

**ENVIRONMENT, HIGHWAYS AND WASTE
POLICY OVERVIEW COMMITTEE**

Tuesday, 15th September, 2009

10.00 am

Council Chamber, Sessions House, County Hall,
Maidstone





AGENDA

ENVIRONMENT, HIGHWAYS AND WASTE POLICY OVERVIEW COMMITTEE

Tuesday, 15th September, 2009, at 10.00 am Ask for **Karen Mannering**
Council Chamber, Sessions House Telephone **01622 694367**
County Hall, Maidstone

Tea/Coffee will be available 15 minutes before the meeting

Membership (12)

Conservative (11): Mr C Hibberd (Chairman), Mr J R Bullock, MBE, Mr N Collor,
Mr J Cubitt, Mr M J Harrison, Mr J D Kirby, Mr S Manion,
Mr R A Pascoe, Mr W Richardson, Mrs E M Tweed and
Mr M Whiting

Liberal Democrat (1): Mr M Robertson (Vice-Chairman)

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

Item No

A. COMMITTEE BUSINESS

- A1 Substitutes
- A2 Declarations of Interests by Members in items on the Agenda for this meeting
- A3 Minutes of the meeting held on 16 July 2009 (Pages 1 - 12)
- A4 Dates of meetings - 2010
Friday 22 January
Thursday 25 March
Tuesday 6 July
Tuesday 14 September
Thursday 4 November

All meetings to commence at 10:00 am

B. ITEMS FOR DISCUSSION

- B1 Managing Director and Cabinet Member's Update (Oral report)
- B2 "My Kent Highways Online" (Pages 13 - 14)
- B3 Financial Monitoring 2009/10 (Pages 15 - 32)

- B4 EHW Annual Complaints and Compliments 2009 (Pages 33 - 40)
- B5 Towards 2010 (Pages 41 - 80)
- B6 Draft Annual Performance Report 2008/09 (Pages 81 - 136)
- B7 Consultations, surveys and public involvement activity in 2008-2009 (Pages 137 - 150)
- B8 Potential to Refocus and Restructure the Overview and Scrutiny Function (to follow)
- B9 Sustainability and Climate Change - Update (Pages 151 - 158)
- B10 Update on Service Level Agreement with EDF Energy (Pages 159 - 188)
- B11 KHS Winter Service Review (Pages 189 - 204)
- C. SELECT COMMITTEE UPDATE**
- C1 Select Committee - update (Pages 205 - 206)
- D. ITEMS FOR REPORT/INFORMATION**
- D1 The Management of Vehicle Obstructions to Private Access (White Access to Highlight Markings on the Public Highway (Dog Bone Markings)) (Pages 207 - 224)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services and Local Leadership
(01622) 694002

Monday, 7 September 2009

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

**ENVIRONMENT, HIGHWAYS AND WASTE POLICY OVERVIEW
COMMITTEE**

MINUTES of a meeting of the Environment, Highways and Waste Policy Overview Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 16 July 2009.

PRESENT: Mr C Hibberd (Chairman), Mr J Cubitt, Mr D S Daley (Substitute for Mr M Robertson), Mr M J Harrison, Mr S Manion, Mr M J Northey (Substitute for Mrs E M Tweed), Mr R A Pascoe, Mrs P A V Stockell (Substitute for Mr J R Bullock, MBE) and Mr M Whiting

ALSO PRESENT: Mr M J Angell, Mr D L Brazier and Mr N J D Chard

IN ATTENDANCE: Mrs C Bruce (Interim Director Kent Highway Services), Mr N Caddick (Policy and Performance Manager), Miss F Clayton (Communications Manager, Kent Downs Area - AONB), Ms L Day (Kent Parking Manager), Ms D Exall (Head of Strategic Policy - CED), Mr J Farmer (Regeneration & Projects Manager), Mr D Hall (Head of Transport & Development), Mr R Hallett (Directorate Finance Manager), Mr I Procter (Road Safety Manager), Mr N Sarrafan (County Transport & Development Manager), Ms S Shattock (Environment Strategy Project Manager), Mrs C Valentine (Community Delivery Manager) and Mrs K Mannering (Democratic Services Officer - CED)

UNRESTRICTED ITEMS

1. Election of Vice- Chairman

(Item A3)

RESOLVED that Mr M Robertson be elected Vice-Chairman of the Committee.

2. Minutes - (a) Highways Advisory Board - 5 May 2009 (b) Environment, Highways and Waste Policy Overview Committee - 25 June 2009

(Item A4)

RESOLVED that the Minutes of the meetings of the Highways Advisory Board held on 5 May 2009 and the Environment, Highways & Waste Policy Overview Committee held on 25 June 2009, are correctly recorded and that they be signed by the Chairman.

3. Constitution

(Item A5)

(1) The Chairman informed Members that a review of the Overview and Scrutiny function would be carried out and presented at the end of the year.

(2) Following concerns from various Members the Chairman gave an assurance that the review would include the future of JTBS.

4. Cabinet Member's Update

(Item B1)

(1) Mr Chard gave a verbal report on the following issues:-

- Concentrating on the basics and getting the routine maintenance done quickly
- The permit scheme
- Member highways fund
- Delivering the substantial capital programme
- Regulate the use of A Boards, street furniture and scaffolding/skips
- Kent Waste Partnership – improved two tier working
- Operation Stack – Government need to fund the lorry park
- Rail – High Speed 1 line – better connectivity. KCC were considering a financial contribution to improve the Maidstone to Cannon Street service which did not benefit from HS1.

(2) RESOLVED that the update be noted.

5. Outturn Business Plan and Budget Report 2008/09

(Item B2 – Report by Cabinet Member, Environment, Highways and Waste; and Executive Director, Environment, Highways and Waste)

(1) Mr Hallett informed Members that in January the former Environment & Regeneration Policy Overview Committee received a report on the half-yearly update of business plans. He presented a summarised full-year picture for each of the service units and an overview of the directorate as a whole.

(2) RESOLVED that the report be noted.

6. Kent Highway Services - Performance Management Report

(Item B3 – Report by Interim Director, KHS)

(1) The report provided details of current levels of performance in Kent Highway Services. The highway service in Kent was delivered through a private and public sector Alliance comprising KCC, Ringway, Jacobs and Telent. The Alliance had developed a set of performance indicators that covered the wide and varied service it delivered, and were presented in a performance paper, set out in Appendix 1 to the report. The officer paper was currently published to POC Members each month.

(2) In light of the change to the Cabinet Member for Environment, Highways & Waste a review would take place on how performance was reported to Members and details would be provided at the next Committee meeting.

(3) Members were invited to review the Performance Report and comment on the indicators used to track progress of the highway service and make any suggestions, amendments or recommendations they felt appropriate on the current indicators or to help shape the review outline in paragraph (2) above.

(4) RESOLVED that the report be noted.

7. Highway Adoptions - Cold Case Project

(Item B4 – Report by Cabinet Member, Environment, Highways and Waste)

(1) The report provided Members with an update on the progress of the Highway Adoption Cold Case Project. 138 of the original 175 cases had now been adopted which represented good progress.

(2) A Committee report in November 2008 described the backlog in the adoption of newly constructed streets under Section 38 of the Highways Act 1980. The report set out how most of the cases had now been resolved and the roads adopted.

(3) A significant number of Section 38 Agreements dating back over many years remained unadopted across the County. The outstanding schemes had been called “Cold Cases”. Phase 1 of the project had concentrated on 175 schemes that started before 2002. The project was initiated in Spring 2008 with the aim of dealing with these schemes by the end of March 2009. Phase 2 would deal with all outstanding schemes between 2002 and 2005.

(4) In order to deal with agreements more expeditiously in future, the following modifications were proposed to KCC’s Standard Model Section 38 Agreement:

- Remove the requirement to transfer the freehold of land under which the highway existed. This requirement was essentially seen as a way of ensuring better control over junction visibility splay areas, however recent advice from Government included in the “Manual for Streets” meant there was less emphasis on the need to provide large amounts of visibility areas. A comparison with other authorities showed that Kent acted unilaterally in the requirement to transfer the freehold of the land. Given that there were few problems associated with not having the freehold, it was recommended that the requirement should be removed to expedite the adoption process.
- Increasing Officer authority to exercise discretion with regard to use of the performance bond, and allowing recovery of all costs involved, including legal fees.

(5) RESOLVED that the Cabinet Member for Environment, Highways & Waste be recommended to approve the proposed changes to the Section 38 Model Agreement outlined in paragraph (4) above.

8. A summary of plans to review the Kent Partnership's Environment Strategy

(Item B5 – Report by Cabinet Member, Environment, Highways and Waste; Cabinet Member, Regeneration and Supporting Independence; and Director of Environment and Waste)

(1) The Kent Environment Strategy was first produced in 2003 and a review process had begun. This was an opportunity to produce a focussed document which enabled the Kent Partnership and its stakeholders to concentrate on a small number of priorities to achieve real change for Kent. The report summarised the review timetable and the key themes which would shape the new Strategy.

(2) The three challenging and overarching themes - *Combating the climate change challenge*; *Valuing our natural and living environments*; and *Living within our environmental limits* - could act as the basis by which everyone working in Kent could test and verify the contribution their organisation was making to the achievement of a sustainable county.

(3) Members were requested to comment on, and approve, the plans to review the Environment Strategy; and inform the future direction of the Strategy.

(4) RESOLVED that the report be noted.

9. Data Quality Audit 2007/08

(Item B6 – Report by Cabinet Member, Environment, Highways and Waste)

(1) The report provided an opportunity for members to consider and discuss data quality issues following the publication of the 2007/2008 Data Quality Audit.

(2) Data quality was an area where there had been an increasing national focus in the recent past. This reflected the recognition that having accurate, up-to date data, together with a good appreciation of what the data did, and did not, revealed what was vitally important in the provision of public services. As recently as March 2009 the Audit Commission published a report saying 'recent work has shown that the quality of data in the NHS is often not what it needs to be to meet the demands now being placed upon it' (*Figures you can trust, A briefing on data quality in the NHS, Audit Commission, March 2009*), and while the report referred specifically to the NHS, data quality is an issue that was relevant to all public services.

(3) Following a request from Mr Pascoe, Mr Caddick undertook to provide Members with further information relating to the data quality training provided commensurate with the Members' role in data quality.

(4) During debate Members agreed to:-

- (i) identify any areas where they had particular concerns about data quality or required more information; and
- (ii) identify any training needs they felt they had.

(5) RESOLVED that the recommendations made in the Data Quality Action Plan be noted.

10. Kent's Policy Framework for Later Life

(Item B7 – Report by Cabinet Member, Environment, Highways and Waste; and Mike Angell, Older People's Champion)

(1) Mr Angell, KCC Older People's Champion, set out the background to Kent's Policy Framework for Later Life – *'Living Later Life to the Full'*. Members were requested to identify the strategic actions to be taken to deliver the aspirations.

(2) Members were invited to comment on and endorse Kent's Policy Framework for Later Life; and give their views on strategic actions to be taken to deliver the aspirations set out within the Framework.

(3) RESOLVED that the report and comments made by Members be noted.

Following a proposal by the Chairman, Members agreed to consider Item B8.

11. Winter Service 2008/09 - End of Season Review

(Item B8 – Report by Head of Community Operations)

(1) On 5 September 2008 the former Highways Advisory Board supported the Winter Service Policy Statement and Plan for 2008/9 and these were used as the basis for all winter service operations. Mrs Valentine presented a report which gave information relating to the winter of 2008/09; set out details of the KHS response and learning points; and gave recommendations for improving efficiency and effectiveness in the future. A further report detailing the weather reports and seeking approval for the policy and plan for 2009/10 would be presented to the POC later in the year.

(2) RESOLVED that the following be noted:-

- the proactive response to the recent winter conditions;
- proposals to increase use of pre-wet salt and associated savings;
- proposals to tender for the weather forecast service;
- actions for improvements to future winter service.

12. Proposed Prohibition of Driving Traffic Order - Mill Lane, Beltinge, Herne Bay

(Item B9 – Report by Head of Transport and Development)

(1) At its meeting on 8 July 2008 the former Highways Advisory Board considered an objection to a proposal to make a traffic regulation order to prohibit driving in Mill Lane, Beltinge, Herne Bay. The Board agreed that the traffic order should be made as advertised, but following a complaint from an objector, the decision was taken that the traffic order should be re-advertised so that his objection could be reconsidered by the POC.

(2) It was now proposed that Mill Lane should be closed to traffic at a nominal point 3.0 metres north of the northern footway of Talmead Road, and that the closure should be effected by bollards. This would also meet all of the objections that had been received.

