



Kent Highway Services

Member Highway Fund Member Pack

1 July 2009



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Introduction by Nick Chard

Cabinet Member for Environment, Highways and Waste

Money for the highway should not be spent for spending's sake. Every penny should be directed towards an identified problem. Kent Highway Services carefully prioritises its funding across the county so that issues of highest need or merit are tackled first. But sometimes this may mean that locally important problems miss out. The Member Highway Fund is a way to address that, allowing Members to identify local issues that KHS officers can then provide advice on appropriate solutions and costs, within the framework of existing policies.

This money is over and above what KHS receives to carry out its work on a day to day basis. It is to buy extra resources – people's time, equipment and plant – to go further, and tackle local problems. That may be relatively quick – for example, hiring a gang for a few days to tidy up the highway, or buying overtime for the police to carry out speed checks – or it may be a longer term approach, requiring design work and public consultation before a solution can be implemented.

As is explained in this booklet, new problems will take time to develop workable solutions, but there are often issues and proposals which are awaiting their turn in a countywide programme. It would be possible to use Member funding to accelerate the delivery of local schemes, which may otherwise be waiting for some years before coming to fruition – if indeed they are not overtaken subsequently by more pressing needs.

The choice is now yours – just identify the problem, and KHS officers will advise on possible solutions.



Member Highway Fund Protocol

This protocol was approved by the County Council at its meeting on 25th June 2009.

The purpose of the fund is to resolve local highway issues. This should be spending in addition to Kent Highway Services' normal activities, and should not duplicate work already planned by KHS. It can be used to enhance works already planned.

All proposed spending must comply with the law and existing KCC policies and not prejudice road safety. It should contribute to the overall objectives of Kent County Council, and represent value for money. Members should be aware of the KHS Business Plan, and the targets and objectives applying to KHS.

There is only provision for ongoing maintenance of works normally maintained by KHS; any proposal which does not meet this criterion is excluded.

In the 2009/10 financial year, each Member of the Council can recommend highway spending up to a total of £25,000. There is a simple but formal application procedure which Members must use in every case. Members **recommend** which applications should receive funding; only the Cabinet Member for Environment, Highways & Waste can **decide** whether an application is funded.

Members should bear in mind that KCC has formal processes to consider and approve spending, in line with the KCC Constitution. The process does not provide instantaneous decisions, as it is subject to the usual rules of scrutiny. If the Cabinet Member's decision on the proposed spending of the fund is called in for scrutiny, this may inevitably involve some delay.

Special procedures apply to any spending recommended by the Cabinet Member. In such cases, the Leader of the Council must approve and sign the formal approval to the spending.

Under the Code of Member Conduct, every Member is personally responsible for declaring any prejudicial or personal interest that they may have in the matter they are putting forward. If a Member holds a position of general control or management or has some other close association with an organisation that is to directly benefit from the proposal, then the Member is likely to have a prejudicial interest. For example, membership of the governing body of a school which would directly benefit from a proposal should normally be regarded as creating a prejudicial interest.

Where there is any doubt on the matter of prejudicial or personal interest, Members should seek guidance from Democratic Services

All spending must be approved by the Cabinet Member (or delegated representative) before any studies or works take place. The Cabinet Member will give reasons for any spending request that is not agreed. Studies and works can only be commissioned by KHS.

Members are asked to identify the problems, so that officers can then suggest a range of possible solutions. KHS will produce a guidebook to the commonest examples.

Spending will either be revenue or capital. Revenue funding can be used to buy additional routine work, for tasks such as grass cutting, the use of a gang, or road

safety education. These are mostly at a fixed price. It can also be used to buy staff time, including from partner organisations where these are willing to take part.

Capital works include infrastructure projects (including design costs) such as resurfacing, integrated transport schemes or streetlights. These generally need to be priced individually, because circumstances vary so much between different locations, in particular the cost of traffic management to ensure that the works can be undertaken in safety. An investigation fee will be charged for such work.

Members are recommended to select works as early as possible, as many require planning and time to obtain the extra resources needed; capital works cannot be guaranteed if identified after 31 October 2009. Please note priority will be given to completing works already planned by KHS.

Revenue works generally have shorter lead-in times, although there may be seasonal constraints. However, the majority of capital projects will be implemented during 2010-11, because of the time necessary to ensure proper design and consultation, including complying with the Traffic Management Act.

