

Capital Project Business Case Kent Sustainable Interventions Programme

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1. PROJECT OVERVIEW

- 1.1. **Project name:**
Kent Sustainable Interventions Programme
- 1.2. **Project type:**
Integrated Package
- 1.3. **Federated Board Area:**
Kent & Medway
- 1.4. **Lead County Council / Unitary Authority:**
Kent County Council
- 1.5. **Development location:**
The Kent Sustainable Interventions Package is a countywide programme of works. The schemes contained in this submission relate specifically to Maidstone town centre (multiple locations)

- 1.6. **Project Summary:**
The Kent Sustainable Interventions Programme (KSIP) has been developed to encompass the delivery of a package of smaller schemes which are focussed on encouraging walking and cycling. These schemes are designed to complement larger scale interventions (usually LGF schemes); maximising the potential benefits from the increase use of public transport, improved sustainable access, and decongestion benefits.

The 2019/20 and 2020/21 KSIP funding bid comprises two schemes that will complement the existing West Kent LSTF project which is currently delivering the upgrade of Maidstone East Station:

- Maidstone East Rail Station Redevelopment – Scheme Expansion; and
- Week Street Raised Table.

- 1.7. **Delivery partners:**

Partner	Nature of involvement (financial, operational etc.)
<i>Lead Applicant – KCC</i>	<i>Programme Management,</i>
<i>Maidstone Borough Council</i>	<i>Financial contribution</i>
<i>Amey</i>	<i>Delivery Partner</i>
<i>South Eastern/Network Rail</i>	<i>Delivery Partner</i>

- 1.8. **Promoting Body:**
Kent County Council
Project Sponsor: Jamie Watson – jamie.watson@kent.gov.uk
- 1.9. **Senior Responsible Owner (SRO):**
Barbara Cooper - KCC

1.10. Total project value and funding sources:

Funding source	Amount (£)	Flexibility of funding scale or profile	Constraints, dependencies or risks and mitigation
LGF	£950,000		
Network Rail	£300,000	Fixed amount available from NSIP, must be spent by 2020	
Southeastern	£68,000	Bid for Cycle-Rail funding not yet secure	Will need to be spent in line with funding source restrictions, not yet known, however will deliver the cycle hub which could be delivered before or after the rest of the scheme to meet requirements of the funding.
MBC	£80,000	Fixed amount available, no restrictions on spend profile	S106 funding, already signed off and meets the S106 requirements
Total project value	£1,398,000		

1.11. SELEP funding request, including type (LGF, GPF etc.):

£950,000 LGF sought.

This Maidstone East expansion element will comply with State Aid because whilst state funding will be provided to Southeastern as the delivery partner, it will not give an advantage to Southeastern over other competitors, it will not distort competition and it will not affect trade between member states.

It should also be noted that the provision by public authorities of 'general' infrastructure, such as the building of roads that are open to the public and which are not to be commercially exploited, has been held by the EU Commission not to constitute State Aid.

In this regard the Week Street raised table is provided for general use as opposed to a dedicated purpose, benefiting no specific user and not favouring one undertaking in competition with other undertakings, consequently there is no selectivity and the project will not constitute State Aid.

1.12. Exemptions:

N/A

1.13. Key dates:

As the Kent Sustainable Interventions Programme is approved on an annual basis, the funding for the next two years (2019/20 and 2020/21) will start to be spent from April 2019 onwards in conjunction with the GRIP 4-8 design and build tender and contract let.

The construction start date is scheduled for July 2020 following completion of the existing Maidstone East station scheme. Scheme completion: November 2020.

1.14. Project development stage:

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Option Selection	Design options explored and preferred option selected	GRIP 1-3 complete Outline design for preferred option	Complete
Project development stages to be completed			
Task	Description	Timescale	
Full business case	The submission for the remaining two years of allocation	Submitted 16 th November 2018	
SELEP Accountability Board funding decision	Following the Gate 1 and 2 review with the ITE	15 th February 2019	
Procurement	A design and build contract for the expansion works will be let by Southeastern as the delivery partner	June 2019	
Implementation	Construction of Maidstone East Expansion to follow on from existing Maidstone East station scheme due to complete in June 2020, construction of raised table to complete by Feb 2021	July 2020 – Feb 2021	

1.15. Proposed completion of outputs:

The outputs for the two elements and their proposed completion dates are:

- a canopy and improved lighting on the access road to the coast bound platform to promote walking as well as use of the taxis – September 2020
- EV charging infrastructure to be installed to serve the taxi ranks – September 2020
- improved walking route to the London bound platform incorporating a minimum of 7 drop off bays, 5 DDA parking spaces with level access (current spaces are located on uneven ground which poses issues for those with reduced mobility) – November 2020
- removal of the mobile buildings and improved walking route to the footpath connecting the station to Maidstone Barracks and western Maidstone in order to further encourage walking and cycling to the station – November 2020
- a cycle hub on the London bound platform with secure cycle parking with fob access for at least 20 cycles – dependent on Southeastern bid for Cycle-Rail funding but expected completion by November 2020
- new cycle signage adjacent to the Maidstone East Station - November 2020
- a raised table connecting Maidstone East Station with Week Street - Feb 2021

The outputs for the original Maidstone East Station Redevelopment Scheme (included in the West Kent LSTF package - <https://www.southeastlep.com/project/west-kent-local-sustainable-transport-fund-lstf/>) are:

- Demolition of the Old Vic Pub to the front of the station – June 2019
- Construction of an extension to the front of the station and redesign of the internal floorplan of the ticket office/booking hall area within the existing building to improve the space and allow for growth in passenger numbers - June 2020



- Step free access to the ticket office from the forecourt/public realm area – June 2020
- Installation of a lowered ticket office window, seating, accessible ticket vending machine and an accessible toilet – June 2020
- Create a public realm area at the front of the station to provide improved access to the station from the high street area and county council offices opposite along with some soft landscaping and improved sight lines – June 2020
- Proposed additional customer information screens will be provided at the station to improve the availability of information for passengers – June 2020

2. STRATEGIC CASE

2.1. Scope / Scheme Description:

The Kent Sustainable Interventions Programme (KSIP) has been developed to encompass the delivery of a package of smaller schemes which are focussed on encouraging walking and cycling. These schemes are designed to complement larger scale interventions (usually LGF schemes); maximising the potential benefits from the increase use of public transport, improved sustainable access, and decongestion benefits.

The KSIP schemes are identified on an annual basis and vary from year to year. Many are 'sustainable transport' schemes, including walking, cycling and public transport initiatives. However, small scale public realm or minor highway schemes may also be bought forward under this programme. The annual programme is based on a £0.5m pa funding bid, adding up to a total £3.0m over the six financial years to March 2021.

It has previously been decided to submit the schemes on a year by year basis, with the first four years of the six year programme having already been approved. However, it has been decided to submit the final two years submission together. Therefore, this report considers the fifth and sixth years (2019/20 and 2020/21) of the programme.

The 2019/20 and 2020/21 scheme funding bid comprises:

- Maidstone East Rail Station Redevelopment – Scheme Expansion; and
- Week Street Raised Table.

Maidstone East Rail Station Redevelopment – Scheme Expansion

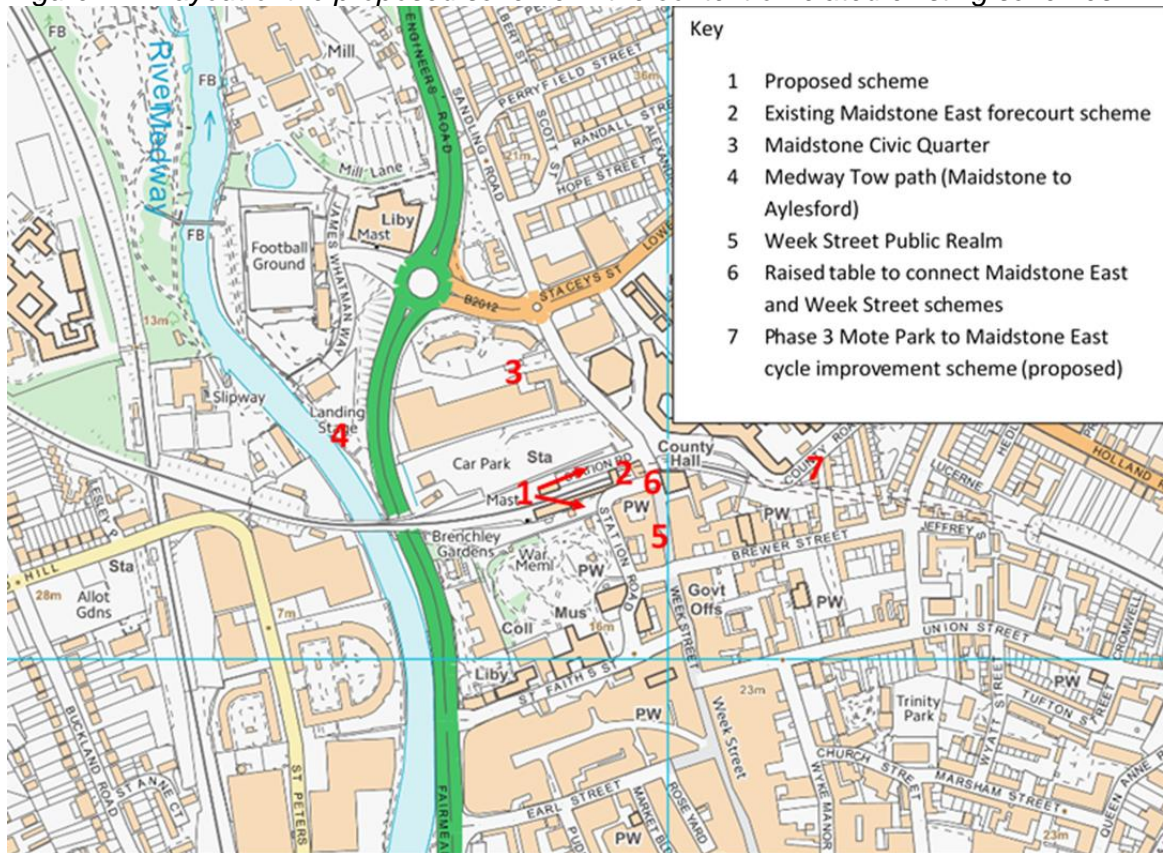
Maidstone East rail station lies within both an area designated for regeneration and urban Maidstone's Air Quality Management Area (AQMA). As part of the regeneration plans for the area the current Station Redevelopment Scheme will include a new frontage, landscaped entrance and ticket and improved passenger facilities. The Proposed Expansion Scheme will capitalise on the current redevelopment by delivering sustainable travel infrastructure to improve upon the existing infrastructure and create increased opportunities for walking, cycling and the use of public transport for onward journeys through Maidstone and wider Kent.