(3) The following options were available:-

- (a) make the traffic regulation order as advertised. This would remove vehicular access to most of the length of Mill Lane;
- (b) make the traffic regulation order over the short length of Mill Road south of Talmead Road. This would permit access to the length of Mill Lane north of Talmead Road and would meet the objections of the respondents, but would not meet the terms of the development brief; and

- (c) abandon the traffic order. This would allow residents of Talmead Road to gain access to the development via Mill Lane and would increase traffic at the junction with Margate Road.

(4) RESOLVED that the Cabinet Member for Environment, Highways & Waste be recommended to agree that Mill Lane be closed to vehicular traffic from its southern most extremity to a point 3.0 metres north of the northern kerb line of Talmead Road.

13. Safety Camera Partnership

(Item B10 – Report by Head of Network Management)

(1) The report detailed the Annual Report of the Kent and Medway Safety Camera Partnership. It included the wider value of the partnership in relation to publicity, education and market research.

(2) The Kent and Medway Safety Camera Partnership (K&MSCP) was launched in 2002. The partnership operated across the Kent Police area covering both Kent and Medway and its sole purpose was to reduce road crash casualties. The annual report was circulated to each Partner organisation setting out progress to date and challenges for the future.

(3) RESOLVED that the annual report of the Kent and Medway Safety Camera Partnership, and the success of KCC's Road Safety activities and the Partnership, be acknowledged.

14. Circular Roads 1/2006 Setting Local Speed Limits – Update

(Item B11 – Report by Head of Network Management)

(1) The report updated Members on the progress of the on-going county wide Speed Limit Review of "A" and "B" class roads. The report also set out the way ahead and sought approval to continue with the previously agreed programme. The speed limit review had provided the council with an opportunity to provide a consistent standard of speed limit across the County Council's "A" and "B" road network.

(2) Work on the project effectively began in August 2006 with the publication of the governments document "Circular Roads 1/2006 " which gave guidance to highway authorities into the setting of speed limits and sought to provide a consistent national standard for speed limits across the country. Government also set a target that highway authorities should review the speed limits on their "A" and "B" roads to ensure that they complied with the guidance set out in the circular and implement those changes by 2011 without providing any extra funding.

(3) After an analysis to establish crash rates on our "A" and "B" road network it was concluded that the review should start with a demonstration area. This would be followed by a programme of work to be conducted in three phases and would be completed in 2012/13, subject to funding availability. Members agreed funding of over £220,000 for the implementation of the demonstration area in January this year and work was now underway. Phase 1 which leads on from the demonstration area had been reviewed and was currently out for consultation and the review of Phase 2 was underway.

(4) RESOLVED that the planned county wide Speed Limit Review continue through to completion.

15. Casualty Reduction Progress Against National 2010 Casualty Targets

(Item B12 – Report by Head of Network Management)

(1) The report informed Members of the end of year reported injury road traffic collision figures and the successful progress against the Government's 2010 casualty reduction targets.

(2) The achievement of the 2010 government targets two years early reflected the long term influence on casualty reduction to date by the performance of KCC and its partner organisations. However, in the main it was the decisions and chosen behaviour of Kent's road users that determined crash levels and their severity. Hence the scope for further improvements would be affected by random fluctuations and circumstances outside the control of the highway authority. Therefore to counter this it was vital to continue to deliver programmes of work aimed at both improving road user behaviour and the highway infrastructure. Focused and stronger casualty reduction links with the Highway Agency, Police, Fire and Rescue and the other partners were proving to be beneficial in delivering effective campaign and enforcement initiatives. If in the remaining months to 2010 the initiatives were continued and enhanced KHS remained confident that the achieved targets could be maintained and even exceeded.

(3) RESOLVED that the report be noted.

16. Gravesend Transport Quarter

(Item B13 – Report by Head of Transport and Development)

(1) The report informed Members of the current proposals for the Gravesend Transport Quarter; gave details of the current public consultation taking place on the Masterplan; and sought support for the Masterplan, in particular, approval in principle to the alterations to the highway network including the Rathmore Road Link.

(2) The main elements of the Transport Quarter of Gravesend Town Centre were the railway station and the bus stops in Garrick Street and Clive Road. The area had been long overdue for improvement and consequently a working group was set up in 2007 to masterplan a new Transport Interchange and enhancements to the main entry to the town centre.

(3) The current masterplan was presented to Gravesham Borough Council on 1 June this year, and gave a background to the project, masterplan drawing and programme of consultation.

(4) Gravesham Borough Council had secured a grant of up to £8m from the Homes and Communities Agency (HCA) to pump prime the project, with the money needing to be spent by 31 March 2011. The overall project was currently estimated to cost over £50m.

(5) RESOLVED that the Cabinet Member for Environment, Highways & Waste be recommended to support the Masterplan; and in particular, approve, in principle, the alterations to the highway network including the Rathmore Road Link.

17. Kent Downs AONB Rural Streets and Lanes: A Design Handbook

(Item B14 – Report by Kent Downs AONB Director)

(1) The statutory Kent Downs Area of Outstanding Natural Beauty (AONB) Management Plan, adopted by Kent County Council and relevant Districts and Boroughs, identified the design and maintenance of highways in the AONB as a key issue for action. Sign clutter, creeping urbanisation and traffic speeds and volume were identified as key issues. The agreed action was to produce a Design Handbook for the streets and lanes of the AONB.

(2) The Kent Downs AONB Unit, working with Kent County Council highway officers, recruited and appointed highways consultants, Halcrow, to produce a Design Handbook for the AONB. The report sought endorsement of the revised document by the Policy Overview Committee and adoption of the principles within it as policy for the future management of rural streets and lanes within the Kent Downs. The principles within the document were applicable to all rural parts of Kent.

(3) The aim of the Design Handbook was to encourage a more appropriate approach to the design of existing and new highways (streetscapes) in the Kent Downs AONB. The Handbook was intended to reverse the trend towards generality and restore the distinctive quality and character of the highways or streetscapes in the Kent Downs but would be subject to appropriate legislation and guidance.

(4) RESOLVED that the Cabinet Member for Environment, Highways & Waste be recommended to approve the Kent Downs AONB Rural Streets and Lanes: A Design Handbook for adoption.

18. A256 Tilmanstone and Eythorne - Proposed Gap Closures

(Item B15 – Report by Head of Transport and Development)

(1) The results of preliminary consultations on the proposed experimental gap closures were reported to the Dover Joint Transportation Board (JTB) on 25 June 2009, with a recommendation that an Experimental Traffic Order be made, with consultation on the Order during the first six months of the experiment.

(2) The Dover JTB rejected the Officer recommendations and resolved that Officers be asked to look again at all possible options and report back to a future meeting of the Board giving the reasons why they were unacceptable. The JTB also resolved that, in the interim, temporary 'SLOW' signs should be erected.

(3) As the decision reversed the Dover JTB's original decision to support the closures in principle, it had been referred to this Committee.

(4) The proposed gap closures on the A256 at Tilmanstone and Eythorne were supported by the Police and the Coroner on safety grounds. In response to concerns raised by Stagecoach about the effect on bus route 88, it was proposed that the Tilmanstone gap would be 'no right turn except for buses and emergency vehicles'. Four Parish Councils and 19 members of the public had objected to the proposed experimental closures. The County Council's primary objective was road safety, and therefore the gaps should be closed. Implementing the closures on an experimental

basis would enable the effects to be monitored before any decisions on permanent closures were made.

(5) RESOLVED that prior to any decision being made the Cabinet Member for Environment, Highways & Waste visit the site with officers and the Local County Member.

19. Select Committees - update

(Item C1 – Report by Overview, Scrutiny and Localism Manager)

(1) The Committee received a report which set out the process for identifying a future Select Committee topic review work programme. Members were encouraged to put forward suggestions for potential topic reviews.

(2) RESOLVED that Members submit any suggestions for Select Committee topic reviews by email to the Democratic Services Officer for this Committee.

20. The Management of Vehicle Obstructions to Private Access (White Access to Highlight Markings on the Public Highway (Dog Bone Markings))

(Item D1 – Report by Head of Network Management)

(1) The Head of Network Management presented a report which sought support from the Committee for Kent Highways Services to introduce a new policy on how the Council carried out the management of vehicle obstructions to private accesses and, in particular, the process of approving white access highlight markings on the highway.

(2) RESOLVED that the Cabinet Member for Environment, Highways & Waste be recommended to approve that:-

- (a) the management of the introduction and maintenance of white access highlight line markings on the public highway to prevent obstructive parking be carried out in the 12 district areas by Kent County Council;
- (b) an applicant be asked to meet certain criteria, as outlined in the policy attached to the report, in order to qualify for a white line, and that a charge of £115 administration, and then an additional charge of £150 for the placing and maintenance of the lines, be made for the service; and
- (c) the Chairman agree that a further report be provided to cover other matters of detail raised by Members.

21. Beechwood Avenue, Deal - proposed cycle route

(Item D2 – Report by Head of Transport and Development)

(1) The report related to the proposal for the construction of a length of 2.5 metre wide shared cycleway/footway along Beechwood Avenue in Deal. The cycleway formed part of the Dover District Council Cycling Plan which was approved by Dover JTB in Autumn 2008 and provided an important link between two existing cycles routes, one in Victoria Park and the other in Albert Road.

(2) RESOLVED that the Cabinet Member for Environment, Highways & Waste be recommended to approve:-

- (a) the construction of the proposed footway/cycleway in Beechwood Avenue, Deal, in order to ensure that an effective cycle network was developed in Deal; and
- (b) the TRO in order to implement the proposed waiting restrictions and formalise the location of on-street parking facilities in Beechwood Avenue, and to create 5 additional parking spaces in Mill Road.

22. A258 London Road, Sholden – Proposed Walking and Cycling Improvements

(Item D3 – Report by Head of Transport and Development)

(1) The report related to the proposal for the construction of a length of 2.5 metre wide shared cycleway/footway along London Road, Sholden between Mongeham Road and Sholden New Road. The cycleway formed part of the Dover District Cycling Plan which was approved by Dover JTB in Autumn 2008 and provided an important link between two existing cycle routes, one along Church Lane and the other which continued to follow the A258 to Fowlmead Country Park. The proposal included the provision of a controlled toucan crossing immediately outside Sholden Primary School which gave the added benefit of providing a safer route to school and to encourage pupils to use more sustainable ways of travelling to and from school. External funding from Sustrans would be lost if the scheme was not supported.

(2) RESOLVED that the progression of the scheme as detailed in drawing no. B0744100/DOV/EK/001/08 be supported.

23. Smartcard Project

(Item D4 – Report by Head of Transport and Development)

(1) The Kent County Council (KCC) ITSO Concessionary Smartcard Scheme had been commissioned in order to develop the potential of public transport Smartcards across the county and, concurrently, to improve the coverage and quality of Real Time Information in Kent. ITSO was a national standard for smartcards using in public transport.

(2) Considerable progress had been made on the project in recent months, and it was anticipated that the County's first 'live' Smartcards, covering the English National Concessionary Travel Pass and the Kent Freedom Pass, would be accepted on buses in Thanet from September this year. The KCC Concessionary Smartcard Scheme had three distinct components: the English National Concessionary Travel Scheme, Kent Freedom Pass and Real Time Information, which would be rolled out in stages as the scheme developed.

(3) The total capital budget allocated for the project in 2009/10 was £1m allocated through the Transport & Safety Package Programme (TSP). The KCC ITSO Concessionary Smartcard scheme offered significant benefits to passengers, bus operators and Kent's local authorities, including faster journey times, more effective delivery and administration of concessionary travel schemes and enhanced information on patronage, network performance and the identification of incidents and

congestion. The project was on course to implement a trial of ITSO Smartcard technology involving ENCTS and Kent Freedom Pass in Thanet from September this year and full countywide roll out of the scheme was expected within 18 months.

(4) RESOLVED that the report be noted.

24. Minibus Application Procedure

(Item D5 – Report by Head of Transport and Development)

(1) During the recent past there had been several expressions of interest from parish councils and community groups in the provision of minibuses. In all these cases there had been a presumption on the part of the applicant that Kent County Council would provide funding for the whole of the capital cost and for part of the revenue cost.

(2) In order to ensure a fair and equitable allocation of the limited resources available, a Minibus Application Procedure had been prepared which set out a clear application process, and established defined criteria, which would need to be met in order for a minibus application to be favourably considered.

(3) The total funding requirement, comprising both revenue and capital, would be £100,000pa. This would ensure appropriate provision for up to four applications for minibus funding each year, and for on-going support for existing community transport schemes.

(4) RESOLVED that the Cabinet Member for Environment, Highways and Waste be recommended to approve:-

- (a) the process for minibus funding as set out in the Minibus Application Procedure; and
- (b) funding of £100,000pa for minibus funding and for on-going support of existing community transport schemes.