Members have the option to roll this year's money into next year (2010/11), or to pool funds in order to pay for schemes costing more than £25,000. This includes joining other Member funding subject to all the same processes and regulations. As this is a two-year pilot, there is no option to roll funds over into a third year. If costs overrun, this will be rolled forward to be the first call on the following year's allocation.

Details of spending will be reported annually to the Highways Advisory Board, and will appear in the appendices of reports presenting spending details to Joint Transportation Boards.

In the event of a dispute, the matter will be resolved by the Cabinet Member for Environment, Highways & Waste, the Director of Environment, Highways & Waste, and the Director of Kent Highway Services (or their nominated representatives).

This protocol will be reviewed by the Cabinet Member for Environment, Highways and Waste once the Member Highway Fund is operational.

Decision-making criteria:

Priority will be given to projects that support one or more of these strategies:

- KCC's Towards 2010
- Key Performance Indicators
- Local Transport Plan Shared Objectives
- Vision for Kent and Public Service Agreement

Factors for Consideration

Capital or revenue?

The Member Highway Fund is made up of both capital money, which must be spent on infrastructure projects (including design costs), such as resurfacing, integrated transport schemes or streetlights, and also revenue funding, which can be used towards buying staff time, grass cutting, hiring a gang or road safety education. Capital items may require an investigation before a price can be advised.

Spending for community benefit

Each proposal for spending will need to demonstrate how it is to the benefit of the community as a whole, rather than being spent to benefit an individual. Proposals should also demonstrate community support, and how they further the aims and objectives of KCC (such as Vision for Kent, Towards 2010, and the shared priorities for transport – tackling congestion, improving accessibility, increasing road safety, improving air quality).

Legal procedures

Some matters, such as parking restrictions and traffic regulation orders, follow a legal process that may result in a proposal being turned down. This may take several months. Costs will have been incurred in developing the proposal, and irrespective of whether it succeeds or fails, these will have to be paid from a Member's fund. It is particularly important to note that the outcome of a proposal involving a legal process cannot be guaranteed.

Seasonal issues

Some procedures can only take place at certain times of the year. For example, we can only undertake surfacing and lining in the drier months – usually April to October. The tree planting season is from November to March. Please contact KHS as soon as possible, to allow for the time needed to implement projects.

Installation costs

Please note that one of the highest costs in most schemes is the traffic management arrangements, put in place to protect the public and the workforce during construction. In general, costs are highest for main roads and where road closures are necessary. These costs are not proportional to the price of the work, and often represent a substantial portion of otherwise low cost schemes.

External funding

There may be opportunities for money from other sources to extend the scope of works (such as parish councils or the Members Community Grant) which may entail working to particular deadlines. Known details are shown in each section.

Reporting process

Details of spending plans need to be approved by the Cabinet Member and sufficient time will need to be allowed, for this to happen. This will take place on a monthly basis; there will also be updates to Joint Transportation Boards, and an annual report to the Highways Advisory Board.

Traffic Management Act – the control of roadworks

The permit scheme to control roadworks applies to works undertaken by KHS as well as by utilities. KHS must give a minimum of three months notice to book road space, and this notice cannot be given until work is fully designed and approved. As a result,

most schemes will take at least six months to come to fruition, and sometimes considerably longer.

Publicity

Press releases in conjunction with any proposal must be issued by the KCC Press Office. These will be factual and can contain a quote from the local Member, provided this does not breach any KCC policy or guideline.

Common Problems and Potential Solutions

“There is speeding in my road”

Speed survey

The first thing is to quantify the extent of a problem through a speed survey (guide price £500). Analysis of the results will show what scope there is to change drivers' behaviour. If less than 15% of vehicles significantly exceed the speed limit, then that is taken to be the norm, and no physical measures are needed. If typical speeds are slightly higher, then a possible solution is to work with the police by funding occasional speed checks.

Changes to speed limits are currently the subject of a countywide programme to meet the government's latest criteria. It is inappropriate to accelerate this process, so in line with current policy, KHS will not investigate any such requests. KHS will continue to review crashes on an annual basis, and assess whether speed was a factor in any of these.

The Speedwatch campaign relies on local volunteers to undertake speed checks in conjunction with the police. If a driver is found to be speeding twice within a twelve-month period, the vehicle's registered owner receives a warning letter from the police. If the same vehicle is caught three times, there is a further warning, and possibly follow-up action by police officers. Fund money can be used for initial start-up costs, or administrative support to ensure letters are sent (which otherwise relies on volunteers).

