value and associated risks of the contract.
- 29.5 Where service improvements are enshrined in the contract these must be evidenced for the annual audit inspection and for any Gateway 4 review as prescribed by the Council's Procurement Board.



## Section 4 - Contracting

### 30 Contract documents

- 30.1 All Contracts must be in writing using forms of contract approved by Medway Councils legal services team.
- 30.2 Where the procurement is for a Total Value of up to £100K the use of a Purchase Order is an acceptable form of contract, which must make reference to the successful quotation and the Council's Terms & Conditions of Purchase.
- 30.3 Where the procurement is for a Total Value over £100K, a Formal Contract is to be drawn up by Legal Services, which can only be initiated by a Contract Approval Signing Form issued by the Category Management Team. The Contract will incorporate the Conditions of Contract included in the Invitation To Tender documentation and any subsequent variations to these made and agreed during the Invitation to Tender procurement process.
- 30.4 Category Management will record and retain all decisions, correspondence and documentation for audit purposes.

### 31 Contract formalities

- 31.1 Contracts must be completed as follows:

TOTAL VALUE	METHOD OF COMPLETION	BY
Up to £100K	Signature Purchase Order/ITQ Document	Officer with appropriate authority to enter into a contract
£100K+	Signature on Standard Contract & sealed (where appropriate)	Legal Services

- 31.2 All contracts for the Supplies (Goods), Services and Works must be concluded in writing using the appropriate Standard Contract before the contract commences.

### 32 Letters of intent

- 32.1 Letters of intent can only be issued with prior approval of the Assistant Director of Legal and Governance or Head of Legal Services.
- 32.2 The letter must set out the key contract terms - price, duration, etc, and authorises the Contractor to carry out work up to a specified value before the formal agreement is signed.
- 32.3 The wording of the letter of intent shall be reviewed by and issued by Legal Services.

- 32.4 A letter of intent is not a substitute for a formal agreement but can be used as an interim measure until the formal agreement has been signed. The tendering procedure set out in **Section 2** of these Contract Procedure Rules shall apply.

### **33 Signature**

- 33.1 Contracts may be signed by Assistant Directors (in accordance with the Employee Delegation Scheme), the Assistant Director for Legal and Governance, Head of Legal Services or his/her representative within legal services once the provisions in the Financial Rules and Contract Procedure Rules have been met in each case.
- 33.2 In the case of contracts for commissioning of care services, including educational placements and emergency accommodation for the homeless where the Total Value of the contract is not known, the Solicitor responsible for signing must have been granted authority to enter into commissioning contracts by the Assistant Director for legal and Governance.

### **34 Sealing of contracts**

- 34.1 A contract must be sealed where:
- (a) the Council wishes to enforce the contract for more than six years after its end (e.g. for land or construction works); or
  - (b) the price paid or received under the contract is a nominal price and does not reflect the value of the goods or services; or
  - (c) a Performance Bond is established on behalf of the Contractor(s) or their guarantors; or
  - (d) it is required by parties to the contract; or
  - (e) the total value of the Supplies (Goods), Services and Works exceeds £250K.
- 34.2 Where contracts are completed by each side adding their common seal, the affixing must be attested by or on behalf of Legal Services. Legal Services are responsible for the process of sealing contracts on behalf of the Assistant Director for Legal and Governance.

### **35 Bonds, parent company guarantees and insurance**

- 35.1 For all Supplies (Goods), Services and Works contracts, subject to process 3 (paragraph 16) may be required to seek a Parent Company Guarantee or Performance Bond should the procuring officer deem it necessary as part of the governance process.