The scheme comprises:

- A canopy and improved lighting on the access road to the coast bound platform to promote walking as well as use of the taxis;
- EV charging infrastructure to be installed to serve the taxi ranks;
- Improved walking route to the London bound platform incorporating a minimum of 7 drop off bays, 5 DDA parking spaces with level access (current spaces are located on uneven ground which poses issues for those with reduced mobility);
- Removal of the mobile buildings and improved walking route to the footpath connecting the station to Maidstone Barracks and western Maidstone in order to further encourage walking and cycling to the station; and
- A cycle hub on the London bound platform with secure cycle parking with fob access for at least 20 cycles.

The proposed scheme, alongside the existing schemes with which it links, is depicted in Figure 2.1.

Figure 2.1: Layout of the proposed scheme in the context of related existing schemes



By ensuring the measures employed through the scheme are supported by ‘Step Ahead of the Rest’ (KCC’s successful Sustainable Travel Access Fund bid) and are integrated with other capital schemes in the area (including Week Street Public Realm and the current Maidstone East redevelopment scheme) and the existing transport network, they will facilitate seamless travel by sustainable modes. The resulting reduction in congestion and improved air quality will serve to impact positively on the health and quality of life of Maidstone residents, in addition to increasing the area’s accessibility.

Week Street Raised Table, Maidstone

The Week Street Raised Table is proposed in front of Maidstone East rail station. This scheme would slow vehicle speeds and emphasise pedestrian connections with Week Street and the station and County Hall. This scheme would therefore connect the redevelopment of Maidstone East Station and forecourt (funded by the Local Growth Fund and the National Station Improvement Programme) with the Week Street Public Realm improvements currently being undertaken.

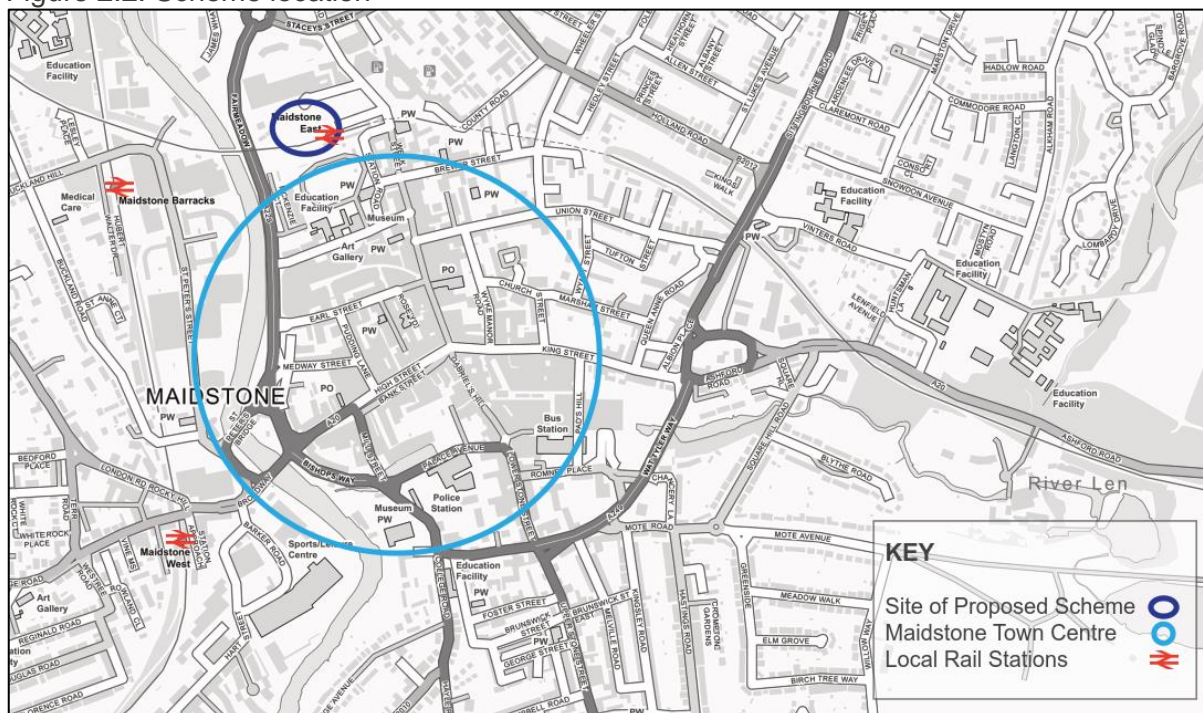
As part of this scheme, it is proposed to review and amend the existing Traffic Regulation Order (TRO) along Week Street. It is currently confusing as to whether cyclists are permitted to cycle down Week Street or not. The TRO suggests cycling is prohibited, but cycle signage at the junction of Week Street and Station Road directs cyclists down Week Street. Ideally, cyclists would be permitted to use Week Street which would significantly increase permeability for them to get across the town centre and avoid busy roads, but the end recommendation would come out of the review. Signage can be significantly improved to make it clearer to cyclists where they are permitted and the best route to take.

2.2. Location description:

Maidstone is located in the north west of Kent and to the south of the M20. It is well served by the strategic highway network and equally by rail, with Maidstone East being the most centrally situated of the three rail stations serving the town and its surrounding settlements.

Figure 2.2 maps the site of the proposed schemes in relation to Maidstone town centre.

Figure 2.2: Scheme location



Maidstone East rail station, situated on the Maidstone line subsequent to its divergence from the Chatham main line, provides a key regular and direct service to London Victoria (with an approximate journey time of 1 hour 15 minutes). The site currently provides a large car park for station users (of approximately 520 spaces) and is connected to the suburbs of Maidstone and to the surrounding towns by bus services which travel to Kings Hill, Chatham and Gillingham amongst other destinations.

2.3. Policy context:

National Transport Priorities

National Planning Policy Framework (NPPF) 2018 – highlights the purpose of the planning system to contribute to sustainable development and that development should “give priority first to pedestrian and cycle movements” and “create places that are safe, secure and attractive – which minimise the scope for conflicts between pedestrians, cyclists and vehicles”. The two KSIP schemes within this business case are aimed at improving the environment for pedestrians and cyclists around Maidstone railway station which will further encourage rail passengers to travel to the station via sustainable means.

Chapter 8 of the NPPF is dedicated to “Promoting healthy and safe communities”. The aim to achieve healthy, inclusive and safe places is central to promote social interaction, provide safe and accessible communities and enable and support healthy lifestyles. The Maidstone East enhanced public realm and Week Street raised table will both ensure this aims are met.

Cutting Carbon, Creating Growth (Department for Transport, 2011) – aims to achieve a transport system that is an engine for economic growth, but one that is also greener and safer and improves quality of life in our communities.

Cycling and Walking Investment Strategy (Department for Transport, 2017) – strives to make walking and cycling a normal part of everyday life, and the natural choices for shorter journeys such as going to school, college or work and travelling to public transport interchanges.

UK Air Quality Plan for Tackling Nitrogen Dioxide (Department for Environment Food & Rural Affairs and Department for Transport, 2017) – describes poor air quality to be “the largest environmental risk to public health in the UK” and advocates the transition to “cleaner transport”, i.e. ultra-low emission vehicles (ULEVs), public transport, cycling and walking.

Regional Transport Priorities

South East LEP: Growth Deal and Strategic Economic Plan 2014 – emphasises the importance of ‘investment in our transport growth corridors/ areas.’ This is alongside the four other themes of ‘building on our economic strengths’, ‘boosting productivity’, ‘improving skills’ and ‘building more houses and re-building confidence’. Clearly in each of these four themes, transport and connectivity have an additional role to play.

Published in March 2014, the SELEP Strategic Economic Plan (SEP) sets out the investment strategy for the area. This document includes the SELEP bid for Local Growth Fund, the primary source of funding for this project.

A component element of this is the Kent and Medway Growth Deal which sets out plans for the public and private sectors intent to invest over £80 million each year for the next six years to unlock potential through:

- Substantially increasing the delivery of housing and commercial developments;
- Delivering transport and broadband infrastructure to unlock growth;
- Backing business expansion through better access to finance and support; and
- Delivering the skills that the local economy needs.

Local Transport Priorities

Local Transport Plan 4 (LTP 4): *Delivering Growth without Gridlock 2016-2031* – particularly identifies Maidstone East rail station as a local priority for Maidstone, alongside walking and cycling improvements to access education and employment. The improvements to Maidstone rail station will increase passenger numbers and in connection to the Week Street raised table and public realm improvements, these will further encourage safe and sustainable access within Maidstone town centre.

LTP 4 refers specifically to the KSIP Programme as an integral part of the countywide plan which seeks ‘...to encourage users to switch to walking, cycling and public transport through the provision of facilities such as crossings, footway improvements, bus priority and cycle lanes.’

The Kent Environment Strategy (KES) – In Kent and Medway a total of 17,400 tonnes of nitrogen oxides (NOX) was emitted in 2015 (the last year for which data is available), 54% of which was from road transport. This represents 3.05% of the total UK road NOX emissions, for a county with 2.77% of the UK population.