Another solution that we are trialling to monitor traffic speed is Speed Indicator Devices (SID's). These are mobile devices that are utilised for a few weeks at a time and will be moved around the County to monitor speed. We are hoping that these prove to become an effective tool to monitor speed and form another part of the solution to allow us to ultimately reduce excessive speed.

Flashing interactive signs

Flashing interactive signs are used as a reminder to drivers who having entered a lower speed limit and have failed to reduce their speed. They can only be used in conjunction with a change in the speed limit. They are activated by drivers whose speed is above a certain threshold. They show the speed limit of the road with warning flashing lights above and below the sign.

To ensure that the flashing interactive signs remain effective, there are strict criteria that govern where they are sited. They are not suitable for every location, and the need for a power supply can often be the most expensive part of the project, with costs in the range £5000-£8000. Most suitable sites should already have been identified and funded by KHS's normal annual programme. Similarly, there is an annual programme to identify sites for safety cameras, and those that qualify are already funded by KHS.

Traffic Calming

Traffic calming using physical features can also be considered. This may create problems of noise and congestion where none exist at the moment, and often has a very mixed reception. Physical traffic calming is generally not possible on main roads, or those without street lighting. The cost of such schemes is usually in excess of £50,000.

“There are too many lorries on rural roads”

More than 84% of freight in the UK is moved by lorry. That includes deliveries to homes, shops and workplaces; and the collection of raw materials such as aggregates, foodstuffs and rubbish.

Many of these lorries will have legitimate business in rural areas, and there is little option but to use rural roads. Drivers of large vehicles find narrow roads difficult too, and so rarely venture on to minor roads except where there is a need to do so. Lorry bans are therefore rarely a solution, because exemptions must be allowed for these essential movements. KCC also supports rural businesses, which are often based in former agricultural buildings. These will be served by lorries, almost always at a lesser frequency than the previous agricultural traffic.

KHS also provides information to the main satellite navigation companies giving advice on routes suitable for lorries.

“There is flooding in my road”

KHS recognises that drainage issues were sometimes poorly dealt with. A dedicated drainage team has now been set up, and has prioritised a programme of work across Kent. This is being monitored using new GPS technology to pinpoint accurately troublesome drains for action, and enables a history of every location to be built up. KHS’s resources are fully committed to this programme, which means extra people and equipment would have to be hired in to accelerate work at other sites. This would cost about £3100/per week.

Of course, flooding may be the responsibility of other bodies, including farmers, the water companies and the owners of land next to the highway.

“It is dangerous to cross the road”

How is it dangerous? Who wants to cross it? Why and at what times of day? The answers to these questions will influence the choice of solution.

Sometimes it may be a case of cutting back vegetation for better visibility; more radically, parking may need to be restricted. If it only affects schoolchildren at the beginning and end of the school day, a school crossing patrol is the ideal solution (cost typically £3000/year, and usually funded by the school). A steady trickle of people throughout the day could benefit from an island, if the road is wide enough. Higher flows may merit a zebra crossing (£30,000) or a pelican-type crossing (£75,000). However, these solutions will impact on adjacent properties, including the loss of on-street parking.

“Parking is awful in my area”

Parking problems can be highly emotive, and include abuse of restrictions, obstruction, and parking on the pavement which causes difficulties for pedestrians and possible damage to the pavement.

Enforcement

KHS works with district partners to control and enforce parking restrictions, although where there are no yellow lines, the police will usually need to be involved. Some of our partners are willing to undertake extra enforcement (by paying overtime) if these costs are met – for example, in the evenings or in rural areas.

There is also the possibility of funding extra equipment to improve enforcement, for example some officers now use bicycles, so that they can reach incidents more

quickly in congested areas and town centres, using short cuts not available to motor vehicles.

Restrictions

With public support, changes can be made to parking restrictions, although this is a legal process and the outcome cannot be guaranteed. This could include formalising Keep Clear zig zag markings at schools, or formally banning parking on the pavement.

In some circumstances, bollards may be appropriate, although account needs to be taken of underground services. We must also ensure that there is enough room for pedestrians (including wheelchair users) to pass by safely, as well as vehicles. There may be extra costs associated with conservation areas.

Car clubs

An alternative solution may be to start a Car Club, where a car can be hired for as little as an hour at a time. It does depend on whether a commercial provider considers it to be viable, and Member money could be used towards creating a legal parking place for the club's car.

