

# Delivering Growth without Gridlock in Kent

## Kent Medical Campus, Enterprise Zone

National Productivity Investment Fund for the Local  
Road Network Application Form

June 2017

*Supported by*



KENT  
MEDICAL  
CAMPUS







## Preface

I am delighted to submit this bid for the National Productivity Investment Fund for the Local Road Network.

Kent has ambitious targets for growth, and as a County Council we recognise that transport infrastructure is vital to stimulating regeneration and encouraging people and businesses to come to Kent. We are passionate about growing the local economy and positively contributing to the wider regional and national picture, where our role as an important International Gateway comes to the fore. The ability to travel easily, quickly and safely to our destinations requires a transport network that caters for current demand, enables growth and supports a growing population. We therefore welcome this opportunity to fund such an important scheme to ease the congestion that is currently slowing delivery of jobs and homes in Kent.

The scheme proposes to significantly upgrade two junctions on the Local Road Network close to M20 Junction 7 in Maidstone and install Smart Technology on the A249 Bearsted Road, a local strategic link into Maidstone. Capacity and traffic flow will be improved so that the increased traffic volume from the Kent Medical Campus Enterprise Zone can be accommodated. This is a key employment site for the county and will create 3,000 highly skilled jobs, including specialised research and development – an area key to boosting productivity. The scheme has been designed to also cater for housing growth in the town of 1500 homes and will support the redevelopment of the adjacent Newnham Court Shopping Village.

Our proposal is fully supported by our **Local Transport Plan 4: Delivering Growth without Gridlock 2016 – 2031**, which sets out the Bearsted Road capacity improvements as a key priority for the Maidstone district. The South East Local Enterprise Partnership's (SELEP) **Strategic Economic Plan** (SEP) explicitly refers to the role of Kent Medical Campus in attracting companies of all sizes in the medical technology industry to the region. Both the life sciences and healthcare sectors are central to SELEP achieving its objectives to increase productivity and innovation, create private sector jobs, increase the number of knowledge-based workers, and raise skills levels. Maidstone Borough Council's (MBC) adopted **Economic Development Strategy** (EDS), sets out how future growth and prosperity of the borough will be supported. Working in partnership with MBC, KCC is determined to see local people benefit from new jobs, increasing prosperity and sustainable growth. We will work together to achieve this through the Kent Medical Campus scheme. The EDS states that this development "...will create highly skilled, well-paid jobs that will boost productivity and income in Maidstone."

I can assure you of our successful track record in delivering similar schemes elsewhere in the county; we met the March 2015 funding deadline for the delivery of two schemes, funded through the Local Pinch Point Fund, North Farm Improvements and Westwood Relief Strategy (Poorhole Lane Widening). Likewise, we are successfully delivering a large programme of Local Growth Fund schemes, including the widening of the M20 Junction 4 Western Overbridge from 2 to 3 lanes, which was **delivered within budget** in 2016.

Finally, the Kent Medical Campus, Enterprise Zone scheme has strong local support at County and Borough level and has no constraints on its deliverability as it **does not require planning permission, agreements are in place for the gifting of the land required, and the match funding element of the bid is secured**. This should give further confidence that the delivery deadline will be met.

Fundamentally, this scheme directly accords with the aims of the National Productivity Investment Fund for the Local Road Network by supporting investment in sectors that will boost productivity and are key to delivering the Government's Industrial Strategy, as well as enabling housing growth by easing congestion. As such I commend it to Government.



**Matthew Balfour**

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



## List of Appendices

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Appendix A	Letter of support from Developer.
Appendix B	Letter of support from Countryside Properties Plc confirming contribution to M20 J7 signalisation.
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Appendix K	Email of support from Highways England
Appendix L	Letter of support from MBC Section 151 Officer
Appendix M	Letter of support from KCC Section 151 Officer
Appendix N	Letter of support from Maidstone Economic Business Partnership
Appendix O	Letter of land valuation from Bruton Knowles

## Applicant Information

**LOCAL AUTHORITY NAME**

Kent County Council

**BID MANAGER NAME AND POSITION**

Mary Gillett, Major Capital Programme Manager

**CONTACT TELEPHONE NUMBER**

03000 411638

**EMAIL ADDRESS**

[mary.gillett@kent.gov.uk](mailto:mary.gillett@kent.gov.uk)

**POSTAL ADDRESS**

Kent County Council,  
Highways, Transportation and Waste,  
Invicta House, County Hall,  
Maidstone,  
Kent ME14 1XX

**WEBLINK FOR PUBLISHED BID**

[www.kent.gov.uk/transportfunding](http://www.kent.gov.uk/transportfunding)

**COMBINED AUTHORITIES**

*If the bid is from an authority with a Combined Authority, please specify the contact, ensure that a Combined Authority has provided a note ranking multiple applications, and append a copy to this bid.*

**Name and position of Combined Authority Bid Co-ordinator: N/A**

**Contact telephone number: N/A**

**Email address: N/A**

**Postal address: N/A**

*When authorities submit a bid for funding to the Department, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within two working days of submitting the final bid to the Department. The Department reserves the right to deem the business case as non-compliant if this is not adhered to.*



Leeds Castle Maidstone

## Section A –

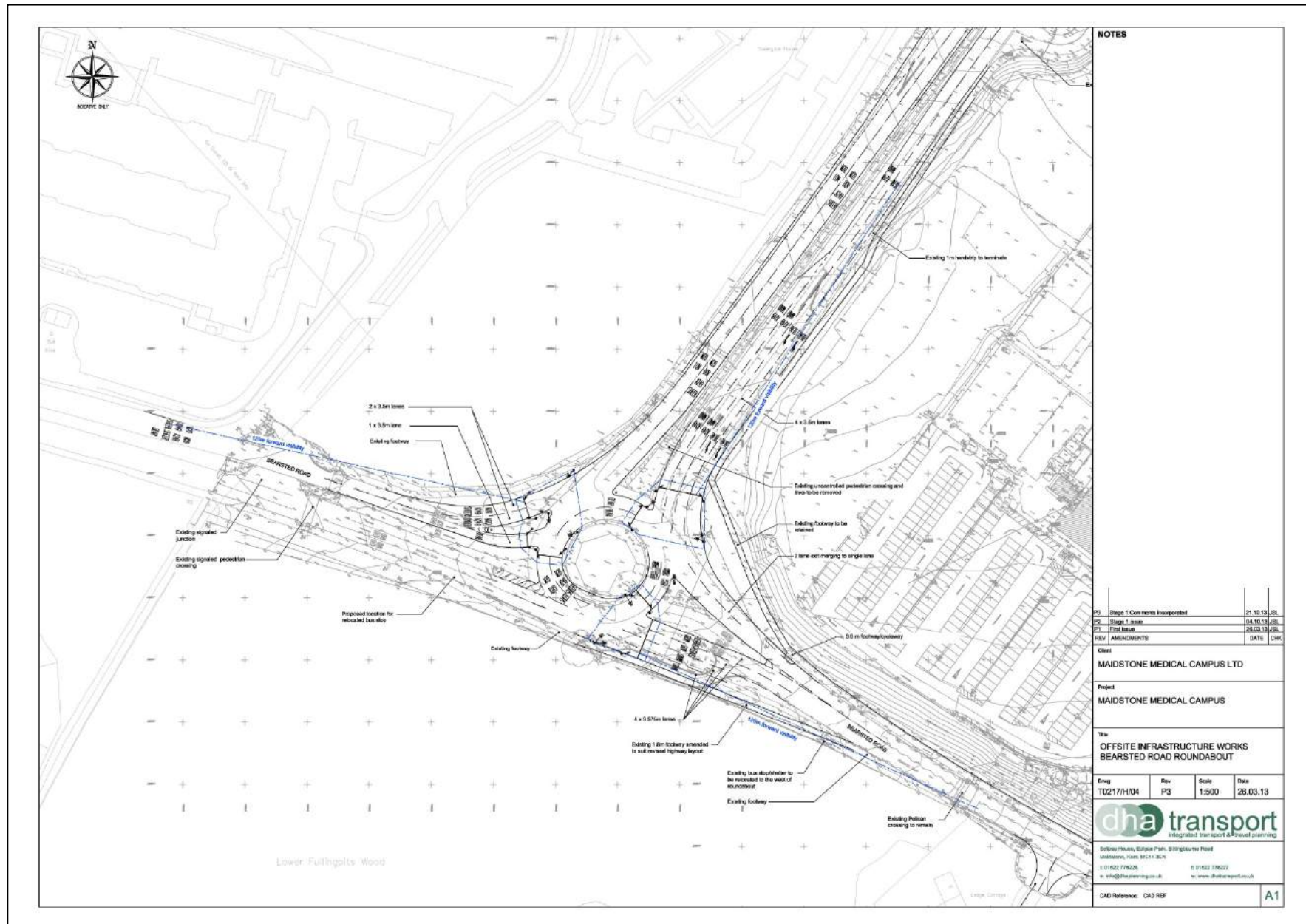
### PROJECT DESCRIPTION AND FUNDING PROFILE

#### A1. PROJECT NAME

**Kent Medical Campus, Enterprise Zone**

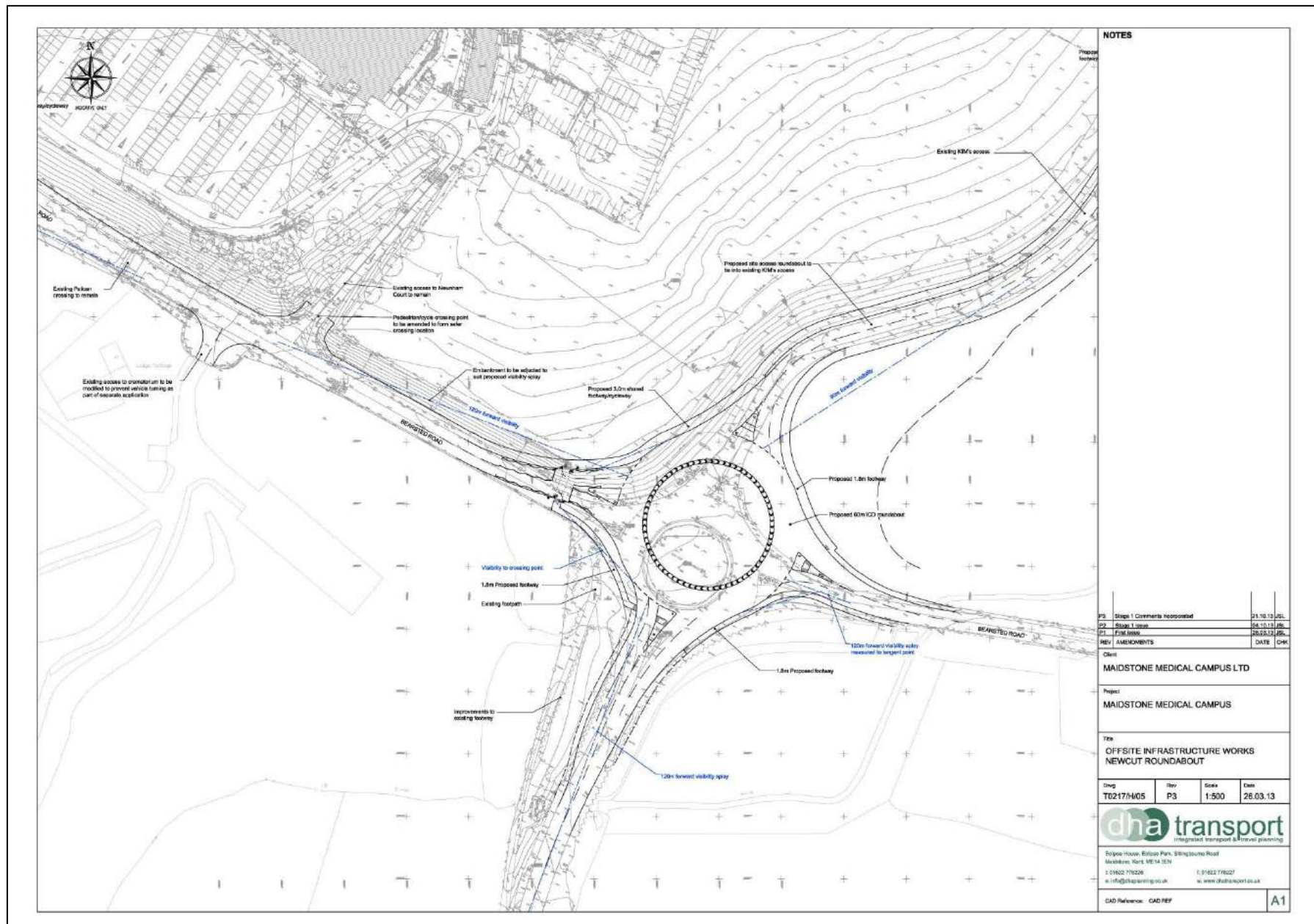
#### A2. PROPOSED PROJECT: See Figures 1 and 2

The scheme involves the signalisation and enlarging of the A249 Bearsted Road, A249 Bearsted Road/New Cut Road roundabouts, including the use of Smart technology to ease congestion, improve traffic flow and accommodate traffic associated with the Kent Medical Campus Enterprise Zone and growth in the town centre and south Maidstone.



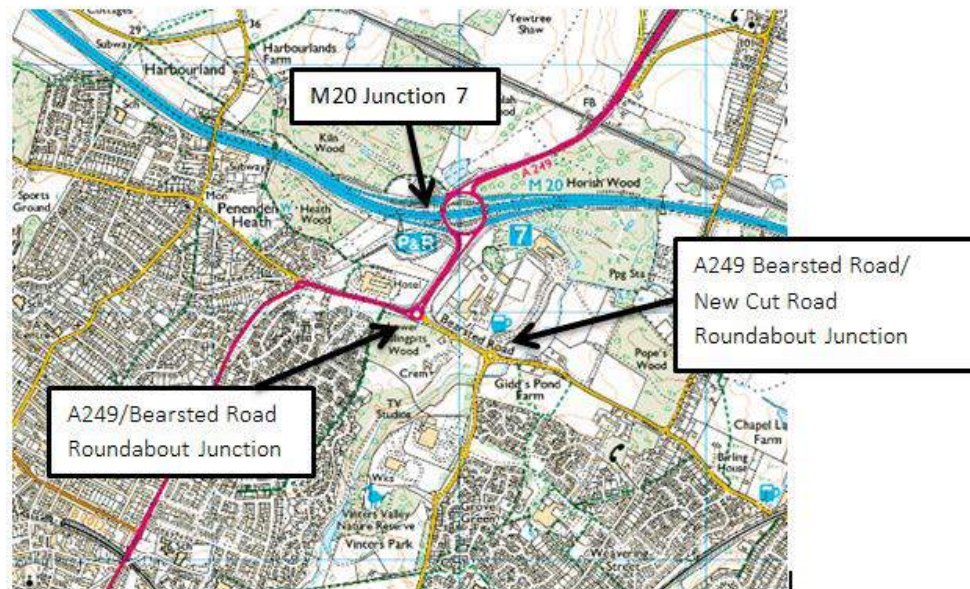


### Figure 2: Proposed A249 Bearsted Road/New Cut Road



### A3. GEOGRAPHICAL AREA

The M20 Junction 7 is located adjacent to the Newnham Court Shopping Village and Kent Medical Campus within the Borough of Maidstone. This junction serves the A249 Bearsted Road roundabout and A249 Bearsted Road/New Cut Road roundabout junction and forms the strategic link between the A20 and M20 motorway. **See Figures 3 and 4.**