The KES highlights the importance of increasing active travel to reduce congestion and improve air quality. Active travel is Priority 7 in the second theme, to “ensure sustainable access and connectivity for businesses and communities”. KES already commits the County to reducing greenhouse gas emissions by 34% by 2020, and 60% by 2030 from a 2005 baseline.

Expanding the Maidstone East station scheme will allow the number of rail passengers using the station to grow, and, enhanced by the proposed Week Street raised table, also make it more attractive to walk or cycle to the station.

Kent County Council’s Active Travel Strategy – aims to make active travel an attractive and realistic choice for short journeys in Kent. The Strategy outlines the benefits of active travel, the barriers and outlines actions and targets by 2021. In order to deliver the actions, it outlines its approach, to:

- Integrate active travel into planning;
- Provide and maintain appropriate routes for active travel; and
- Support active travel in the community.

Analysis undertaken for The Kent and Medway Growth and Infrastructure Framework (2015) forecasts that 17% of all new commuting trips across Kent will be destined for London, a large proportion of which will be by rail. Therefore, the importance of connectivity to support sustainable growth across Kent cannot be overstated. Expanding the current Maidstone East scheme to incorporate better walking and cycling access to the London bound platform, as well as the coast bound platform for return journeys, is therefore of great importance to cater for the potential growth in passenger numbers, and indeed to encourage further journeys to be made by rail.

In addition, Maidstone Borough Council have recently published their Low Emission Strategy, which includes an action to encourage the use of Low and Ultra Low Emissions Vehicles as taxis, which will be supported by providing charging infrastructure at the station.

The KSIP schemes align directly with national, regional and local policies on a number of key topics. The Week Street raised table will emphasise pedestrian connections between the town centre and the rail station encouraging sustainable transport to and from the station. In addition, their location within the urban Maidstone AQMA and their premise to reduce vehicle speeds and enhance the uptake of sustainable transport presents real potential to reduce the exacerbation of air quality issues caused by road transport.

2.4. Need for intervention:

The key rationale for the overall Sustainable Interventions to Support Growth programme is its role in supporting the planned growth in housing and employment, helping ensure that this takes place in a sustainable manner. This is within the following context:

- Housing and employment growth (and resultant activities such as education and shopping) will generate additional trips to the area;
- Investment in the highway network is designed to cater for these additional trips, enabling the developments to take place;
- The benefits of these investments can be ‘locked in’ if a proportion of the trips can be undertaken by sustainable modes, including public transport, walking and cycling;
- This ‘locking in’ will ensure that growth can continue as planned and not become unsustainable through rising congestion;

- It is crucial that growth occurs in an inclusive way, enabling those without cars to access jobs and services. Good quality public transport and cycle/ walking links are key to this, as can other sustainable transport

The urban area of Maidstone currently suffers from severe traffic congestion with excessive delay on many of the major radial routes into the town during peak periods. The highway network of Maidstone is dominated by the radial routes and the potential to move between these main corridors is limited. Consequently there are a number of key locations where traffic converges which have been identified as congestion 'hotspots'.

Throughout the urban area of Maidstone the highway network is operating close to capacity during the peak periods. The existing heavy delays are prone to rapid escalation in response to problems that arise at recognised congestion hotspots and from any interruption to traffic flow, however small. This situation is exacerbated by any incidents on the M20 locally and on the M20 corridor generally, the impact of which rapidly spills over into and across the whole town. Delays and congestion through the town result in traffic searching out alternative routes, often on inappropriate roads. These congestion issues are anticipated to be exacerbated as planned growth within the adopted Local Plan for the borough is delivered.

Maidstone East station currently accommodates first and last mile journeys by private car more than any other mode. The provision of improved sustainable travel infrastructure at the station, as proposed by the expansion of the Maidstone East station scheme, will serve to spark a modal shift from the private car to walking and cycling – in terms of access to and from the station and platforms. It will directly fulfil a sustainable transport priority listed in Kent's Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031), to promote the use of alternative modes of transport to the private car, and the modal shift will serve to contribute towards further national, regional and local policy objectives to improve air quality.

The proposed expansion scheme is also anticipated to facilitate the regeneration of the area surrounding Maidstone East rail station, unlocking housing growth to the west, and to stimulate the electric vehicle market in Maidstone, providing an opportunity for the roll out of ULEVs as taxis.

2.5. Sources of funding:

It should be noted that the Maidstone East expansion scheme has also been put forward as an LGF3B bid. However, due to the limited funding potentially available it was felt that the scheme objectives would fit well within the Kent Sustainable Interventions Package, particularly given the link with the existing Maidstone East scheme and upgrade to Week Street (including the raised table). Contributions to fund the proposed expansion scheme have been secured from Network Rail and Maidstone Borough Council, with further funds to be confirmed from Southeastern in March 2019, however, there is a funding gap, of which £641,000 is being sought from the Kent Sustainable Interventions Package.

There is no further funding available from NSIP (via Network Rail) or other sources to deliver this project. However, its completion is expected to unlock further private investment in the location, including housing and employment developments, in particular on the Royal Mail site recently procured by KCC and MBC for this purpose.

2.6. Impact of non-intervention (do nothing):

In the 'do nothing' scenario, benefits will be limited to those expected to be achieved by the current Maidstone East scheme. These benefits will include a visually improved façade and entrance to the station and improved passenger experience from arrival only at Maidstone East rail station. However, little or no progress can be expected towards sustainable travel and air

quality goals. Directly, the sustainable transport priority listed in Kent’s Local Transport Plan 4 will remain unfulfilled.

Furthermore, the development of land adjacent to the station will remain undeveloped and the roll out of ULEVs as taxis will be stilted.

2.7. Objectives of intervention:

Project Objectives

- Objective 1: Encourage modal shift away from private car use to sustainable travel modes through improvements to cycling and walking infrastructure/ facilities
- Objective 2: Improve the health and well-being of residents
- Objective 3: Improve road safety
- Objective 4: Improve access to education and other facilities
- Objective 5: Enhance the local environment
- Objective 6: To deliver wider social and economic benefits (e.g. accessibility and social inclusion) for the community
- Objective 7: To improve the general transport infrastructure, including arrangements for parking and signing for other road users

Problems or opportunities the project is seeking to address

- Problem / Opportunity 1: Reduce congestion
- Problem / Opportunity 2: Improve connectivity to services, including train stations, town centres and tourist attractions
- Problem / Opportunity 3: Provide signing and improve quality of cycle paths where required
- Problem / Opportunity 4: Promote active transport
- Problem / Opportunity 5: Provide opportunities to link with long distance cycle routes for leisure users
- Problem / Opportunity 6: Reduce conflicts and potential for accidents
- Problem / Opportunity 7: Provide direct and desirable links between facilities
- Problem / Opportunity 8: Improve air quality by encouraging local residents out of their cars
- Problem / Opportunity 9: Complement and enhance the wider scheme

Table 1: Scheme objective scoring against problems/ opportunities

	Problems / opportunities identified in Need for Intervention section								
	Problem / Opportunity								
	1	2	3	4	5	6	7	8	9
Objective 1	✓✓	✓✓	✓✓	✓✓✓	✓✓	✓✓	✓✓✓	✓✓	✓✓✓
Objective 2	✓✓	✓✓	✓✓	✓✓✓	✓✓	✓	✓✓	✓✓	✓
Objective 3	✓✓	0	✓✓	✓✓	0	✓✓✓	✓	✓	✓✓✓
Objective 4	✓	✓✓✓	✓	0	0	✓	✓✓✓	0	✓✓
Objective 5	✓✓✓	✓✓	✓	✓✓	✓	✓✓✓	✓✓✓	✓✓✓	✓✓
Objective 6	✓	✓✓✓	✓	✓✓	✓	✓	✓✓✓	0	✓✓✓
Objective 7	✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓

2.8. Constraints:

The cycling offer of the scheme, largely comprised by the proposed secure parking facility, is constrained by the outcome of Southeastern’s bid for funding, expected to be confirmed in October 2018.

2.9. Scheme dependencies:

The KSIP comprises of interlinked schemes and as such the full benefits realisation is dependant of the timely implementation of all the schemes in the package.

The expansion scheme will follow the delivery of the Maidstone East Station redevelopment currently being progressed. This scheme is due to be completed in October 2019, but if this is delayed it could affect the delivery of the expansion scheme.

The proposed scheme also relies on Southeastern acting as the delivery partner, and their franchise terminates in 2018. It is anticipated that this would not affect delivery as Network Rail are on board with the scheme and could therefore influence the new franchise to take up this project (if Southeastern are unsuccessful).

2.10. Expected benefits:

The KSIP schemes are expected to benefit station users, Maidstone's residents, the local environment and local economy in the following ways:

- Access to and from the station by all modes will be much improved and will capitalise upon the outcomes of the current Maidstone East scheme, to achieve a greater amount of first and last mile journeys on foot and by bike. In turn this will improve health and wellbeing for those passengers; reduce congestion on the local highway network; and improve air quality around Maidstone East Station.
- With the station's increased accessibility and increased catchment area will come increased access to jobs, education and health by rail.
- The opportunity for development, in the form of housing growth, will be unlocked to the west of the station.
- Stimulating the ULEV market in Maidstone and providing an opportunity for the roll out of ULEVs as taxis.
- Reduce conflict between vehicles and pedestrians/cyclists at the junction of Week Street/ Station Road enhancing the benefit of both the Maidstone East rail station redevelopment and improved public realm work on Week Street.

2.11. Key risks:

The key risks to project delivery, and the realisation of the expected scheme benefits, are as follows:

- Objections to the removal of Mobile buildings;
- Insufficient electricity supply on site to incorporate EV charging for taxis;
- Current Maidstone East station scheme is delayed;
- Southeastern do not win the new franchise;
- Southeastern are unsuccessful in their cycle hub bid; and
- The Week Street scheme is delayed;

KCC have liaised with Network Rail who have confirmed that the leases for the mobile buildings are subject to a 6 month notice period. This would leave adequate time to serve notice and resolve any objections prior to scheme construction. Work is also being undertaken currently to identify alternative location for the tenant to assist with the negotiations – it is possible that there may be office space available at the Old Post Office recently purchased by KCC & MBC. Since the MP is widely supportive of the regeneration in the area, and given the work being done on offering an alternative location it is hoped that the risk of objections is being mitigated.