“The trees and vegetation look uncared for”

Grass cutting

KHS pays for grass cutting for a fixed number of times per year. A common view is that this is not enough in urban areas, and too indiscriminate in rural areas. Trees and other vegetation are dealt with on a “safety first” basis, and growth rates of all plants are affected by climatic conditions.

More regular programmes of maintenance and cutting can be bought, if sufficient notice is given. One-off visits are extremely disruptive, but if notice is given by the end of February, programmes can be re-arranged to accommodate extra activities on a regular basis.

Tree planting

KHS is also particularly aware that some shrub planting in housing estates is no longer appropriate for modern conditions. In some cases, using different species can solve the problem; elsewhere, replacement by grass or even tarmac might be better. Costs will vary with the size of the area.

In many streets, all the trees are roughly the same age, so will generally require replacement at the same time. Ideally, streets should contain trees of a mixture of ages. KHS currently plants around 600 new trees each year, and fells around 1000. More trees can be bought, if they are ordered by the end of August for planting the following year. The cost of a new tree, including inspection of underground services and other preparatory work, is £500 per tree.

Tree cutting

Trees are cut back for highway safety reasons (e.g. to allow double deck buses to pass safely) but KHS policy is not to cut back to increase light. Different species grow at different rates, and so there is no fixed policy as to when cutting back (pollarding) should take place. Please note that many trees growing next to the road are the responsibility of the landowner, rather than KHS.

“Overgrown vegetation is obscuring signs and sightlines”

The rapid changes in seasonal conditions mean that we cannot always keep up with the growth of vegetation at the roadside. In general, we cut grass six times a year, or more frequently if there is a known safety problem. In rural areas, we are criticised for

cutting wild flowers, and in urban areas, we are criticised for not keeping everything to the same standard as a lawn.

Although extra cuts can be organised, these are expensive on one-off basis, but can be programmed in for the following season. In some cases, it may be that a more radical approach is needed, replacing existing vegetation with more appropriate species, or even eliminate it altogether.

“No-one inspects the roadworks in my area”

KHS inspects around 10% of all roadworks that take place, using one inspector in each district. This number can be increased if additional temporary staff are taken on. For example, if several Members worked together to fund an additional inspector for a minimum of six months, the total cost would be about £14,000, and would increase the number of inspections by more than 50%. It would also be possible to carry out more activities outside normal hours for example checking on temporary traffic lights.

“The streetlights in my area are poor”

KHS looks after more than 112,000 streetlights and almost 20,000 other illuminated signs and bollards. There are set standards for the appropriate level of lighting for different roads and paths, and there is an extensive programme to modernise lighting around the county. Lighting must also meet certain safety standards; parish lighting rarely meets any of these standards.

In general, it is difficult to provide isolated additional lights, especially if there is no power source easily available, as KHS relies on others – primarily EDF – to supply power to street lights. Isolated lights are also more costly to maintain, because it takes longer to travel to them. Where there is already a system of lights, an additional one can often be accommodated, if it complies with our standards. In some cases, requests are made to illuminate dark areas to reduce anti-social behaviour; in others, lights are accused of attracting young people to hang around them.

KHS will need to consider each request on an individual basis – costs for an individual light can vary from £1000 to £5000. Alternatively, money could be used to accelerate the priority of a scheme for modernised lighting.

“A particular street looks unkempt and leads to anti-social behaviour”

KHS acknowledges that the appearance of a street can influence what people think and how they behave in it. This might be the general tidiness, the presence of graffiti, faded lines on the road, lamp columns in need of some tender loving care or shrubs and bushes in need of cutting back.

Ideally, all of these things should be tackled in one programme, involving partner organisations as necessary, such as Crime & Disorder Reduction Partnerships, or district councils which are responsible for street cleaning and litter. This kind of approach may lever further funds from different partners, so that more can be achieved overall.

We call this StreetBlitz or Street Makeover and we would use resources from throughout KHS to make the street spick and span. There is no fixed price for this, because the scale of the work will vary from site to site: it could be as little as a few pots of paint, to replacement of lighting columns and new litter bins.

“Improvements are needed so a walking bus can start”

KHS’s main programme to make improvements to the highway has long lead-in times to allow for all the necessary planning and consultation. This is invariably much

longer than the timescale for starting a walking bus. If there are only minor changes which do not require consultation – such as providing signs, adding a dropped kerb, some guard railing or improving a crossing point – these could be undertaken fairly quickly, to enable a walking bus to start sooner than would otherwise be the case.