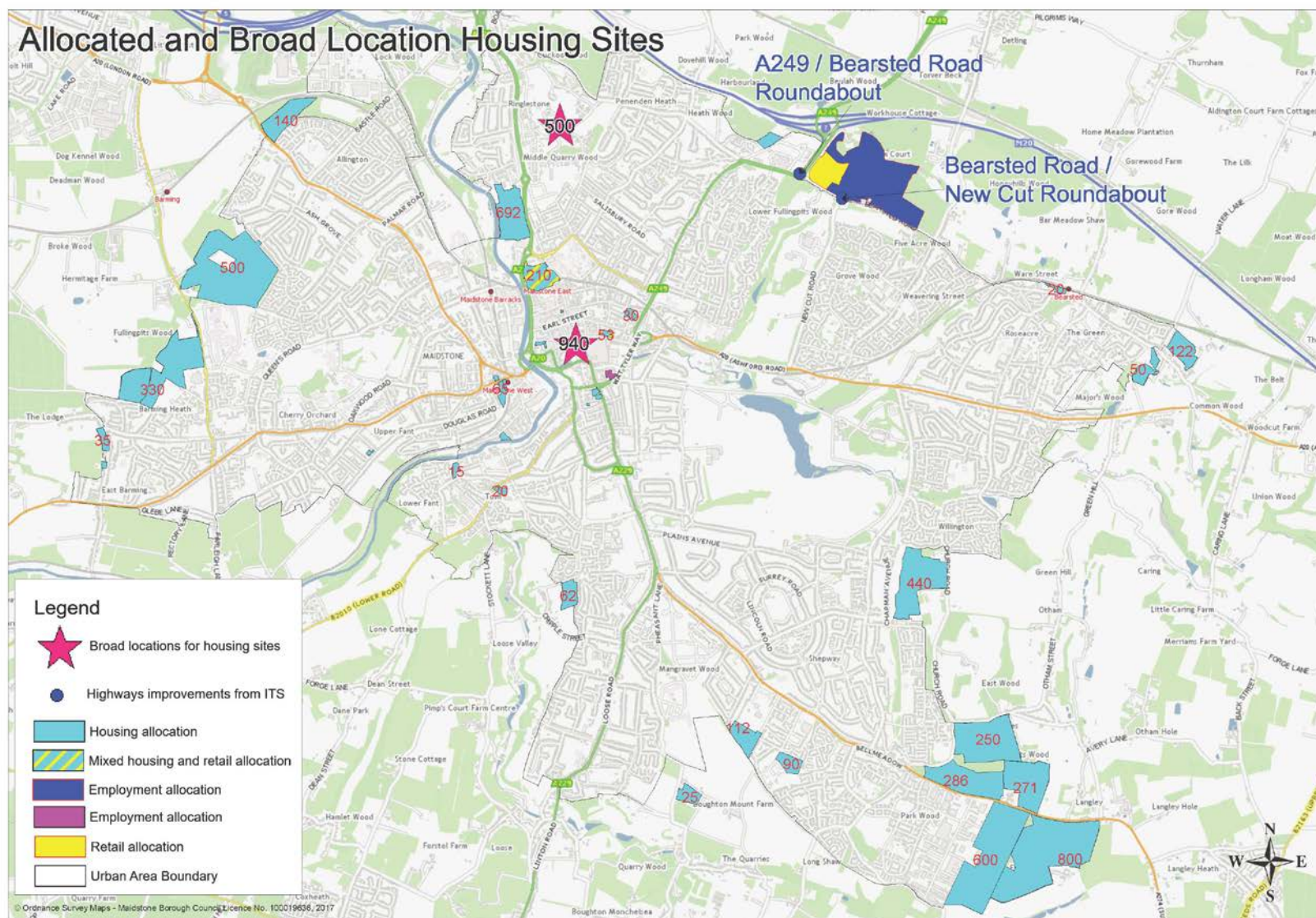
**Figure 3: Geographical Area**

OS Grid Reference: **X-577831 Y-157006**

Postcode: **ME14 5LH**



Figure 4: Indicative Phasing on allocated/Broad location sites and key ITS Highway schemes



#### A4. TYPE OF BID

**Small project bids** (requiring DfT funding of between £2m and £5m) ☒

**Large project bids** (requiring DfT funding of between £5m and £10m) ☐

#### A5. EQUALITY ANALYSIS

Has any Equality Analysis been undertaken in line with the Equality Duty?

☒ Yes ☐ No

An Equality Impact Assessment Initial Screening Report has been completed in line with the Kent County Council's guidance on Equality and Diversity. The assessment report concludes that a full Equality Impact Assessment will not be required for the proposed scheme. The assessment identifies a low impact of the scheme and does not have an adverse impact on any particular group of protected characteristics.

#### A6. PARTNERSHIP BODIES

Kent County Council will deliver the project by working in partnership with Maidstone Borough Council, building on existing strong relationships developed through the delivery of other recently completed road improvement schemes.

As Local Planning Authority, Maidstone Borough Council has entered into a bilateral agreement with the landowner of Kent Medical Campus to release the early payment of Section 106 monies associated with the outline planning permission for the site. A letter of support confirming the contribution of **£1.5 million cash** to the scheme as well as land in-kind required for the delivery of the scheme is provided in **Appendix A**.

This scheme involves an interface with the Strategic Road Network and therefore Highways England has been engaged in early discussions around the impact of scheme delivery. In addition to the Kent Medical Campus scheme, Maidstone Borough Council is working with Highways England to secure the signalisation of Junction 7 of the M20 through planning obligations of additional housing sites and other development coming forward. This will complement the Kent Medical Campus Enterprise Zone scheme, and provide enhanced benefits across the region. A letter from Countryside Properties PLC is attached (**Appendix B**), confirming their proportionate contribution to the works at M20 Junction 7. An email of support from Highways England is also attached (**Appendix K**).

**Table I: Partnership Bodies**

Partner	Nature and/or value of involvement (financial, operational etc.)
Highways England	Operational
Kent County Council	Operational
Maidstone Borough Council	Financial; Scheme of significant importance for delivery of Local Plan site allocations
Kent Medical Campus	Financial; owner of land required for scheme delivery
DHA Planning	Agent for the landowner; Highways and planning advisor



**A7. COMBINED AUTHORITY (CA) INVOLVEMENT**

Have you appended a letter from the Combined Authority supporting this bid?

☐ Yes ☒ No

**A7. LOCAL ENTERPRISE PARTNERSHIP (LEP) INVOLVEMENT AND SUPPORT FOR HOUSING DELIVERY**

Have you appended a letter from the LEP supporting this bid?

☒ Yes ☐ No

**Appendix C** shows a support letter from the South East LEP.

For proposed projects which encourage the delivery of housing, have you appended supporting evidence from the housebuilder/developer?

☒ Yes ☐ No

**Appendix B** shows a support letter from Countryside Properties.

## Section B – THE BUSINESS CASE

### B1. PROJECT SUMMARY

Please select what the project is trying to achieve (select all categories that apply)

#### Essential

- ☒ Ease urban congestion
- ☒ Unlock economic growth and job creation opportunities
- ☒ Enable the delivery of housing development

#### Desirable

- ☒ Improve Air Quality and /or Reduce CO2 emissions
- ☒ Incentivising skills and apprentices
- ☒ Other(s), Please specify –

#### **Increase efficiency of existing space allocated for transport through the use of Smart Technology – ‘Connected Vehicle Corridor Project’**

The A249 forms a strategic link between the M2 and M20 motorways with Maidstone. The corridor is used by commuters to access Maidstone for employment. This places considerable pressure on the A249, to the north of M20 J7, restricting access into the town centre. KCC recognises that identifying capacity improvements will support growth, but also recognises the role that technology can play by maximising the capacity of existing networks. KCC are at the forefront of using technology to provide services into vehicles that can help with smoothing flow, reducing crashes and enabling drivers to make decisions.

The A2/M2 ‘**Connected Vehicle Corridor**’ is being established by the Department of Transport (DfT) in partnership with Highways England, Transport for London and Kent County Council.

The ‘Connected Corridor’ project is a living testbed to develop the technologies and specifications to connect vehicle services to a road infrastructure. Initial Day 1 services are to include:

- Displaying live Road Work Warnings information to the driver
- Displaying in-vehicle signing to the driver, speed limit variations and potential inclement weather conditions.
- Mining data from vehicles, logging journey times and speeds across the route, eventually leading to more technical vehicle data (sudden braking, steering and wiper use)
- Displaying information of downstream traffic signals (GLOSA)

KCC will pilot the infrastructure, data management and service delivery necessary for connected vehicle services. This Corridor offers a variety of operating environments that make it attractive and unique as a pilot. Commencing in central London at the Blackwall

Tunnel with potential links to urban ITS applications, it provides an interface between the trunk road (A2), motorway network (M2 and M20) and Kent local roads (A249 into Maidstone). It also offers the possibility of responding to a range of freight issues, including those generated by the Port of Dover.

The Corridor is a pathfinder for future investment and the blueprint for the wider roll-out of connectivity across the Strategic Road Network when it becomes fully operational in **2019**. Importantly, it will provide an open test-bed where the UK motor manufacturing sector and after-market companies can develop new interactive customer services for C-ITS applications, in addition to the core traffic and safety services which are market-ready.

This Project also forms part of the EU's co-funded InterCor project comprising partners from Belgium, France, the Netherlands and the UK.

The objectives of InterCor are to:

1. Demonstrate a large-scale interoperable deployment of C-ITS Technology;
2. Demonstrate cross border interoperability;
3. Provide C-ITS services on a broader scale by hybrid communication;
4. Extend the strategic cooperation between C-ITS front running countries and assisting other Member states to step-in;
5. Evaluate the life benefits of C-ITS applications by reports on technical evaluation, impact assessment and user acceptance.

The objectives of InterCor are aligned with those of the A2/M2 London to Dover Connected Vehicle Corridor.

Extending the connected corridor to include the A249 Bearsted Road as, part of this scheme, will deliver improved benefits for vehicles entering Maidstone. There are significant benefits in delivering a connected corridor that directly links the M20 junction 7 presenting information to drivers to allow them to make more informed decisions based on live upstream information, displayed directly to the driver. Such information will smooth traffic flows, improve journey time reliability and increase road safety.

### Technology Improvement

Creating a connected corridor on the A249 as part of this scheme will require investment in roadside equipment and integration into the larger connected corridor project for the A2/M2. The intention is to provide in vehicle services that will enable the driver to receive information that will enable them to make informed choices as they travel along the corridor. This project will complement the work on the A2/M2 corridor. The services that will be available are listed below.

**Table II: C-ITS Services that the project will offer and provide to vehicles and proposed relevant data source that will provide content.**

Road Works Warning	In-Vehicle Speed Limits			
Slow or Stationary Vehicles and Traffic Ahead Warning	SPaT/Green	Light	Optimal	Speed
Traffic Data	Advisory (GLOSA)			
	Freight			



Kent Medical Campus

## B2. THE STRATEGIC CASE

### a) What is the problem that is being addressed?

Traffic capacity modelling carried out in support of the planning application for KMC (*application number 16/507292/OUT*) indicates that there are capacity constraints in the current highway configuration, with this forecast to worsen towards the end of the horizon assessment year, as substantial commercial development associated with the site and significant housing sites to the south of Maidstone are delivered.

Additionally Highways England improvements scheduled for M2 Junction 5 under the Road Investment Strategy 2015/16-2020/21 are likely to lead to further congestion at the M20 Junction 7 and A249 Bearsted Road.

### b) What options have been considered and why have alternatives have been rejected?

- **Do nothing**

This would result in unacceptable levels of congestion that will result from the developments without the scheme implementation, which would significantly slow the rate of investment to the Enterprise Zone.

- **Do something**

The proposal contained in this bid would significantly ease urban congestion and unlock the development.



- **Do optimum**

The network would operate at its' full potential with the delivery of all elements of the A249/Bearsted Road/New Cut Road inclusive of the M20 J7 signalisation. This can only be achieved through the success of this bid followed by future S106 being allocated to the M20 Junction 7 signalisation.



A249 Bearsted Road Eastbound

**c) What are the expected benefits/outcomes? For example, could include easing urban congestion, job creation, enabling a number of new dwellings, facilitating increased GVA.**

Kent Medical Campus will create up to 48 new businesses, up to 3000 new jobs by 2022 and up to 3,300 by 2027 and adding £147m annual GVA to the Kent & Medway economy by 2027. As well as bringing forward the Enterprise Zone and its outputs by 3-5 years, traffic modelling has also identified the need to mitigate the traffic generated from housing growth in the town centre and to the south of the Borough, which this scheme will deliver.

**d) Are there any related activities that the success of this project relies upon? For example, land acquisition, other transport interventions requiring separate funding or consents?**

Land in private ownership required to deliver the highway improvements at the A249 New Cut Road has been 'gifted' to enable works to take place – confirmation of this is in Appendix A.

**e) What will happen if funding for this project is not secured – would an alternative (lower cost) solution be implemented (if yes, please describe this alternative and how it differs from the proposed project)?**

Without National Productivity Investment Funding, the highway works proposed would not be able to be implemented; it is not anticipated that the amount of funding required to deliver the scheme could be generated by developer funding alone in the emerging Local Plan period. There is no lower cost solution. The pace and quantum of economic growth and housing delivery would ultimately be significantly reduced.

**f) What is the impact of the project – and any associated mitigation works – on any statutory environmental constraints? For example, Local Air Quality Management Zones.**

The project is located within an Air Quality Management Area, designated in 2008. Modelling work completed in 2014 predicts the following NO<sub>2</sub> levels in the vicinity of the project:

**Figure 5: Air Quality Management Area**



The shades of red shown in the map above represent predicted exceedances of the 40µgm<sup>-3</sup> air quality objective for NO<sub>2</sub>. It can be seen that the area of the proposed scheme is reaching this threshold.

The proposed scheme will ease congestion; reduce queue lengths and waiting time of traffic approaching from Junction 7 of the M20 towards the Newcut Road roundabout, thereby reducing NO<sub>2</sub> emissions in this vicinity.

### B3. THE FINANCIAL CASE – PROJECT COSTS

Local contribution equates to 39% of the total project cost

**Table A: Funding Profile (Nominal terms)**

£000s	2018-19	2019-20	Total
DfT funding sought	£1462k	£2638k	£4100k
Local Authority contribution		£500k	£500k
Third Party contribution		£1920k	£1920k
<b>TOTAL</b>	<b>£1462k</b>	<b>£5058k</b>	<b>£6520k</b>

An independent cost consultant has estimated the cost of the project, a summary of which is shown in table III.

**Table III: Cost Estimates (Nominal terms)**

Cost Heading	Cost (£000s)	Date Estimated	Status
Works Costs (inc Utility Diversions)	£4283k	June 2017	Feasibility
Outline Design	£150k	June 2017	Feasibility
Consultation	£20k	June 2017	Feasibility
Detailed Design	£246k	June 2017	Feasibility
Supervision	£325k	June 2017	Feasibility
Surveys	£90k	June 2017	Feasibility
Archaeology	£10k	June 2017	Feasibility
Ecology	£25k	June 2017	Feasibility
Project Management	£178k	June 2017	Feasibility
Quantified Risks	£773k	June 2017	Feasibility
Land Cost	£420k	June 2017	Feasibility
<b>TOTAL</b>	<b>£6520k</b>		

*Notes:*

- 1) Department for Transport funding must not go beyond 2019-20 financial year.
- 2) Bidders are asked to consider making a local contribution to the total cost. It is indicated that this might be around 30%, although this is not mandatory.





Kent Medical Campus

#### B4. THE FINANCIAL CASE - LOCAL CONTRIBUTION & THIRD PARTY FUNDING

- a) Provide an outline of all non-DfT funding contributions to the project costs, the level of commitment, and when the contributions will become available.

We have secured **39%** of the total scheme cost through a combination of third-party funding and local contribution. These non-DfT contributions are fully secured reflecting an urgent need to improve this project to benefit communities and businesses in the Maidstone area. The details of non-DfT contributions are given below in **Figure 9**. All parties have demonstrated a level of commitment to the scheme as shown in the 'letters of support' in **Appendices A and L**.