**GLOSSARY OF TERMS**

Approved Standard Terms	Includes industry standard terms
Best Value	Under Best Value, each local authority has a duty to 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness' as set out in the Local Government Act 1999. This takes into consideration the 4Cs of Challenge, Compare, Consult and Compete.
Category Management	means the business improvement process that brings together people from different parts of a business. The aim is to analyse and review discrete parts of the overall spend (called "Categories"), with suppliers, and identify the most appropriate and effective approach to sourcing for each Category. The intention should always be to increase the value provided by the supply chain. A Category can be defined as a discrete area of spend with boundaries determined by the market facing nature of the function or attributes of the Goods, Services or execution of Works being purchased.
Category Management Team –	Strategic Procurement team responsible for providing strategic support, expert advice and quality assurance to the Council's Directorates as well as representing and acting on behalf of the Chief Legal Officer in all procurement and contract related activities, matters and issues.
Directorate Management Team –	Led by each respective Director, with operational procurement and contract management responsibility delegated to Assistant Directors and / or Heads of Service in accordance with these Contract Procedure Rules.
Code of Conduct	The code regulating conduct of Officers contained within the Council's Constitution
Competitive Dialogue	A procedure leading to the award of a contract whereby the Council produces a shortlist through a dialogue with those tenderers who are considered to have appropriate capability and capacity. Based on the solutions discussed, final tenders are sought from the short listed contractors This procedure is most appropriate for complex procurements where significant input is

required from the market to inform the drafting of the specification.

### Competitive Procedure with Negotiation

A procedure leading to the award of a contract whereby the Council negotiates the terms of the contract with one or more persons selected by it. The procedure is subject to a complex set of rules.

### Contract

A contract that has been created in accordance with the Contract Procedure Rules for call off or use by the Council.

### Contract Register

A register held by Category Management containing details of all contracts entered into by the Council.

### Contractor

Any person or body of persons providing, or seeking to provide, Supplies (Goods), Services or Works to the Council.

### Council's Procurement Strategy

Defines the overall approach to procurement related activity for the Council.

### Exemption

A formal request in writing made by the relevant Director to exempt the proposed requirement from the Contract Procedure Rules in exceptional circumstances.

### Financial Reference

A financial risk assessment of the finances of a company, parent or group of organisations in order to establish their liquidity, profitability, stability and capability to support a contract of the value required.

### Financial Regulations/Finance Procedure Rules

The Financial Regulations contained within the Constitution.

### Find a Tender Service (FTS)

A web based platform upon which procurement opportunities and procurement notices need to be published, replacing the Official Journal of the European Union (OJEU) or Tenders Electronic Daily (TED).

### Framework Agreement

An agreement with suppliers which establishes the terms governing contracts to be awarded during a given period. It allows the Council to

	make specific purchases (call-offs) in accordance with the terms of that agreement.
Invitation To Quote (ITQ)	A formal written invitation to a minimum number of suppliers to provide written quotations for goods, services or works on the Council's standard terms for requirements between £25K and the relevant Threshold or less than £500k for works.
Invitation to Tender (ITT)	A formal written invitation to all suppliers to provide sealed bid offers for goods, services or works on the Council's standard terms, or those otherwise agreed with legal services, for requirements over the relevant threshold or £500k for works.
Kent Business Portal (KBP)	Kent Business Portal – Advertising of contracts and awards shared with other Kent authorities.
LATCo	Local Authority Trading Company
Officer	Council employee/ worker as defined in the Constitution
Officer/ Authorised Officer	A person with appropriate delegated authority to act on the Council's behalf within their respective Directorate.
Official Purchase Order	An order placed through the corporate finance management system.
Open Procedure	A procedure leading to the award of a contract whereby all interested persons may tender for the contract, duly advertised by notice, i.e., there is no limit on the number of tenders received nor may the Council consider the suitability of interested tenderers prior to submission of Tenders.
Parent Company Guarantee	A contract, which binds the parent of a subsidiary company as follows: If the subsidiary company fails to do what it has promised under a contract with the Council, the Council can require the parent company to do so instead or for the parent of the subsidiary company to pay the Council's reasonable costs/losses (including damages) for the Council having to procure a third party to meet the promises under the Contract with the Council.
Performance Bond	An insurance guarantee policy: If the Contractor does not do what it has promised under a contract

with the Council, the Council can claim from the insurer the sum of money specified in the Bond (often 10% of the contract value). A Bond is intended to protect the Council against a level of cost arising from the supplier's failure.

PCR 2015

Public Contract Regulations 2015.