3. ECONOMIC CASE

3.1. Options assessment:

A detailed options assessment for the Maidstone East Station redevelopment, to which the proposed KSIP component schemes closely relate, was undertaken through Network Rail's GRIP Stage 3 by consultants WSS in June 2016. A copy of the report and associated design drawings is included as **Appendix A**.

Due to the scale and low value nature of the KSIP programme, it was considered disproportionate to undertake a full options appraisal of component schemes year on year. Therefore below is an assessment of the realistic options available at this stage: Do Nothing or Do Something.

Option 1: Do Nothing

Description

This option will leave the existing poor quality facilities in place.

Advantages

There will be no expenditure of the facilities

Disadvantages

There will be no improvement to facilities;
As a result there will be no improvement to non-motorised transport access in all locations, road safety or encouragement for the local communities to take up more walking and cycling.

Conclusion

The 'Do Nothing' option is rejected.

Option 2: Upgrade of facilities/ provision of new infrastructure

Description

This option will upgrade/ provide the infrastructure as outlined in Section 2 of this document.

Advantages

The proposed improvements will be achieved;
Mode choice will be improved by providing high quality walk and cycle links and infrastructure between the rail station and town centre;
Road safety will be improved;
The local environment will be improved.

Disadvantages

Expenditure would be approximately £0.95m (as part of a total Kent Sustainable Interventions Programme of £3.0m)

Conclusion

Option 2 is the preferred option in terms of delivery of overall goals, management of risks and long-term maintainability of the scheme. Maidstone East station is located within Maidstone Town Centre's Air Quality Management Area. Therefore, during the options assessment the 'Do Nothing' approach was ruled out due to the high importance placed on reducing carbon emissions in Maidstone.

3.2. Preferred option:

The KSIP 'Preferred Option' comprises of the Maidstone East Extension and the Week Street Raised Table. The key elements of these schemes are as follows:

- A canopy and improved lighting on the access road to the coast bound platform to promote walking as well as use of the taxis;
- EV charging infrastructure to be installed to serve the taxi ranks;
- Improved walking route to the London bound platform incorporating a minimum of 7 drop off bays, 5 DDA parking spaces with level access (current spaces are located on uneven ground which poses issues for those with reduced mobility);
- Removal of the mobile buildings and improved walking route to the footpath connecting the station to Maidstone Barracks and western Maidstone in order to further encourage walking and cycling to the station;
- A cycle hub on the London bound platform with secure cycle parking with fob access for at least 20 cycles;
- A raised table on the northern extent of Week Street at its junction with Station Road to create a 'gateway' into the town; and
- Improve the cycle route signage on the junction of Week Street and Station Road to clearly inform cyclists of the route through town.

The implementation of the KSIP schemes will allow for:

- Increased access to jobs, education and health by public transport, therefore reducing road congestion
- Improved air quality around Maidstone East Station
- Stimulate the EV market in Maidstone, and provide an opportunity for the roll out of ULEVs for taxis
- Increase in rail passengers walking or cycling to Maidstone East Station, therefore leading to improved health for those passengers
- Housing growth unlocked to the west of the station
- Reduce conflict between vehicles and pedestrians/ cyclists at the Week Street/ Station Road junction between the Maidstone East rail station redevelopment and the Week Street public realm scheme.

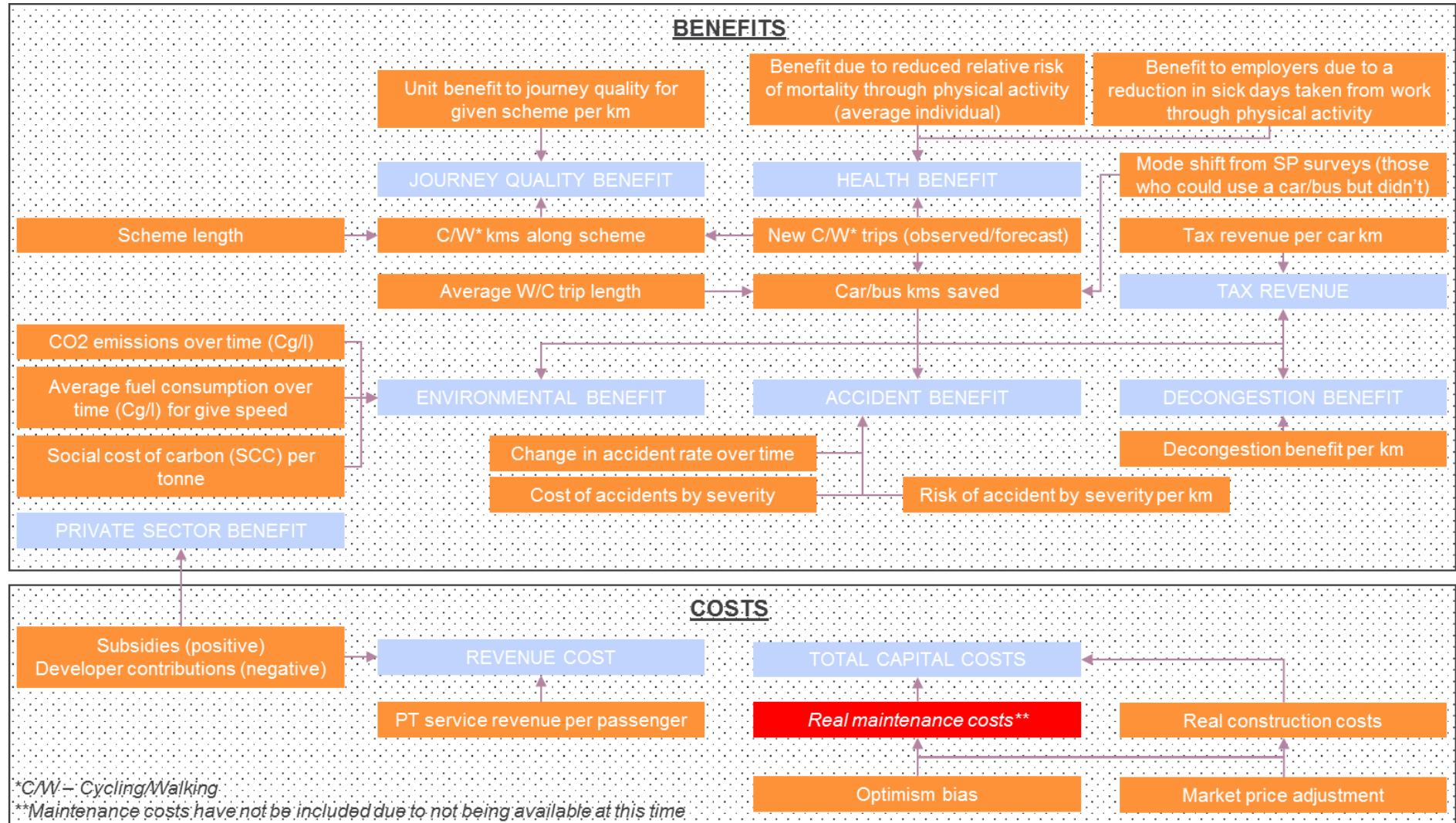
3.3. Assessment approach:

Due to the value of the proposed scheme a quantitative is not required, however, an appraisal of the Maidstone East station extension component scheme has been undertaken. The other component schemes have been appraised qualitatively.

For the Maidstone East extension component scheme the assessment was carried out in reference to TAG Unit A5.1, Active Mode Appraisal. The DfT Active Mode Appraisal Toolkit spreadsheet model has been used to undertake the assessment along with cost calculations carried out separate from this toolkit. *Figure Error! No text of specified style in document.-3* below shows the basic processes used to collect together the various cost and benefit elements

for the appraisal of an active modes scheme. This method was used to generate the outcomes presented.

Figure Error! No text of specified style in document.-3: Economic assessment approach



3.4. Economic appraisal inputs:

Table **Error! No text of specified style in document.**-2 inserted below shows the key inputs and sources of data that were used to undertake the appraisal of the proposed scheme. These are inputs that are different to the inputs defined in WebTAG A1.1 (in terms of demand, user benefits, non-user benefits, revenue and capital costs).

Table **Error! No text of specified style in document.**-2: Economic appraisal inputs

Appraisal Inputs	Details
WebTAG version	WebTAG Unit A5.1, May 2018 DfT Active Mode Appraisal Toolkit, May 2018 TAG Databook, June 2018 v1.10.1
Opening Year, Last Year of Funding and Appraisal Duration	Opening year – 2020 Last year of funding – 2021 Appraisal duration – 20 years
Price Base/GDP Deflator	As per TAG Databook, June 2018 v1.10.1
Real Growth (i.e. above CPI or below)	As per TAG Databook, June 2018 v1.10.1
Discounting	WebTAG requires discounting to be applied at a rate of 3.5% per year for 30 years and 3.0% thereafter
Health Input	The following references/sources have been used: <ul style="list-style-type: none"> • ONS sickness absence in the labour market, 2016 • Compendium of physical activities • Systematic review and meta-analysis of reduction in all-cause mortality from walking and cycling and shape of dose response relationship, 2014 • NTS 2012-14 • Global burden of disease study, 2015
Average length of journey	The following inputs have been used as per a previous assessment carried out which is based on station data: Cyclists = 4km Pedestrians = 2km
Average speed of journey	The following inputs have been used as per a previous assessment carried out which is based on station data: Cyclists = 20km/hr Pedestrians = 5km/hr

3.5. Economic appraisal assumptions and results:

To undertake the appraisal to understand the scheme's value for money, a number of assumptions were adopted. These assumptions, as detailed in Table **Error! No text of specified style in document.**-3 below, were inputted into the DfT Active Mode Appraisal Toolkit spreadsheet in order to undertake the active modes appraisal.