**Table IV: Distribution of Non- DfT Contribution**

Non-DfT Funding Source	Contribution Value	Funding Available
<b>Maidstone Borough Council</b>	£500k	<b>2019</b>
Kent Medical Campus	£1500k	<b>2019</b>
Kent Medical Campus (in-kind land contribution)	£420k*	<b>2019</b>
Total	<b>£2420k</b>	

\*An independent land consultant has carried out a valuation, see Appendix O.



- b) List any other funding applications you have made for this project or variants thereof and the outcome of these applications, including any reasons for the rejection.

A project proposal to deliver the scheme detailed above, plus the signalisation of M20 J7, was submitted to Government for Local Growth Fund round 3 as part of South East Local Enterprise Partnership (SELEP) Growth Deal. However, although ranked highly by SELEP the project did not receive funding as the total Growth Deal was insufficient to deliver this scheme.

## B5. ECONOMIC CASE

### **A) Requirements for the small project bids (i.e. DfT contribution of less than £5m)**

a) Please provide a description of your assessment of the impact of the project to include:

- Significant positive and negative impacts (quantified where possible) including in relation to air quality and CO<sub>2</sub> emissions.
- A description of the key risks and uncertainties;
- If any modelling has been used to forecast the impact of the project please set out the methods used to determine that it is fit for purpose

*\*Small projects bids are not required to produce a Benefit Cost Ratio (BCR) but may want to include this here if available.*

### **Small Project Bid Economic Case Overview**

The Economic Case provides evidence of how the scheme is predicted to perform, in relation to its stated objectives, identified problems and targeted outcomes. The Economic Case determines if the proposed Kent Medical Campus scheme is a viable investment, describing the common appraisal criteria and assumptions used to determine the scheme's economic worth and value for money (VfM).

The predicted scheme appraisal focuses on those aspects of scheme performance that are relevant to the nature of the intervention. However, we do acknowledge the strands of assessment that are required under various pieces of statutory guidance (e.g. DfT WebTAG, VfM Assessment and HM Treasury 'Green Book').

The economic appraisal has been tailored to reflect the needs of the Kent Medical Campus and is discussed under the following headings:

- Options Appraised;
- Value for Money Method;
- Assumptions;
- Initial BCR;
- Adjusted BCR;
- Qualitative Impacts;
- Appraisal Summary Table (AST);
- Value for Money Statement; and
- Conclusion.

### **Modelling Assumptions**

The following assumptions have been incorporated in the Economic Case:

- Traffic model based on surveys undertaken in 2011 and 2012;
- Traffic growth factors assume final development occupation 2023, using TEMPRO 6.2;
- Kent Medical Campus development trip attraction based on a combination of TRICS data and first principles approach;
- Local committed development included in model; and
- Junction capacity testing using ARCADY and LinSig3 computer software programs.

### Appraisal Assumptions

Travel time savings have been calculated from a comparison of ARCADY and LINSIG from peak-hour DM and DS models. The following assumptions have been made in the development of the Economic Case:

- Vehicle delay savings extracted from LinSig/ARCADY, for weekday AM and PM peak hours, have been annualised over 253 days. There is potential for benefits beyond the peak hours but these have not been accounted for;
- Delays estimated are based on 2017 opening year flows and 2032 forecast year flows. Benefits from delay savings are extrapolated for intermediate years;
- 2017 and 2032 forecast flows based on 2016 traffic data and locally adjusted NTM growth;
- Value of time per vehicle (in 2010 prices) and journey purpose proportions are taken from the WebTAG Data Book (March 2017);
- Downstream capacity assumed not to be a limiting factor;
- ARCADY and LinSig are assumed to be a robust tool for this assessment;
- Optimism bias of 3% - ('conditional approval' stage 3) in line with WebTag Unit A1.2 (November 2014);
- Scheme opening year 2017; and
- Appraisal period of 30 years assumed as the benefits of this scheme will become entrenched in the wider benefit stream of other improvements along the corridor in the longer term.

### Present Value Outcomes from Economic Appraisal

The present value outcomes of the Kent Medical Campus scheme are set out below, which summarises the Analysis of Monetised Costs and Benefits (AMCB).

**Table V: Present Value Outcomes**

ITEM	2010 Present Value (£s)
Present Value of Benefits (PVB)	14,035,848
Present Value of Costs (PVC)	3,221,232
Net Present Value (NPV) = PVB - PVC	10,814,616
Initial Benefit to Cost Ratio (BCR) = PVB / PVC	<u>4.36</u>

The costs and benefits have been calculated based on the following:

- Scheme cost (2016 prices) – KCC supplied;
- The base costs have been adjusted to incorporate real cost increases (WebTAG A1.2) in construction costs;
- Cost adjusted for quantified risk and optimism bias (2016 prices excl. VAT);
- Risk and optimism bias adjusted cost converted to 2010 prices;
- Discounted Risk and optimism bias adjusted cost in 2010 prices;
- Discounted Risk and optimism bias adjusted cost in 2010 market prices;
- User Benefits (PVB) for the initial BCR are based on vehicle user time savings; and
- PVB has been adjusted to register the cost of developer contributions (£1.92m) from the private sector developer.

### Risks and Uncertainties

There is a risk that the level of travel time saving and costs are not as expected, therefore a series of sensitivity tests have been undertaken to understand how some of the parameters and assumptions used within the appraisal of the Kent Medical Campus Junction Improvements influence the economic case.

Sensitivity analysis will test the vulnerability of the option against unavoidable future uncertainties to test the robustness of the Kent Medical Campus scheme.

Sensitivity tests have been undertaken by assuming uncertainty surrounding travel time savings and cost. The sensitivity tests assume current travel time savings and costs may vary and have been conducted by reducing the total inflating and reducing delay/cost savings by 25% to understand the full extent of the scheme benefits. PVB is based on benefits extrapolated for years between 2017 and 2032.

Sensitivity tests have been carried out to provide a broader understanding of the value for money presented by the Kent Medical Campus Junction Improvements. The initial **BCR of 4.36** is based on travel time savings for vehicle users, no estimate is included for bus user benefits. The sensitivity tests, which address the assumptions made in the calculations of traveller benefits and are summarised in the table below.

**Table VI: Traveller Benefits**



ITEM	2010 Present Values (£000s)				
	Initial BCR PVB based on benefits extrapolated for years between 2017 and 2031	Test 1  25% reduction in perceived Travel Time Savings	Test 2  25% increase in perceived Travel Time Savings	Test 3  25% increase in Scheme Cost	Test 4  25% reduction in Scheme Cost
Present Value Benefit (PVB)	14,035,848	10,140,284	17,931,412	14,035,848	14,035,848
Present Value Cost (PVC)	3,221,232	3,221,232	3,221,232	4,026,540	2,415,924
Net Present Value (NPV) = PVB - PVC	10,814,616	6,919,052	14,710,180	10,009,308	11,619,924
Benefit to Cost Ratio (BCR) = PVB / PVC	<u>4.36</u>	<u>3.15</u>	<u>5.57</u>	<u>3.49</u>	<u>5.81</u>

### Appraisal Summary Table

A qualitative/quantitative assessment of predicted scheme performance against WebTAG appraisal criteria has been completed using an Appraisal Summary Table (AST) – this is attached at **Appendix E**.

### Value for Money Assessment

The Value for Money (VfM) Assessment of the initial BCR of 4.36 would be 'very high' based on the DfT 'Value for Money Assessment: Advice Note for Local Transport Decision Makers'. Sensitivity tests around the scheme user benefits potentially reduce the initial BCR to a minimum of 3.15 – 5.81, which would return a VfM assessment of 'high – very high'.

The Value for Money Assessment builds on the initial BCR with the objective of capturing qualitative impacts which have been assessed (**shown in the AST in Appendix E**).

The Kent Medical Campus scheme is expected to contribute to travel time savings at the junctions. Other benefits for the scheme have not been directly quantified and the final value for money assessment for the scheme is based on a qualitative assessment and quantified initial BCR.

Table VII: Scheme Value for Money (VfM) Summary

Scheme Value for Money (VfM) Summary				
VfM Component	VfM Assessment Mechanism & Outcome Measurement Method	Scope of VfM Component	VfM Component Strands	VfM Outcome  Qualitative (See 2 <sup>nd</sup> Column)
Initial BCR	Quantified BCR, or 5pt Qualitative BCR: ➤ Poor (<1.0) ➤ Low (1.0-1.5) ➤ Medium (1.5-2.0) ➤ High (2.0-4.0) ➤ Very High (>4.0)	Derived from usually-monetised scheme user economic appraisal and cost/benefit analysis	Vehicle Delay Savings (Business Users & Providers) – £1.14m Vehicle Delay Savings (Commuting & Other Users) – £12.8m Wider Public Finances (Indirect Tax revenues) – not assessed Broad Transport Budget – £3.2m	BCR based on vehicle delay savings only
			Overall	Very High (4.36)
Adjusted BCR	Quantified adjustment to BCR, or 5pt Qualitative adjustment to BCR: ➤ Poor ➤ Low ➤ Medium ➤ High ➤ Very High	Initial BCR adjusted to allow for sometimes-monetised scheme impacts	Reliability impact on Business Users & Providers – beneficial Reliability impact on Commuting and Other users – beneficial Noise – neutral Local Air Quality – beneficial Greenhouse Gases – beneficial Journey Quality – beneficial Physical Activity – neutral Accidents – neutral Journey Reliability – beneficial Area Regeneration – neutral Wider economy – beneficial Landscape – neutral Non-user option / non-use values – neutral	Adjusted BCR score is Neutral
			<u>Overall Adjusted</u>	Very High (4.36)
Qualitative Assessment	7pt Qualitative outcome: ➤ Large Beneficial ➤ Moderate ➤ Slight ➤ Neutral ➤ Slight ➤ Moderate ➤ Large Adverse	Covers rarely-monetised scheme impacts	Townscape – neutral Heritage / Historic Environment – neutral Biodiversity – neutral Water Environment – neutral Security – neutral Access to Services – neutral Affordability – neutral Severance – slight beneficial	Qualitative assessment score is Neutral
			<u>Overall</u>	Neutral

Initial VfM Category	4pt Qualitative outcome: ➤ Low ➤ Medium ➤ High ➤ Very High	Aggregate of above VfM components, excluding risk component	Initial BCR – Very High Adjusted BCR – Very High Qualitative Assessment – Neutral	High
			<u>Overall Initial VfM Category</u> (excluding risk adjustment)	High
Key Risks, Uncertainties & Sensitivities	7pt Qualitative negative or positive adjustment to initial VfM: ➤ Large Beneficial ➤ Moderate ➤ Slight ➤ Neutral ➤ Slight ➤ Moderate ➤ Large Adverse	<i>Risk around scheme performance, outcome sensitivity, outline capital costs over or under estimated etc.</i>	Conservative estimate of scheme performance (peak hour savings only) – slight beneficial Chosen option minimises delivery constraints/risks – slight beneficial	Sensitivity tests return a VfM category of 'high – very high'
			<u>Overall risk/uncertainty/sensitivity adjustment</u>	High – Very High
Final VfM Category	4pt Qualitative outcome: ➤ Low ➤ Medium ➤ High ➤ Very High	Aggregate of above VfM components, including risk component	<b>Overall Final VfM Category (including risk adjustment)</b>	<b>Very High</b>

### Overall Value for Money Statement

The initial BCR for the scheme is **4.36**. This is based on conservative estimates of travel time benefits in the peak hours only. The improved junction also offers potential for improved journey time reliability for consumer users, business users and providers.

The overall Value for Money category for the Medical Campus Junction Improvements is considered to be 'Very High'.

### Benefits of the 'Connected Vehicle Corridor Project'

The Value for Money Assessment does not include the Smart Technology features of this scheme. The initial BCR is expected to be higher than that shown above given that the provision of services in vehicle will provide a range of benefits to drivers using the corridor and the network operator due the increased granularity of data that the vehicles will provide in the future. The table below details the benefits of introducing the technology.



Table VIII: Connected Vehicle Corridor Benefits

Objective	Desired Outcome	Services
Alleviate congestion by allowing better flow of traffic	Improve car journey times	The use of Green Light Optimised Speed Advice (GLOSA) will smooth traffic flow and reduce emissions. Improved information and warning of incidents will enable driver choice
Supporting economic development in Kent	Improve journey time reliability	Better information and alternative routes will improve journey times
To promote accessibility to jobs and services for all	Increase public transport modal split and reduce public transport journey times	Freight services will improve distribution across the corridor. Better information will encourage modal shift when the network is congested
Provide a resilient network that is able to respond to disruption and incidents	Improvement of the ability of the transport system to function during adverse conditions and quickly recover to acceptable levels of service after an event	Information on incidents will reduce crashes and increased informed choice. In vehicle information will provide more accurate dissemination of information.
Improve air quality	Reduce carbon dioxide and other greenhouse gas emissions	Smoothing traffic flow will reduce emissions by enabling vehicles awareness of the state of green signals at signals.

b) Small project bidders should provide the following in annexes as supporting material:

Has a **Project Impacts Pro Forma** been appended? ☒ Yes ☐ No ☐ N/A

**Appendix D** shows the **Projects Impacts Pro Forma**.

Has a description of data sources / forecasts been appended? ☐ Yes ☐ No ☒ N/A

- **Description in Section B5(a) above.**

Has an **Appraisal Summary Table** been appended? ☒ Yes ☐ No ☐ N/A

**Appendix E** shows the **Appraisal Summary Table**.

Other material supporting your assessment of the project described in this section should be appended to the bid.

*\*This list is not necessarily exhaustive and it is the responsibility of the bidders to provide sufficient information to demonstrate the analysis supporting the economic case is fit-for-purpose.*

**B) Additional requirements for large project bids (i.e. DfT contribution of more than £5m)**

c) Please provide a short description (max 500 words) of your assessment of the value for money of the project including your estimate of the Benefit Cost Ratio (BCR) to include:

- Significant monetised and non-monetised costs and benefits
- Description of the key risks and uncertainties and the impact these have on the BCR;
- Key assumptions including: appraisal period, forecast years, optimism bias applied; and
- Description of the modelling approach used to forecast the impact of the project and the checks that have been undertaken to determine that it is fit-for-purpose.

d) Additionally detailed evidence supporting your assessment, including the completed [Appraisal Summary Table](#), should be attached as annexes to this bid. **A checklist of material to be submitted in the support of large project bids has been provided.**

Has an **Appraisal Summary Table** been appended? ☐ Yes ☐ No ☒ N/A

- Please append any additional supporting information (as set out in the Checklist).

*\* It is the responsibility of bidders to provide sufficient information for DfT to undertake a full review of the analysis.*



**A249 Bearsted Road Roundabout**

**B6. The Economic Case**

i) Has Defra's national air quality assessment, as reported to the EU Commission, identified and/or projected an exceedance in the area where the project will be implemented?

☐ Yes ☒ No

ii) Is there one or more Air Quality Management Areas (AQMAs) in the area where the project will be implemented? AQMAs must have been declared on or before the 31 March 2017

☒ Yes ☐ No

iii) What is the project's impact on local air quality?

☒ Positive ☐ Neutral ☐ Negative

- Please supply further details:

The proposed scheme will reduce queue lengths and waiting time of traffic approaching from Junction 7 of the M20 towards the Newcut Road roundabout, invariably reducing NO<sub>2</sub> emissions in this area.

To enhance the monitoring benefits of the scheme, four new diffusion tubes will be installed and monitored six months in advance of construction through to two years post completion to demonstrate the reduction in NO<sub>2</sub> emissions.

iv) Does the project promoter incentivise skills development through its supply chain?

☒ Yes ☐ No ☐ N/A

- Please supply further details:

**KCC Policy - "Better Outcomes, Changing Lives, Adding Social Value"**

Skills development is incentivised by Kent County Council under its' Social Value Policy which seeks to '*maximise and give greater recognition to Social Value, incorporate consideration of social value questions in tender evaluation criteria and procurement decisions where possible, and develop a Social Value Charter*'.