25. A28/A2 On-Slip Roads, Canterbury

(Item D6 – Report by Head of Countryside Improvements)

(1) The Head of Countywide Improvements presented a report on progress with the scheme proposal for provision of a new slip road onto the A2 Trunk Road from the A28 at Wincheap, Canterbury; summarised the feedback received from public consultation; and sought approval to the revised plan for the scheme as a basis for publishing statutory orders.

(2) Improvement to the three A2 junctions close to Canterbury was part of a package of sustainable transport measures that were set out in the Canterbury Transport Action Plan (approved by Kent County Council in 2004 following extensive local consultation with the public and stakeholders), and supported by the Local Transport Plan for Kent 2006-11.

(3) Advance scheme costs were met from the County Council's Regeneration Fund and the Major Schemes Forward Design allocation. Further scheme preparation costs were being met from the LTP allocation for Integrated Transport schemes. The

outline scheme estimate in 2006 was quoted as £1.2m. The current scheme estimate based on the detailed design was £1.308m and funding had been provisionally allocated from the Integrated Transport Schemes programme.

(4) RESOLVED that:-

- (a) the content of the report and the results from the public consultation be noted: and
- (b) the Cabinet Member for Environment, Highways & Waste be recommended to approve:-
 - (i) revised drawing numbered B0927100-PA-003;
 - (ii) rescinding drawing numbered 13782/21 Rev A;
 - (iii) the making and submission for confirmation all necessary orders and schemes under the Highways Act 1980 to enable the scheme shown on drawing no. B0927100-PA-003 to be constructed; and
 - (iv) entering into a Section 6 Agreement, under the Highways Act 1980, with the Highways Agency.

By: Roxanne Jefferies, Business Change Manager

To: Environment Highways and Waste Policy Overview Committee – 15 September 2009

Subject: 'My Kent Highways Online'

Classification: Unrestricted

Summary: This paper is to inform Members of KHS plans for better access to its services through the use of My Kent Highways Online.

1. Background

1.1 The Parish and Member Portal is a key part of Kent Highways Services Transformation initiative and is designed to offer a full range of highways services online and will now be known as **"My Kent Highways Online"**. This will provide the general public, parish representatives, and council members with a number of 'online services' to make access to highways services more convenient to all of our customers.

2. Current Plans

2.1 KHS is proposing to go-live with **"My Kent Highways Online"** for Members during September 2009 which will be preceded by Member roadshows to explain the benefits of the new system. This will be followed by an extension of the service to the parishes.

2.2 Subsequently, a new online fault reporting and tracking website is planned to be launched to the general public during October.

3. Implications

3.1 **"My Kent Highways Online"** will allow all customers to track their enquiries and access real time information on its status. This should reduce the number of calls into the Contact Centre.

4. Extension of "My Kent Highways Online" to District Members

4.1 As described above, the service will be available to the general public in a basic format, with an enhanced version for County Members and Parish Councils. This enhanced version will be made available to District Members as well later in the year.

4.2 This would ensure that elected representatives for urban areas without parishes have the same level of access as the rest of the County.

4.3 There will be a cost to KCC to fund the training and administration for district members of which there are approximately 500 in the County.

5. Recommendations

- 5.1 Members are asked to note the progress of “**My Kent Highways Online**” and to support its implementation.
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Contact

Roxanne Jefferies

Business Change Manager

✉ Roxanne.jefferies@kent.gov.uk

☎ 08458 247 800

By: Nick Chard, Cabinet Member for Environment, Highways and Waste
Mike Austerberry, Executive Director of Environment, Highways and Waste

To: Environment, Highways and Waste (EHW) Policy Overview Committee – 15
September 2009

Subject: Financial Monitoring 2009/10

Classification: Unrestricted

Summary: Members of the POC are asked to note the first quarter's full budget monitoring report for 2009/10 reported to Cabinet on 14 September 2009.

FOR INFORMATION

1. Introduction

- 1.1 This is a regular report to this Committee on the forecast outturn against budget for the EHW portfolio.

2. Background

- 2.1 A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. These reports outline the full financial position for each portfolio and are reported to POCs after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report. The first quarter's monitoring report for 2009/10 is attached.

3. Revenue

- 3.1 The report shows that there is a significant underspend predicted on Waste offset by additional spending required on highways. As discussed in more detail in the report, reduction in waste tonnage cannot be relied upon in the longer term.

4. Capital

- 4.1 There is a significant rephasing of capital spend being reported in this quarter's return, but this is mainly on schemes where we have less control on the delivery timetable i.e. those relying on securing Government grants or those requiring large developer contributions (which are difficult to secure in the current downturn). However, the schemes where we have full control over the programme such as the recurring highway capital maintenance and the integrated transport schemes etc., are all on target. The Sittingbourne Northern Relief Road is in front of its scheduled spend and the project is also on target to deliver a substantial underspend (not accruing to KCC though as the scheme is grant and developer funded).

5. Recommendations

- 5.1 Members of the POC are asked to note the budget variations for the EHW Portfolio for 2009/10 based on the first quarter's monitoring report to Cabinet.

ENVIRONMENT, HIGHWAYS & WASTE DIRECTORATE JULY 2009-10 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” i.e. where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the budget was set to reflect the revised portfolio structure; a number of technical adjustments to budget and the addition of £1.206m of roll forward from 2008-09, as approved by Cabinet on 13 July 2009.
- The inclusion of new 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 2 of the executive summary.

1.1.2 **Table 1** below details the revenue position by Service Unit:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Environment, Highways & Waste portfolio							
Kent Highways Services	59,986	-6,860	53,126	2,950	0	2,950	White lines (+£0.6m), signs (+£0.25m) and resurfacing (+£2.1m)
Public Transport Contracts	18,273	-2,400	15,873	0	0	0	
Waste Management	69,827	-1,973	67,854	-2,976	0	-2,976	Reduced tonnage -£2.170m & Allington WtE off-line -£0.806m
Environmental Group	8,814	-4,278	4,536	0	0	0	
Strategic Planning	808		808	0	0	0	
Planning Applications	1,440	-477	963	0	0	0	
Transport Strategy Group	470		470	0	0	0	
Strategic Management	850		850	0	0	0	
Resources	5,812	-276	5,536	0	0	0	
Support Services purchased from CED	1,871		1,871	0	0	0	
Total E, H & W	168,151	-16,264	151,887	-26	0	-26	
Assumed Management Action							
Forecast after Mgmt Action				-26	0	-26	

1.1.3 **Major Reasons for Variance:** *[provides an explanation of the ‘headings’ in table 2]*

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

Waste Management:

- 1.1.3.1 The waste tonnage figures for May, June and July (provisional) are significantly below the affordable (budgeted) level. This means that there is a substantial saving from reduced waste tonnage and it is expected that waste volumes will continue to be below the budgeted level for the remainder of the financial year. Having said that, March and April both exceeded the 2008 levels (March significantly), so the continued reduction cannot be guaranteed. Our current estimate for the reduced tonnage is around 35,000 tonnes, which at an average of roughly £62 per tonne, produces a budget saving for 2009-10 of approximately £2.17m.
- 1.1.3.2 Given the volatile nature of the waste volumes as described in the paragraph above and the fact that at some point consumption is likely to increase when we come out of recession, reliance on permanently low waste tonnage is inadvisable. Waste tonnage reductions could easily reverse and pent-up demand for replacement household goods may accentuate this. Very small changes in consumer behaviour, if they are replicated across the households in Kent, can have a very large effect on the cost of waste disposal. Each 1% increase in waste tonnage on the existing 796,000 tonne budget will cost around £0.5m. If each household throws away just one additional kilogramme of rubbish per week, this would equate to an increase of 3.6% and a disposal cost of nearly £2m.
- 1.1.3.3 There has also been some planned downtime for the Allington waste to energy plant for maintenance prior to handover to KentEnviropower Ltd from the construction contractor, resulting in 62,000 tonnes being diverted to landfill. This gives a one-off saving of approximately £0.8m.

Kent Highways Services (KHS):

- 1.1.3.4 The highways budget continues to be under significant pressure. The backlog of capital maintenance remains high, which in turn puts pressure on revenue spend. There has been injection of capital cash in 2009-10 to start reducing some of the backlog but it would be good to go further. There are a number of roads in serious need of resurfacing which cannot be met from current allocations. It is proposed therefore that KHS make a revenue contribution, (to be funded from the underspending on Waste Management), to bring forward essential resurfacing works into 2009-10. **Cabinet is asked to agree this proposal.**
- 1.1.3.5 The Directorate expected to receive its rollover from 2009-10 and had earmarked this funding for a number of highways projects. As agreed by Cabinet in July, the rollover, which was not already committed, is now being held in the Economic Downturn reserve pending decisions during the budget process throughout the autumn as to how this will be used.

1.1.3.6 One project however, which was agreed at the Highways Advisory Board and is already underway is the white lining project. This is a complete refresh of white lines in 31 towns across Kent (Maidstone and Ashford are already complete). Continuation of this project will cause KHS to overspend by about £600k, which will now need to be set against this year's waste underspend.

1.1.3.7 There is also a need to do a comprehensive clean of all of our signs which will add a further £250k to the signs and lines budget.

1.1.3.8 There are other emerging causes for concern in the KHS budget, with continuing pressure on vegetation control, dilapidation charges against Beer Cart lane premises and not being able to reduce energy consumption as quickly as was originally budgeted, due to delays in completing the inventory and building an array in order to give a clearer indication of actual consumption. These pressures are being quantified at the moment and will be reported in coming months if they cannot be contained within existing KHS allocations.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER
(shading denotes that a pressure/saving has an offsetting entry which is directly related)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	KHS - Essential resurfacing	+2,100	EHW	Reduced waste tonnage	-2,170
EHW	KHS - White lining refresh	+600	EHW	Diversion to landfill while Allington Waste to Energy plant off-line for planned maintenance	-806
EHW	KHS - Sign cleaning programme	+250			
		+2,950			-2,976

1.1.4 Actions required to achieve this position:

There are no specific actions required to achieve this position.

1.1.5 Implications for MTP:

The ongoing pressures on the KHS budget are a cause for concern for the MTP. The waste tonnage is currently in our favour but as described in paragraph 1.1.3.2, this may be reversed by very small changes in household behaviour.

1.1.6 Details of re-phasing of revenue projects:

There are no re-phasings to report at this stage.

1.1.7 Details of proposals for residual variance: *[e.g. roll forward proposals; mgmt action outstanding]*

The residual variance is currently minimal (-£26k).

1.2 CAPITAL

1.2.1 All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the appropriate approval via the Leader, or relevant delegated authority.

The capital cash limits have been adjusted since last reported to Cabinet on 13th July 2009, as detailed in section 4.1.

1.2.2 **Table 3** below provides a portfolio overview of the latest capital monitoring position excluding PFI projects.

	Prev Yrs Exp £000s	2009-10 £000s	2010-11 £000s	2011-12 £000s	Future Yrs £000s	TOTAL £000s
Environment, Highways & Waste Portfolio						
Budget	161,469	129,553	154,167	124,938	325,986	896,113
Adjustments:						
- roll forward	-5,404	5,404	0	0	0	0
- Outturn and pre-outturn changes	-56,285					-56,285
- Energy & Water Investment Fund		-117				-117
- Highway Maintenance		-2,100	0	0	0	-2,100
- Integrated Transport		-1,518	0	0	0	-1,518
- Major Schemes - Design Fees		-350	0	0	0	-350
Revised Budget	99,780	130,872	154,167	124,938	325,986	835,743
Variance		-28,506	11,947	-5,656	23,767	1,552
split:						
- real variance		-306	-3,587	-6,614	+12,059	+1,552
- re-phasing		-28,200	+15,534	+958	+11,708	0
Real Variance	0	-306	-3,587	-6,614	+12,059	+1,552
Re-phasing	0	-28,200	+15,534	+958	+11,708	0

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2009-10 and identifies these between projects which are:

- part of our year on year rolling programmes e.g. maintenance and modernisation;
- projects which have received approval to spend and are underway;
- projects which are only at the approval to plan stage and
- projects at preliminary stage.

The variances are also identified as being either a real variance i.e. real under or overspending which has resourcing implications, or a phasing issue i.e. simply down to a difference in timing compared to the budget assumption.

Each of the variances in excess of £1m which is due to phasing of the project, excluding those projects identified as only being at the preliminary stage, is explained further in section 1.2.4 below.

All real variances are explained in section 1.2.5, together with the resourcing implications.