Pre-qualification  
Questionnaire (PQQ)

A document that covers economic standing, past experience and technical suitability to determine a shortlist of potential suppliers to invite to ITT. It does not cover delivery questions that will be asked at the ITT stage.

Procurement Board

A Cabinet Advisory Group chaired by the Deputy Leader of the Council or Member as appointed by the Leader of the Council, with representation from across the Council charged with the duty of developing and reviewing procurement and contractual issues. For the avoidance of doubt, the Procurement Board is a Cabinet Advisory Group and has no formal decision-making powers.

Quick Quotation

A formal written invitation to a minimum number of suppliers to provide written quotations for goods, services or works using the Council's Purchase Order Terms and Conditions (or those approved by the Council's legal team) for requirements between £0 and less than £25,000.

Restricted Procedure

This is a 2-stage process which uses a Pre-Qualification Questionnaire (PQQ) and an Invitation to Tender (ITT) Stage.

Thresholds

The financial threshold at which public procurement laws must be applied.

The council

Medway Council

Tenderers

Suppliers/contractors who have been invited to submit a tender to the Council.

Total Value

The whole of the value or estimated value (in money or equivalent value) over the contract term.

Value for Money

The optimum combination of through life cycle cost and quality (or fitness for purpose) to meet the user's requirement.

Written Quotation

Quotation provided by a supplier/contractor (bespoke or web based) to the Council containing pricing information and delivery details for requirements

DRAFT



## **CABINET**

**7 FEBRUARY 2023**

### **GATEWAY 1 PROCUREMENT COMMENCEMENT: SUPPORTED BUS CONTRACTS 2023**

Portfolio Holder: Councillor Phil Filmer, Portfolio Holder for Frontline Services

Report From: Richard Hicks, Director of Place and Deputy Chief Executive

Report Author: James Sutton – Sustainable Transport Manager  
David Tappenden – Project Support Manager

#### **Summary:**

This report seeks permission to commence the procurement of the Supported Buses and MY Yellow Bus Contracts.

#### **Procurement Overview:**

Total Contract Value (estimated): £1,561,516 per annum (based on current available budget)

Proposed Contract Term: 5 years with the option to extend for 3 further years.

#### **1. Background Information**

##### **1.1. Budget and Policy Framework**

1.1.1. The requirement complies with the Council's budget and policy framework. Budget for the service was agreed in December 2022.

##### **1.2. Background Information and Procurement Deliverables**

1.2.1. Medway Council currently provides financial support to thirty bus routes across Medway. As these routes have been deemed financially unviable by operators, the Council directly commissions local operators to run them. These routes provide transport to out-lying areas of Medway, or a continuation of a commercial service at times of the day or days of the week where bus patronage is not high enough for an operator to run the service commercially. However, whilst bus patronage is lower, these routes are still used by a number of

passengers and in many cases provide residents with their only form of transport around Medway. The current annual cost of these routes is £1,320,000 per annum.

1.2.2. In addition, the Council commissions an operator to provide nine routes during term time from key parts of Medway to schools in the area. These nine routes, known as the MY Yellow School Bus routes, provide children with a relatively low-cost service. The routes also ensure pupils arrive to school safely and on time and reduce congestion and air pollution by removing vehicles from the road. The current cost of this contract is £545,000 per annum.

1.2.3. A full list of all the contracts currently in operation is set out in the Exempt Appendix.

1.2.4. When the tender exercise for these contracts was conducted in early 2022 the contract costs increased significantly. This reflected inflationary pressures accumulated over the previous contract term, recent increases in costs of fuel and wages, and reduced fare income after the pandemic. To allow officers additional time to examine these routes more closely and consider procurement options to achieve best value, one-year contracts were awarded on all routes. All of the above contracts expire on 1st September 2023.

### 1.3. Significance of Report

1.3.1. So that the new bus routes and contracts can be registered with the Traffic Commissioner with the required 90 day notice, and to allow officers time to carry out any necessary consultation on the future of contracted routes, it is recommended that the report recommendations are approved by the Cabinet.