Table **Error! No text of specified style in document.**-3: Economic appraisal assumptions

Appraisal Assumptions	Details
Type of area scheme	Other urban
Average proportion of a trip using the scheme infrastructure	The scheme does not provide improvements to walking and cycling routes outside of the station grounds, therefore it was assumed that the average proportion of a trip using the scheme infrastructure would be 10% and 20% for cyclists and walkers respectively.

Appraisal Assumptions	Details
Decay rate	The proposed scheme has been classified as an infrastructure investment therefore assuming a reduction in annual demand over time would be inconsistent with appraisal for other transport models, where decay rates are not routinely applied. Therefore, the recommended default assumption as outlined in WebTAG Unit A5.1 for active modes in zero decay.
Proportion using the scheme to commute to work	As stated in the DfT Active Mode Appraisal Toolkit, standard WebTAG assumptions should only be altered if there is good evidence to do so, therefore the default value has been assumed.
Proportion otherwise using a car	As stated in the DfT Active Mode Appraisal Toolkit, standard WebTAG assumptions should only be altered if there is good evidence to do so, therefore the default value has been assumed.
Proportion otherwise using a taxi	As stated in the DfT Active Mode Appraisal Toolkit, standard WebTAG assumptions should only be altered if there is good evidence to do so, therefore the default value has been assumed.
Return trips proportion	As stated in the DfT Active Mode Appraisal Toolkit, standard WebTAG assumptions should only be altered if there is good evidence to do so, therefore the default value has been assumed.
Background growth rate in trips	As stated in the DfT Active Mode Appraisal Toolkit, standard WebTAG assumptions should only be altered if there is good evidence to do so, therefore the default value has been assumed.
Period over which growth rate applies	20 years (as per appraisal period).
Number of days scheme data is applicable	The scheme is not focused on a particular purpose or time period therefore it is assumed that the number of days is 365.
Ramp up of health benefits	It is assumed that health benefits will ramp up at 5 years after scheme opening year.
Occupancy rates	Taxi – 2.4 as per National Transport Survey 2002-16 Car – 1.6 as per TAG Databook, May 2018

Table **Error! No text of specified style in document.**-4 below shows the funding profile of the Maidstone East expansion scheme in both 2018 and 2010 prices. As per WebTAG Unit A1.2 and TAG Databook 2018 the following has been applied to the 2018 price to obtain the 2010 discounted market price cost profile:

- optimism bias (44%) to the LGF 3B amount only
- it has been assumed that construction cost inflation is already considered therefore only an adjustment for general inflation has been applied
- market price correction and discounting

Table **Error! No text of specified style in document.**-4: Scheme funding profile

Funding Profile (in £'000s)	2018 Price	2010 Price
LGF 3B	£641	£683
<i>Other sources of funding</i>		
Southeastern	£68	£52
Network Rail	£300	£228
MBC	£80	£59

Total	£1,089	£1,022
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Table *Error! No text of specified style in document.*-5 inserted below shows the benefits and costs of the proposed scheme. As seen in the table the proposed scheme generates a present value of benefits (PVB) of £2.6m and a present value of costs (PVC) of £0.7m. This generates a benefit cost ratio (BCR) of 3.8 which as per the DfT Value for Money Framework is categorised as high value for money. A BCR of 3.8 suggests that for each pound of Broad Transport Budget expenditure £3.8 of benefit to public value is expected to be generated.

It can be said that the scheme is forecast to be successful, with the main benefits resulting from physical activity (reduced risk of premature death and absenteeism) and journey ambience. The benefits accruing from decongestion are not as high due to the lower marginal external congestion costs used because of the less dense and congested nature of the area. Physical activity benefits do tend to dominate the benefits experienced due to the high success of active mode schemes which encourage new users to cycle and walk. The increase in demand (significant mode shift) will be in part due to the increased amenity that the route provides and its attractiveness to users, new and old.

Table *Error! No text of specified style in document.*-5: Analysis of monetised costs and benefits table

Analysis of Monetised Costs and Benefits (in £'000s)	
Congestion benefit	£30.09
Infrastructure	£0.28
Accident	£8.55
Local Air Quality	£0.04
Noise	£0.57
Greenhouse Gases	£1.53
Reduced risk of premature death	£990.02
Absenteeism	£916.58
Journey Ambience	£979.04
Indirect Taxation	-£5.99
Government costs	£683.22
Private and other contributions	£338.53
PVB	£2,581.90
PVC	£682.93
BCR	3.78

3.6. Environmental impacts:

Environmental Impact	Assessment	Qualitative Assessment
Noise	The proposed scheme is expected to result in minimal impact in terms of noise and vibration, therefore a quantitative assessment has not been carried out (TAG Unit A3 November 2014).	Neutral
Air Quality	The proposed scheme would be expected to contribute to reduced congestion in urban areas resulting in fewer vehicles idling at congestion and pollution 'hotspots'. However given the scope of the scheme it is inappropriate to perform detailed air quality testing (TAG Unit A3 November 2014).	Slight beneficial
Greenhouse Gases	The proposed schemes are expected to result in a positive impact in terms of a reduction in hydrocarbon, carbon monoxide and nitrous oxides by encouraging increased cycling trips and modal shift away from private car.	Slight beneficial
Landscape	Any change to landscape value is expected to be small and limited to the corridors and junctions covered in the scheme.	Neutral
Townscape	Any change to townscape is expected to be small and limited to the corridors and junctions covered in the scheme.	Neutral
Heritage	No change in historic environment is expected as a result of the schemes.	Neutral
Biodiversity	Ecological impacts are unlikely with the introduction of any of the component parts of the programme. Works could potentially impact on protected species and habitats where vegetation clearance is required or where works are within or close to a sensitive site.	Neutral
Water Environment	Any impact on the water environment is anticipated to be minimal.	Neutral

3.7. Social impacts:

Social Impact	Assessment	Qualitative Assessment
Accidents	All of the proposed schemes are likely to improve safety for users and reduce accident rates.	Largely beneficial
Physical Activity	The proposed schemes are expected to result in significantly positive impact in terms of physical activity; however, a quantitative assessment (TAG Unit A4.1 November 2014) has not been carried out, given the low cost of the scheme.	Largely beneficial
Security	Due to the low cost of the scheme and the sparing distribution of impacts, it is not deemed appropriate to undertake a full assessment (i.e. completing TAG worksheets).	Neutral
Severance	Some improvement in terms of severance is expected from the schemes. Due to the low cost it is not deemed appropriate to undertake a full assessment (i.e. completing TAG worksheets).	Slight beneficial
Journey Quality	Due to the low cost of the scheme and the diffused locations of the improvements, it is not deemed appropriate to undertake a full assessment (i.e. completing TAG worksheets).	Largely beneficial

Social Impact	Assessment	Qualitative Assessment
Option values and non-use values	The scheme being appraised does not include any measures that will substantially change the availability of transport services within the study area.	Neutral
Accessibility	Minor improvements in access to a number of services are expected. The schemes will deliver increased accessibility to retail, education and leisure.	Slight beneficial
Personal Affordability	There is not expected to be any impact on personal affordability with the scheme. Due to the low cost and small impact of the scheme it is not deemed appropriate to undertake a full assessment (i.e. completing TAG worksheets).	Neutral

3.8. Value for money

To provide an indication of the potential Value for Money (VfM) of the KSIP schemes reference is made to an economic appraisal undertaken on the Maidstone East Station redevelopment component scheme. The proposed scheme is forecast to be successful. When specifically considering value for money, the scheme generates a PVB of £2.6m and a PVC of £0.7m. This generates a BCR of 3.8 which, as per the DfT Value for Money Framework, is categorised as high value for money.

As part of the proposed scheme there is the introduction of new electric vehicle charging points at the station to encourage the use of electric vehicle and allow for the role of ULEV's (electric taxis). In the monetary results presented the impact of the shift to electric vehicles has not be included. The expected impact of the increase of electric vehicles would be a benefit regarding all environmental indicators and likely reduction in indirect taxation.

A qualitative appraisal of environmental and social impacts of the overall KSIP package which range from neutral to largely beneficial impacts.

Based on the above it is considered that the overall KSIP scheme will represent high VfM.

4. COMMERCIAL CASE

4.1. Procurement options:

KCC have identified two procurements options for the delivery of their LEP funded schemes. The alternative options are:

Full OJEU Tender

This option is required for schemes with an estimated value of over £4,322,012.

Delivery through existing Amey Highways Term Maintenance Contract (HTMC)

This option is strictly not procurement as the HTMC contract is an existing contract. The HTMC is based on a Schedule of Rates agreed at the inception of the contract. The price for each individual scheme is determined by identifying the quantities of each required item into a Bill of Quantities. Amey may price 'star' items if no rate already exists for the required item. If the scope of a specific scheme is different from the item coverage within the HTMC contract a new rate can be negotiated.

4.2. Preferred procurement and contracting strategy:

The preferred procurement route for the raised table scheme is through the existing Amey Highways Term Maintenance Contract (HTMC).

This option has been selected as the value of the scheme is less than the OJEU scheme value threshold. The Amey HTMC has already delivered the KSIP intervention schemes in previous years of the programme and provides similar interventions in the form of construction and maintenance on the Kent highways network.

The preferred procurement route for the Maidstone East expansion scheme is for Southeastern (as the delivery partner) to externally procure a design and build contract through an open tender route to encourage competition and drive value for money.

4.3. Procurement experience:

KCC has successfully used both procurement methods for Local Growth Funded Projects. In particular it has used Southeastern as the delivery partner on LSTF projects at stations which were delivered. Snodland Station forecourt scheme is an example of an LGF project delivered in this way, which was successfully delivered through a design and build contract let by Southeastern in 2015/16. This scheme was similar in scale (although slightly lower in value) and also required a S278 agreement for a small amount of the works which were on the highway. The scheme was also similar in that it had NSIP match funding as well as local contributions (S106).