Whilst, there is large rephasing of capital spend being reported this month, this is mainly on schemes where we have less control on the delivery timetable i.e. those relying on securing Government grants or those requiring large developer contributions (which are difficult to secure in the current downturn). However, the schemes where we have full control over the programme such as the recurring highway capital maintenance and the integrated transport schemes etc., are all on target. The Sittingbourne Northern Relief Road is in front of its scheduled spend and the project is also on target to deliver a substantial underspend (not accruing to KCC though as the scheme is grant and developer funded).

Table 4: CAPITAL VARIANCES OVER £250K IN SIZE ORDER

portfolio	Project	real/ phasing	Project Status			
			Rolling Programme £'000s	Approval to Spend £'000s	Approval to Plan £'000s	Prelimina ry Stage £'000s
Overspends/Projects ahead of schedule						
EHW	Sittingbourne Relief Road	phasing			+1,592	
EHW	Major Scheme Design	real	+250			
			+250	+0	+1,592	+0
Underspends/Projects behind schedule						
EHW	East Kent Access Rd Ph 2	phasing			-10,696	
EHW	Reshaping Highways Accommod.	phasing		-5,939		
EHW	Ashford Drovers Roundabout	phasing			-3,712	
EHW	Victoria Way	phasing			-3,476	
EHW	KTS Transport Programme	phasing			-2,449	
EHW	Church Marshes Transfer Station	phasing			-970	
EHW	Hernebay Site Improvement	phasing		-823		
EHW	Rushenden Relief Road	phasing			-781	
EHW	Dartford Heath Site Replacement	real		-687		
EHW	Wetland	phasing		-478		
EHW	Integrated Transport scheme	phasing	-300			
			-300	-7,927	-22,084	-0
			-50	-7,927	20,492	-0

1.2.4 Projects re-phasing by over £1m:

Sittingbourne Northern Relief Road – ahead of plan £1.592 million

This scheme is designed to deliver regeneration of Sittingbourne by supporting existing and future commercial and housing development. The scheme progress is expected to be advanced by £1.6million representing 4% of the revised scheme cost. The total scheme cost has now been reduced by £7.4million due to favourable tender price under

current economic climate and consequent adjustment of risk registers. The scheme is expected to start in October 09 and looks to an accelerated completion. The cost reduction of the scheme has no financial savings to the council as the scheme is funded from grant and the developer. Revised phasing of the scheme is now as follows:

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	3,553	10,058	18,604	10,909	0	43,124
Forecast	3,553	11,650	13,643	4,041	2,761	35,648
Variance	0	+1,592	-4,961	-6,868	+2,761	-7,476
FUNDING						
Budget:						
grant	3,428	10,058	18,604	6,809	0	38,899
developer cont	67			4,100		4,167
revenue	58					58
TOTAL	3,553	10,058	18,604	10,909	0	43,124
Forecast:						
grant	3,428	11,570	13,643	2,702		31,343
developer cont	67			1,339	2,761	4,167
revenue	58	80				138
TOTAL	3,553	11,650	13,643	4,041	2,761	35,648
Variance	0	+1,592	-4,961	-6,868	+2,761	-7,476

East Kent Access Road Phase 2 – slippage £10.696 million

This scheme is designed to deliver improved economic performance for east Kent. The scheme has slipped by £10.7m, representing 12% of the total value of the scheme. The start of the scheme has been delayed by 15 months due to the delay in confirmation of statutory Orders and more recently by awaiting Full Approval of funding from DfT. The total scheme cost has significantly increased due to Tender returns being significantly above the estimate and this was considered to be a combination of increased archaeology costs and contractors being more cautious about the cost of the complex box structure under the railway line, together with the risks associated with Network Rail approval. The increased cost has been reported to PAG on 29 July and was approved. The full approval of funding is expected in August and an award of contract will follow with a formal start of construction in October 2009. There will be no delay in the completion of the scheme, but there will be some delays in the settlement of part1 land compensation claims. There is no service or the financial implications by the expected delay in settling the claims. Revised phasing of the scheme is now as follows:

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	262	21,393	27,745	21,574	0	70,974
Forecast	262	10,697	37,895	26,541	11,605	87,000
Variance	0	-10,696	+10,150	+4,967	+11,605	+16,026
FUNDING						
Budget:						
prudential				1,660	0	1,660
prudential/revenue						0
grant	262	21,393	27,745	19,914	0	69,314
TOTAL	262	21,393	27,745	21,574	0	70,974
Forecast:						
prudential				1,660		1,660
prudential/revenue					4,090	4,090
grant	262	10,697	37,895	24,881	7,515	81,250
TOTAL	262	10,697	37,895	26,541	11,605	87,000
Variance	0	-10,696	+10,150	+4,967	+11,605	+16,026

Kent Highways accommodation – slippage £5.939 million

This scheme is designed to deliver service improvements through creating the West Kent equivalent of the new Ashford super depot. A site has now been identified (after considerable difficulty in finding a suitable location) but the purchase of this land will be subject to gaining the appropriate planning permission. This will not happen now before the end of the financial year and therefore the spend will need to be rephased into 2010/11. Revised phasing of the scheme is now as follows:

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	16,605	6,489	2,000			25,094
Forecast	16,605	550	7,939			25,094
Variance	0	-5,939	+5,939	0	0	0
FUNDING						
Budget:						
prudential	4,555	107				4,662
prudential/revenue	10,483	2,463	2,000			14,946
PEF2		3,398				3,398
external other	9					9
capital receipts	1,558	521				2,079
TOTAL	16,605	6,489	2,000	0	0	25,094
Forecast:						
prudential	4,555		107			4,662
prudential/revenue	10,483	550	3,913			14,946
PEF2			3,398			3,398
external other	9					9
capital receipts	1,558		521			2,079
TOTAL	16,605	550	7,939	0	0	25,094
Variance	0	-5,939	+5,939	0	0	0

Kent Thameside Strategic Transport Programme – slippage £2.449 million

This programme is designed to deliver a package of Strategic Transport schemes in the Kent Thameside area. The programme has slipped by £2.4million representing 1% of its total value. This slippage is due to a delay in the programme due to the slow down in development in Kent Thameside area and the fact that funding agreements have not been secured with HAC/DfT. There is an overall reduction in the programme due to change in price base compared to 2007. This is a long term project that covers a wide time span. The necessary infrastructure will be crucial, to deliver growth in the Thameside area. This current delay should have minimal impact to the 20 year plus development timescale for this area (provided that sufficient contributions can be secured in the future).

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	155	3,166	7,011	15,741	125,194	151,267
Forecast	155	717	1,736	9,486	131,622	143,716
Variance	0	-2,449	-5,275	-6,255	+6,428	-7,551
FUNDING						
Budget:						
grant		2,770	3,030	4,310	38,112	48,222
developer cont		396	3,981	11,431	87,082	102,890
revenue	155					155
TOTAL	155	3,166	7,011	15,741	125,194	151,267
Forecast:						
grant		331	876	6,625	39,665	47,497
developer cont		386	860	2,861	91,957	96,064
revenue	155					155
TOTAL	155	717	1,736	9,486	131,622	143,716
Variance	0	-2,449	-5,275	-6,255	+6,428	-7,551

Ashford Drovers Roundabout – slippage £3.712 million

This scheme is designed to support the growth of Ashford and improve access into the area from the west, including measures to facilitate future Smartlink and access to the Waren Park & Ride site. The scheme has slipped by £3.7million representing 24% of the total value of the scheme. The programme has slipped from what was an optimistic profile in the RIF bid aimed at achieving acceptance. The announcements on RIF have been delayed and this has allowed the design of Drovers roundabout which is a complex junction involving a roundabout with five dual carriageways entries to be reviewed. The Highways Agency has asked for the slip road aspects of the M20 J9 scheme to be reviewed. Ashford's Future Partnership board has also asked for the new footbridge over the M20, as a consequence of the J9 improvements to be more of a feature structure rather than a utilitarian solution. The South East Regional Panel are minded to approve RIF which will require substantive expenditure to be completed by 31 March 2011. Revised phasing of the scheme is now as follows:

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	269	4,946	10,000			15,215
Forecast	269	1,234	13,712			15,215
Variance	0	-3,712	+3,712	0	0	0
FUNDING						
Budget:						
grant	269	4,946	10,000			15,215
TOTAL	269	4,946	10,000	0	0	15,215
Forecast:						
grant	269	1,234	13,712			15,215
TOTAL	269	1,234	13,712	0	0	15,215
Variance	0	-3,712	+3,712	0	0	0

Victoria Way Phase 1 – slippage £3.476 million

This scheme is designed to support the growth of the Ashford town centre to the south and provide a link between Beaver Road and A28 Chart Road. It has slipped by £3.5million representing 21% of the total value of the scheme. The programme has slipped from what was an optimistic profile in the CIF bid aimed at achieving acceptance. The slippage is due to delay in securing planning consent and in publishing statutory Orders to accommodate scheme amendments and the outcome of negotiations with commercial landowners. KHS are working with Ashford Future Company to deliver a tight but just deliverable programme subject to the full support of the Ashford Future Partnership Board and other key partners. Revised phasing of the scheme is now as follows:

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	611	6,989	9,000			16,600
Forecast	611	3,513	12,476			16,600
Variance	0	-3,476	+3,476	0	0	0
FUNDING						
Budget:						
grant	611	6,989	9,000			16,600
TOTAL	611	6,989	9,000	0	0	16,600
Forecast:						
grant	611	3,513	12,476			16,600
TOTAL	611	3,513	12,476	0	0	16,600
Variance	0	-3,476	+3,476	0	0	0

1.2.5 Projects with real variances, including resourcing implications:

The Major Scheme Design budget has an overspend of £0.250m on the Smart Link transport project in Ashford on preparation of major scheme business case and Waren Street Park and Ride. This will be met by GAF3 funding.

Swanley Household Waste Recycling Centre project is now completed and showing an over spend of £0.118m. This is mainly due to price increases and some minor modification to original scheme specification. This real overspend will be funded from the under spend on Dartford Heath site replacement (-£0.687m). This project is currently on hold due to problems finding a suitable site. All other Waste Management Capital programmes have now been reviewed to fund identified overspend in the current and the future years by rephrasing and reducing the scope of other waste projects.

Ashford Ring road is expected to overspend by £0.045m due to design of Latitude walk which will be funded from GAF3.

After allowing for these funding issues the true underlying variance is £0.032m.

1.2.6 General Overview of capital programme:

(a) Risks

One of the major risks for EHW at the moment is the cost escalation on the East Kent access phase 2 scheme. Tenders came back with an increase of £16m over initial expected costs, with KCC needing to meet 25% of this (DfT have agreed in principle to fund the other 75%). The higher price for the scheme was considered to be a combination of increased archaeology costs and contractors being more cautious about the cost of the complex box structure under the railway line, together with the risks associated with Network Rail approval for any works affecting the railway.

Schemes linked heavily to developer contributions are struggling due to the economic downturn. This mainly affects projects in the Thameside and Ashford areas, although schemes such as Sittingbourne Northern Relief road (SNRR) also have some significant developer funding attached.

(b) Details of action being taken to alleviate risks

EHW have identified savings in future years' budgets to fund prudential borrowing to cover the shortfall in funding. The Directorate is working hard to reduce the cost of the scheme through value engineering but 75% of saving will need to be returned to DfT, reflecting their share of the cost increase. We have appointed independent quantity surveyors to review the scheme and to provide ongoing monitoring and challenge to ensure best price is achieved.

We are working closely with landowners and developers to ensure that contributions are secure and in the case of SNRR have sought a letter of comfort to confirm the developer's intention and ability to pay. Schemes will not proceed unless KCC's financial position is protected.

1.2.7 Project Re-Phasing

It is proposed that a cash limit change be recommended for the following projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m can be requested but the full

extent of the slippage will have to be shown. The possible re-phasing is detailed in the table below.