### 1.4. Parent Company Guarantee/Performance Bond Required

1.4.1. A Parent Company Guarantee will be sought as part of the mini-competition phase.

## 2. Procurement Dependencies and Obligations

### 2.1. Project Dependency

2.1.1. This project is not dependent upon any additional schemes or projects.

### 2.2. Statutory/Legal Obligations

2.2.1. The Council does not have a statutory duty to provide bus services or financial support existing bus services.

### 3. Business Case

#### 3.1. Procurement Project Outputs / Outcomes

As part of the successful delivery of this procurement requirement, the following procurement project outputs / outcomes within the table below have been identified as key and will be monitored as part of the procurement project delivery process.

Outputs / Outcomes	How will success be measured?	Who will measure success of outputs/ outcomes	When will success be measured?
1. New Service provider and successful contracts	The outcome of the tender process will confirm.	Category Management Team	At completion of the tender evaluation stage.
2. Improved service delivery through refined service contract	New service provider will be required to provide regular service delivery updates	Transport & Parking Officers	Quarterly

#### 3.2. Procurement Project Management

3.2.1. The management of this procurement process will be the responsibility of the Category Management team.

#### 3.3. Post Procurement Contract Management

3.3.1. The management of any subsequent contract will be the responsibility of the Sustainable Transport Team within the Transport and Parking Service.

3.3.2. To ensure the needs of the requirement are met and continuously fulfilled post mini competition, the 'bus punctuality' measurement will be captured within the reporting to the Traffic Commissioner that all bus operators must submit as part of operating a service.

### 4. Market Conditions and Procurement Approach

#### 4.1. Market Conditions

4.1.1. The market for bus operators in Medway remains as it was when the contracts were previously tendered, with one main bus operator in Medway (Arriva) and three to four smaller operators. However, it should be noted that the impact of COVID on bus operators is still being felt. Bus patronage is still lower than pre-March 2020 levels. In addition, running costs have increased significantly, including petrol,

staffing, and insurance costs. This might make it much less viable for some operators to tender a low, competitive price for these contracts.

## 4.2. Procurement Options

4.2.1. The following is a detailed list of options considered and analysed for this report:

Do nothing	Whilst there is no statutory obligation to provide these bus routes, failing to provide them would leave a number of residents and school children with a lack of transport. Letting these contracts expire without recommissioning them is therefore not a recommended option.
Decommission the service	As above.
Establish a Framework / Use an existing Framework	An existing framework of local bus operators does not exist and given the small number of bus operators local to Medway and the length of contract we are looking to commission, a four-year framework for this project would not be appropriate.
Joint procurement	As these routes are Medway based routes only, no other Authority / Council has a vested interest in them to warrant a joint procurement.
DPS (Dynamic Purchasing System)	Given that bus operators already have to demonstrate a high level of quality to maintain their operator licence, undertaking extensive quality checks as part of a standard tender exercise is not necessary. Setting up a DPS would ensure that operators are able to submit bids more easily for routes when they need retendering in future. A DPS would also allow new operators to join and bid in future, widening the available market. There is also no time limit on a DPS, saving time and resource costs for future route retendering exercises.

## 4.3. Procurement Process Proposed

4.3.1. It is proposed to use the restricted procurement process and establish a Dynamic Purchasing System to carry out both this contract renewal, and allow easier tendering of these contracts in future.

4.3.2. It is recommended that the Dynamic Purchasing System be set up for an initial 5 year term with the option to extend for three 1 year extensions by mutual agreement.

#### 4.4. Evaluation Criteria

- 4.4.1. For establishing the Dynamic Purchasing System, the scoring will be based on quality only. The questions will relate to the operators' ability to deliver and holding the relevant licences necessary to perform the services.
- 4.4.2. Once live, the mini competitions will be based on 20% quality and 80% price. The further competitions will be awarded based on the Most Economically Advantageous Tender (MEAT). As bus operators have to operate at a high-quality level in order to maintain their operator licence, it is not as necessary to have as high a quality assessment percentage in the Council's tender. Increased weighting can thus be given to the price element of the evaluation.
- 4.4.3. Whilst not finalised at this stage, Officers propose to evaluate bidders against the following quality criteria within the tender.