Please note that if alterations to parking are required, there is a much longer timescale, to allow for consultation, and if needed, changes to legal orders.

“The surface of this road or pavement is appalling”

Each year KHS analyses the state of the 5000 miles of roads in the county. This includes scanner surveys on a periodic basis to check the underlying condition beneath the surface. Sites are then ranked in priority order, taking into account the life left in the existing surface: the visual appearance is not always a good indicator of this. Existing budgets will not pay for all roads – in general, main roads receive the lion’s share, as they are busier and wear out more quickly. As a result, many local roads never reach a high enough place in the queue to receive funding. But there will be an eventual need to resurface, and member fund money could be used to accelerate when the work is done. Typical costs are from £10 per square metre for gripfibre overlay on a rural road, to £30 per square metre for an urban area. Road closure costs would be on top of this figure.

In addition KHS manages about 4000 miles of pavements. These are regularly inspected and assessed for future repairs. As with the roads, only a portion of the work required can be carried out under existing budgets.

Ideally we need to know of surfacing projects by 31 October each year of work to be done the following year, so that a programme making the best use of resources can be drawn up.

“The road is full of potholes”

KHS does its best to deal with potholes likely to cause injuries and crashes, and with more than 5000 miles of roads, we also rely on the public to help make us aware of where they are. We are fully funded to undertake this work in a cost-efficient way, and the authority to spend Member fund money cannot make this happen any faster.

A possible option is to hire a gang to carry out a number of minor tasks in a particular area in one go. This could include patching, cleaning and repairs to signs. A gang would need to be hired for a minimum of a day (or multiples thereof) at a typical cost of £600.

“I’d like to see higher quality materials used in improvement schemes”

KHS uses a standard palette of materials, which have been tested and have a known maintenance cost over their life. Anything different will need to be assessed to understand both initial costs and lifetime costs – for example: is specialist maintenance required, is the supplier nearby, is it a bespoke product? Fund money could be used to cover the extra costs over and above standard materials, and would also need to provide a sum for future maintenance. If this does not happen, KHS can only replace or renew damaged items with standard products.

“It’s not safe to walk in the road: we need a pavement”

KHS assesses the need for pavements, and puts forward schemes for funding by the Local Transport Plan. The pavements likely to be busiest – generally those in urban areas – will have the highest priority and therefore most likely to be funded. There are other schemes which are locally important, and which could be funded by a

Member if land is in KHS's control. Unfortunately, KHS cannot consider schemes on land outside its control, although parish councils and other bodies may wish to assemble land to provide it to KHS.

“I think there needs to be a sign”

KHS's overriding policy is to reduce sign clutter, while only signs approved by the Department for Transport may be erected on the highway. These should be funded by normal budgets.

Member money could be used towards signs that are not maintained by KHS, which are mainly village and town nameplates, or historic milestones. It is suggested that this should be in partnership with the local parish or town council.

“People with disabilities need more dropped kerbs”

Each year KHS allocates a small amount of money to each district to carry out this work, together with a larger budget for a major programme in one district. The need for dropped kerbs is usually identified in conjunction with the local access group, which recommends which kerbs should be implemented first. Further funding will enable a greater number of dropped kerbs to be constructed, and these should be targeted towards community needs rather than those of an individual person. The cost varies depending on the traffic management measures needed, but is around £1000 per single site.

“There is very little public transport in a rural area”

Although KHS spends over £7 million per year on supporting bus services, it is not possible to meet everyone's travel needs. It is important to make sure that details of all the travel options available are publicised (perhaps by distributing timetables to households) before considering alternatives, such as a community working together to provide its own transport.

Community minibuses use volunteer drivers and running costs are paid for by the community. Provided that a satisfactory agreement exists to maintain and fund the bus, and that its use will not undermine existing local public transport, then Member money can be used to fund the initial purchase. Please note that in order to comply with the law; KHS cannot make contributions to running costs other than through competitive tendering.

“Facilities for cycling are poor”

KHS acknowledges that the quality and extent of cycle routes varies across the county. In most towns, the need is to create a coherent network, although there are also short unconnected lengths that may be of local importance to avoid a particular hazard or to meet an identified need. Where routes are not connected, land issues have often held this up, leaving gaps in the network. If land is readily available and construction is straightforward, then cycle routes cost from £200 per metre upwards to build.