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
Integrated Transport					
Amended total cash limits	+13,234	+16,418	+17,200	+37,100	+83,952
re-phasing	-300	+300			0
Revised project phasing	+12,934	+16,718	+17,200	+37,100	+83,952
Wetland Creation					
Amended total cash limits	+488				+488
re-phasing	-478	+478			0
Revised project phasing	+10	+478	0	0	+488
Herne Bay Site Improvements					
Amended total cash limits	+923				+923
re-phasing	-823	+823			0
Revised project phasing	+100	+823	0	0	+923
Re-shaping Kent Highways					
Amended total cash limits	+6,489	+2,000			+8,489
re-phasing	-5,939	+5,939			0
Revised project phasing	+550	+7,939	0	0	+8,489
Maidstone/Tonbridge Site					
Amended total cash limits	+200	+550	+1,250		+2,000
re-phasing	-200	-550	-472	+1,222	0
Revised project phasing	0	0	+778	+1,222	+2,000
Church Marshes Transfer Station					
Amended total cash limits	+1,000	+775			+1,775
re-phasing	-970	-675	+1,645		0
Revised project phasing	+30	+100	+1,645	0	+1,775
East Kent Waste - Ashford					
Amended total cash limits		+5,000			+5,000
re-phasing		-2,000	+2,000		0
Revised project phasing	0	+3,000	+2,000	0	+5,000
Sittingbourne Northern Relief Road					
Amended total cash limits	+10,058	+18,604	+10,909		+39,571
re-phasing	+1,592	-1,592	-2,761	+2,761	0
Revised project phasing	+11,650	+17,012	+8,148	+2,761	+39,571
Rushenden Link Road					
Amended total cash limits	+9,531	+3,102			+12,633
re-phasing	-781	+781			0
Revised project phasing	+8,750	+3,883	0	0	+12,633

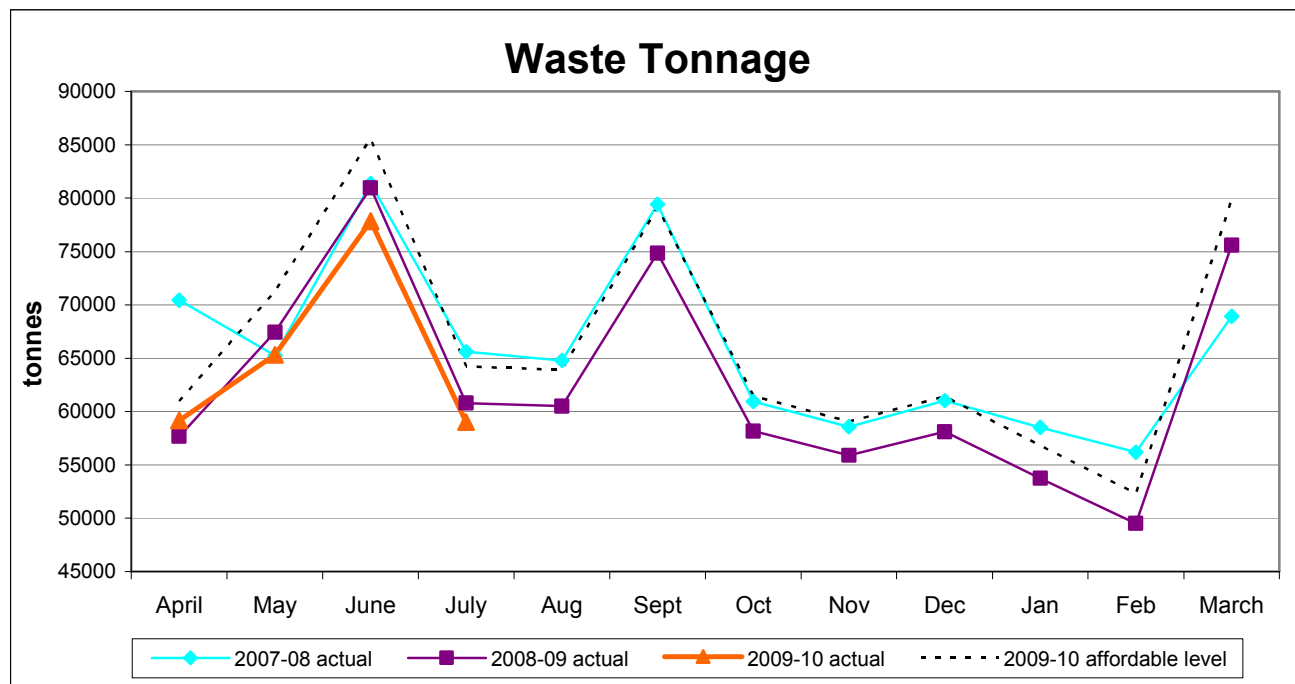
	2009-10	2010-11	2011-12	Future Years	Total
East Kent Access phase 2					
Amended total cash limits	+21,393	+27,745	+21,574		+70,712
re-phasing	-10,696	+10,150	+546		0
Revised project phasing	+10,697	+37,895	+22,120	0	+70,712
Kent Thameside Strategic Transport					
Amended total cash limits	+3,166	+7,011	+15,741	+125,194	+151,112
re-phasing	-2,449	-5,276	0	+7,725	0
Revised project phasing	+717	+1,735	+15,741	+132,919	+151,112
Ashford - Drovers Roundabout					
Amended total cash limits	+4,946	+10,000			+14,946
re-phasing	-3,712	+3,712			0
Revised project phasing	+1,234	+13,712	0	0	+14,946
Ashford - Victoria Way					
Amended total cash limits	+6,989	+9,000			+15,989
re-phasing	-3,476	+3,476			0
Revised project phasing	+3,513	+12,476	0	0	+15,989
Total re-phasing >£100k	-28,232	+15,566	+958	+11,708	0
Other re-phased Projects below £100k					
re-phasing	+32	-32			0
Revised phasing	+32	-32	0	0	0
TOTAL RE-PHASING	-28,200	+15,534	+958	+11,708	0

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Waste Tonnage:

	2006-07	2007-08	2008-09	2009-10	
	Waste Tonnage	Waste Tonnage	Waste Tonnage	Waste Tonnage *	Affordable Level
April	69,137	70,458	57,688	59,158	60,957
May	69,606	65,256	67,452	65,304	71,274
June	82,244	81,377	80,970	77,844	85,558
July	63,942	65,618	60,802	59,020	64,248
August	62,181	64,779	60,575		63,921
September	77,871	79,418	74,642		79,100
October	61,066	60,949	58,060		61,465
November	60,124	58,574	55,789		59,065
December	64,734	61,041	58,012		61,414
January	60,519	58,515	53,628		56,798
February	58,036	56,194	49,376		52,313
March	73,171	68,936	76,551		79,887
TOTAL	802,631	791,115	753,545	261,326	796,000

* Note: waste tonnages are subject to slight variations between quarterly reports as figures are refined and confirmed with Districts

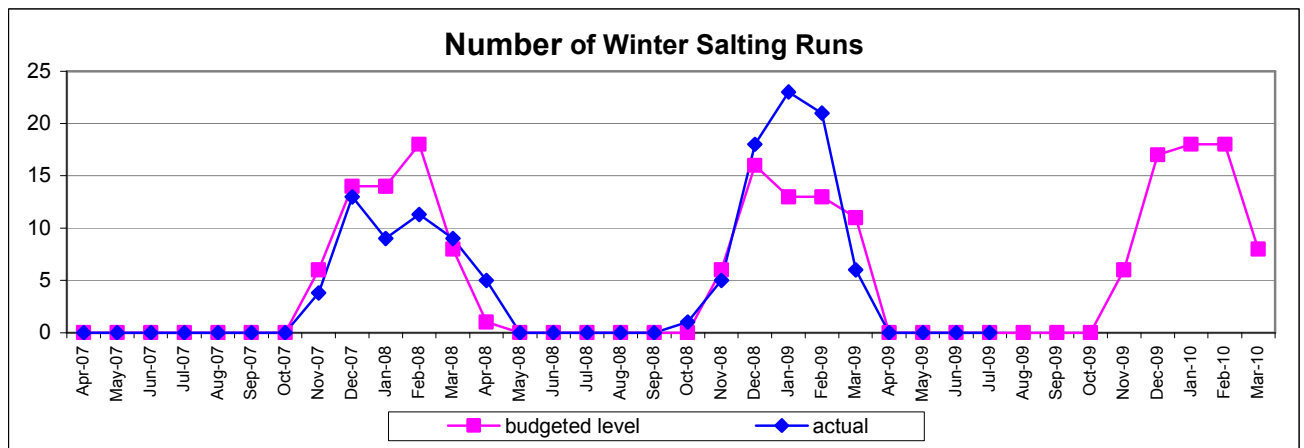


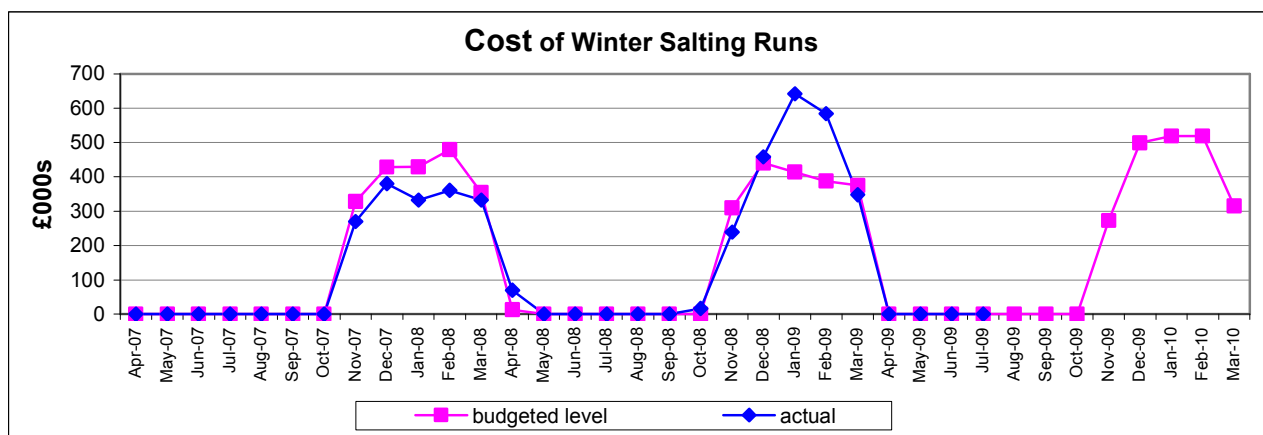
Comments:

- The March 2009 tonnage figures were considerably higher than the equivalent figure for 2008 and the April figure also slightly higher. This indicated that the decline in waste tonnage may have eased or indeed, started to reverse. However the May, June and July (provisional) figures have returned to the lower levels seen through most of the last financial year, again demonstrating the unpredictable nature of waste volumes.
- The tonnage is expected to remain below the affordable level for the remainder of the year but may exceed 2008-09 levels in particular months.

2.2 Number and Cost of winter salting runs:

	2007-08				2008-09				2009-10			
	Number of salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs	
	Actual	Budgeted Level	Actual £000s	Budgeted Level £000s	Actual	Budgeted Level	Actual £000s	Budgeted Level £000s	Actual	Budgeted level	Actual £000s	Budgeted Level £000s
April	-	-	-	-	5	1	70	13	-	-	-	-
May	-	-	-	-	-	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-	-	-	-	-	-
July	-	-	-	-	-	-	-	-	-	-	-	-
August	-	-	-	-	-	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-	-	-	-	-	-
October	-	-	-	-	1	-	16	-	-	-	-	-
November	3.8	6	270	328	5	6	239	310	6	6	273	310
December	13.0	14	380	428	18	16	458	440	17	17	499	499
January	9.0	14	332	429	23	13	642	414	18	18	519	519
February	11.3	18	360	479	21	13	584	388	18	18	519	519
March	9.0	8	332	354	6	11	348	375	8	8	315	315
TOTAL	46.1	60	1,674	2,018	79	60	2,357	1,940	0	67	0	2,125



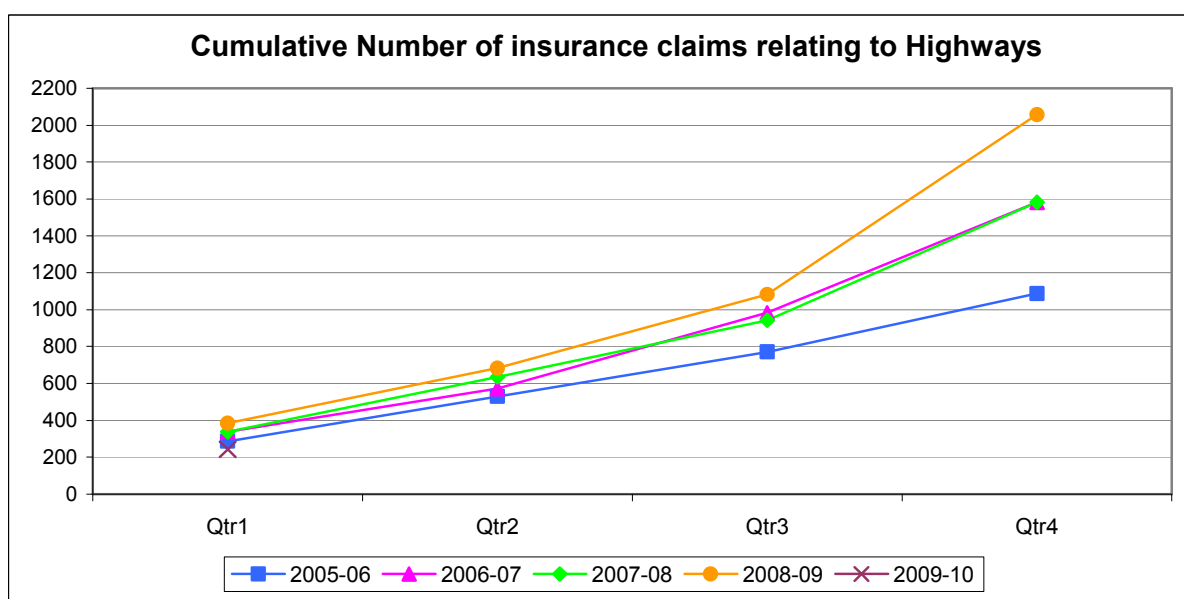


Comment:

- The charges for the Winter Maintenance Service reflect two elements of cost: the smaller element being the variable cost of the salting runs undertaken; the major element of costs, relating to overheads and mobilisation within the contract, have been apportioned equally over the 5 months of the normal salting period.