#	Question	Weighting (%)	Purpose
1	Ability to deliver the service specification	5%	Assess operator's ability to fully meet the requirements of the service specification
2	Restoration of service / breakdown handling	5%	Assess operator's ability to ensure service continuity
3	Customer service and service support	5%	Assess operator's approach to customer service and service promotion
4	Added value	5%	Assess any addition value the operator may bring to the service such as EV, apprenticeship schemes, etc

#### 5. Consultation

- 5.1. This will be managed jointly by the Project Support Team and Sustainable Transport Team within the Transport and Parking Service, with support from the Council's Category Management Team.

#### 6. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Supplier response	Limited or no response from the bus contractor market	Officers to undertake robust market engagement ahead of tender process	E2
Contract commissioning	Cost of bids received might exceed available budget	Officers will evaluate bids at an 80% cost / 20% quality ratio to ensure cost has a higher impact on evaluation outcome.	B3

For risk rating, please refer to the following table

Likelihood:	Impact:
A Very high	1 Catastrophic (Showstopper)
B High	2 Critical
C Significant	3 Marginal
D Low	4 Negligible
E Very low	
F Almost impossible	

## 7. Service Implications

### 7.1. Financial Implications

7.1.1. The procurement requirement and its associated delivery as per the recommendations will be funded from existing revenue budgets. It is anticipated that contract prices will be at a relatively similar level as to the current pricing, which was submitted by operators in April 2022. However, it should be noted that there may be increases in the submitted bids in this tender exercise due to further increases in operating costs (wages, fuel, etc). Any cost increase will be considered as part of the tender process, cost evaluation, and contract award proposals at Gateway 3.

### 7.2. Legal Implications

7.2.1. The Council has the power under the Local Government (Contracts) Act 1997 and the Localism Act 2011 to enter into contracts in connection with the performance of its functions.

7.2.2. Under the Council's Contract Procedure Rules, the proposed procurement is a high-risk procurement, and the process set out in this report meets the requirements for such procurements. The proposed procurement must also be advertised on the Kent Business Portal, in compliance with rule 3.3 of the CPRs.

7.2.3. The process described in this report complies with the Public Contracts Regulations 2015 and Medway Council's Contract Procedure Rules.

7.2.4. All tender documentation relating to the award of these services should be sent to Legal Services in a timely manner to ensure that the contract can be prepared.

### 7.3. TUPE Implications

7.3.1. It is the Council's understanding that TUPE will apply to these contracts. Officers will therefore obtain the relevant TUPE information from the incumbent operators and provide this as part of the suite of tender documents.

#### 7.4. Procurement Implications

- 7.4.1. The Council has historically let long term subsidised bus contracts with no inflations included. As such it is expected that the cost of services might increase, and consideration may need to be given to the decommissioning of some routes outlined within the Exempt Appendix. However, the contracts are coming to an end and with no viable alternative options, the Council must procure as per the recommendation and in compliance with the Public Contracts Regulations 2015 (as amended).

#### 7.5. ICT Implications

- 7.5.1. None.

### 8. Social, Economic and Environmental Considerations

- 8.1. Whilst the Council could insist on bids from only those operators who intend to operate electronic vehicles (EV), given that there are no operators in Medway currently using EV, to insist on EV in the service specification would likely result in no bids being received. However, part of the quality assessment will be the operator's environmental credentials and commitment, and the service specification will encourage the use of EV where possible.

### 9. Recommendation

- 9.1. The Cabinet is recommended to approve the procurement commencement of the Dynamic Purchasing System as per the preferred option identified in paragraph 4.3.1 of the report.

### 10. Suggested reasons for decision

- 10.1. The recommissioning of these bus contracts will ensure a key transportation link for many residents is maintained, the services are awarded to and operated by good quality operators, and the contracts are for best value.

### Service Lead Officer Contact

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### Appendices

Appendix 1 – Current Routes and Contract End Dates

### Background Papers

None.





