

# ANNEX

## IMPLEMENTATION AND PRIORITISATION FRAMEWORK

Our Local Transport Plan will be successful if the investments and actions to improve transport that are taken by us year after year have been determined based on the likelihood of their positive impact on the plan’s outcomes and objectives. In doing so, the ambition we have set for the future of transport in Kent stands the best chance of being realised.

Our investments and actions are funded from a range of different sources. Those different sources of funding can have specific targeted outcomes that have been set by the funders themselves. For example, the government may establish funding aimed at investment in transport to support new housing delivery. We therefore need to ensure that future transport improvements we seek funding to invest in are going to maintain delivery of our plan’s ambition whilst delivering on the aims of funders too. This will help ensure that the actions we take to obtain funding have a lower likelihood of undermining the ambition of our Local Transport Plan.

The next section describes how we will aim to implement our plan and determine what the best options are to deliver the outcomes as we explore options within a proposal.

### Assessing the impact of proposals to support prioritisation

The strategic proposals in our Local Transport Plan have been assessed against the outcomes of the plan, using a Red-Amber-Green (RAG) assessment. As new proposals are identified, we will aim to ensure that they are initially assessed on a similar basis, with each proposal considering its likely impact on each outcome at the early stages of its development and optioneering.

A proposal’s RAG assessment should aim to be undertaken on the basis of the following guidance in Table A1 for estimating the likely impact.

**Table A1 - Red-Amber-Green assessment guidance**

Red-Amber-Green Assessment Rating	Guidance for determining rating
<b>RED</b>	Very likely or clear negative impact – proposal is likely to result in changes to the transport system and / or journeys that lead to an increase in impacts that are contrary to the aim of the assessed outcome (and given the type of effects covered within the outcomes’ associated objectives).
<b>AMBER</b>	Clear potential for risk of impact but indeterminate at the stage the RAG assessment is undertaken whether the impact is likely to be overwhelmingly positive or negative.
<b>GREEN</b>	Very likely or clear positive impact – proposal is likely to result in changes to the transport system and / or journeys that lead to an increase in impacts that are supportive to the aim of the assessed outcome (and given the type of effects covered within the outcomes’ associated objectives).

Within a proposal, there will be multiple options. Determining which option or options to progress can be undertaken in a variety of ways. For proposals where we will require government funding, we are highly likely to need to follow government transport analysis guidance which already sets out a comprehensive approach to assessing the impact of proposals. More information on that can be found on the Department for Transport website.

Whatever approach is taken, we will aim to maintain consideration of a proposal's options against our Local Transport Plan outcomes. This may include incorporating the specific outcomes or all of them into a multi-criteria assessment framework which may include weightings, depending on what is determined as the best approach given the nature of the proposal and its options.

We will aim to use the approach set out here to inform our optioneering but it should not be taken as the limit of what we will consider on any proposal. Nor should it be interpreted or inferred that there is a pass mark or threshold that any proposal should necessarily achieve in terms of the balance of performance against the outcomes and objectives. The aim is that the approach outlined in this Annex is informative to decision making.

As proposals are further developed, and the outcomes they will impact become clearer, we will aim to include in our assessments the impact on the objectives. The objectives that are relevant may be lifted and incorporated into the overarching objectives for the proposal and be directly assessed. This will help to ensure proposals directly address the Local Transport Plan's outcomes and will supplement the detailed quantified analysis we undertake to meet the government's guidance. It will enable the RAG assessment to be developed further.

When appropriate and when we can achieve the required detailed assessment given the resources available to us, we will aim to analyse the effect of a proposal against the Local Transport Plan objectives on the basis shown in Table A2.

The project managers responsible for developing each proposal will be responsible for determining whether to apply a RAG assessment or use a different type (e.g. a scored system). The RAG assessment itself may be sufficient to enable prioritisation of a selection of options within a single proposal or across a number of proposals, however in some instances the project manager may determine to use further criteria to assist with the prioritisation. The key aim is that consideration of the proposal's contribution towards delivery of the Local Transport Plan is part of the prioritisation process.