In order to ensure commitment to skills and development from the supply chain a '**Social Value and Employment Plan**' will be prepared prior to the Kent Medical Campus project commencement. The supply chain will be expected to promote careers in construction and trades to local schools, and commit to employing young people and the long term unemployed. The social value comes through local jobs for local people and raising the aspirations of local pupils.

**How will Skills Development be included in the Procurement Process?**

Skills development is included in all major scheme contracts using the adaptable clause on the Public Services (Social Value 2012) Act, present in all HT&W contracts as standard. This clause is then amended (as below), setting a number of minimum requirements with the understanding that these should then be developed and added to over the course of the contract.

**'Social Value & Employment'**



The Contractor will take into account this Act in Providing the Works, wherever they can, to do anything they consider will promote or improve the well-being of the area. The Employer considers the following key:

- a) *Maximising opportunities for small and medium-sized enterprises (SMEs) and third sector organisations (TSOs) based in or around the area where the Works are taking place.*
- b) *Developing a workforce that is highly skilled and well-motivated and can truly meet the skill needs of the local economy.*
- c) *How waste is to be reduced in the Works and any waste that is created is recycled.*
- d) *That the Contractor and their supply chain can demonstrate that their policies encourage social, environmental and economic objectives within the areas they work.*

The 'Employers requirements' of each contract defines social value and the Council's aspiration. A construction tender quality question on social value (as below) then identifies ways in which the contractor can support KCC's aspirations.

The employer is seeking an approach that considers and embraces social value as detailed in Works Information Schedule 6 Part 1 Para 1.3.2. Tenderers should describe what elements of social value they would bring to this project, the response should include details of the following:

- Control and management of waste.
- **Generating employment especially for the local long-term unemployed.**
- **Development of training opportunities for young people, and maintaining support after the completion of training.**
- **Use of local small and medium enterprises and third sector organisations. This would include advertising for subcontractors through the Kent Business Portal.**
- Engagement of the local community to create opportunities to improve the local community.
- Create opportunities to improve the local Environment.

#### **Examples of Skills Development on Previous Projects**

The following skills development has been carried out as part of recent projects:

- **M20 Junction 4, Leybourne Eastern Overbridge Widening**
  - a) Employment of a trainee site foreman.
  - b) Employment of 31 SME's, of which 20 (65%) were local or had local offices. Of 29 persons working on the project, 25 lived locally (within 30 miles). This represents 86% in terms of those locally employed.
  - c) A secondary school visit of a small group of students. They were tasked with assessing the site as if they were a considerate contractor assessor.

- d) On site and off site training sessions provided to permanent and agency staff and operatives working on the project.
- e) Four civil engineering students from the University of Greenwich Medway campus site visit for schools assignment. They were given an induction and briefing on the job, followed by a site tour and access to some examples of risk assessments and method statements.

- **Maidstone Bridges Improvement Scheme**

- a) Ensured creation of employment for the local workforce taking every possible opportunity to use local contractors and materials sourced from local suppliers.
- b) Offered students at Mid Kent College the chance to supplement their studies with work experience in their chosen field. A student who worked on this scheme over the summer hopes to find an apprenticeship with a civil engineering company.



### **B7. Management Case – Delivery (Essential)**

- a) A project plan (typically summarised in Gantt chart form) with milestones should be included, covering the period from submission of the bid to project completion.

Has a project plan been appended to your bid? ☒ Yes ☐ No

A detailed project plan, in Gantt chart form, is provided as **Appendix F**, covering the period from submission of the bid to scheme completion. The project plan shows that the scheme will be delivered by **December 2019** and an allowance of 16 weeks is made for terminal float. The key milestones are clearly shown in **Table C: Construction milestones** below.

**b) If delivery of the project is dependent on land acquisition, please include a letter from the respective land owner(s) to demonstrate that arrangements are in place to secure the land to enable the authority to meet its construction milestones.**

Has a letter relating to land acquisition been appended? ☒ Yes ☐ No ☐ N/A

**Appendix A** shows a letter of support in regards to the **Land Acquisition**.

**c) Please provide in Table C summary details of your construction milestones (at least on but no more than 6) between start and completion of works:**

**Table C: Construction milestones**

Construction milestone	Estimated Date
Outline Design	July 17 – January 18
Detailed Design	February 18 – August 18
Procurement	May 18 – December 18
Contract Award	January 19
Project Commencement	February 2019
Project Completion	December 19

**d) Please list any major transport projects costing over £5m in the last 5 years which the authority has delivered, including details of whether these were completed to time and budget (and if not, whether there were any mitigating circumstances)**

KCC have a successful track record of delivering major transport schemes within the county. The most recent of which was the Local Growth funded, LGF, **Maidstone Bridges Gyrotory (MBG)** project, M20 Junction 4 bridge widening, Local 'Pinch Point' funded Westwood Relief Strategy, Poorhole Lane, North Farm Improvements and the East Kent Access Phase 2 (EKA2).

The MBG, completed in March 2017, was designed to reduce congestion, improve journey time reliability and support economic growth. A complex project within the heart of a busy county town was successfully delivered on time and to budget whilst

maintaining access for local businesses and commuters alike. Excellent working relations with Maidstone Borough Council have been formed which will be beneficial to the delivery of the Kent Medical Campus project, should this bid be successful. The total value of the scheme was £5.74m of which £4.6m was funded by LGF.

**M20 Junction 4 Eastern Overbridge Widening** was implemented to reduce congestion and support local housing growth in the surrounding area. A project that had



a significant level of interface with Highways England to ensure safety to all network users through delivery was completed in January 2017. This was a £5m LGF scheme delivered on time and within budget.

**Westwood Relief Strategy, Poorhole Lane Widening** was a 'Local Pinch Point' funded scheme that has seen the reduction in congestion at the highly trafficked location near the Westwood Cross shopping centre in Thanet. The £5m project was successfully completed in June 2015 within budget despite being a challenging construction scheme due to the amount of utility diversions required and large number of fibre optic cables requiring a close working relationship with a diverse range of companies.

**North Farm Improvements** was also funded through 'Local Pinch Point' was completed in October 2015 on budget but delayed due to very complex utility diversions and lack of co-operation from Statutory Undertakers. KCC has mitigated this risk on subsequent projects of a similar nature by engaging a dedicated Statutory Undertaker Co-Ordinator. With a total project cost of £7.35m, the scheme, similar in nature to the MBG was delivered to reduce congestion, improve journey time reliability and benefit the air quality in a busy business area. Engagement with the adjacent business community was key to the successful delivery of the scheme. A complex retaining structure was constructed which required the need for a multidisciplinary project team.

The **East Kent Access 2** scheme, completed in May 2012, was designed to support economic development, job creation and social regeneration, improving access with high quality connections between the urban centres, transport hubs and development sites in East Kent. The overall objectives of the scheme were to unlock the development potential of the area, attract inward investment and maximise job opportunities for local people. The scheme was successfully delivered within budget and ahead of programme through the adoption of a robust management. The total value of the scheme was £87.0m of which £81.25m was funded by Central Government and was awarded a regional Institution of Civil Engineers (ICE) Excellence Award.



Maidstone Bridges Gyratory

## B8. Management Case – Statutory Powers and Consents (Essential)

- a) Please list if applicable, each power / consent etc. already obtained, details of the date acquired, challenge period (if applicable), date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.

Statutory Powers and Consents are not required for the delivery of the Kent Medical Campus scheme.

Planning permission is not required as the scheme will be carried out as permitted development.

- The majority of works to implement the proposed scheme are contained within the existing highway boundary and the other land required has been secured through a 'gifting' agreement with the land owner.
- The scheme is located on the Local Authority Network and does not require consents from Highways England.
- The scheme does not require Side Roads Orders.

**b) Please list if applicable any outstanding statutory powers / consents etc. including the timetable for obtaining them.**

There are no outstanding statutory powers / consents that this scheme is reliant on for delivery.



Museum of Kent Life

## **B9. MANAGEMENT CASE – Governance (Essential)**

**Please name those who will be responsible for delivering the project, their roles (Project Manager, SRO etc.) and responsibilities, and how key decisions are/will be made. An organogram may be useful here.**

This project will be managed in house by APMP trained and experienced Kent County Council Project Managers, within the Major Capital Programme delivery team, using a well-established governance structure, which has been successfully applied to deliver other transport improvement schemes, including the Local Growth Fund Programme.

KCC have set up a clear and robust structure to provide accountability and an effectual decision making process for the management of Major Capital schemes funded schemes. This will be used for the National Productivity Investment funded projects. Each project will have a designated highly skilled and experienced KCC Project Manager.

An outline of the overall governance structure implemented to manage the delivery of each scheme can be found in **figure 6**.

National Productivity Investment Fund	High Level Agenda	Frequency	Attendees	Format	Scope	Agenda Items	Key Deliverables/Feedback	Templates
Sponsoring Group	Planning Design Construction Post Scheme Monitoring	Every two months - Can be called in emergency if needed	Chair: TR BC/RW/MG/MB/CH Supported by PMs attendees as required	Face to Face meeting	To discuss programme (i.e. high level progress/preview next steps and discuss resolve issues)	NPIF programme (high level) progress to date Programme financial reporting Communication/Stakeholder Engagement Issues/Risk/Change Decisions	Minutes of Meeting Action List Output distributed to all attendees + Programme Board attendees where appropriate	Agenda Minutes Decision list
Sponsoring Group Progress Report	Decisions needed	Every two months	MG	Report	To record progress/outstanding actions/issues that require a decision made by the Board		Action list ready for the Steering Group	Progress Report
Programme Board Meeting	Planning Design Construction Post Scheme Monitoring	Monthly	Chair: MG MG/KCC PMs/External Suppliers	Face to Face meeting	To discuss progress/preview next steps and discuss and resolve issues. Escalate issues/decisions required to Sponsoring Group	NPIF 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 Meeting	Monthly	MG	Report	To collate and streamline all reports highlighting areas of interest for the Programme Board meeting.		Highlight report shared with PB attendees Use for Programme Meeting.	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 to drive and discuss progress in detail	NPIF project progress to date/MS Programme Project financial reporting Issues/Risk/Change Actions	MS Programme Update Progress update in Template for each project eg. Risk register/issues log	Agenda Minutes Progress Report

## List of initials:

BC	Barbara Cooper	Corporate Director, Growth, Environment and Transport
RW	Roger Wilkin	Director of Highways, Transportation & Waste
TR	Tim Read	Head of Transportation
MG	Mary Gillett	Major Capital Programme Manager
MB	Matthew Balfour	Cabinet Member Planning, Highways, Transport & Waste
CH	Cath Head	Head of Finance (Operations)

Figure 6: KCC Governance Diagram



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 individual progress on each scheme and are chaired by KCC Project Managers (PMs). 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 sent by the KCC PMs comprise of 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. 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 Major Capital Programme Manager. Attendees include representatives from all three stages of the schemes (i.e. KCC Management, KCC Sponsors, KCC PMs). 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 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 is held monthly and will be chaired by Tim Read (KCC Head of Transportation). Attendees are Barbara Cooper (Corporate Director), Roger Wilkin (Director of Highways, Transportation and Waste), Tim Read and Mary Gillett (KCC Major Capital Programme Manager). This meeting discusses high-level programme progress to date, financial progress, next steps and closes out any actions from the escalation report. Output is sent to Mary Gillett for distribution. 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).

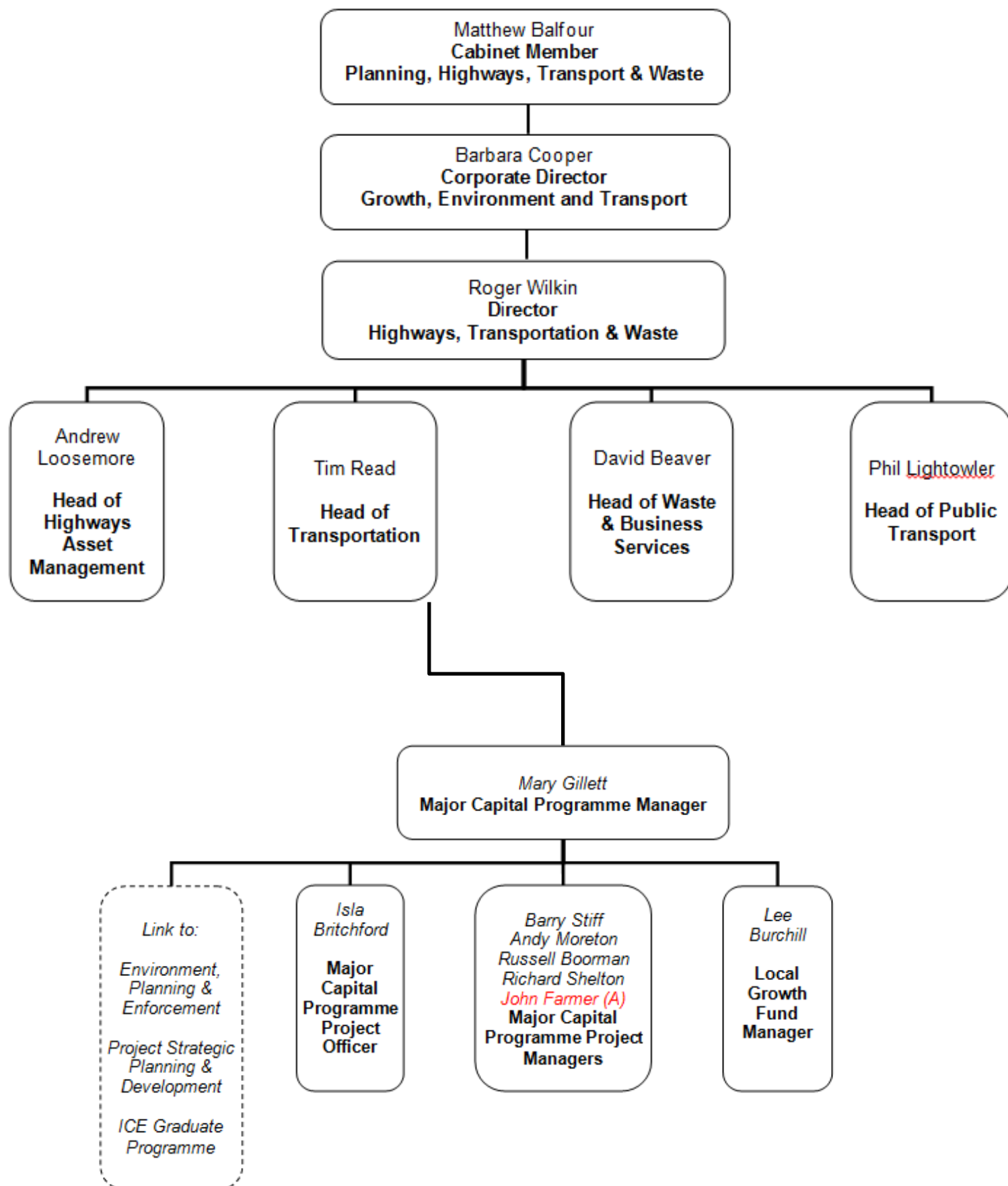
KCC has a comprehensive approval process to ensure robust decisions are made on spending public money on improving our road network. **Section B9** above demonstrates that we have proven governance mechanisms to deliver major transport schemes on time and within budget. We plan to build on this delivery record. The governance of the scheme requires management at three levels: corporate management; project board; and project delivery. The hierarchy for governance arrangements for the scheme are shown in **Figure 7**.