<b>CONTRACT</b>	<b>CONTRACT END DATE</b>
Supported Bus 100 (Sats, Op1)	01.09.2023
Supported Bus 113	01.09.2023
Supported Bus 116 (am)	01.09.2023
Supported Bus 116 (eves)	01.09.2023
Supported Bus 120/121 (M-F)	01.09.2023
Supported Bus 130	01.09.2023
Supported Bus 131/183	01.09.2023
Supported Bus 132/141 (eves)	01.09.2023
Supported Bus 133 (infill)	01.09.2023
Supported Bus 145	01.09.2023
Supported Bus 190 (eves)	01.09.2023
Supported Bus 141 (am)	01.09.2023
Supported Bus 142/185	01.09.2023
Supported Bus 156/197	01.09.2023
Supported Bus 164 (Suns)	01.09.2023
Supported Bus 169/179	01.09.2023
Supported Bus 170	01.09.2023
Supported Bus 172-175/192	01.09.2023
Supported Bus 177 (eves)	01.09.2023
Supported Bus 176/177 (Suns, Op 2)	01.09.2023
Supported Bus 191 (Infill)	01.09.2023
Supported Bus 191 (eves)	01.09.2023
Supported Bus 191/193	01.09.2023
Supported Bus 600	01.09.2023
Supported Bus 638	01.09.2023
Supported Bus 652*	01.09.2023
Supported Bus 166 (eves)	01.09.2023
Supported Bus 783	01.09.2023
Supported Bus M1	01.09.2023
Supported Bus MM	01.09.2023
MY1 & MY2 Yellow Bus (see below)	01.09.2023
MY3 Yellow Bus (see below)	01.09.2023
MY4 - MY7 Yellow Bus (see below)	01.09.2023
MY8 - MY9 Yellow Bus (see below)	01.09.2023
601 School Service	01.09.2023

MY1	Lordswood - Holcombe Grammar School - Greenacre - Walderslade - Victory Academy
MY2	Gillingham - Twydall - Rainham Mark Grammar School.
MY3	Gillingham - Twydall - Rainham School for Girls/The Howard School
MY4	Wigmore - Rainham Mark Grammar School
MY5	Parkwood - Rainham Mark Grammar School
MY6	Wigmore - Chatham Grammar School for Girls
MY7	Hempstead - Hempstead Valley - Wigmore - Rainham Mark Grammar School - Twydall - Chatham Grammar School for Girls
MY8	Isle of Grain to Strood Academy
MY9	Isle of Grain to Holcombe Grammar School



## **CABINET**

**7 FEBRUARY 2023**

### **SOUTH THAMES GATEWAY BUILDING CONTROL PARTNERSHIP BUSINESS PLAN**

Portfolio Holder: Councillor Jane Chitty, Portfolio Holder for Planning, Economic Growth and Regulation and Member of Joint Committee

Report from: Richard Hicks, Director of Place and Deputy Chief Executive

Author: Janine Weaver, Director of South Thames Gateway Building Control Partnership

#### **Summary**

This report seeks agreement to the South Thames Gateway Building Control Partnership Business Plan for 2023-2026 and accompanying Delivery Plan for 2023-2026.

#### **1. Budget and policy framework**

- 1.1. The approval of the South Thames Gateway (STG) Building Control Partnership Business Plan is a matter for Cabinet; however, specific parts of the plan may need to be progressed in accordance with the Council's relevant policies and procedures. The STG Building Control Partnership involving Medway, Gravesham and Swale went live in 2007 and was expanded in 2018 with Canterbury City Council joining on the 1<sup>st</sup> April 2018. The Partnership's business plan outlines how the building control function for the four Partnership Councils will be delivered over the next three financial years.