Previous experience has shown that when delivering schemes which are on Railway land it is time and cost effective for the delivery partner (Southeastern) to lead on the procurement. There are specific requirements and obligations on contractors who will work on railway land and Southeastern are best placed to manage this during the procurement process and through to supervising the works and scheme delivery.

4.4. Competition issues:

The Southeastern franchise is currently up for renewal, with the DfT expecting to open up the competition in June 2020. It is unlikely however that this would affect the delivery of the proposed schemes because Network Rail are delivering the current Maidstone East Redevelopment scheme, and as such would take on the delivery of the expansion if Southeastern were unable to do so.

4.5. Human resources issues:

The proposed component schemes are intended to be delivered using a collaborative approach between KCC staff and their appointed consultants. KCC have identified appropriately trained and experienced staff that will be responsible for the delivery of the schemes. The identified staff fulfilling the Project Sponsor and Project Manager roles for the scheme has been ring-fenced to support the scheme throughout its duration and will have more junior staff available to support them.

KCC will also utilise dedicated Amey resource through the existing HTMC contract to undertake the construction of the raised table scheme and also to provide early contractor involvement (ECI), where appropriate, to the design process to ensure best value.

4.6. Risks and mitigation:

It is expected that many of the design risks will only be able to be resolved through rigorous design and review processes, once the design options are clear and the scope of land acquisition, planning requirements, environmental requirements and statutory services issues are fully identified, the primary risks will be related to construction. There is potential for transferring these risks through the construction procurement process. This will be explored further as the scheme progresses.

KCC will be having early contractor involvement with its term contractor Amey Highways for the raised table scheme which will be designed in house using existing KCC design resources. The early contractor involvement will help identify risks and allocate them appropriately.

KCC will also enter in to a legal agreement with Southeastern (the delivery partner for the Maidstone East expansion scheme) which will set out the risks to be managed by each of the parties. This will ensure that risks regarding delay to delivery and any overspend rest with Southeastern. They may be able to pass these on in part to the contractor via the procurement process.

4.7. Maximising social value:

KCC includes Social Value as a requirement in all procurement exercises, via a quality element in the tender where each of the Contractors can bring their own ideas and innovation to providing social value.

The 5 Key areas that are focused on are:

- Management and Control of Waste
- Use of local SME's and Third Sector Organisations
- Training opportunities for employees especially the through apprentices' schemes
- Employment of the Long Term unemployed
- Opportunities for improving the Local Environment

Example of Social Value provided on recent LGF funded schemes.

- Production and management of Site Waste Management Plans
- Maintaining a register of local SMEs employed through the contract and monitoring against set targets.
- Use of the Third Sector Organisation to provide the traffic signs for the project
- Employment of trainee supervisors and site engineers
- Summer time Work Experience for Graduate Engineers
- Enabling 6th Form Visits to the site to experience construction works and to undertake Health and Safety risk assessment
- Volunteering Days, clearing litter along a river bank adjacent to the works



- Donating wooden toys made by the company apprentices to local schools and hospitals
- Donating old guard railing to a local sports club.
- Undertaking repairs to the access track to a local charity
- Supporting the local (In Bloom) completion. With floral decoration provided on the site hoarding
- Engaging with schools in a producing a street art mural for the site hoardings depicting local historical events

KCC will work closely with Southeastern for the Maidstone East expansion scheme to ensure that a similar approach is taken during the procurement process, with this forming part of the scoring process.

5. FINANCIAL CASE

5.1. Total project value and funding sources:

The total project value for this submission is £1,398,000. Match funding for the project includes:

- National Stations Improvement Program (NSIP) via Network Rail of £300,000 which is secure and needs to be spent by March 2019.
- Section 106 funding via Maidstone Borough Council of £80,000. This is secure, and it has been agreed that the project meets the requirement of the S106 agreement. There are no time constraints for associated with this funding.
- Cycle-Rail funding via Southeastern of £68,000. A bid has been submitted for this funding which would deliver the cycle hub on the London bound platform. Therefore, this is not secure at this stage and the conditions associated to the spend are as yet unknown. However, this element of the scheme could be delivered separately if necessary either before or after the rest of the project.

5.2. SELEP funding request, including type (LGF, GPF, etc.):

The LGF capital required to fund the overall Kent Sustainable Interventions Programme is now £2,727,586 for the period 2015 to 2021. This was following the reallocation of £231,269 from the original £3m allocation to the Tonbridge High Street scheme and £33k to Folkestone Seafront transport scheme.

With £0.143m spent in 2015/15, £0.406m spent in 2016/17, £0.529m Spent in 2017/18, and an estimated £0.394m to be spent in 2018/19 against a SELEP profile of £0.593. This gives a potential total spend of £1.473 in the first four financial years. The anticipated spend for the remaining two years of the KSIP scheme will be £1.255m.

5.3. Costs by type:

Cost type	Expenditure Forecast, £000s				
	17/18	18/19	19/20	20/21	21/22
Design and prelims		300	80		
GRIP 5-8 - Works Area 5 – Platform 1 - DDA Parking and Stair Crossing Point including removal of mobile building				143	
GRIP 5-8 - Works Area 6 – Platform 1 - 20 Minute Bay and Access Improvements				232	
GRIP 5-8 - Works Area 7 - Platform 2/3 Canopy & lighting Works and EV charger			67		
Secure cycle hub		68			
Highway works for raised table				300	
Wayfinding / onward journey improvements			80		
Contingency			24	135	

Project management				50	
Risk					
Monitoring and Evaluation					20
Total funding requirement		368	251	860	20
Inflation (%)					

5.4. Quantitative risk assessment (QRA):

A 20% contingency has been applied in line with best practice for work of this nature.

5.5. Funding profile (capital and non-capital):

The funding profile allows for construction of this scheme to commence once the original station redevelopment scheme completes in June 2020. Whilst this introduces a dependency on another scheme completing to time, it would be possible to begin construction simultaneously if required. This does mean that the majority of the construction will need to take place in the 2020/21 financial year, however it may be possible to bring certain elements forwards if this were required to fit with the available funding profile.

As previously explained, the Cycle-Rail fund contribution is subject to a funding bid by Southeastern, however this element of the scheme could easily be delivered before or after the rest of the works. Therefore, this would not affect the rest of the scheme or the funding profile from other sources.

The scheme is primarily being constructed on station land, although some minor alterations will be required to the highway which will be completed via a Section 278 Agreement. The responsibility for future maintenance of the scheme will lie with Network Rail and the Train Operating Company (presently Southeastern). Therefore, there will be no future non-capital liabilities for KCC generated by this project.

Funding source	Expenditure Forecast					Total
	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	
LGF			171	860		1,031
NSIP		300				300
S106			80			80
Cycle-Rail fund		68				68
Total funding requirement		368	251	860		1,479

5.6. Funding commitment:

Signed assurance relating to expenditure and programme delivery is included as Appendix A.

The funding for the project is assured other than the Cycle-Rail element which is subject to a bidding process which Southeastern is leading on.

5.7. Risk and constraints:

The risks are shown in the risk management plan (Appendix B).

In summary, there are two risks with medium or high residual risk after mitigation. The first of these is that Southeastern do not win the new franchise, which would impact the project as they are the delivery partner. However, Network Rail are fully on board with the scheme and in the

case that Southeastern are not awarded the contract, Network Rail would work with the new franchisee on the delivery of the scheme.

The second is regarding the need to remove the mobile building which is currently located on the London bound side in the access to the car park. The building results in a very uninviting walking and cycling route to the station and therefore the outline design incorporates its removal. There is the possibility that this will generate complaints from the tenants, and they will also need to be given due notice and may be entitled to compensation. One tenant is MP Helen Grant who is fully supportive of the development required around Maidstone East Station as per the letter attached as Appendix F, which should reduce the risk of objections to relocating.

6. MANAGEMENT CASE

6.1. Governance:

KCC have set up a clear and robust structure to provide accountability and an effectual decision making progress for the management of the LEP funded schemes/ Each scheme will have a designated project manager who is appropriately trained and experienced member of KCC staff.

Figure 6.1 below provides an outline of the overall governance structure implemented to manage the delivery each scheme.

Figure 6.1: KCC Project Governance Structure

KCC LGF Meeting Governance Diagram								
Local Growth Fund	High level Agenda	Frequency	Attendees	Format	Scope	Agenda Items	Key Deliverables/Feedback	Templates
Sponsoring Group	Planning Design Post Construction Scheme Monitoring	Every two months - Can be called in emergency if required	Chair: TR MW/BC/SJ/KS/CH/TR/SN Supported by PB attendees as required	Face to face meeting	To discuss programme (i.e. high level progress/preview next steps and discuss and resolve issues.	LEP programme (high level) progress to date Programme Financial reporting Communication/Stakeholder Engagement Issues/Risk/Change Decisions	Minutes of Meeting Action List/Decision Log Output distributed to all attendees + Programme Board Attendees where appropriate	Agenda Minutes Decision list
Sponsoring Group Progress Report	Decisions Needed	Every two months	LB	Report	To record progress/outstanding actions/issues that require a decision made by the board		Action list ready for the Sponsoring Group	Progress Report
Programme Board Meeting	Planning Design Post Construction Scheme Monitoring	Bi- Monthly	Chair: LB LB/KCC PMs/ External Suppliers	Face to face meeting	To discuss progress/preview next steps and discuss and resolve issues. Escalate issues/decisions required to the Sponsoring Group	LEP programme progress to date Programme financial reporting Communication/Stakeholder Engagement Issues/Risk/Change Internal Governance	Minutes of Meeting Action List Output distributed to all attendees + Steering Group attendees where appropriate	Agenda Minutes
Highlight Report	Identify key points for Programme Board Meeting	Monthly	LB	Report	To collate and streamline all reports highlighting areas of interest for the Programme Board meeting.		Used for Programme Board Meeting. Highlight report shared with PB attendees.	Highlight Report
Steering Group Meeting	Progress Update	Monthly/Fortnightly as required	Chair: KCC PMs All input staff - Project Team/KCC PMs/External Suppliers	Face to face meeting	Individual meetings per project (including each stage of the LEP process to discuss progress in detail).	LEP project progress to date/MS Programme Project financial reporting Issues/Risk/Change Actions	MS Programme Update Progress update in template for each project e.g Risk Register/ Issues Log	Agenda Minutes Progress Report

List of Initials:

MW	Mike Whiting	Cabinet Member Planning, Highways, Transport and Waste
BC	Barbara Cooper	Corporate Director Growth, Environment and Transport
SJ	Simon Jones	Director of Highways, Transport and Waste
KS	Katie Stewart	Director of Environment, Planning and Enforcement.
CH	Cath Head	Head of Financial Management Strategic and Corporate Services.
TR	Tim Read	Head of Transportation for Growth, Environment and Transport
SN	Sarah Nurden	Strategic Programme Manager (KMPE)
LB	Lee Burchill	Local Growth Fund Programme Manager for Growth, Environment and Transport

6.2. Approvals and escalation procedures:

A detailed breakdown of the meetings (along with the attendees, scope and output of each) which make up the established governance process is set out below.