2.3 Number of insurance claims arising related to Highways:

	2005-06	2006-07	2007-08	2008-09	2009-10
	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
April – June	286	337	338	385	242
July – Sept	530	572	635	682	
Oct – Dec	771	983	942	1,083	
Jan - Mar	1,087	1,581	1,582	2,057	



Comments:

- Numbers of claims will continually change as new claims are received relating to accidents occurring in previous quarters. Claimants have 3 years to pursue an injury claim and 6 years for damage claims. The data previously reported has been updated to reflect claims logged with Insurance as at 14 July 2009.
- The number of claims rose sharply at the end of 2008-09. The particularly adverse weather conditions and the consequent damage to the highway seems a major factor with this along with some possible effect from the economic downturn. The number of claims for the first quarter of 2009-10 is back below the average but this figure may rise as claims continue to be submitted for that period (see paragraph above).
- The Insurance Section continues to work closely with Highways to try to reduce the number of successful claims and currently the Authority manages to achieve a rejection rate of claims, where it is considered that we do not have any liability, of about 75%.

By: Nick Chard, Cabinet Member for Environment, Highways & Waste
Mike Austerberry, Executive Director for Environment, Highways & Waste

To: Environment, Highways and Waste Policy Overview Committee – 15
September 2009

Subject: EHW Annual Complaints & Compliments 2009

Classification: Unrestricted

For Decision

1. Introduction

1.1 This report informs this Committee of customer feedback received from complaints and compliments by the Environment, Highways and Waste Directorate during 2007/08 and 2008/09.

2. Recommendations

2.1 Members of the EHW POC are asked to:

- a) note the figures for the Directorate
- b) decide what further information the Committee would like to see as part of the evolving process of improved reporting of user feedback.

Background documents: EHW Customer Feedback Reports

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Summarised Customer Feedback:

Complaints

The number of complaints received by EHW in 2007/08 was 660. In 2008/09, this figure decreased to 429 complaints.

These complaints were received as follows:

Method of Contact	2007/08	2008/09
Comment Card	75 (11%)	72 (17%)
Email (including systems)	248 (38%)	129 (30%)
Letter (including fax)	217 (33%)	113 (26%)
Telephone	120 (18%)	115 (27%)
Total	660	429

In 2007/08 616 complaints (93%) were acknowledged within 5 working days and 638 (97%) were responded to in full within 20 working days. In 2008/09 411 (96%) were acknowledged within 5 working days and 416 (97%) were responded to in full within 20 working days.

The reasons for these complaints were as follows:

Reason for complaint	2007/08	2008/09
Claim for Compensation	2	8 (2%)
Contact Problems	15 (2%)	2
Disputed Decision	23 (3%)	28 (6%)
Information/progress update	10 (2%)	17 (4%)
Lack of action/delay	133 (20%)	82 (19%)
Quality of service provided	333 (51%)	131 (31%)
Staff Conduct	25 (4%)	46 (11%)
Other	119 (18%)	115 (27%)
Total	660	429

As our two frontline services, Kent Highway Services (KHS) and Environment and Waste (E&W) received the majority of the complaints. In 2008/09 KHS received 195 complaints (45%), E&W received 231 (54%) and Strategy & Planning received 3 (1%).

Of the 231 complaints received by E&W in 2008/09, the majority came from two main service areas – Country Parks (93 complaints) and the Household Waste Recycling Centres (129 complaints). In 2008/09, there were approximately 1.4 million visitors to the Country Parks and 4 million visitors to the Household Waste Recycling Centres (HWRC), so the level of complaints received in comparison to the number of customer visits is very low.

Within KHS, we received 99480 enquiries (requests for service) in 2008/09 so again the volume of complaints (195) in relation to this figure is comparatively low.

Although complaints volumes overall have decreased in 2008/09 from the previous year, they have provided valuable customer feedback to enable E&W to improve customer service delivery. As such, the following service improvements have been implemented:

- E&W has been more proactive this year in ensuring customer feedback is captured by a number of methods, e.g. Country Park Comment Cards, Explore Kent website and customer surveys. This feedback has then been used to review the customer service experience and implement customer service improvements.
- In E&W, the HWRC opening hours and height barriers were reviewed as these were two areas of concern highlighted as issues in customer satisfaction surveys. Following the review, a number of changes have been implemented, including longer hours on certain days and increasing the height of barriers.
- In Country Parks, regular visitor feedback surveys were held as well as consultations on the improvements being made within the parks, e.g. new and improved visitor facilities such as car parking, toilets and visitor centre improvements.
- Three of the Country Parks (Brockhill, Shorne Woods and Trosley) have retained their Green Flags - the Green Flag scheme sets national standards for green spaces and cover aspects such as safety, access for all, good signage, good management of litter and fouling, involvement of community as well as sustainability and conservation issues.
- As reported last year, E&W gained the Customer Charter Mark in March 2008. This year, E&W successfully passed a health check review of progress. The auditor commented on the vast amount of work which showed the growth of and the progress in, engagement with customers. His own calls to E&W customers proved very positive and showed the Division as helpful, approachable and responsive; his talks with staff showed that they were "passionate and committed" and enjoyed their work.
- KHS launched the Customer Charter in September 2008. This set the standard for dealing with customer requests, e.g. all requests for service will be acknowledged and all call backs to customers will be actioned within 2 working days.
- KHS launched a Dashboard in November 2008 to provide officers with a day to day view of customer requests. All teams now use the dashboard to monitor and manage their customer request workload.
- KHS launched weekly performance reporting in November 2008 which has enabled a two-way flow of feedback leading to customer service delivery improvements. e.g. the most recent external customer tracker survey for 2008 recorded a 30% increase in net satisfaction with the way KHS had dealt with the customer's service requests.
- KHS have implemented several initiatives to enhance the service that the Contact Centre and KHS give to our customers. This has included 'Get it right

first time' launched in June 2009, enhancements made to the data collected from customers when they telephone to make service requests and retraining contact centre agents in a new call handling process.

- KHS have created a Knowledge Hub that provides the Contact Centre with up-to-date information on KHS activities. This has enabled contact centre agents to give improved and up to date information to customers.
- In 2009/10 E&W will be continuing to use customer surveys and other consultation methods to find out what customers think of our services and to make improvements, and specifically will be running Youth Focus Groups to find out what would encourage young people to use our Country Parks.

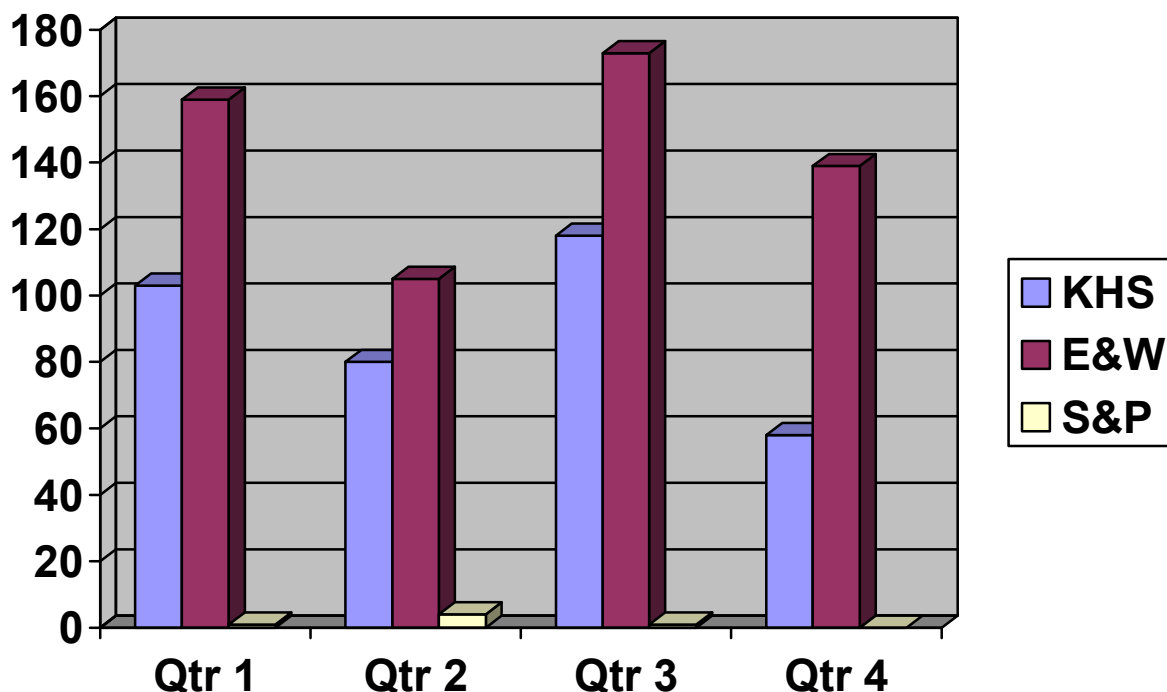
Compliments

In total, 1398 compliments were received between April 2007 & March 2008 and 941 compliments between April 2008 & March 2009. Once again, the majority of these were received by KHS (38%) and E&W (61%).

Although fewer compliments were received between April 2008 & March 2009 than in the previous year, this does not necessarily reflect a change in the level of service provided to our customers. As our standard of customer service has increased (which is reflected by the decrease in the number of complaints received between April 2008 & March 2009 compared to the previous year and in the most recent KHS customer tracker survey results for 2008 which recorded a 30% increase in net satisfaction with the way we dealt with customer's service requests), our customer expectations are likely to have increased as well. This will lead to fewer compliments being received.

Compliments received by EHW Directorate 2008/09

	Kent Highway Services	Environment & Waste	Strategy & Planning
Quarter 1	103	159	1
Quarter 2	80	105	4
Quarter 3	118	173	1
Quarter 4	58	139	0
Total	359	576	6



Compliment Feedback Comments

Thank you for prompt and efficient repair. It is excellent to know that the Council is really listening. (Received by KHS Community Operations)

As usual, I am immensely pleased with Kent County Council's customer care, particularly that handled by Kent Highway Services. (Received by KHS Community Operations)

Bravo! The best job I've seen in years at this location. Thank you for your help in this matter. (Received by KHS Community Operations)

This is to compliment you and your contractors on the splendid job that was done resurfacing Wrotham Hill recently. It was done with speed and with minimum inconvenience to road users. Litter was also collected and left site neat and tidy. We were all impressed. (Received by KHS Countrywide Improvements)

Thank you for your kind assistance. It is very encouraging to deal with a professional such as yourself and you clearly care for your work. (Received by KHS Transport & Development)

My Guardian angel must have been looking after me when I found you. Thank you for being so helpful and giving encouragement to our community group. (Received by E&W Countryside Access)

Beautiful setting with comprehensive facilities. Excellent service and friendly staff. (Received by E&W Brockhill Country Park)

The answer is simple - to have many clones of you to carry on the good work across Kent - all the people I've rung have been very complimentary. (Received by E&W Kent DOWNS AONB)

At our last Parish Council I was asked to write and thank you and your colleagues for all the help given with the Cherry Downs Picnic Site at Lenham. Your advice and enthusiasm with this project have turned the site into a splendid recreation area for the village which we and the visitors will be able to enjoy for many years to come. Once again, many thanks to you all. (Received by E&W Kent DOWNS AONB)

Once again I have to compliment the staff at Sheppey waste disposal depot. On several occasions I have struggled with big bags of garden waste or have had a car boot full of bags. They always come to my aid and are cheerful and polite. (Received by E&W HWRC)

What an absolute pleasure to find somewhere that is such an inspiration! It was a clear example of 'practice what you preach', stylish and fun to boot. (Received by E&W Shorne Wood Country Park)

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By: Nick Chard, Cabinet Member, Environment, Highways & Waste
Mike Austerberry, Executive Director, Environment, Highways & Waste

To: Environment, Highways & Waste Policy Overview Committee – 15th September 2009

Subject: Towards 2010

Classification: Unrestricted

Summary: To inform and update the Committee on Towards 2010 targets that are the responsibility of the Directorate and seek their input in advance of the County Council meeting scheduled for 15 October 2009 where all the Towards 2010 targets will be considered.