#### **2. Background**

- 2.1. The South Thames Gateway Building Control Partnership (involving Medway, Canterbury, Gravesham, and Swale) went live in 2007 and the Partnership's business plan outlines how the building control function for the four Partnership Councils will be delivered over the next three financial years.
- 2.2. The Joint Committee's Constitution sets out the process for approval of the business plan each year and the timing required to ensure that each partner authority can incorporate associated budget requirements into the financial planning process for the subsequent year. The stages to this process are as follows:

- Before 1 October each year the Joint Committee is required to approve and send its draft Business Plan for the following year to each partner authority for comments.
  - Each Council has 35 days (from receipt) to provide comments to the secretary of the Joint Committee on the draft business plan. To streamline the process, the Cabinets in each partner authority have agreed to delegate authority to the relevant director, in consultation with the council's Chief Finance Officer and appointed member on the Joint Committee to deal with this element of the process.
  - The Joint Committee is then required to meet to consider any comments received and agree any revisions to the draft business plan.
  - By no later than 5 January the Joint Committee must send a revised draft to each partner authority for their final approval.
  - Each partner authority must advise the Secretary to the Joint Committee whether it approves or rejects the revised draft business plan by no later than 10 days before the Annual Meeting of the Joint Committee. (The Joint Committee will formally adopt the Business Plan at its Annual meeting).
- 2.3. There are also provisions in the Constitution of the Joint Committee stipulating the process and timescales for agreeing amendments to the Business Plan during each year.
- 2.4. Whilst much of the building control partnership operation is subject to competition from approved inspectors, the service retains statutory responsibilities regarding public protection eg, dangerous structures, demolitions, unauthorised works, and maintenance of public registers etc.

### 3. Executive Summary

- 3.1. The Business Plan outlines how the building control function will be delivered on behalf of the four Partnership Councils up until 2026 and indicates what the contributions will be between 2023-2026.
- 3.2. The partnership like other council services is experiencing resourcing pressures having lost three senior surveyors to the private sector and two to retirement over the last two years. Whilst it operates an excellent in-house training programme, it can take up to four years to train a surveyor and this heavily impacts existing staff who already have extensive workloads and mandatory training as part of the Building Safety Act 2022.
- 3.3. Developing our own surveyors helps to maintain resilience and future proof the partnership. The Business Plan continues to follow this training path to ensure surveyors can demonstrate the competencies to achieve the relevant licences, under the Building Safety Act, to carry-out their duties.

- 3.4. Under the Act the Building Safety Regulator will oversee the performance of the whole building control profession. All surveyors both public and private will have to be registered with them regardless of whether they work on higher-risk buildings or not. It is anticipated that once registered there will be an ongoing re-registration on a four-year cycle.
- 3.5. Demand for experienced and qualified surveyors is more competitive and surveyors are already leaving the public sector for the higher salaries attainable in the private sector which also comes without the challenges of the managing enforcement, dangerous structures and the immediacy of response customers are demanding on the increasing volume of communications.
- 3.6. In 2022/2023 a review of salary and grades was undertaken by the partnership with a view to addressing the inconsistencies with pay and assist in competing with the private sector. To remain competitive, it is vital that this is not a 'one and done' process. The partnership needs to introduce a competitive salary policy where a bi-annual review is undertaken to review posts and salaries within the industry. This can help mitigate some of the competitive repercussions and demonstrate to staff their value and benefit of working for the partnership.
- 3.7. The partnership needs to adopt a more proactive recruitment and training strategy that is looking forward at potential shortages and developing trainees now to fill the vacant posts of the future. This would build in greater resilience and increase motivation.
- 3.8. Creation of a trainer role and utilising the knowledge and experience of retiring or retired surveyors to deliver the training to trainees would remove the pressure from operational surveyors. This would have the benefit of existing surveyors able to focus on the service delivery, speed up the training programme for trainees and increase motivation for the team.

#### 4. Risk management

- 4.1. Should chargeable applications and therefore income fall below expectations and outside of any mitigating proposals put forward to enable a zero-based budget there may be further calls on the contributions from each of the partner authorities. However, this would be only applied for as a last resort.
- 4.2. Service risks are set out in Part 3 of the Service Delivery Plan 2023-2026.