Please note that Objective 10 A) is excluded from the implementation and prioritisation framework as it concerns a part of the network which we have no role in the optioneering or delivery of and therefore we will not need to consider the effect of our proposals on the delivery or the impacts of airport expansion.



Table A2 – Red-Amber-Green Assessment Framework for LTP objectives

Objective	Red rated effect of proposal	Amber rated effect of proposal	Green rated effect of proposal
<p><b>1 A) Achieve the funding necessary to deliver a sustained fall in the value of the backlog of maintenance work over the life of our Local Transport Plan.</b></p>	<p>The proposal would clearly increase the amount of maintenance required to highways assets, most likely due to increased volumes of vehicles using the assets, increasing the amount of funding needed to achieve the objective.</p>	<p>There is a risk the proposal may increase the amount of maintenance required to highways assets, due to potential but not definite increased volumes of vehicles using the assets, which could increase the amount of funding needed to achieve the objective.</p>	<p>The proposal can improve the condition of highways assets by delivering new investment that upgrades their condition or provides new assets that reduces the usage of existing assets.</p>
<p><b>2 A) Achieve a fall over time in the volume of people killed or very seriously (life-changing) injured occurring on KCC’s managed road network, working towards the trajectory set by Vision Zero for 2050.</b></p>	<p>The proposal is likely to have a direct effect on increasing the likelihood of fatalities or very serious injuries occurring on the KCC managed road network.</p>	<p>The impact of the proposal on road safety cannot be clearly determined, meaning there is a risk that the likelihood of fatalities or very serious injuries that occur on the KCC managed road network could increase. Due to the impact being unclear, there is therefore also a corresponding possibility that the likelihood may fall.</p>	<p>The proposal is likely to have a direct effect on decreasing the likelihood of fatalities or very serious injuries occurring on the KCC managed road network.</p>
<p><b>3 A) Increase resilience of the road network serving the Port of Dover and Eurotunnel crossing, by adding holding capacity for HGVs across the southeast region to support establishment of a long term alternative to Operation Brock.</b></p>	<p>The proposal is likely to increase the volume of traffic or traffic congestion, delays, or unreliability of journey times, or reduce capacity on the M20-A20 corridor such that the impacts of international traffic on Kent could be exacerbated.</p>	<p>The proposal may have an impact on the M20-A20 corridor however it is not clear either whether the impact will be positive or negative, or whether it will be significant enough to have a clear impact on whether international traffic will affect Kent differently compared to without the proposal.</p>	<p>The proposal is likely to decrease the volume of traffic or traffic congestion, delays, or unreliability of journey times, or increase capacity on the M20-A20 corridor such that the impacts of international traffic on Kent could be reduced.</p>