Figure 7: Project Management Role and Responsibilities

Role in Project Governance	Name	Role outside Project Governance	Accountabilities in Project Governance	Responsibilities in Project Governance
<b>Corporate Management</b>				
Cabinet Member for Planning, Highways, Transportation and Waste	Elected member, Matthew Balfour	Cabinet Member for Planning, Highways, Transportation and Waste	Give mandate to the Senior Responsible Officer (SRO) and Project Board to proceed with the investment.	<p>Provide strategic leadership to the Project Board.</p> <p>Lead the decision-making on KCC's transport strategy and directs all transport investment.</p> <p>Provide direction and guidance to the Project Board and ensure effective governance of the project.</p>
Role in Project Governance	Name	Role outside Project Governance	Accountabilities in Project Governance	Responsibilities in Project Governance
Senior Responsible Officer	Roger Wilkin	Director of Highways, Transportation & Waste	Ultimate decision making authority (at officer level) and responsible for scheme delivery, including ensuring that project objectives are met and benefits are realised.	<p>Work with the Project Board to create a suitable mandate for financial control in order to satisfy the funding requirements.</p> <p>Delegate responsibilities on any of his obligations to the Project Board.</p>
<b>Project Board</b>				
Senior User	Andrew Loosemore	Head of Highway Operations	Accountable for ensuring that user needs are specified correctly and that the solution meets those needs	<p>Make necessary decisions to allow the scheme to progress at a number of key stages in the project lifecycle.</p> <p>Approve major changes to the delivery programme and constituent/fundamental elements of the project delivery including budget.</p>
Project Executive	Tim Read	Head of Transportation	Protect the interests of the council	Obtain and provide the SRO with stakeholder / technical input to decisions affecting the project.
Senior Supplier	Consultant/ NEC3 Contractor	Framework Contractors	Accountable for the quality of the products delivered by consultant(s)/ framework contractors	<p>Assist the SRO in decision-making and on-going progress of the project. Agree all major plans.</p> <p>Approve all budgets and tolerances for time, quality and cost along with reporting and monitoring requirements.</p> <p>Have overall responsibility for managing risk on the project. Meet on a monthly basis and will be chaired by Project Executive.</p>

Role in Project Governance	Name	Role outside Project Governance	Accountabilities in Project Governance	Responsibilities in Project Governance
Project Manager	Mary Gillett	Major Capital Programme Manager	Ensure the needs of the project are being met and co-ordinated and that the project is progressing to agreed time and budget	<p>Be responsible for delivering the scheme on a day-to-day basis.</p> <p>Identify packages of work and agrees with the Finance Business Partner the appropriate budget for each individual work package.</p> <p>Ensure the follow up of all decisions by SRO and the Project Board.</p> <p>Prepare Lessons Learned Report, Progress Report and End of Project Report.</p> <p>Brief local councillors and officers on progress and ensure their buy-in.</p> <p>Ensure appropriate stakeholder management and communication strategy in place and implemented</p> <p>Ensure suitable monitoring and evaluation framework is in place to realise scheme benefits.</p>
<b>Project Delivery Team</b>				
Work Package Leaders	Consultant/ NEC3 Contractor		Ensure the technical work is delivered as per agreed standards of time, quality and cost.	<p>Responsible to the Project Manager.</p> <p>Make decisions on scheme design, construction and risks</p> <p>Report on progress on a weekly basis to the Project Manager and attend to Project Progress meetings that will be held every 4 weeks to discuss design engineering and delivery progress, issues, risk, and fees.</p>

Figure 8: Project Governance Structure





**B10. MANAGEMENT CASE – Risk Management (Essential)**

All projects will be expected to undertake a Quantified Risk Assessment (QRA) and a risk register should be included. Both should be proportionate to the nature and complexity of the project. A Risk Management Strategy should be developed that outlines how risks will be managed.

*Please ensure that in the risk / QRA cost that you have not included any risks associated with the ongoing operational costs and have used the P50 value.*

Has a QRA been appended to your bid? ☒ Yes ☐ No

**Appendix G** shows a fully **Quantified Risk Assessment (QRA)**.

Has a Risk Management Strategy been appended to your bid? ☒ Yes ☐ No

**Appendix H** shows the **Risk Management Strategy**.

**Please provide evidence on the following points (where applicable) with a limit of 50 words for each:**

**a) What risk allowance has been applied to the project cost?**

Project costs are reviewed at every stage of the design and construction process by an independent cost consultant to ensure they are up to date and reflect the current market pricing. **£772,086** risk allowance has been applied to the project cost, **see Appendix G**.

**b) How will cost overruns be dealt with?**

An estimate, including a risk allowance, has been undertaken by an independent cost consultant, to be refined as the scheme design is developed, with risks mitigated according to the Risk Management Strategy. If risks are unable to be mitigated, KCC accepts responsibility for meeting any associated cost overruns.

**c) What are the main risks to project timescales and what impact this will have on cost?**

Risks are evaluated during the design process and construction and risk reduction meetings will be held with the project team as necessary and risks managed and mitigated accordingly.

The main project risks are shown in **Figure 9** quantified as £772,086.

**Appendix G** shows a fully documented **Quantified Risk Register**.

Figure 9: Main Project Risks

Risk	Likelihood*	Impact*	Mitigation
Not securing land	1	5	Land will be acquired via voluntary acquisition. Letter attached.
Accuracy of Estimate -particularly given the increase in activity in the construction sector which is driving up prices.	1	4	A preliminary design estimate has been undertaken by independent cost consultants and a risk allowance has been included in the £6.52m scheme cost. The cost estimate will be regularly refined and updated as scheme design is developed.
Construction Price Inflation	2	4	An inflation allowance has been included in the scheme estimate for a construction start date in 2019. This will be monitored and estimate kept under review.
Cost over-run risk to KCC	2	4	An adequate risk allowance has been included in the £6.52m estimate
Failure to achieve design on time	1	4	Design is being carried out by an experienced major consultancy.
Failure to procure a contractor	2	5	Contractors are being more selective as UK emerges from recession. Apart from formal OJEU process, KCC HT&W Major Projects Team will use its industry contacts to encourage an appropriate tender list can be selected and tender returns to be achieved.
Project Management failure	1	3	KCC HT&W Major Projects Team is a knowledgeable client with extensive experience of major scheme delivery.
Failure to carry out utility diversions in a timely manner	3	5	KCC will engage with the relevant utility companies through the design process. A dedicated Statutory Undertake Co-Ordinator will also be employed to ensure diversionary works do not delay project completion.

### B11. MANAGEMENT CASE – Stakeholder Management (Essential)

The bid should demonstrate that the key stakeholders and their interests have been identified and considered as appropriate. These could include other local authorities, the Highways England, statutory consultees, landowners, transport operators, local residents, utilities companies etc. This is particularly important in respect of any bids related to structures that may require support of Network Rail and possibly, train operating company(ies).

- a) Please provide a summary in no more than 100 words of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

Consultation is a key element of the project. The approach to the management of the stakeholders and other parties is illustrated in Figure 10.

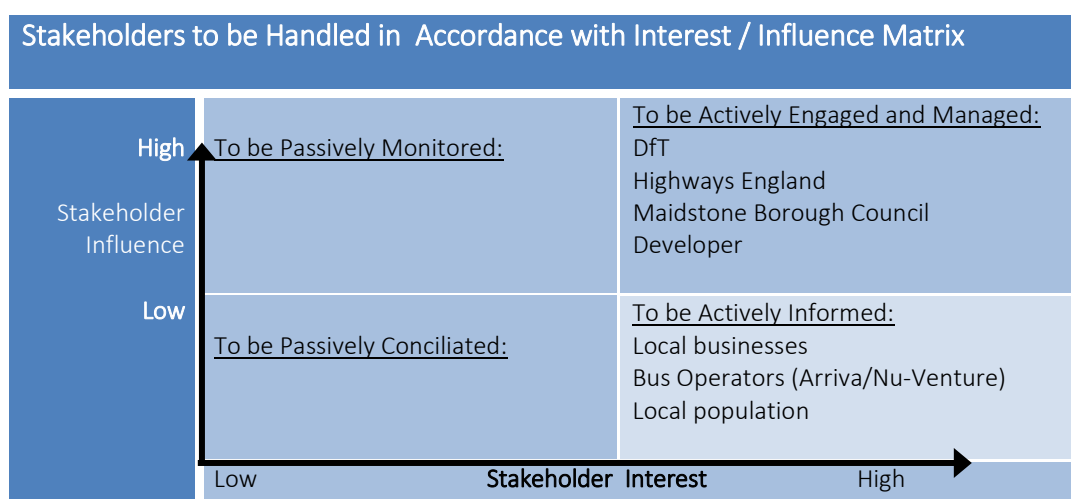
Early engagement with stakeholders has commenced and will continue throughout the project's lifecycle. To date, this includes Maidstone Borough Council, landowners adjacent to the highway and Highways England.

Businesses and the local population will be engaged through a full programme of events, briefing sessions and project newsletters.

Planned stakeholder engagement will be undertaken with public transport operators on the route (Arriva and Nu-Venture) and the Parish Council.

A formal Stakeholder and Communication Strategy will be adopted.

**Figure 10: Stakeholder Engagement**



- b) Can the project be considered as controversial in any way? ☐ Yes ☒ No  
If yes, please provide a brief summary in no more than 100 words

- c) Have there been any external campaigns either supporting or opposing the project?

☐ Yes ☒ No

If yes, please provide a brief summary (in no more than 100 words)

- d) For large projects only please also provide a Stakeholder Analysis and append this to your application.

Has a Stakeholder Analysis been appended?

☐ Yes ☐ No ☒ N/A

- e) For large projects only please provide a Communications Plan with details of the level of engagement required (depending on their interests and influence), and a description of how and by what means they will be engaged with.

Has a Communications Plan been appended?

☐ Yes ☐ No ☒ N/A



A249 Bearsted Road Roundabout



**B12. MANAGEMENT CASE – Local MP support (Desirable)****a) Does this proposal have the support of the local MP(s);**

Name of MP(s) and Constituency

1. Helen Whately, MP for Faversham and Mid Kent ☒ Yes ☐ No



**Appendix J** shows a letter of support from the ***MP Helen Whately***.

2. Helen Grant, MP for Maidstone and The Weald ☒ Yes ☐ No



**Appendix I** shows a letter of support from the ***MP Helen Grant***.

**B13. MANAGEMENT CASE – ASSURANCE (Essential)**

We will require Section 151 Officer confirmation (Section D) that adequate assurance systems are in place.

Kent County Councils Section 151 Officer can confirm that adequate assurance systems are in place and this is reflected in **Section D** below. A letter has also been appended to this bid. **See appendix M.**

Maidstone Borough Council's Section 151 Officer has confirmed commitment of their contribution towards the successful delivery of this project. A letter has been appended to this bid. **See appendix L.**



A249 Bearsted Road Westbound

## Section C – MONITORING, EVALUATION AND BENEFITS REALISATION

### C2. BENEFITS REALISATION

A Monitoring and Evaluation Engagement Process (MEP) (in line with DfTs 'Monitoring and Evaluation Framework for Local Authority Major Schemes') will be developed during the project planning stages. The development of this plan prior to implementation will ensure that monitoring and evaluation is embedded into the project to enable on-going monitoring and feedback of the outcomes over the project lifetime and beyond.

The principal metric will be travel time savings for existing and future users of the A249 corridor. Combining this with trip frequency/Value of time, we will be able to estimate outturn economic impacts transport users. Air quality will continue to be monitored for two years post scheme completion.

**Figure 11: Summary Outputs**

	16/17	17/18	18/19	19/20	20/21	Totals	Totals up to 2025
Jobs		150	375	500	500	1525	3000
Homes		124	124	124	124	496	1500
Etc							

*In addition a further 500 jobs will be facilitated on land adjacent KMC when plans for the expansion and redevelopment of Newham Court Shopping Centre are brought forward.*


*Note: 1 FTE job = 30 hours per week or more; Permanent job = 12 months or more*




**A249 Bearsted Road Westbound (Cemetery)**

## Section D – DECLARATIONS

### D1. SENIOR RESPONSIBLE OWNER DECLARATION

<b>D1. SENIOR RESPONSIBLE OWNER DECLARATION</b>	
As Senior Responsible Owner for [project name] I hereby submit this request for approval to DfT on behalf of Kent County Council and confirm that I have the necessary authority to do so.	
I confirm that Kent County Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.	
Name: Roger Wilkin	Signed:
Position: Director of Highways, Transportation and Waste.	

<b>D2. SECTION 151 OFFICER DECLARATION</b>	
As Section 151 Officer [name of authority] I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that Kent County Council	
<ul style="list-style-type: none"> <li>- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution</li> <li>- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties</li> <li>- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme</li> <li>- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided for this bid in 2020/21</li> <li>- confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller project bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place</li> <li>- confirms that if required a procurement strategy for the project is in place, is legally compliant and is likely to achieve the best value for money outcome</li> </ul>	
Name: Andy Wood	Signed: 



## Checklist

SECTION A	
Combined Authority multiple bid ranking note (if applicable)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
A3. Map showing location of the project and its wider context	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
A7. Combined Authority support letter (if applicable)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
A8. LEP support letter (if applicable)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
A8. Housebuilder / developer evidence letter (if applicable)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
SECTION B	
B.7 Land acquisition letter (if applicable)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
B5. Projects impact pro forma (must be a separate MS Excel)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
B5. Appraisal summary table	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
B7. Project plan/Gantt chart	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**APPENDIX A  
LETTER OF SUPPORT FROM DEVELOPER.**

William Cornall  
Maidstone Borough Council  
Maidstone House  
King Street  
Maidstone  
Kent ME15 6JQ

Our Ref AGH/EB/10000

29 June 2017

Dear William

**SUBJECT TO CONTRACT/WITHOUT PREJUDICE/ CONTRACT DENIED**

I refer to our telephone conversation on Friday 26th May with respect to Maidstone Borough Councils bid to the National Productivity Investment Fund. The bid will look to sponsor and bring forward a significant part of the highway improvements identified as part of the Local Plan Allocation RMX1 for Newnham Park as well as part of the highway improvements outlined in MA/16/507292/OUT.

We understand that the Council are submitting a bid with Kent County Council for funding for the two local junctions known as Newcut (KMC) and Bearsted (Next) roundabouts. The remaining improvements to the signalisation of M20 Junction 7 will be delivered via pooled contributions from other developments in the local vicinity which the Council will be actively looking to seek financial contributions from.

On behalf of our clients, Kent Medical Campus, we can confirm we would like to support the bid and as requested have set out the financial contributions to this bid below on a subject to contract basis:

- A cash Contribution from the landowner of £1,500,000 (ONE MILLION, FIVE HUNDRED THOUSAND POUNDS ONLY) inclusive of VAT.
- The landowner will make available land of approximately 0.2 hectares which is identified in MA/16/507292/OUT for the expansion of the New Cut Roundabout which is an in lieu financial contribution based on current land values of approximately £750,000 (SEVEN HUNDRED & FIFTY THOUSAND POUNDS ONLY).

Yours sincerely

*DHA Planning Ltd.*

DHA Planning

**dha planning**

Eclipse House, Eclipse Park, Sittingbourne Road  
Maidstone, Kent ME14 3EN

t: 01622 776226 f: 01622 776227

e: [info@dhaplanning.co.uk](mailto:info@dhaplanning.co.uk) w: [www.dhaplanning.co.uk](http://www.dhaplanning.co.uk)

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**APPENDIX B**  
**LETTER OF SUPPORT FROM COUNTRYSIDE PROPERTIES PLC CONFIRMING**  
**CONTRIBUTION TO M20 J7 SIGNALISATION**



**COUNTRYSIDE**  
Places People Love

Mr Haydn Davies  
Department for Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4DR

29<sup>th</sup> June 2017

Dear Mr Davies

**Junction 7 M20 Improvement Works**

Further to recent discussions, I can confirm that Countryside Properties will be paying a proportionate contribution towards the improvement works at Junction 7 of the M20 in relation to the development of land South of Sutton Road in Maidstone.

This contribution will be paid at a trigger point to be agreed within a legal agreement currently being negotiated with Maidstone Borough Council. This legal agreement will also specify the level of contribution that is being sought.

Countryside Properties is supportive of Maidstone Borough Council and Kent County Council's bid to the National Productivity Investment Fund for improvements to the A249 Bearsted Road and the A249 Bearsted Road/ New Cut Road roundabout junctions.