Cycle parking is another area where Member Funds can make an immediate improvement, which can cost from as little as £200 per site.

In some cases, there may be opportunities for match funding from external sources to extend the scope of the works.

“Roads are not gritted when it is icy”

KHS has an extensive programme of salting, covering Kent's main, secondary and locally important routes. These routes are reviewed each year. For more minor roads, it is appropriate to provide a salt bin so that the local community can make use of it to meet their own needs. This costs about £250.

Please note it is not possible to guarantee that a salt bin will always be full.

“Bus passengers have nowhere to wait”

KHS works with bus operators to improve bus stops, there may be some places where stops are of poor quality and need improvements, such as hard standing, or raising the kerb level to make it easier to get on a bus. Costs vary from site to site, but typically are between £1000 and £3000.

Not all stops have bus shelters. KCC does not own shelters, but has a long history of providing grants to others, who then take ownership and maintain them. The Member Highway Fund can be used in the same way, possibly by contributing to projects part funded by parish or district councils. An agreement should be in place to show that maintenance will take place. Very basic shelters cost around £2000; top of the range models may reach £10,000.

Note about prices:

All of the prices given in this document are for standard, straightforward conditions. There are additional costs for traffic management, time restrictions on working (e.g. off peak only), and site facilities. These will cause the price of low-cost items to rise proportionately more than for high-cost items.

Reasons prices might be higher than typical figures include:

- **Investigation Fee** - original request modified during course of investigation
- **Conservation area** - conservation grade materials cost more
- **Tree planting** - site clearance costs
- **Electrical items** - supply requires upgrading or needs new supply
- **Road resurfacing** - coloured and anti-skid surfacing and white lining all add to cost
- **Pavement resurfacing** - need to maintain access for vehicles across the pavement
- **Zebra crossing** - road requires surfacing before zebra can be laid
- **Pedestrian crossings** - streetlights, signs and underground services may need to be moved

What to do next

It is worth reiterating that the purpose of the fund is to resolve local highway issues. This should be spending over and above KHS's normal activities, and should not duplicate work already planned by KHS.

The first thing to do is to tell us about the problem or issue which needs investigation. Although informal discussions may take place, we'd like to make sure that we have understood this properly. To avoid misunderstanding, Members are asked to complete Form MHF1.0.

On receipt of this, we can start the process of determining what might need to be done. Revenue schemes based on common activities can be priced fairly easily; however, capital spending will require design or survey work to establish a price for what eventually might be built. For this a non-returnable investigation fee is payable in advance.

In some cases, it will be possible to waive the investigation fee if it is an issue we have already considered – for example, where a Member wishes to implement an unfunded scheme from the Integrated Transport Programme. Conversely, an investigation may conclude that there is no realistic solution.

We will then provide you with formal details of what we propose to do (Form MHF2.0 for an investigation, Form MHF3 .0 for works), and what the estimated price for that work will be. If you wish to proceed, you will need to sign and return a request to spend this amount. We then need to wait until the spending has been authorised.

Members need to bear in mind that KCC has formal processes to consider and approve spending, in line with the KCC Constitution. The process does not provide instantaneous decisions or payments to applicants. It is also subject to the usual rules of scrutiny. If the Cabinet Member's decision on the proposed spending of the fund is called in for scrutiny, this may inevitably involve some delay.

A calendar of key dates will be made available on the website.

There must be enough money, either from your fund – or from other sources – to cover the cost of the work. Your fund balance can be provided on request to your Community Liaison Officer (please note this cannot be done instantly).

Once all of this has been completed, we will provide you with details as to when the work will be carried out.

Reminder of the following key points – please refer to the Protocol for fuller details:

- All proposed spending must comply with the law and existing policies, and not reduce safety. It should contribute to the overall objectives of KCC and represent value for money.
- There is only provision for ongoing maintenance of works normally maintained by KHS; any proposal which does not meet this criterion is excluded.

- Members are recommended to select works as early as possible, as many require planning and time to obtain the extra resources needed. Please note priority will be given to completing works already planned by KHS.
- In order to guarantee completion of spending by March 2011, we will need to know about most capital projects (such as resurfacing, integrated transport schemes or streetlights) by 31 October 2009.
- For further help, please contact your KHS Community Liaison Officer