Project Steering Group (PSG) Meetings

PSG meetings are held fortnightly to discuss progress on the scheme. Progress is discussed in technical detail raising any issues or concerns for all to action. A progress report, minutes of meeting and an update on programme dates are provided ahead of the Programme Board (PB) meeting for collation and production of the Highlight Report.

Highlight Report

The Progress Reports comprise the following updates; general progress, project finances, issues, risks and governance meeting dates. The Highlight Report identifies any areas of concern or where decisions are required by the PB meeting or higher to the LCC LEP Programme Manager. An agreed version of the Highlight Report is issued to the PB meeting attendees during the meeting.

Programme Board (PB) Meeting

The PB meeting is held monthly and is chaired by the KCC LEP Programme Manager. Attendees include representatives from all three stages of the schemes (i.e. KCC LEP Management, KCC Sponsors, KCC PMs, External Consultant and Construction Representatives). This meeting

discusses project progress to date, drilling into detail if there is an issue or action (as identified in the PSG meeting), financial progress, next steps and actions. Outputs of this meeting are the Highlight Report and the minutes of the meeting.

Escalation Report

A list of actions and decisions that the PB meeting was unable to resolve is prepared ready for the Sponsoring Group (SG) meeting to discuss and ultimately resolve.

Sponsoring Group (SG) Meeting

The SG meeting is held monthly and chaired by Tim Read (KCC Head of Transportation). Attendees are Barbara Cooper (Corporate Director), Simon Jones (Director of Highways, Transportation and Waste) and Lee Burchill Local Growth Fund Programme Manager. The meeting discusses high-level programme progress to date, financial progress, next steps and closes out any actions from the escalation report. Technical advisors are invited if necessary to expand upon an issue. All actions from the start of this meeting cycle are to be closed out by the SG when they meet (i.e. no actions roll over to subsequent meetings).

6.3. Contract management:

KCC will enter in to a legal agreement with Southeastern (the delivery partner for the Maidstone East expansion scheme) which will set out the project scope, timescales, budgets and KPIs, as well as the risks to be managed by each of the parties. This has been successful in previous projects, for example Snodland Station Forecourt Scheme in ensuring that the project has been delivered to time, budget and quality.

6.4. Key stakeholders:

Kent County Council
Maidstone Borough Council
Network Rail
Southeastern
Sustrans

For the current Maidstone East redevelopment scheme there are monthly stakeholder meetings held between KCC, MBC, Southeastern and Network Rail. Should the expansion scheme be successful then this will be incorporated into these existing meetings, and Sustrans would be invited to attend – in order to ensure that all stakeholders are fully engaged in the project.

6.5. Equality Impact:

An EQIA has been completed for the existing Maidstone East Station Redevelopment scheme, and is attached as Appendix G.

The main findings of the EQIA show that whilst there may be some negative impact to all passengers during the construction period, the provision of the additional facilities will improve the access to the station for three protected groups (disability, age and pregnancy/maternity). For the remaining groups there is no evidence of a significant impact (either positive or negative).

It should be noted that the existing EQIA does not consider the entirety of the expansion scheme and Raised Table schemes, but much of the document is still relevant, therefore as part of the annual review of all EQIAs, the existing document will be reviewed and adapted in the coming months (by January 2019) in collaboration with Southeastern and Maidstone Borough Council.

6.6. Risk management strategy:

Project risk is managed as an on-going process as part of the scheme governance structure, as set out in section 6.1 of this report.

The KSIP risk register is maintained and updated at each of the two-weekly Project Steering Ground Meetings. Responsibility for the risk register being maintained is held by the KCC PM and is reported as part of the monthly Progress Reports. An example scheme risk register is shown below:

RISK REGISTER															
Project Title: Example 1					Risk						Risk				
Project Manager: Mr Smith					Medium						Medium				
Date of Last Review: 29/01/2016					Low						Low				
Risk Number	Risk Description	Date Logged	Residual Impact	Residual Probability	Residual Priority	Notes of Impact (Commercial/Programme/RIS)	Action to be taken (Mitigations)	By When	By Whom	Residual Impact	Residual Probability	Residual Priority	Progress	Residual Cost Allowance in Project Estimate	Risk cleared?
01	Example: Planning permission for example is not obtained in time	02/01/16	3	3	3	Example: Delay to project and time not as contract allows/allowances.	Example: Ensure that the in-scope programme will include time for approval.	Amey/KCC		3	3	3			

Any high residual impact risks are then identified on the highlight report for discussion at the Programme Board (PB) meeting. Required mitigation measures are discussed and agreed at the PB meeting. Required mitigation measures are discussed at the PB meeting and actioned by the KCC PM as appropriate.

6.7. Work programme:

The Gantt Chart showing the high-level work programme for the project is shown in Appendix C.

The critical path for the project is as follows:

LGF funding awarded, design and build contract let, detail design complete, removal of mobile buildings, DNO connection for EV charger, S278/roadworks permits in place, completion of Maidstone East forecourt scheme, Week Street scheme and raised table.

Southeastern and KCC each have a project manager in place to take on the delivery of the project, the team has ample previous experience and a proven track record of delivering schemes of this nature. The only potential difference in the team is that the contractor for the design and build contract would differ depending on the procurement process. It would be ensured through the procurement process that the successful contractor has the relevant experience required to deliver the project.

6.8. Previous project experience:

KCC have a successful track record of delivering both major and minor transport schemes within the county.

A recent transport scheme to be completed in Kent is the Maidstone Bridges Gyratory. It was completed in December 2016 and was designed to remove the need for the northbound traffic to cross the two town bridges and therefore reducing localised congestion in the area. This in turn will support the growth aspirations in the emerging Maidstone Local Plan. The scheme was successfully delivered within budget and ahead of schedule. The scheme was delivered through Amey HTMC. The intended scheme outcomes will soon be monitored but the intended benefits of the scheme are anticipated to be realised.

The Tonbridge Town Centre regeneration scheme, completed in May 2016, aimed to provide a more attractive environment for pedestrians through the lower High Street of Tonbridge. The scheme was delivered under budget and to programme. The scheme was delivered through Amey HTMC and the intended scheme outcomes will soon be monitored.

Snodland Station forecourt scheme is an example of an LGF project which was successfully delivered through a design and build contract let by Southeastern in 2015/16. This scheme was similar in scale (although slightly less in value) and also required a S278 agreement for a small amount of the works which were on the highway. The scheme was also similar in that it had NSIP match funding as well as local contributions (£106).

The delivery team from Southeastern and KCC would be the same as with the Snodland project, though potentially the contractor for the design and build contract would differ depending on the procurement process. It would be ensured through the procurement process that the successful contractor has the relevant experience required to deliver the project.

The Snodland Station scheme was successful in meeting its objectives as shown in the table below which shows pre and post scheme monitoring for customer satisfaction. Photographs showing the station scheme before, during and after construction are included in Appendix H and the summary report for the passenger surveys is included as Appendix I.

Table 6.1: Customer satisfaction monitoring results

FACILITY/FEATURE	AVERAGE SCORE
General station condition/appearance	7.70 (4.49)
Ticket buying facilities	7.71 (1.05)
Quality of customer information	7.76 (5.81)
Waiting facilities	6.29 (2.81)
Personal safety at station(daytime)	8.29 (6.92)
Personal safety at station(night-time)	6.02*(4.25)*
Overall cleanliness	7.14 (4.91)
Links to other transport modes	6.13 (4.72)
Scoring – 10 is excellent, 0 is poor	Pre-work figures are in brackets

6.9. Monitoring and evaluation:

The monitoring and evaluation will be undertaken following the methodology set out by SELEP. In accordance with this a proportionate baseline report has been completed and is included in Appendix G.

KCC are committed to monitoring, evaluating and reporting the scheme post-opening. The following surveys will be completed per scheme and one- and five-years post completion:

- Passenger surveys to determine travel behaviour and satisfaction with the station and journey experience

- Number of cycles parked at the station
- Number of rail passengers using the station (annual data)
- Number of electric taxis operating in Maidstone

The success of the scheme will be judged on the predictions supporting the economic case and on delivering the scheme objectives.

6.10. Benefits realisation plan:

Tracking of the scheme benefits will be a key element in understanding the success of a specific intervention and the final value realised from public expenditure. The realisation of benefits is inherently linked to the Monitoring and Evaluation plan.

The scheme objectives have been used to develop the desired outputs and outcomes for the scheme. The desired outputs are the actual benefits that are expected to be derived from the scheme and are directly linked to the original set of objectives. The definition of outputs and outcomes are:

- Outputs – tangible effects that are funded and produced directly as a result of the scheme; and
- Outcomes – final impacts brought about by the scheme in the short and medium/long term.

To determine whether the scheme benefits are being realised, the outputs and outcomes have been converted into measurable indicators of scheme benefits; these are set out in Table 6.2 below.