Yours Faithfully

P.P.

**Rosa Etherington**  
**Associate Director (Planning)**  
[rosa.etherington@cpplc.com](mailto:rosa.etherington@cpplc.com)



Countryside Properties (UK) Limited,  
Countryside House, The Drive, Brentwood, Essex, CM13 3AT  
Tel: 01277 260 000 Fax: 01277 690 600 E-mail: [group@cpplc.com](mailto:group@cpplc.com) DX 124280 Brentwood 4  
[www.countryside-properties.com](http://www.countryside-properties.com)

Registered office as above Registered no 614864 England and Wales



**APPENDIX C**  
**LETTER OF SUPPORT FROM THE SOUTH EAST LEP.**



County Hall  
Chelmsford  
Essex  
CM1 1QH

Kent County Council

22<sup>nd</sup> June 2017

**National Productivity Investment Fund**

Dear Lee,

On behalf of my Chairman, Christian Brodie, I am writing to offer my support to Kent County Council for your bid for support from the National Productivity Investment Fund (NPIF). With the bid for NPIF complementing previous and current projects which have received Local Growth Funding and further enhancing the conditions for growth in the area, we are very pleased to endorse it.

A fully funded proposal will enable Kent County Council to make improvements in a coherent and functional manner and will squarely align with the South East LEP's aspirations for the area. The positive endorsement from the South East LEP Strategic Board on 9<sup>th</sup> June 2017 confirms that we are fully supportive of your ambition.

At the South East LEP we understand the importance for the area to improve key road infrastructure; enabling growth of sectoral sites such as the Maidstone Medical Campus whilst further improving junction capacity to accommodate housing growth. We wish you every success with your application for funding and will be pleased to help build on its success in the future.

Yours sincerely

A handwritten signature in black ink, appearing to read "A J Bryan", with a long horizontal flourish extending to the right.

Adam Bryan  
Managing Director  
South East LEP



## APPENDIX D PROJECT IMPACT PRO FORMA.

**Scheme Impact Pro Forma for Small Project Bids - Please fill in the cells highlighted in yellow**  
**NPIF**

Year of assessment			2018		
Scenario	Input Data / Key Performance Indicators	Unit	AM Peak Hr	PM Peak Hr	Inter-Peak Hr
			Weekday	Weekday	*4 Weekday
Do-Minimum	Number of highway trips affected	vehicles	2,873	3,519	
	Total vehicle travelled time *1	vehicle-hours	67.7	224	
	Total vehicle travelled distance *2	vehicle-km			
	Highway peak period conversion factor	-			
	Number of PT passenger trips on affected routes *3	passenger trips			
	Total PT travelled time	passenger-hrs			
	PT peak period conversion factor	-			
Do-Something	Number of highway trips affected	vehicles	2,873	3,519	
	Total vehicle travelled time *1	vehicle-hours	11.2	51.2	
	Total vehicle travelled distance *2	vehicle-km			
	Highway peak period conversion factor	-			
	Number of PT passenger trips on affected routes *3	passenger trips			
	Total PT travelled time	passenger-hrs			
	PT peak period conversion factor	-			

### NOTES

- \*1. total vehicle delay - results have been derived from an isolated junction model therefore total vehicle travel time has been replaced with delay
- \*2. Results have been derived from an isolated junction model therefore total vehicle travel distance has not been calculated
- \*3. PT Trips have not been accounted for in this small scheme assessment
- \*4. Inter Peak hr has not been calculated therefore result is an under-estimate of scheme benefits

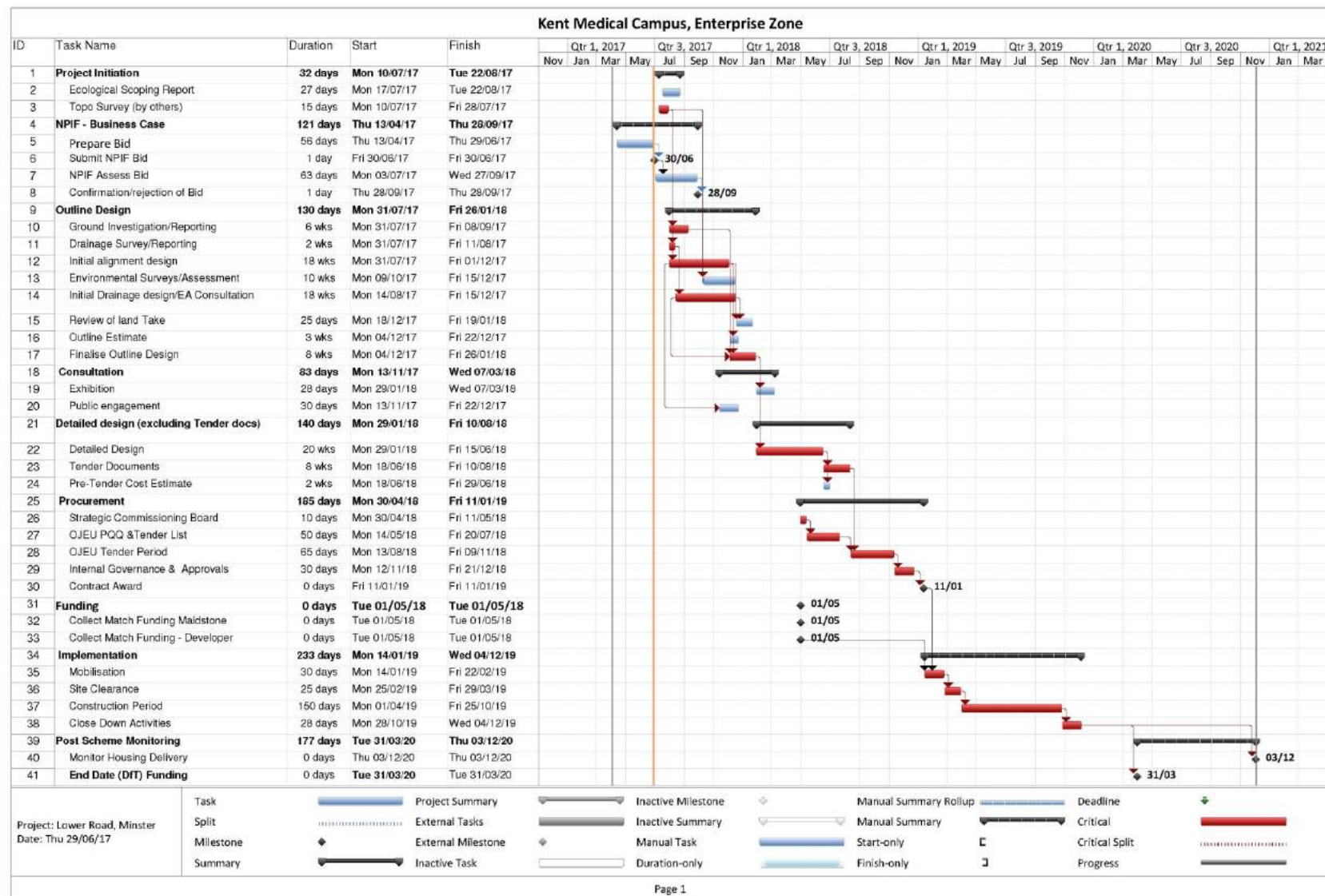
## APPENDIX E APPRAISAL SUMMARY TABLE

Impacts		Summary of key impacts	Assessment	
			Qualitative	Quantitative (Monetary £(NPV))
Economy	Business Users & Transport Providers	Benefits in terms of transport economic efficiency for business users and transport providers will be assessed with the upgrades to M20 J7, A249/Bearsted Road and C249/Bearsted Road junctions, expecting a positive net benefit. Users are estimated to get slight benefits from reductions in journey times.	NOT ASSESSED	£1.14m
	Reliability Impact on Business Providers	Reliability for business users will be improved as congestion is reduced along Bearsted Rd by enlarging the junctions with the A249 and New Cut Rd. The Medical Campus Junction Improvements scheme form part of the A249 connected corridor which allows access into the town from the A2/M2, the scheme will remove existing constraints along the corridor and improve user reliability for all modes.	BENEFICIAL	NOT ASSESSED
	Regeneration	WebTAG Unit A2.2 'Regeneration Impacts' indicates that a regeneration assessment only needs to be considered for schemes that affect travel to, from or within one or more regeneration areas. The scheme does not impact on such an area.	NEUTRAL	NOT ASSESSED
	Wider Impacts	The scheme is an important part of delivering the Kent Medical Campus, however it is not envisaged that the level and type of benefits meet the requirement for an assessment in line with TAG Unit A2.1.	BENEFICIAL	NOT ASSESSED
Environmental	Noise	It is unlikely that noise levels will increase as a consequence of introducing the scheme. The local area does not feature in DEFRA's noise action plan.	NEUTRAL	NOT ASSESSED
	Air Quality	The town of Maidstone has been declared as an Air Quality Management Area. The area extends as far as Bearsted Rd. Traffic is anticipated to increase in the local area as a consequence of development and improvements to the highway infrastructure to reduce congestion and traffic idling will lead to air quality improvements.	BENEFICIAL	NOT ASSESSED
	Greenhouse Gases	Reduction in congestion and queueing should have an overall net benefit on the greenhouse gas emissions in the study area.	BENEFICIAL	NOT ASSESSED
	Landscape	The scheme is unlikely to have a material impact on the immediate or surrounding landscape.	NEUTRAL	NOT ASSESSED
	Townscape	The scheme is located on the periphery of Maidstone and as such will not have any impact on the local townscape.	NEUTRAL	NOT ASSESSED
	Historic Environment	The scheme is unlikely to have any impact on the Historic Environment.	NEUTRAL	NOT ASSESSED
	Biodiversity	The scheme is unlikely to have any impact on Biodiversity.	NEUTRAL	NOT ASSESSED
	Water Environment	The scheme is unlikely to have any impact on the Water Environment	NEUTRAL	NOT ASSESSED
Social	Commuting & Other Users	The junction improvements will lead to reductions in congestion and queueing. Hence, commuters and other users will experience a journey time benefit.	NOT ASSESSED	£12.8m
	Reliability Impact on Commuting & Other Users	By reducing congestion, greater reliability will be witnessed on the route for commuter and leisure motorists. The Medical Campus Junction Improvements scheme form part of the A249 connected corridor which allows access into the town from the A2/M2, the scheme will remove existing constraints along the corridor and improve user reliability for all modes.	BENEFICIAL	NOT ASSESSED
	Physical Activity	The scheme is unlikely to have any impact on Physical Activity.	NEUTRAL	NOT

Impacts		Summary of key impacts	Assessment	
			Qualitative	Quantitative (Monetary £(NPV))
				ASSESSED
	Journey Quality	The route corridor itself will remain largely unchanged, however improvements to the junctions will undoubtedly reduce traveller stress associated congestion related frustration and fear of accidents.	BENEFICIAL	NOT ASSESSED
	Accidents	The reduction in congestion and introduction of signals at the gyratory should have a positive impact on road safety.	BENEFICIAL	NOT ASSESSED
	Security	No change to security is predicted to arise due to the scheme.	NEUTRAL	NOT ASSESSED
	Access to Services	As there are no proposed changes in routings or timings of current public transport services, an assessment of access to services is not proposed.	NEUTRAL	NOT ASSESSED
	Affordability	The scheme is likely to slightly reduce travel costs through reductions in fuel use due to congestion relief. However, its impacts on overall affordability will be small and therefore no assessment will be completed.	NEUTRAL	NOT ASSESSED
	Severance	The reduction in congestion and introduction of signals at the gyratory should reduce severance at the three junctions.	SLIGHT BENEFICIAL	NOT ASSESSED
	Option & Non-Use Values	The scheme will not ' <i>substantially change the availability</i> ' of transport services along the scheme corridor and as such will have a negligible effect on 'Option and No Use Values'.	NEUTRAL	NOT ASSESSED
Public Accounts	Cost to Broad Transport Budget		N/A	£3.2m
	Indirect Tax Revenues		NOT ASSESSED	NOT ASSESSED

## APPENDIX F

### DETAILED PROJECT PLAN IN GANTT FORM





## APPENDIX G RISK REGISTER WITH QUANTIFIED RISK ASSESSMENT (QRA).

National Productivity Investment Fund															
RISK REGISTER															
Project Title: Maidstone Medical Campus, Enterprise Zone				H	High						H	High			
Project Manager: Russell Boorman				M	Medium						M	Medium	Total Risk Allowance		
Date of Last Review: 27 June 2017				L	Low						L	Low	£772,086.00 Risk Closed		
Risk Number	Risk Description	Date Logged	Initial Impact	Initial Probability	Initial Priority	Nature of Impact (Commercial/Programme/H&S)	Action to be taken (Mitigation)	By Whom	By When	Residual Impact	Residual Probability	Residual Priority	Progress	Residual Cost Allowance in Project Estimate	Risk amended this review ?
01	Planning Consent Required to Deliver Scheme	27/06/2017				Scheme delayed (1 year) and inflation on costs.	Initial meetings being carried out with planners and ECC Legal to seek advice on planning permission or permitted development.	KCC	27/06/2017				Permitted Development agreed	£71,000.00	N
02	Poor response (timescale) to initial queries from utility companies.	27/06/2017				Potentially impacting on construction programme and associated costs (i.e. advanced works preferable).	Where diversions/alterations are likely then proceed direct to C4 detailed estimates (no C3) where works could potentially be carried out in advance of the main works. Re-issue C3 notices for remainder ASAP.	Consultant	31/12/2017				Initial request for undertakers drawings been sent.	Included in 05	N
03	Unnecessary diversion/alterations requested by utility companies.	27/06/2017				Undue costs to ECC including impact on works programme.	Challenge C3/C4 responses	Consultant	31/12/2017					Included in 05	N
04	Accuracy of utility cost estimates: C4	27/06/2017				Increased/decreased scheme costs.	Ensure all utility companies fully understand the details of the design and have accurate scheme information as part of the C4 requests. Agree to meet utility companies on site to clarify and challenge works proposed, if appropriate.	Consultant	Before tender					Included in 05	N
05	Poor performance of utility companies	27/06/2017				Delays, disruption and costs.	Ensure all utility companies integrated into the planning and programming process and risk of non-performance allowed for. Incorporate a utilities coordinator in the Contractor's team.	Consultant/ Contractor	Before award					£82,000.00	N
06	Contract type and conditions to be decided ('r' clauses)	27/06/2017	N/A	N/A	N/A	Risk Allocation	ECC to hold internal discussions on contract strategy	KCC	28/02/2018	N/A	N/A	N/A		£0.00	N
07	Delay to tendering process	27/06/2017				Construction start date delayed including site clearance and utility diversions resulting in holding and inflation costs.	Programme has been developed showing key milestones and delivery dates. Assume 6 month delay in risk assessment.	KCC/Consultant	31/08/2018				Meeting to be held to agree delivery timescales.	£70,000.00	N
08	Scheme funding not secured in full.	27/06/2017				Will delay scheme construction and has the potential for non delivery.	Early discussions have been made, letters of approval gained for funding agreements	KCC	27/06/2017				MBC/Land Owner letters confirming funding available	£0.00	N
09	Value/method of commuted sum (Maintenance) to be identified.	27/06/2017				Will impact on design decisions in relation to design life requirements and materials used.	KCC to advise on maintenance requirements of landscaping areas.	KCC	31/03/2017	N/A	N/A	N/A		£0.00	N
10	Additional scheme costs due to Lane Rental scheme or poor co-ordination with the roadworks team.	27/06/2017				Increased scheme costs. Scheme delivery delayed due to restrictions from roadworks processes.	ECC to liaise with streetworks team at an early stage to seek agreement of permitted working times, cost/non-costs. Roadworks to be kept updated on scheme programme, durations etc.	KCC/Consultant	On-going				Initial scoping meeting been carried out to minimise any confusion or discrepancies. Lane rental allowance in base costs.	£5,000.00	N
11	Site of contractor's compound to be identified and confirmed.	27/06/2017				Poor location can lead to access or storage problems or additional costs in establishing.	ECC to discuss with MBC possible locations.	KCC/MBC	31/03/2018	N/A	N/A	N/A	Initial meeting with streetworks team to be arranged to understand their requirements. This will be fed into the pricing of the scheme.	£12,000.00	N
12	Insufficient immediate design resource.	27/06/2017				Tender process delayed or tender carried out with incomplete design or specifications.	Programme and requirements have been detailed. Resourcing with the Consultant will be discussed to ensure seamless link between all phases of the project.	KCC/Consultant	ASAP					Cost overlaps with 07	N
13	Significant detailed design alterations following Stage 2 Road Safety Audit.	27/06/2017				Delay to completion of design or alterations required post tender award leading to increased costs.	Consultant to seek independent advice from safety specialists as required where safety is a concern. Arrange and conduct Stage 2 Safety Audit pre-tender.	Consultant	31/08/2018					£50,000.00	N
14	Design Creep during detailed design	27/06/2017				The scope could increase for a number of reasons related to the identified site, adjacent owners, site conditions, etc.	An amount of accommodation works is included in the base estimate but additional risks may result in further changes.	KCC/Consultant	ASAP					£150,086.00	N
15	Design Creep during the Works	27/06/2017				The scope could increase for a number of reasons related to site conditions, safety audits, etc., identified during the works and delays and disrupting that may arise.	An amount of accommodation works is included in the base estimate but additional risks may result in further changes.	KCC/Consultant	ASAP					£250,000.00	N
16	Unforeseen ground conditions	27/06/2017				Commercial risk associated with poor ground identified either before or during the works.	Undertake thorough Sits to reduce the risk and incorporate advance testing in the works.	Consultant	31/09/2018					£42,000.00	N
17	Positioning of directional signing - Insufficient existing room for oversized signage.	27/06/2017				Unable to install directional signage and do not have the capacity to increase area for the installation. No scope to reduce size of signs due to classification of route.	Will be identified within the commissioning brief and form part of the deliverables. Regular progress meetings will identify any potential issues early on in the process.	Consultant	31/03/2018					£0.00	N
18	Insufficient resource from KCC for Traffic Signal design (ITS)	27/06/2017				Delay design completion.	Consultant to liaise with ITS and provide scheme requirements.	Consultant	31/03/2018				On-going	£0.00	N
19	Existing surface water drainage system ineffective or insufficient.	27/06/2017				Increased scheme costs with construction of new drainage system. EA approval potentially required.	Drainage survey has been commissioned to assess capacity of the existing system and the requirements of the proposed lay out/design.	Consultant	31/03/2018					£40,000.00	N
20	Air Quality monitoring station/Air Quality zone.	27/06/2017				Works are within an existing Air Quality Area. Impact of reduced air quality to surrounding residential properties.	Tubes to be placed six months prior and for two years post scheme completion to monitor benefits of the scheme.	Consultant	31/03/2021				Initial requirements will be included in the Task Proposal and will be reflected accordingly.	£0.00	N
21	Scope for advanced works.	27/06/2017	N/A	N/A	N/A	Will reduce the overall risk although may have added cost implications.	ECC/Consultant to identify potential advanced work items.	KCC/Consultant	Progress Meetings	N/A	N/A	N/A		£0.00	N