Objective	Red rated effect of proposal	Amber rated effect of proposal	Green rated effect of proposal
<p><b>3 B) Increase resilience of the road network servicing the Port of Dover through delivery of the bifurcation strategy including improvements to the M2 / A2 road corridor and its links to the M20 and a new Lower Thames Crossing for traffic towards the north, and utilising further non-road freight opportunities.</b></p>	<p>The proposal is likely to increase the volume of traffic or traffic congestion, delays or unreliability of journey times, or reduce capacity on the M2-A2 road corridor or its connections to the M20 corridor such that the impacts of international traffic on Kent could be exacerbated.</p>	<p>The proposal is likely to have an impact on the M2-A2 corridor or its connections with the M20 corridor however it is not clear either whether the impact will be positive or negative, or whether it will be significant enough to have a clear impact on whether international traffic will affect Kent differently compared to without the proposal.</p>	<p>The proposal is likely to decrease the volume of traffic or traffic congestion, delays, or unreliability of journey times, or increase capacity on the M2-A2 corridor or its connections to the M20 corridor such that the impacts of international traffic on Kent could be reduced.</p>
<p><b>4 A) International rail travel returns to Ashford International and Ebbsfleet International stations, supported by the infrastructure investment needed at Kent’s stations to ensure they provide secure and straightforward journeys across the UK-EU border within the entry exit system.</b></p>	<p>The proposal is likely to reduce the capability and capacity of the international rail route and its stations in Kent.</p>	<p>The proposal is likely to have an impact on the international rail route and stations in Kent but whether the impact is likely to be negative or positive is not clear.</p>	<p>The proposal is likely to improve the capability and capacity of the international rail route and its stations in Kent.</p>
<p><b>4 B) There is a reduction in the time it takes to reach international rail stations by public transport compared to conditions in 2023.</b></p>	<p>The proposal is likely to increase the time it takes to travel on public transport from a built up urban area (given they represent the largest generators of a travel market) in Kent or the wider region to either Ebbsfleet or Ashford International stations.</p>	<p>The proposal is likely to have an impact on travel times from a built up urban area (given they represent the largest generators of a travel market) in Kent to Ebbsfleet or Ashford International stations, however it is not clear whether it will be positive or negative.</p>	<p>The proposal is likely to decrease the time it takes to travel on public transport from a built up urban area (given they represent the largest generators of a travel market) in Kent or the wider region to either Ebbsfleet or Ashford International stations.</p>

Objective	Red rated effect of proposal	Amber rated effect of proposal	Green rated effect of proposal
<p><b>5 A) Strengthen delivery of our Network Management Duty to deliver the expeditious movement of traffic by using our new moving traffic enforcement powers and modernising the provision of on-street parking enforcement.</b></p>	<p>The proposal is likely to have a clear negative impact on our ability to deliver our Network Management Duty.</p>	<p>The proposal is likely to have an impact on our ability to delivery our Network Management Duty however it is not clear whether it will be positive or negative.</p>	<p>The proposal is likely to have a clear impact on our ability to deliver our Network Management Duty.</p>
<p><b>5 B) Reduce the amount of forecast future congestion and crowding on highways and public transport that is associated with demand from development by securing funding and delivery of our Local Transport Plan.</b></p>	<p>The proposal is likely to have a clear likelihood of increasing traffic congestion on highways or increasing crowding on public transport past satisfactory levels.</p>	<p>The proposal is likely to affect congestion on highways or crowding on public transport however it is not clear whether it will be positive or negative.</p>	<p>The proposal would have a clear impact on reducing congestion on highways or reducing crowding on public transport towards toward satisfactory levels.</p>
<p><b>5 C) The prospects for the future of transport increase across the whole county, with new innovations in transport services having a clear pathway to trial or delivery in Kent.</b></p>	<p>The proposal is likely to have a clear negative impact on delivery of emerging, innovative, or new approaches to transport delivery and operation.</p>	<p>The proposal is likely to affect emerging, innovative, or new approaches to transport delivery and operation however it is not clear whether it will be positive or negative.</p>	<p>The proposal would have a clear positive impact on delivery of emerging, innovative, or new approaches to transport delivery and operation.</p>

Objective	Red rated effect of proposal	Amber rated effect of proposal	Green rated effect of proposal
<p><b>6 A) Proposals in our Local Transport Plan are clearly evidenced in terms of their contribution in providing new, quicker, or more inclusive access to historic and natural environment destinations in the county, with proposals targeting access to such locations where appropriate.</b></p>	<p>The proposal is likely to have a clear negative impact on the time taken or ease of journeys to historic and natural environment destinations in the county.</p>	<p>The proposal is likely to affect the time taken or ease of journeys to historic and natural environment destinations in the county, however it is not clear whether the impact will be positive or negative.</p>	<p>The proposal is likely to have a clear positive impact on the time taken or ease of journeys to historic and natural environment destinations in the county.</p>
<p><b>7 A) Reduce the volume of carbon dioxide equivalent emissions entering the atmosphere associated with surface transport activity on the KCC managed highway network by an amount greater than our forecast “business as usual” scenario. This means achieving a greater fall than those currently forecast of 9% by 2027, 19% by 2032 and 29% by 2037.</b></p>	<p>The proposal is likely to have a clear negative impact as it is forecast to generate a net-increase in the volume of carbon emissions from road user activity.</p>	<p>The proposal is likely to have an effect on road user activity however it is not clear whether the effects will result in a net-positive or net-negative volume of carbon emissions.</p>	<p>The proposal is likely to have a clear positive impact as it is forecast to generate a net-reduction in the volume of carbon emissions from road user activity.</p>