KCC will conduct a full evaluation of the impact of the scheme in the period after it is completed.

The Council will prepare evaluation reports one year and five years after scheme opening, using the information to be collected as set out above to gauge the impact of the scheme on modal shift and air quality. Any unexpected effects of the scheme will be reported upon and, where appropriate, remedial measures and a delivery mechanism identified.

Table 6.2: Scheme benefits monitoring measures

Measures	Monitoring	Benefits Realisation	Comments
Shift towards electric taxis in Maidstone.	Number of ultra low emission taxis licensed in Maidstone	MBC/KCC	One- and five-year post-opening through the MBC Licensing Team
Number of rail passengers using Maidstone East Station	Annual data provided by ATOC	Southeastern/KCC	Pre scheme data to be compared with one and Five year post-opening to determine growth
Rail passengers cycling to the Station	Number of bikes parked in cycle storage	Southeastern/KCC	One and five year post opening through manual counts

Rail passengers walking to the station	Passenger surveys	Southeastern/KCC	One and five year post opening through manual counts
Passenger satisfaction with station and journeys	Rating against specified criteria	Southeastern/KCC	Pre and post scheme passenger surveys
Growth (housing, jobs)	Not measured directly – part of wider LGF package	Realisation involves other schemes, including non-transport (e.g. development)	Ongoing dialogue with related developers and monitoring of Housing completions on key housing sites.
Wider economic benefits	Not measured directly – part of wider LGF package	Realisation involves other schemes, including non-transport (e.g. development)	Part of SELEP SEP Performance Management and Local Plan management.

7. DECLARATIONS

<i>Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts?</i>	Yes / No
<i>Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors</i>	Yes /No
<i>Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?</i>	Yes / No

If the answer is “yes” to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.

I am content for information supplied here to be stored electronically, shared with the South East Local Enterprise Partnerships Independent Technical Evaluator, Steer Davies Gleave, and other public sector bodies who may be involved in considering the business case.

I understand that a copy of the main Business Case document will be made available on the South East Local Enterprise Partnership website one month in advance of the funding decision by SELEP Accountability Board. The Business Case supporting appendices will not be uploaded onto the website. Redactions to the main Business Case document will only be acceptable where they fall within a category for exemption, as stated in Appendix E.

Where scheme promoters consider information to fall within the categories for exemption (stated in Appendix E) they should provide a separate version of the main Business Case document to SELEP 6 weeks in advance of the SELEP Accountability Board meeting at which the funding decision is being taken, which highlights the proposed Business Case redactions.

I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend of Local Growth Fund must be compliant with the Grant Conditions.

I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

<i>Signature of applicant</i>	
<i>Print full name</i>	
<i>Designation</i>	

8. APPENDIX A - FUNDING COMMITMENT

Draft S151 Officer Letter to support Business Case submission

Dear Colleague

In submitting this project Business Case, I confirm on behalf of [Insert name of County or Unitary Authority] that:

- The information presented in this Business Case is accurate and correct as at the time of writing.*
- The funding has been identified to deliver the project and project benefits, as specified within the Business Case. Where sufficient funding has not been identified to deliver the project, this risk has been identified within the Business Case and brought to the attention of the SELEP Secretariat through the SELEP quarterly reporting process.*
- The risk assessment included in the project Business Case identifies all substantial project risks known at the time of Business Case submission.*
- The delivery body has considered the public-sector equality duty and has had regard to the requirements under s.149 of the Equality Act 2010 throughout their decision-making process. This should include the development of an Equality Impact Assessment which will remain as a live document through the projects development and delivery stages.*
- The delivery body has access to the skills, expertise and resource to support the delivery of the project*
- Adequate revenue budget has been or will be allocated to support the post scheme completion monitoring and benefit realisation reporting*
- The project will be delivered under the conditions in the signed LGF Service Level Agreement with the SELEP Accountable Body.*

I note that the Business Case will be made available on the SELEP website one month in advance of the funding decision being taken, subject to the removal of those parts of the Business Case which are commercially sensitive and confidential as agreed with the SELEP Accountable Body.

Yours Sincerely,

SRO (Director Level)

S151 Officer

9. APPENDIX B – RISK MANAGEMENT STRATEGY

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
Southeastern do not win the new franchise	No delivery partner on board so scheme delayed	Network Rail	Kerry Clarke (KCC)	4	3	12	Network Rail fully engaged to work with the new franchisee on delivery of the project	Medium
Cycle-Rail funding not awarded to Southeastern	Cycle Hub delivery would be delayed	Southeastern	Kerry Clarke (KCC)	3	1	3	Cycle hub could be delivered after the rest of the project when funding can be allocated. It may also be possible to value engineer the scheme to incorporate this element, or to use the	Minimal impact on scheme as a whole

							contingency amount.	
Delay to removal of the Mobile buildings	Delay to delivery of the London bound platform access improvements	Southeastern	Kerry Clarke (KCC)	4	4	16	A 7-month period has been included for prelims in the programme and in addition the London bound improvements are programmed for 2020/21 therefore there is ample time to reach agreement	Medium
Delay to DNO connection for EV charger	Delay to delivery of EV charger	Southeastern	Kerry Clarke (KCC)	4	2	8	Early DNO engagement will be sought and in addition a 7-month period has been included for prelims in the programme. If there were a delay the EV charger	Low

							could be delivered later in the project.	
Maidstone East and/or Week Street scheme delivery is delayed	Ideally the scheme would follow on from delivery of these 2 projects and therefore potential for delays	Southeastern/MBC	Kerry Clarke (KCC)	3	3	9	The scheme could be delivered at the same time as the other schemes if necessary	Low

* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.

** Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay

Please note, not all sections of the table may require completion.

10. APPENDIX C – GANTT CHART

Tasks	Start date	Finish date	2019												2020											
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
Tender GRIP4-8 design and build	01/04/2019	30/06/2019	█	█	█																					
Engagement event	01/06/2019	30/06/2019			█																					
Baseline data gathered	01/06/2019	30/06/2019			█																					
Detail design	01/07/2019	30/09/2019				█	█	█	█																	
Prelims (DNO connection, mobile removal etc.)	01/11/2019	31/05/2020								█	█	█	█	█	█	█										
Construction	01/06/2020	31/10/2020															█	█	█	█	█	█	█	█	█	
Key Milestones / Deliverables																										
Scheme start			█																							
Mobile buildings removed															█											
Construction commenced																	█									
Scheme completion																									█	

11. APPENDIX D – MONITORING AND EVALUATIONS METRICS

Please note, it is not necessary to report against all the Monitoring and Evaluation Metrics below unless they are relevant to the scheme. There is scope to add further Monitoring and Evaluation Metrics where necessary.

Category	Key Performance Indicators	Description
High-level outcomes	Jobs connected to intervention (permanent, paid FTE)	<i>[Add description where relevant to describe how the relevant KPIs will be used to monitor the outcomes]</i>
	Commercial floorspace planned - please state sqm and class	
	Commercial floorspace constructed to date - please state sqm and class	
	Housing unit starts (forecast over lifetime)	
	Housing unit starts (to date)	
	Housing units completed (forecast over lifetime)	
	Housing units completed (to date)	
Transport (outputs)	Total planned length of resurfaced roads (km)	
	Total completed length of resurfaced roads (km)	
	Total planned length of newly built roads (km)	
	Total completed length of newly built roads (km)	
	Total planned length of new cycle ways (km)	
	Total completed length of new cycle ways (km)	
	Type of service improvement	
Land, Property and Flood Protection (outputs)	Anticipated area of site reclaimed, (re)developed or assembled (ha)	
	Actual area of site reclaimed, (re)developed or assembled (ha)	
	Length of cabling/piping planned (km) - Please state if electricity, water, sewage, gas, telephone or fibre optic	
	Length of cabling/piping completed (km) - Please state if electricity, water, sewage, gas, telephone or fibre optic	
	Anticipated area of land experiencing a reduction in flooding likelihood (ha)	
	Actual area of land experiencing a reduction in flooding likelihood (ha)	
	Follow-on investment at site (£m) - Please state whether Local Authority, Other Public Sector, Private Sector or Third Sector	
	Anticipated commercial floorspace refurbished - please state sqm and class	
	Actual commercial floorspace refurbished - please state sqm and class	
	Anticipated commercial floorspace occupied - please state sqm and class	



Category	Key Performance Indicators	Description
	Actual commercial floorspace occupied - please state sqm and class	
	Commercial rental values (£/sqm per month, by class)	
	Anticipated number of enterprises receiving non-financial support (#, by type of support)	
	Actual number of enterprises receiving non-financial support (#, by type of support)	
	Anticipated number of new enterprises supported	
Business, Support, Innovation and Broadband (outputs)	Actual number of new enterprises supported	
	Anticipated number of potential entrepreneurs assisted to be enterprise ready	
	Actual number of potential entrepreneurs assisted to be enterprise ready	
	Anticipated number of enterprises receiving grant support	
	Actual number of enterprises receiving grant support	
	Anticipated number of enterprises receiving financial support other than grants	
	Actual number of enterprises receiving financial support other than grants	
	Anticipated no. of additional businesses with broadband access of at least 30mbps	
	Actual no. of additional businesses with broadband access of at least 30mbps	
	Financial return on access to finance schemes (%)	

12. APPENDIX E – CATEGORIES OF EXEMPT INFORMATION

There is a clear public interest in publishing information and being open and transparent. But sometimes there is information which we can't publish because it would cause significant harm to the Council - for example by damaging a commercial deal or harming our position in a court case. Equally sometimes publishing information can harm someone who receives a service from us or one of our partners.

The law recognises this and allows us to place information in a confidential appendix if:

*(a) it falls within any of paragraphs 1 to 7 below; and
(b) in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

- 1. Information relating to any individual.*
- 2. Information which is likely to reveal the identity of an individual.*
- 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)*
- 4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.*
- 5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.*
- 6. Information which reveals that the authority proposes— (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.*
- 7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.*