## APPENDIX H RISK MANAGEMENT STRATEGY.

### Kent Medical Campus Enterprise Zone Risk Management Strategy



#### 1. Introduction

1.1 The Kent County Council Risk Management Policy and Strategy 2016-19 was approved in January 2016 and is based on the Office of Government Commerce publication *Management of Risk: Guidance for Practitioners* which provides a 'best practice' reference point for risk management. It is derived from the HM Treasury 'Orange Book' and is closely aligned and informed by the international standard for risk management ISO: 31000.

1.2 It is supported and endorsed by the Corporate Management Team and Cabinet Members who will ensure that:

- the risk management objectives are aligned with the objectives and strategies of the Council;
- the Council's culture and risk management policy are aligned;
- the necessary resources are allocated to risk management;
- there is a commitment to embedding risk management throughout the organisation, making it a part of everyday service delivery and decision making; and
- the framework for managing risk continues to remain appropriate.

#### 2. Risk Strategy

2.1 the Council aims to:

- manage risks in line with its risk appetite, and thereby enable it to achieve its objectives more effectively;
- apply recognised best practice to manage risk using a balanced, practical and effective approach (Office of Government Commerce publication *Management of Risk: Guidance for Practitioners*);
- embed effective risk management into the culture of the Council. Risk Management roles are shown in Annex A.
- integrate the identification and management of risk into policy and operational decisions, anticipating and responding proactively to social, environmental and legislative changes and directives that may impact on delivery of our objectives;
- eliminate or reduce the impact, disruption and loss from current and emerging events;
- harness risk management to identify opportunities that current and emerging events may present and maximise benefits and outcomes;
- ensure effective intelligence sharing and collaboration between risk management disciplines across all Council activities;
- ensure fraud risks are proactively considered and embedded into the organisation's risk management arrangements;

## APPENDIX H

### RISK MANAGEMENT STRATEGY.

# Kent Medical Campus Enterprise Zone

## Risk Management Strategy



- benefit from consolidating ongoing learning and experience through the collation and sharing of risk knowledge; demonstrate a consistent approach to the management of risks when embarking on significant change activity; and
- ensure sound and transparent risk management arrangements are operated in partnership and commissioner / provider situations, underpinned by a culture that supports collaboration and the development of trust ensuring clear effective lines of communication and the management of relationships.

### 3. Principles of risk management

- 3.1 The following principles of risk management have been adopted by KCC from the Office of Government Commerce's (OGC) recognised best practice guidance - Management of Risk: Guidance for Practitioners. The eight principles provide the basis on which KCC will manage risk and are informed by both corporate governance principles and the international standard for risk management ISO: 31000:
- a) Aligns with objectives**  
Risk Management focuses on and around the achievement of the council's priorities and objectives together with those risks that may impact their successful achievement. In aligning risk management to its objectives the Council will determine the amount of risk it is able to withstand and the amount of risk it is prepared to tolerate.
  - b) Fits the context**  
The organisation is aware of the changing nature of the internal and external operating environment and the factors and events that may threaten or impact its stability.
  - c) Engages stakeholders**  
The Council has determined, assessed and appropriately engaged all internal and external groups and individuals with a vested interest in its activities. It will understand how stakeholders may influence Council activities and how Council activities affect them.
  - d) Provides clear guidance**  
The Council encourages the effective management of its risk through provision of a 'user friendly' and transparent approach, that is suitably resourced and that is consistently applied throughout the organisation to best effect.
  - e) Informs decision making**  
The Council harnesses its risk management capability within its decision making and planning processes to inform both the substance for the decision or plans and achievability of desired outcomes objectively. In addition, the Council will assess approval of its decisions and plans alongside its capacity and appetite for taking risk.
  - f) Facilitates continual improvement**  
The Council has the means to gather knowledge and learning from its risk management activities and applies it to continually refine and enhance capability and effectiveness.



## APPENDIX H RISK MANAGEMENT STRATEGY.

### Kent Medical Campus Enterprise Zone Risk Management Strategy



#### g) Creates a supportive culture

Risk management is embedded within the Council's day to day activities with the full support and commitment of Corporate Management and Members. This support will align risk management to the Council's values and culture through encouraging openness, transparency and sharing of risks. It will develop a 'risk aware' culture that increases the value and benefit derived from its investment in risk management.

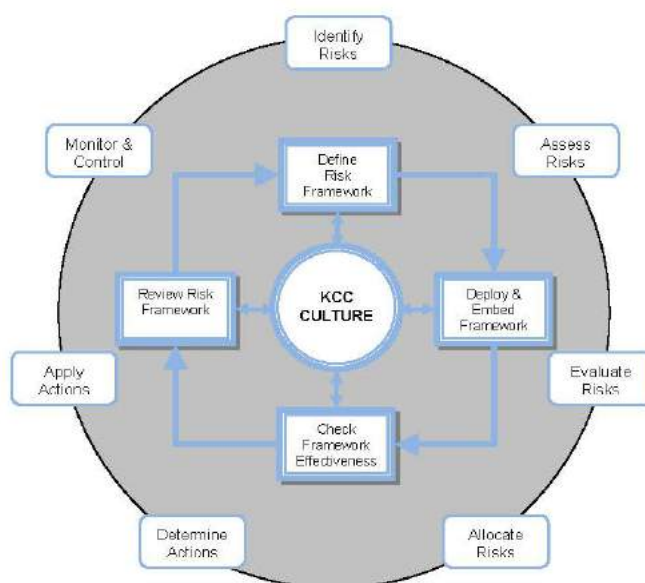
#### h) Achieves measurable value

Enabled by the previous seven principles the effective operation of the Council's risk management framework will need to demonstrate that it adds value to the organisation through helping the achievement of objectives and increase Council and stakeholder confidence and success.

### 4. Overview of the risk management framework and process

- 4.1 Our risk management framework will align with OGC's recognised best practice guidance - *Management of Risk: Guidance for Practitioners*, as expressed in diagram 1 below: The framework is an iterative process to enable continuous improvement.

Diagram 1 – The Risk Management Framework





## APPENDIX H RISK MANAGEMENT STRATEGY.

### Kent Medical Campus Enterprise Zone Risk Management Strategy



**4.2 Risk Management Approach** – The following strategy will be implemented to manage the project risks:

- **Identify Risk** – Risk identification will be carried out by the Project Manager, team members, consultants, supply chain, customers and other stakeholders. A Risk Register will be produced that includes a description of each risk.
- **Assess Risk** – The risks will be qualitatively assessed to determine the applicable probability of each risk occurring and the possible impact on any of the project objectives should it occur. Each risk will be classified according to KCC's standard for determining risk levels as shown in Diagram 2 below and entered in to the Risk Register. A quantitative risk analysis will also be carried out on each of risks and entered into the Risk Register.

**Diagram 2 - KCC's Standard for determining risk levels**

Very likely	5	5 Low	10 Medium	15 Medium	20 High	25 High
Likely	4	4 Low	8 Medium	12 Medium	16 High	20 High
Possible	3	3 Low	6 Low	9 Medium	12 Medium	15 Medium
Unlikely	2	2 Low	4 Low	6 Low	8 Medium	10 Medium
Very Unlikely	1	1 Low	2 Low	3 Low	4 Low	5 Low
RISK RATING MATRIX		1	2	3	4	5
		Minor	Moderate	Significant	Serious	Major
Impact						

- **Evaluate Risk** – The risks will be evaluated against parameters (risk appetite and tolerance) which will provide assurance of a consistent approach to the measurement of risk and appropriate management and escalation. Kent County Council recognises that risk is inherent in delivering and commissioning services and does not seek to avoid all risk, but instead aims to have an 'open' approach to risk, with risks managed in a proportionate manner. Risks rated as 'High' will be deemed to have exceeded tolerance levels and will be subject to escalation to the Project Governance level for review and action. The target residual rating for a risk is expected to be 'medium' or lower. In the event that this is not deemed realistic in the short to medium term, this shall be discussed as part of the escalation process, and this position regularly reviewed with the

## APPENDIX H RISK MANAGEMENT STRATEGY.

### Kent Medical Campus Enterprise Zone Risk Management Strategy



ultimate aim of bringing the level of risk to a tolerable level. Examples of risks that would be seen as intolerable are those that are likely to:

- Negatively affect the safety of our service users, residents or employees;
- Severely damage the Authority's reputation;
- Lead to breaches of laws and regulations;
- Endanger the future operations of the County Council (i.e. by exceeding the risk capacity of the organisation – the amount of risk that the Authority can bear).

- **Allocate Risk** – The Register will also identify the owner for each risk i.e. the person best placed to monitor the residual risk or full risk if accepted the threat or rejecting the opportunity, ensuring that the identified owner has the required level of authority to manage the risk effectively.
- **Determine Actions** – A logical approach will be implemented to determine appropriate, proportionate and viable solutions to eliminating, reducing or controlling threats and enhancing opportunities in line with risk appetite.
- **Apply Actions** – Risk response actions will be agreed at the appropriate level i.e. Project Manager, Steering Group, Programme Board or Sponsoring Group and undertaken to ensure the desired outcome. Risk owners will be held accountable for the outcome of each assigned risk.
- **Monitor & Control** – The Risk Register is a 'live' document and risk events will be continuously monitored to reduce and maintain them to tolerable levels. Stakeholders will be updated on the new status as required. Risks will be managed and monitored through the Project Governance Process. However, Risk Reduction Meetings will be held outside of this meeting cycle as and when required. Communication regarding the risks will be provided through updates of the Risk Register.

## APPENDIX H RISK MANAGEMENT STRATEGY.

### Kent Medical Campus Enterprise Zone Risk Management Strategy



#### Annex A

#### Risk Management Roles and Responsibilities

Group or Individual	Responsibilities
County Council	Ensure that an effective system of risk management is in place.
Governance & Audit Committee	On behalf of the Council ensure that risk management and internal control systems are in place that are adequate for purpose, and are effectively and efficiently operated.
Cabinet	Responsibility for the operation of the risk management system, including the establishment of the Council's risk appetite. Promote and demonstrate the behaviours and values that support well-informed and considered risk taking, while maintaining accountability. Encourage open and frank conversations about risks, ensuring appropriate reporting and escalation as required.
Cabinet Member for Business Strategy, Audit & Transformation	On behalf of Cabinet ensure effective risk management arrangements are put in place.
Cabinet Portfolio Holders	Responsibility for the effective management of risk within their portfolio areas and ensuring that they consider risks in all decisions they make.
Cabinet Committees	To provide scrutiny pre-decision to ensure that due consideration is given to associated risks.
Section 151 Officer	Active involvement in all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered.
Corporate Management Team (CMT)	To ensure the Council manages risks effectively through the Risk Management Policy and actively consider, own and manage key strategic risks affecting the Council through the Corporate Risk Register. Keep the Council's risk management framework under regular review and approve and monitor delivery of the annual risk work programme. Promote and demonstrate the behaviours and values that support well-informed and considered risk taking, while maintaining accountability. Encourage open and frank conversations about risks, ensuring appropriate




## APPENDIX H RISK MANAGEMENT STRATEGY.

<b>Kent Medical Campus Enterprise Zone</b> <b>Risk Management Strategy</b>	
	reporting and escalation as required.
Strategic Commissioning Board	Review risks arising from the 'analyse' and 'plan' phases of the commissioning cycle, including those associated with our strategic outcomes; data, customer and market analysis, service specifications and commissioning and procurement plans.
Budget & Programme Delivery Board	Investigate strategic risks where monitoring indicates that progress against mitigating actions is not sufficient.  Review risks arising from the 'do' and 'review' phases of the commissioning cycle, including those associated with contract mobilisation, delivery and review and as part of the Board's provider and contract monitoring role.
Change Portfolio / Programme / Project Boards	To ensure that portfolio, programme and project risks are effectively identified and managed and that any impacts on the business that may follow implementation are reported and managed.
Corporate Assurance function	Develop oversight, transparency and coordination of major change activity across Kent County Council, including reinforcing KCC's risk management framework throughout project and programme activity.
Portfolio Delivery Managers	Establish and monitor that clear, effective and proportionate governance is in place for all projects and programmes within change portfolios, including risk management.  Ensure that key risks and interdependencies within change portfolios are identified and escalated as appropriate.
Directorate Management Teams (DMT)	Responsibility for the effective management of risk within the directorate, including risk escalation and reporting to the Corporate Management Team as appropriate.
Divisional Management Teams (DivMT)	Responsibility for the effective management of risk within divisions, including risk escalation, and reporting to DMT as appropriate.
Corporate Director Strategic & Corporate Services (Head of Paid Service)	Responsibility for the overall monitoring of strategic risks across the Council, including the endorsement of priorities and management action. Responsible for ensuring that risk management resources are appropriate.
Director, Strategy, Policy, Relationships and Corporate Assurance	Establish the organisational context and objectives for risk management and map the external and internal risk environment.  Develop and maintain the risk management policy, strategy, management guidance and support resources.
Corporate Risk	Promote a positive risk management culture within KCC, developing and



**APPENDIX H**  
**RISK MANAGEMENT STRATEGY.**

Kent Medical Campus Enterprise Zone Risk Management Strategy	
	
Manager	<p>implementing the risk management framework and strategic approach and continuing to develop and embed an effective infrastructure for managing and reporting risk.</p> <p>Facilitate maintenance of an up to date Corporate Risk Register and provide reports on corporate risk to Cabinet members and the Corporate Management Team.</p> <p>Facilitate the risk management process within the Council and advise on developments on risk management. Assist key individuals with implementing and embedding risk within key Council areas and provide guidance, training and support as required.</p>
Corporate Risk Team	<p>Day to day responsibility for developing and co-ordinating risk management across the Council and providing advice, support and training, and contributing to ongoing regular reporting on risk management.</p>
Internal Audit	<p>Assesses the effectiveness of the risk management framework and the control environment in mitigating risk.</p>
Directors and Managers	<p>Ensure that effective risk management arrangements are in place in their areas of responsibility to minimise the Council's exposure to risk and uncertainty.</p> <p>Promote and demonstrate the behaviours and values that support well-informed and considered risk taking, while maintaining accountability.</p> <p>Encourage open and frank conversations about risks, ensuring appropriate reporting and escalation as required.</p>
All elected Members and staff members	<p>Identify risks and contribute to their management as appropriate. Report inefficient, unnecessary or unworkable controls. Report loss events or near-miss incidents to management.</p>

APPENDIX I  
LETTER OF SUPPORT FROM HELEN GRANT MP.