1 Introduction

1.1 Towards 2010, KCC's strategic statement that sets out priorities for delivery in the period 2006-2010, is now entering its final year. Progress against the targets is monitored on a regular basis and reported annually. The third annual report will be presented to County Council on 15 October 2009.

1.2 The draft annual report for each of the targets that are the responsibility of the Environment, Highways and Waste Directorate are appended to this report. Of the fifteen targets where the Directorate is the lead two are considered to be done and ongoing and twelve to be on course. The target to reduce the impact of KCC's buildings and vehicles on the environment is one where more progress is felt to be needed, and this target is a good example of how benefits in one area (in this case increased use of ICT and extended opening hours in schools) can have disbenefits in another (in this case increased energy use).

2 Recommendations

2.1 Members are invited to study the Towards 2010 monitoring reports and make any suggestions, amendments or recommendations they feel appropriate prior to the consideration of the full Towards 2010 monitoring at the October meeting of the County Council.

Contact Officer

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TOWARDS 2010 - ANNUAL REPORT 2009

Environment, Highways & Waste

DRAFT as at 19 August 2009

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Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots

Lead Cabinet Members: Nick Chard/Sarah Hohler	Lead Managing Directors: Mike Austerberry/Rosalind Turner	Lead Officers: David Hall/Ian Craig
---------------------------------------------------------	---------------------------------------------------------------------	-----------------------------------------------

Status: Done and ongoing

List the partners with whom we are working to deliver this target:

Kent public transport operators
Kent Youth County Council
Secondary Schools

Outcomes delivered so far:

- The pilot Kent Freedom Pass scheme, where for £50 per year young people in academic years 7-11 can travel for free on public bus services in Kent, has been delivered and has proved extremely successful. We have worked well with schools and bus operators and the scheme has been effectively administered through the Transport Integration Team. The countywide roll out was completed in June 2009.
- The original pilot schemes for students attending schools in Canterbury, Tunbridge Wells and Tonbridge was launched in June 2007. In June 2008 the scheme was extended to schools in Maidstone, Malling, Dover and Shepway. In January 2009 the scheme was launched at schools in Swale and Thanet. In June 2009 the scheme completed its countywide roll out with schools in Ashford, Dartford, Gravesham and Sevenoaks joining. The total cost of the Kent Freedom Pass has been estimated at £7.6m (net) in 2009/10.
- The Freedom Pass has been widely publicised with a rolling programme of launch events in each district, plus press releases and school seminars and we are broadly following our projected pass take up.
- The total number of Freedom Passes on issue is 16,400 (as at June 2009) with new passes being issued all the time. Term time usage is now running at around 250,000 single trips per month. Approximately 75% of trips are made in the peak period to school and 25% outside of the peak to access other after school opportunities. Feedback from schools and young people has been extremely positive. We undertook a survey of both parents and students in May 2008 and received over 1,000 responses which gave clear qualitative evidence that young people are benefiting from using Freedom Passes for leisure travel at weekends and during the evenings as well as getting to after school clubs.
- From the application forms some 30% of applicants have stated that the car was previously their main mode of travel to school. Congestion surveys have looked at journey time savings per km travelled. Surveys were undertaken in Tonbridge, Tunbridge Wells, Maidstone, Dover and Canterbury using the Kent Police Automatic Number Plate Recognition (ANPR) system and indicated a 2% to 6% reduction in journey times near schools with a high take up of passes and a big shift from car users shortly after the introduction of the Freedom Pass.
- The scheme is now available to care leavers and home schooled children. The scheme has also been extended to enable previously 'private' school or coach bus services, funded by parents to join. Many of these relatively bespoke private services were charging parents £800 to £900 per year. It has been agreed that the Freedom

Pass will reimburse bus operators at the standard reimbursement rate for the scheme. Operators are able to charge a top up fee to Freedom Pass holders using these services. For example in the case of Hugh Christie school parents using a service to Edenbridge are now paying £250.

What more are we going to do?

- Provision of additional buses on services to schools with a high take up of passes over the summer ready for the new school year in September to try to meet demand as best we can.
- Negotiations are ongoing with several bus operators over reimbursement for journeys made and additional capacity provided.
- We are hoping to be ready to issue Smartcards (similar to the London Oyster Card) to Kent Freedom Pass holders attending schools in Thanet in a pilot of this scheme in partnership with Stagecoach and Eastonways as part of the September 2009 reissue of Freedom Passes in Thanet. Smartcards will assist with the accurate recording of journeys made and the reimbursement of costs for these journeys.
- Data is being collated to contribute to a review of the scheme from the start of the new school year in September 2009, by which time the total number of pass holders countywide will be known.
- The scheme may be extended to include students living in Kent but attending schools outside the county and, subject to costs, options include extending the scheme beyond academic years 7-11 from September 2010.
- The results of a questionnaire survey looking at the benefits of the scheme and considering barriers to its use is being used to inform further development.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of 11-16 year olds issued with a Freedom Pass	New indicator	5,178	12,000	12,800	20,000

Monitoring completed by: David Joyner

Date: June 2009

Target 31: Pilot staggered school hours to relieve rush-hour congestion		
Lead Cabinet Members: Sarah Hohler/Nick Chard	Lead Managing Directors: Rosalind Turner/Mike Austerberry	Lead Officers: Director of Learning (Vacant)/Scott Bagshaw

Status: On course

List the partners with whom we are working to deliver this target:

Governing Bodies of Schools/Academies
Environment and Regeneration
Integrated Transport Unit
Public Transport Providers

Outcomes delivered so far:

The success of this target is also linked to the county wide roll out of the Kent Freedom Pass (see target 30) from June 2009 which will result in a huge shift of student travel away from cars to more sustainable forms of transport. Specific outcomes so far include the following:

- Hugh Christie Technology College is piloting staggered hours for post 16 and some year 11 students. This involves a variable school day for students between 8.30 am and 5.00 pm. This has been very successful and it has been confirmed that this school day model will continue. At least three academies in Kent are also operating radically differently from their neighbouring schools. For example, Marlowe Academy is operating an extended school day for all pupils which runs from 8.30 am to 5 pm which builds in all out of school activities into the core school day. A total of four schools/academies are therefore operating a staggered *core* day in the current academic year.
- Other academies that are planned to open September 2009 and 2010 are considering staggered hours as a routine part of their school offer.
- Extension of the school day already exists between schools of all phases. In a study of primary schools in pilot areas for this Towards 2010 target, start and finish times vary by up to 30 minutes at the beginning and end of the school day.
- Extended schools activities have also staggered the times of arrival and departure of many pupils across all Kent schools. Increasing numbers are accessing before and after school activities, with one example of 25% of students on the Canterbury High School campus benefiting daily from an extended school day.
- The offer to all children and young people for access to extended school activities by 2010 will make a huge difference to this target as increased numbers of children benefit from an extended school day which will stagger their arrival and departure times from school.

What more are we going to do?:

- Continue to promote the benefits of staggered and extended school hours with all schools in the county by learning from pilot schools and publicising their experiences.
- On-going work to ensure that all children and young people in Kent can access extended school services by 2010 which will increase the staggering of the arrival and departure of all pupils/students.
- Use the full county roll out of Kent Freedom Pass as a mechanism to make it easier for schools to stagger hours and travel to and from school at non standard school hours.
- Encourage primary school governing bodies to have more radically staggered hours.

- Ensure that staggered hours are considered for every new academy and new build school under the Building Schools for the Future Programme to maximise use of space and resources.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of schools with staggered starting times	New indicator	4	6	4*	15

* Whilst the 2008/09 target has been missed in terms of schools that are staggering their core hours, increasing numbers of schools this year are offering a wide range of extended school activities which stagger the arrival and departure of their pupils/students.

Monitoring completed by: Bjorn Simpole

Date: July 2009

Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: On course

List the partners with whom we are working to deliver this target:

District councils (under delegated powers)
Chambers of Commerce and other business interest groups
Town centre managers
Kent Parking Managers Group / District Engineers Forum

Outcomes delivered so far:

The focus of this Towards 2010 target is to help to deal with the frustration of finding sufficient car parking as well as managing congestion on the roads.

Car parking and yellow lines

Two specific developments are as follows:

- Discussions have been held with parking providers to explore the feasibility of pulling together on-land off-street parking and finding new spaces, with district councils closely involved. KCC owned car parks at County Hall HQ in Maidstone (Invicta House car park most recently) have been opened to the public for pay and display.
- As a result of the appointment of a new Kent Parking Manager within Kent Highways Services (KHS), and the changes to parking as a result of the recent Traffic Management Act, the parking agency agreements between KCC and all 12 districts in Kent have been revised to reflect the changes in legislation.

Examples of action taken to date and planned schemes across the county include:

Ashford area - Parking provision has been reviewed from Ashford town centre outward largely focused on the provision of resident preference schemes and the provision of additional bays. Parking provision in Tenterden is under review and is the subject of extensive public consultation. A new off-street car park has been provided in Station Road introducing approximately 200 new car parking spaces.

Canterbury - Parking provision has been under almost constant review in the city. The Whitefriars development saw parking supply on the site reduced from 590 to 530 spaces. The Canterbury Park Plan is being updated together with studies to determine future levels of parking and parking restrictions which complement efforts to tackle congestion including a fourth park and ride site to the north west of the city.

Two inner city car parks have had their status altered to accommodate residents parking therefore easing congestion and releasing approximately 20 further on-street parking spaces for visitors.

Maidstone - Reviews of residents parking schemes have been completed following public consultation in the north and south zones of the town and new extensive residents parking schemes are currently being advertised for public comment. Some 30 additional bays have been introduced where yellow lines have been removed. Parking on single yellow lines is now permitted on Saturdays in around 60 streets. 850 additional parking spaces have been introduced in the town with the development of Fremlin Walk.

Thanet – A three year parking plan commenced in 2007 including further residents parking schemes and pay and display spaces in central Margate, Westgate, Minnis Bay and Ramsgate.

Tunbridge Wells - 45 extra parking spaces were created in 2007/08 and single yellow line times were changed to permit residents to park.

Shepway – An extensive parking review is currently ongoing throughout the entire district. This review is to identify the need for residents parking, on-street parking bays and unnecessary waiting restrictions. Two residents parking schemes have been identified at an early stage and are currently open to public consultations.

Dartford – A full review of all parking and waiting restrictions is ongoing with approximately 50% of the borough completed. The review will identify unnecessary loading restrictions and loading bans and identify the need for residents parking schemes.

Sevenoaks – A review of on-street parking has recently been carried out resulting in the provision of approximately 100 on-street parking spaces.

Bus lanes

With regard to bus lane provision, a section in Maidstone has been successfully removed as it did not meet the criteria (six buses per hour). A review has been undertaken of other sections of bus lanes in Kent and all meet the criteria set out in the 'Bus Strategy for Kent'. However, new sections will be considered within this context.

What more are we going to do?

- Complete the parking review under the new focus of the recently appointed Kent Parking Manager.
- Monitor progress as parking schemes are reviewed/introduced
- Review Bus Stop Clearways (BSC) across Kent. These currently operate 24 hours a day and a trial is commencing in Ashford to change them to times when bus services operate thus providing parking spaces during times when the bus service is not in operation (some services typically do not run between 6pm – 7am.)
- KCC, in partnership with the 12 district councils, is reviewing all Traffic Regulation Orders (TROs) across Kent. The aim is to identify unnecessary double yellow lines/single yellow lines and those double yellow lines that can become single yellow lines thus providing further spaces over 24 hours and some spaces that can be used during specified times. KCC would like to take over management of some parking issues as part of the amended agency agreements leading to the introduction of further pay and display and residents parking schemes in those parts of the county that have so far resisted introduction of these schemes (typically North Kent). This would also allow us to review all waiting restrictions in these areas leading to the removal of unnecessary double and single yellow lines and the introduction of further parking spaces.
- Encourage the use of footways for shared cycle and pedestrian facilities and, where possible, move cycle ways onto the footway in order to provide further parking spaces.
- Ensure loading bans are only in place for necessary periods, therefore providing further parking for disabled drivers.
- Review existing bus lanes to ensure they operate during times of bus services, releasing further on-road parking outside these hours.
- Ensure reviews of roads are carried out when new bypasses are built or roads reclassified i.e. a new bypass may allow further parking to be introduced on the old route.