#### 5. Financial implications

- 5.1. The Memorandum of Agreement, which underpins the Partnership, states "each Council shall notify the Partnership no later than 28 February in each year the amount the Council has allocated to the Partnership from its revenue budget". For Medway the sum of £135,064 has been provided for in the 2023-2024 draft budget, which demonstrates exceptional value for money as in

comparison to the costs of one building control surveyor, including on-cost, is £73,000.

- 5.2. The table below shows the number of surveyors each partner authority's contribution pays for.

	Number of Surveyors (FTEs)		
	2023/2024	2024/2025	2025/2026
Canterbury	1.04	1.05	1.08
Gravesham	0.68	0.69	0.70
Medway	1.85	1.88	1.92
Swale	0.95	0.96	0.98

The partnership has 17 FTE surveyor posts and requires 5 surveyors for the Medway area.

## 6. Legal implications

- 6.1. Building Control function is a statutory duty under the Building Act 1984 and therefore must be provided by each authority – whether as a partnership arrangement or a standalone service.

## 7. Recommendation

- 7.1. That the proposed Business Plan for 2023-2026 and Delivery Plan for the South Thames Gateway Building Control Partnership, as set out in the Exempt Appendix, be approved by the Cabinet and the proposed contribution of £135,064 for 2023-2024 be noted.

## 8. Suggested reasons for decision

- 8.1. The constitution of the Joint Committee requires approval of the Business Plan for the following year by the Cabinet of each Partner Authority.

## Lead officer contact

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## Appendices

Exempt Appendix - South Thames Gateway Building Control Partnership Business Plan 2023-2026 and Service Delivery Plan 2023-2026

## Background papers

None



## **CABINET**

**7 FEBRUARY 2023**

### **EXCLUSION OF THE PRESS AND PUBLIC**

Portfolio Holder: Councillor Alan Jarrett, Leader of the Council

Report from: Bhupinder Gill, Assistant Director -  
Legal and Governance

Author: Jon Pitt, Democratic Services Officer

#### **Summary**

This report summarises the content of exempt appendices, which, in the opinion of the proper officer, will contain exempt information within one of the categories in Schedule 12A of the Local Government Act 1972. It is a matter for the Cabinet to determine whether the press and public should be excluded from the meeting during consideration of these documents.

#### **1. Recommendation**

- 1.1 The Cabinet is required to decide whether to exclude the press and public during consideration of the following documents because consideration of these matters in public would disclose information falling within one of the descriptions of exempt information contained in Schedule 12A to the Local Government Act 1972, as specified below, and, in all the circumstances of the case, the public interest in maintaining the exemption, outweighs the public interest in disclosing the information.

<b>Report Title</b>	Adult Social Care - Fair Cost of Care
<b>Agenda Item</b>	12
<b>Summary</b>	This Exempt Appendix sets out the draft care Market Sustainability Plan.
<b>Category of exempt information (Schedule 12A of the Local Government Act 1972)</b>	Not for publication under paragraph 3 of Schedule 12A of the Local Government Act 1972 – Information relating to financial or business affairs of any particular person (including the authority holding that information).

<b>Report Title</b>	South Thames Gateway Building Control Partnership Business Plan
<b>Agenda Item</b>	22
<b>Summary</b>	The Exempt Appendix set out the South Thames Gateway Building Control Partnership Business Plan for 2023-2026 and accompanying Delivery Plan for 2023-2026.
<b>Category of exempt information (Schedule 12A of the Local Government Act 1972)</b>	Not for publication under paragraph 3 of Schedule 12A of the Local Government Act 1972 – Information relating to financial or business affairs of any particular person (including the authority holding that information).

- 1.2 Members are advised that the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 requires 28 clear days' notice of a Cabinet meeting to be held in private.
- 1.3 Notices of intention to conduct business in private were originally issued on 17 October 2022 (agenda item no. 22) issued on 30 January 2023 (agenda item no.12). No representations have been received.
- 1.4 This report confirms the previous notice of intention to conduct this business in private.

### Lead Officer Contact

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### Appendices

None

### Background Papers

[Forward Plan - Cabinet 15 November 2022](#)  
[Forward Plan – Cabinet 7 February 2023 – Update No.1](#)

NOT FOR PUBLICATION

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

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