## HOUSE OF COMMONS

LONDON SW1A 0AA

Mr Haydn Davies  
Department of Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4 DR

28 June 2017

Our ref: HG/BS/6527/Grant

Dear Mr Davies

**Kent Medical Campus Enterprise Zone - National Productivity Investment Fund bid**

I write to express my strong support for Kent County Council & Maidstone Borough Council's submission of the Kent Medical Campus Enterprise Zone project, to the latest round of the National Productivity Investment Fund.

The total cost of the project is £6 million, requiring £4 million from the Department of Transport to complement private landowner contributions of £1.5 million and £0.7 million land in-kind, and £500,000 match funding from Maidstone Borough Council. The proposed scheme involves the enlargement of the A249/ Bearsted Road roundabout junction and the A249 Bearsted Road/ New Cut Road roundabout junction to improve capacity and traffic flow, and accommodate the traffic associated with Kent Medical Campus and housing growth in the town centre and to the south east of Maidstone.

Kent Medical Campus (KMC) creates the opportunity to significantly strengthen the employment offer for Maidstone borough and the wider North Kent corridor, having been designated part of the multi-site North Kent Enterprise Zone – comprising Ebbsfleet Garden City, Rochester Airport Technology Park and KMC - by Central Government in the 2015 Autumn Statement. The 16ha medical campus is earmarked to deliver 2,500 healthcare and life science related jobs upon completion of the site, with a further 500 jobs in the wider community and in the supply chain, addressing the objectives of both the National Productivity Investment Fund and the Government's Industrial Strategy.

Given the importance of this scheme to the Maidstone and wider Kent economy and synergies with current areas of Government policy, I would strongly urge that it is prioritised for funding in this latest tranche of the National Productivity Investment Fund.

Yours sincerely

HELEN GRANT MP

*Helen Grant - Member of Parliament for Maidstone & The Weald*  
Constituency Office: Maidstone East Station Forecourt, Station Road, Maidstone, Kent, ME14 1QN  
Tel: 020 7219 7107 Website: [www.helengrant.org](http://www.helengrant.org) Email: [helen.grant.mp@parliament.uk](mailto:helen.grant.mp@parliament.uk)

APPENDIX J  
LETTER OF SUPPORT FROM HELEN WHATELY MP.



HELEN WHATELY MP  
Member of Parliament for Faversham and Mid Kent

HOUSE OF COMMONS  
LONDON SW1A 0AA

Mr Haydn Davies  
Department of Transport  
Great Minster House  
33 Horseferry Road  
London SW1P 4DR

HW/JW

28 June 2017

*Dear Mr. Davies,*

Re: Kent Medical Campus Enterprise Zone - National Productivity  
Investment Fund bid

I write to express my strong support for Kent County Council and Maidstone Borough Council's submission of the Kent Medical Campus Enterprise Zone project to the latest round of the National Productivity Investment Fund. The total cost of the project is £6 million, requiring £4 million from the Department of Transport to complement private landowner contributions of £1.5 million and £0.7 million land in-kind, and £500,000 match funding from Maidstone Borough Council.

The proposed scheme involves the enlargement of the A249/Bearsted Road roundabout junction and the A249 Bearsted Road/New Cut Road roundabout junction to improve capacity and traffic flow, and accommodate the traffic associated with Kent Medical Campus (KMC) and housing growth in the town centre and to the south east of Maidstone. This area is already suffering significant levels of congestion and a failure to invest in improving these junctions will impede economic growth and the quality of life here. In addition, two new schools are planned for the KMC site, which will add even further to the problems experienced by road users during rush hour traffic.

The KMC creates the opportunity to significantly strengthen the employment offer for Maidstone borough and the wider North Kent corridor, having been designated part of the multi-site North Kent Enterprise Zone – comprising Ebbsfleet Garden City, Rochester Airport Technology Park and KMC – by Central Government in the 2015 Autumn Statement.

Cont/...

Tel: 020 7219 6472 Email: [helen.whately.mp@parliament.uk](mailto:helen.whately.mp@parliament.uk) [www.helenwhately.org.uk](http://www.helenwhately.org.uk)

If you would like to find out more about what I am doing in Faversham and Mid Kent, please do sign up to my newsletter on my website.

All personal information will be treated as confidential, but the MP may allow access to it by authorised staff, and may pass it on to official agencies where it will help your case. The MP may contact you from time to time to keep you informed. Please let her know if you have any problems with these arrangements.



APPENDIX J  
LETTER OF SUPPORT FROM HELEN WHATELY MP.



-2-

The 16ha medical campus is earmarked to deliver 2,500 healthcare and life science related jobs upon completion of the site, with a further 500 jobs in the wider community and in the supply chain, addressing the objectives of both the National Productivity Investment Fund and the Government's Industrial Strategy.

Given the importance of this scheme to the Maidstone and wider Kent economy and synergies with current areas of Government policy, I urge you to prioritise this project for funding in this latest tranche of the National Productivity Investment Fund.

A handwritten signature in blue ink, appearing to read 'Yours sincerely Helen Whately', with a long horizontal flourish extending to the right.

Helen Whately MP  
Member of Parliament for Faversham and Mid Kent

## APPENDIX K

### EMAIL OF SUPPORT FROM HIGHWAYS ENGLAND

Dear Abi,

I write further to our conversation of 28 June regarding the letter from the Maidstone Borough Council Chief Executive, Alison Bloom, to the Highways England Chief Executive, Jim O'Sullivan, seeking Highways England's support for a National Productivity Investment Fund bid to cover a suite of improvements to the M20J7 and A249.

Given your tight timetable (you need to submit the bid on 30 June), we agreed it would be helpful if I could, in the first instance, email, setting out our position.

We would concur with your Council's assessment that in order to support the delivery of the Maidstone and Swale Local Plans, various local developments at, or in the vicinity of, the Kent Medical Campus Enterprise Zone and ensure the continuing safe, reliable and operational efficiency of the strategic and local roads networks, various highway improvements will need to take place. One such improvement needs to be at M20J7.

We have been working with Kent County Highways, Maidstone Borough Council and various site promoters over the last few years to bring together all of the evidence needed to identify the level, location, form and phasing of the various improvements. This culminated in the Statement of Common Ground between the Council and Highways England at the Local Plan Public Examination. It sets out our support for the plan subject to the Council leading on managing the delivery of highways improvements required to mitigate the developments that will come forward during the plan period.

It is important that the various schemes are suitably co-ordinated to ensure that capacity is delivered in the right place (to avoid traffic potentially passing through more quickly and causing problems downstream) at the right time (to avoid capacity being available too soon [such that the Local Plan modal shift policies are undermined and people establish unsustainable travel habits which are hard to change] or too late [such that safety, reliability and/or operational efficiency are unacceptably affected]).

We are now at the stage where:

- various sites are starting to come forward, meaning mitigation will also need to come forward in the near future.
- some but not all the mitigation scheme designs are reasonably well advanced. For example, there is an agreed part signalisation scheme for M20J7, brought forward via the KMC proposals should be able to mitigate the site and the Local Plan. And
- the costs of all the mitigation schemes are able to be apportioned among those Local Plan or other sites that should contribute, potentially leaving a funding gap (either overall or in terms of when the funding is needed as opposed to when development contributions might be made).

We understand that Maidstone are in the process of bringing these various strands together to produce what we have called the "managed approach". The bid, if successful, will form a natural part of the "managed approach" bringing clarity and certainty to facilitating the delivery of the development proposals set out in the Maidstone and Swale Local Plans and at the Kent Medical Campus Enterprise Zone.

Therefore, in principle, we welcome and support the Kent/Maidstone NPIF bid and stand ready to work with them and other parties to ensure the delivery of the needed highway improvements.

I have copied this email to my Highways England colleagues as follows:

- Network Planning Division, Ian Parsons and Joe Ling, who are likely to be involved in any DCLG or DfT bids on our behalf.
- Route Sponsor Team, Colin Gardner and Keith Jacobs, who lead on all Kent Corridor Route Strategy and Road Investment Strategy input matters

I hope this assists, but if you have any queries, please do contact me.

I look forward to keeping in touch with you as the bid progresses.

Regards  
Kevin

**Kevin Bown. Spatial (Town) Planning Manager BSc(Hons) MPhil CMS MRTPI**



**APPENDIX L**  
**LETTER OF SUPPORT FROM MBC SECTION 151 OFFICER.**

Maidstone Borough Council

Alison Broom

Chief Executive

Maidstone House

King Street

Maidstone

ME15 6JQ

t 01622 602000

Minicom 01622 602224

w [www.maidstone.gov.uk](http://www.maidstone.gov.uk)

Mr Haydn Davies  
Department for Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4DR

29 June 2017

Dear Mr Davies,

**Re: Junction 7 - National Productivity Investment Fund**

As Section 151 Officer at Maidstone Borough Council I can confirm that the Council has allocated sufficient budget to contribute £500,000 match funding to support the delivery of the Kent Medical Campus Enterprise Zone scheme, in conjunction with funding from the National Productivity Investment Fund (NPIF).

As local highways authority and scheme promoter, Kent County Council will be responsible for delivering the scheme and managing the risks, as accepted in Section D1 & D2 of the bid application form.

Yours sincerely,



Mark Green  
Director of Finance and Business Improvement, and Section 151 Officer

**APPENDIX M**  
**LETTER OF SUPPORT FROM KCC SECTION 151 OFFICER.**



**Strategic & Corporate Services  
Finance**

Sessions House  
County Road  
Maidstone  
Kent  
ME14 1XQ  
Phone: 03000 41 41 41

Direct Dial: 03000 416854  
Ask for: Andy Wood  
Email: andy.wood@kent.gov.uk  
Date: 29 June 2017

Mr Haydn Davies  
Department for Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4DR

Dear Sirs

**National Productivity Investment Fund Bids**

As Section 151 Officer for Kent County Council, I can confirm that the Council will be responsible for any cost overruns and/or delivery slippage, over the Department for Transport's agreed maximum and the local contribution, for the two schemes listed below:

- Kent Medical Campus, Enterprise Zone
- A2500, Lower Road, Minster

Yours sincerely

**Andy Wood**  
Corporate Director Finance

**APPENDIX N  
LETTER OF SUPPORT FROM MAIDSTONE ECONOMIC BUSINESS PARTNERSHIP**

C/O Maidstone Borough Council  
Maidstone House  
King Street  
Maidstone  
ME15 6JQ

Mr Haydn Davies  
Department of Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4DR

28 June 2017

Dear Haydn,

Re: Kent Medical Campus Enterprise Zone - National Productivity Investment Fund bid

On behalf of the Maidstone Economic Business Partnership (MEBP) I write to express my strong support for Kent County Council & Maidstone Borough Council's submission of the Kent Medical Campus Enterprise Zone project to the latest round of the National Productivity Investment Fund.

MEBP is one of the four sub-county partnerships that inform both the Kent & Medway Economic Partnership and the South East Local Enterprise Partnership. Industry led, the board has representatives from a cross section of key sectors in the borough, from business and financial services, logistics and storage, to health and social care, and engineering and manufacturing.

Kent Medical Campus Enterprise Zone forms a key employment offer for the Maidstone borough and wider North Kent corridor, with the site earmarked to deliver 2,500 healthcare and life science related jobs, with a further 500 jobs in the wider community and in the supply chain. The sector focus of the site supports both the Government's Modern industrial Strategy objectives and the South East Local Enterprise Partnership Strategic Plan. Indeed, the latter explicitly refers to the role of Kent Medical Campus in attracting companies of all sizes in the medical technology industry to the region, increasing productivity and innovation, creating private sector jobs and increasing the number of knowledge-based workers.

The securing of National Productivity Investment Fund monies to deliver the enlargement of the A249/ Bearsted Road and A249 Bearsted Road/ New Cut Road roundabout junctions is fundamental to ensuring that the Kent Medical Campus Enterprise Zone site realises its maximum potential and

Given the importance of this scheme to the Maidstone and wider Kent economy and synergies with current areas of Government policy, I urge you to prioritise this project for funding in this latest tranche of the National Productivity Investment Fund.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Paul Thomas". The signature is stylized with a large, sweeping initial 'P' and a cursive 'T'.

Paul Thomas  
Chair of Maidstone Economic Business Partnership

**APPENDIX O**  
**LETTER OF LAND VALUATION FROM BRUTON KNOWLES**

Date: 21<sup>st</sup> June 2017  
Our ref: TBF/516440  
Your ref: -

Mary Gillett  
Kent County Council

**Property Consultants**

Olympus House, Olympus Park  
Quedgeley, Gloucester GL2 4NF  
T 01452 880000  
M 07973 683551  
E [bruce.fowler@brutonknowles.co.uk](mailto:bruce.fowler@brutonknowles.co.uk)  
W [brutonknowles.co.uk](http://brutonknowles.co.uk)  
Offices across the UK

Dear Ms Gillett

**Land Cost Estimate for Funding Purposes – Kent County Council**  
**M20 Junction 7 - Kent Medical Campus, Bearsted Road, Maidstone**

You have asked us to value plots of land in order to estimate the quantum of funding required where land is 'gifted' by developers and the Highway Authority for the benefit of a road scheme/improvement. In assessing land value, we have assumed the following:-

- 1 that the approach would be the same as if the development surrounding the Scheme had been consented and/or the Statutory Planning Assumptions were applied
- 2 the land purchased as if under the Compensation Code
- 3 the application of the Assumptions values the land at its respective development value
- 4 we have not included Statutory loss payments
- 5 we have assumed that the land is valued based on area (as if taking a part under CPO) albeit the plot of land in question may not be developable in its own right in the size and shape assessed
- 6 no condition to provide the land for highways purposes is attached to any grant of scheme planning consent

The identified road improvements in this location relate to what is already a location that is commercial in land use. The land identified is 1.11 acres.

Land Cost Estimate - £420,000

We trust this is sufficient for your purposes.

Yours sincerely

**Bruce Fowler MRICS**  
**Partner**

Regulated by RICS  
Authorised and regulated by the Financial Conduct Authority



A list of Partners is available upon request

This publication is available in other formats  
and can be explained in a range of languages

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