Objective	Red rated effect of proposal	Amber rated effect of proposal	Green rated effect of proposal
<p><b>7 B) No area in Kent is left behind by the revolution in electric motoring, with charging infrastructure deployed close to residential areas, reducing barriers to adoption.</b></p>	<p>The proposal is likely to have a clear negative impact on access to and the delivery of electric vehicle charging infrastructure.</p>	<p>The proposal is likely to have an impact on access to and the delivery of electric vehicle charging infrastructure, however it is not clear whether the effect will create and improvement or make conditions worse.</p>	<p>The proposal is likely to have a clear positive impact on access to and the delivery of electric vehicle charging infrastructure.</p>
<p><b>7 C) Proposals are clearly evidenced in terms of their contribution in providing lower emissions from transport in Air Quality Management Areas in the county.</b></p>	<p>The proposal is likely to have a clear negative impact on road-based emissions which can affect air quality in Air Quality Management Areas.</p>	<p>The proposal is likely to have an impact on road-based emissions in Air Quality Management Areas, however it is not clear whether the effect will be to reduce emissions or increase emissions.</p>	<p>The proposal is likely to have a clear positive impact on road-based emissions which can affect air quality in Air Quality Management Areas</p>
<p><b>8 A) We will aim to obtain further funding to deliver the outcomes of our Bus Service Improvement Plan (or its replacement) beyond its current horizon of 2024/25. We will ensure that our Local Transport Plan proposals are clearly evidenced in terms of their contribution towards achieving our Bus Service Improvement Plan.</b></p>	<p>The proposal is likely to have a clear negative impact on delivering the Bus Service Improvement Plan.</p>	<p>The proposal is likely to have an impact on the bus network and bus journeys, however it is not clear whether the effect will be positive or negative in terms of the impact on delivering the Bus Service Improvement Plan.</p>	<p>The proposal is likely to have a clear positive impact on delivering the Bus Service Improvement Plan.</p>

Objective	Red rated effect of proposal	Amber rated effect of proposal	Green rated effect of proposal
<p><b>8 B) We will identify and support industry delivery of priority railway stations for accessibility improvements and route improvements to reduce journey times and improve reliability.</b></p>	<p>The proposal is likely to have a clear negative including worse accessibility at rail stations, longer journey times, or lower reliability of services.</p>	<p>The proposal is likely to have an impact on rail stations, journeys, and their reliability, however it is not clear whether the impact will be positive or negative.</p>	<p>The proposal is likely to have a clear positive impact including better accessibility at rail stations, shorter journey times, or lower reliability of services.</p>
<p><b>9 A) We will aim to deliver walking and cycling improvements at prioritised locations in Kent to deliver increased levels of activity towards the Active Travel England target and support Kent’s diverse economy, presented in a Kent Cycling and Walking Infrastructure Plan.</b></p>	<p>The proposal is likely to have a clear negative impact on walking and cycling networks or on levels of walking and cycling activity in Kent.</p>	<p>The proposal is likely to have an impact on walking and cycling networks or activity levels in Kent however it is unclear whether the impact is likely to be positive or negative.</p>	<p>The proposal is likely to have a clear positive impact on walking and cycling networks or on levels of walking and cycling activity in Kent.</p>





# LOCAL TRANSPORT PLAN 5

## STRIKING THE BALANCE

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