- Undertake further parking reviews within the 12 districts. For example:
 - All 12 district councils are currently carrying out a full review of their existing Traffic Regulation Orders (TROs) to ensure that they are fit for purpose and provide the necessary on-street provision that is required to manage congestion and ensure the efficient and expeditious movement of traffic. It is expected that these reviews will be completed and consolidated TROs will be in place by mid 2009. Once this review is finalised we will be in a better position to establish the volume of unnecessary yellow lines which could be removed. Currently the review suggests that there will be a limited length.
 - Ashford - As part of Ashford Futures a new Park and Ride service is proposed to be introduced in the town linked to Smartlink (a new dedicated bus service in Ashford linked to the growth of the area and planned for operation in 2012). Three multi-storey car parks are also planned alongside new developments.
 - Maidstone - The potential for Park and Ride to the north and south of Maidstone linked to new development as well as rail stations is under investigation as part of wider efforts to tackle congestion.
- A review of wider parking provision with the aim of a constant improvement in congestion management, parking provision and efficiency of service. Currently several solutions are being considered including additional bays, multi-storey car parks, resident preference parking, potential for Park and Ride schemes and the identification of yellow lines that could be removed or have their waiting status changed at weekends.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of additional public car park spaces (cumulative since 2006/07)	0	1,115	400	1,515	1,715*
Length of unnecessary yellow lines removed (metres) (cumulative since 2006/07)	0	180	Not set**	**	**

*Target has been increased from 600 which was set originally

** Subject to TRO review

Monitoring completed by: Lorna Day

Date: July 2009

Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: On course

List the partners with whom we are working to deliver this target:

Utility Companies – individually and through HAUC (Highway Authority Utility Committee)
Traffic Managers – regionally and nationally
Department for Transport
Neighbouring Authorities

Outcomes delivered so far:

- A permit scheme designed to keep roadworks to a minimum has been launched in Kent. KCC was one of two authorities to apply shortly to the Secretary of State to introduce a permit scheme for road and street works as a result of the Traffic Management Act (TMA) and following a further, short, round of consultation, KCC's application was submitted on 14 January 2009. The application has been given a green light and the introduction of the permit scheme will take place in January 2010, once the relevant notice has been given to all works promoters throughout Kent.
- The scheme will increase penalties for non-compliance, including where work by utility companies (statutory undertakings) cause disruption and/or takes longer than expected. Kent's own work on the highway will be subject to the same rules except that the potential penalties will be recorded in performance indicators in order to comply with parity as set out in the TMA - this is explicit in the Kent Permit Scheme application.
- The Kent Permit scheme is structured to encourage best practice and minimise unnecessary delays. Kent Highway Services implemented its own work permitting on the 6 July 2009. In essence the Permit scheme means the Authority can be directive rather than consultative when determining whether road space will be granted.
- Where those operating on the highway choose not to improve and deal with issues that arise KCC has the power to levy fines through fixed penalty notices and to refer the case to the Magistrates Court if necessary.
- Greater powers to direct and co-ordinate road works (including our own) are possible through the TMA. The permit scheme allows KCC to recover the costs of doing so (for utility works) through a range of charges which are dependant on the scale of the impact of the works. The permit scheme will also allow us to clearly define hours of operation, particularly on traffic sensitive streets, and ultimately reject permits if the controlling conditions are not in place.
- The big challenge is to ensure that, for KCC's own works, we meet the exacting standards expected of others on Kent's roads. The Department for Transport and all stakeholders will be keenly interested in this. Work is well underway in Kent Highway Services (KHS) to further improve the programming permitting and control of our own works – which in itself is forcing operational efficiencies. An extensive awareness seminar programme has been carried out followed by an extensive training program of Permitting software familiarisation.
- A note of caution however, the permit scheme will be new to everyone with many local authorities awaiting results of our scheme before they commit themselves. The software providers have completed initial development work on a permit system for Kent and a live system is now in operation with KHS works now subject to permits as of 7 July 2009.

- The new Roadworks structure was populated in August 2008 under the management of the Roadworks Manager. The four co-ordination teams are now located in the Ashford and Aylesford offices with two in each co-located to encourage joint working practices. A regular programme of seminars and reviews of working practice are in place to deliver and improve consistency of working practice and increase the knowledge base. Whilst income at the start of the year, as the Roadworks Teams were being formed, was lower than expected this has recovered and action has been taken to ensure this improves. Those undertaking work on the highway are now regularly challenged and many new initiatives such as extended working hours and the appointment of project liaison officers by the work promoters and innovative ways of working are becoming more common place.
- The Considerate Contractor scheme was formalised in April 2007 and requires all contractors that sign up to it to comply with a code of conduct. The scheme has already resulted in improved relationships and dialogue between KCC, utility companies, the police and Health and Safety Executive. The first Kent Considerate Contractors Awards was held at Oakwood House in June. This event celebrated the success of contractors who had excelled during the year and we had positive feedback. This scheme continues to be effective in improving and maintaining safety standards of work on the highway.
- KHS is investigating the use of IT planning software which can be used to demonstrate the impact of road works on traffic flows using simulation through mobile technology. This will link into the permit scheme and help us to better understand our road network. This technology is expensive and a full business case is being developed.
- The performance indicators currently record non compliance, however, given that there are approximately 70,000 separate occupations of the highway each year across Kent's road network the greater majority complies with the requirements. To reflect this it is intended to add a new indicator showing number of projects completed to time which is a better indicator of how effectively roadworks are carried out in Kent. Currently 93.7% of all works on the Highway are completed on time, the remainder may include granted extensions where there have been reasonable grounds to extend.

What more are we going to do?:

- Implement the KHS Permitting Scheme.
- Demonstrate commitment to stakeholders in getting our own works right, followed by all works on major and traffic sensitive streets before rolling the scheme out in full.
- Hold regular co-ordination meetings through SEHAUC (South East Highway Authority Utility Committee), workshops and seminars
- Deliver high profile press coverage and a communication programme
- Improve advance visibility of road works through the internet, press, and on-site notifications
- Ensure there is a forward programme of co-ordinated road works available for members, districts, parish councils, community groups and other stake holders and further development of the Traffic Management Centre.
- Ensure there is a renewed focus on identifying violations and penalising work promoters where necessary. This has resulted in 16 penalties being issued in the first quarter of 2009.

Measurable Indicator(s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of Traffic Management Act permit violations (Section 74)	*	*	38**	50

* Not set as we were awaiting approval of the permit scheme by Department for Transport

** We are still able to use Section 74 to help improve utility performance as this part has been enacted already. This is an interim measure until the permit scheme is fully in place.

Monitoring completed by: Ian Lancefield / David Beaver

Date: July 2009

Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: On course

List the partners with whom we are working to deliver this target:

Police	Alliance Partners
Highways Agency	Bus Operators
Utility Companies	Car Park operators
District Councils	Other Highway Authorities.

Outcomes delivered so far:

KCC is committed to combating congestion and this Towards 2010 target is one of the methods designed to tackle this issue. It is also linked to the delivery of Towards 2010 target 30 (Kent Freedom Pass), which has resulted in a significant reduction of traffic generated from the school run, as well as target 31 (staggered school hours), and target 32 (more car parking spaces). Specific outcomes are as follows:

- We have helped to significantly reduce journey times on Kent's roads. (See PI table) As at June 2009 journey times have reduced by 32% since March 2007 on key radial routes in Maidstone. The Kent Freedom Pass will have had a positive impact on this reduction. Nationally it is considered that the recession and fuel prices have affected the reduction in traffic volumes by 12%, and as the economy recovers the average journey times may start to rise.
- The establishment of the Traffic Management Centre (TMC) has enabled improvements in the management of traffic to reduce congestion in Maidstone. Operating the TMC for major events such as the Tour de France in 2007 and Radio One's Big Weekend in 2008 helped vehicles to pass without undue traffic problems.
- Joint working with the Highways Agency's Regional Control Centre (RCC) is eliminating the artificial boundaries between the trunk and county road networks. Establishing information exchange and co-operating in the management of traffic has reduced the impact on Maidstone town centre of problems on the M20 including extended periods when Operation Stack has been in place. Equally, informing motorway drivers about road conditions in Maidstone has enabled them to avoid adding to congestion in the town centre.
- Variable Message Signs now placed on key routes into Maidstone give advance notice of events and warn drivers of congestion enabling them to take alternative routes.
- A programme of "Health checks" at key locations in the network has resulted in a programme of over 50 "quick win" improvements ranging from adjusting traffic signal timings to renewing white lines, each of which have helped to improve traffic flows.
- Traffic flow monitoring sites on main roads in Maidstone and Canterbury provide continuous traffic speed and volume data to the TMC enabling early identification of congestion and monitoring of the impact of traffic diversions.
- Automatic Number Plate Recognition (ANPR) data from the partnership with Kent Police is now on line providing the opportunity to give TMC operators early warning of problems on all the radial routes into Maidstone and Canterbury.

- The TMC now has access to the control and view images from the Highway Agency's CCTV cameras on trunk roads throughout the county facilitating provision of information to stakeholders and road users as well as assisting in the management of incidents on the road network.
- The TMC has contributed to a significant improvement in travel times in and around the town. The data available to date compares the morning peak base values established in March 2007 with the first four months of the financial year 2008/09 and the first three months of 2009/10. These results are reflected in the feedback we have received from the public and the business community who have reported reduced journey times on some of the key routes and improved reliability of their journey times.
- The times of operation of the TMC have increased to 0630 – 1900 Monday to Friday and 0800 – 1700 on Saturdays.
- The Kent Traffic and Travel website, providing information obtained from the TMC, proved very successful. Data supplied includes details of planned road works, incidents and accidents and images from CCTV cameras across the county.
- Kent Police has agreed to devolve some powers to 'congestion busting' teams, now known as 'Kent Traffic Officers' (KTO's). They will have a strong and recognisable street presence through clearly branded vehicles resembling the brand image of 'Highway Agency Traffic Officers' but clearly marked as Kent's Traffic Officers. The KTO's will be able to use bus lanes to enable faster access to incidents on the highway. The Kent Traffic Officer scheme was launched in June 2009 using road works inspectors as 'KTO's'. Extensive training has taken place and all those participating have passed the required examination in order to receive the delegated powers. The delay in introducing KTO's is due to the need to submit a whole new scheme to Kent Police for consideration and approval. This has been submitted and is considered a model application. A high degree of co-operation has been achieved with the Police who are keen to make this trial a success. KTOs will deal with traffic issues such as obstruction and will have powers to move vehicles on where appropriate. They will also act as the 'eyes and ears' of the public to report crime incidents to the police. This is an exciting new partnership with Kent Police; they will be deployed via the Traffic Management Centre.

What more are we going to do?

- Run a trial of the Kent Traffic Officer scheme focussed on Maidstone and record and review effectiveness of the scheme. Consider extending the Kent Traffic Officer scheme subject to review and budgetary constraints.
- Extend remote monitoring of traffic signals to incorporate the measurement of traffic flows for input to the TMC.
- Deploy web-based access to the TMC systems for stakeholders enabling them to access data and to provide details of incidents for access by other users.
- Complete deployment of Intelligent Transport Systems (ITS) equipment in Maidstone and Canterbury. Continuing evaluation of the results obtained to inform the programmed roll out across Kent, starting with Dartford and Gravesend in early 2009, Tunbridge Wells and Thanet thereafter.
- Extend TMC coverage to Canterbury, Dartford and Gravesend during 2009/10 followed by Kent Thameside and Tunbridge Wells in 2010/11.
- Develop techniques whereby the TMC may extend active traffic management to new areas in parallel with ITS deployment. There will be the need to address different issues from those encountered in Maidstone. For example, Canterbury has a

significantly lower traffic signal population and will depend more on monitoring and guiding traffic rather than absolute control. It will therefore be more challenging to achieve similar results.

- Following discussion at government level, agreement has been reached to add an additional on and off slip at Wincheap, aimed at reducing congestion in this part of Canterbury. The scheme is progressing and is in the design stage.
- Increase interaction with adjacent Highway Authorities to exchange information and manage traffic movements “across borders”.
- Improve guidance to available car parking spaces in Maidstone and Canterbury, helping to reduce non essential traffic movement.
- Exchange of CCTV images between the TMC and control rooms in Maidstone, Gravesend and Canterbury to improve liaison with local stakeholders and avoid unnecessary duplication of facilities.
- Continue work in partnership with the Highways Agency on the development of key strategic diversion routes to be used following motorway incidents. Installation of equipment on M2, M20, A229 and A249 for the Kent Cordon Project in the summer of 2009 will enable joint management of traffic on the key diversions by the RCC and the TMC.
- Kent’s work with the HA has led to its selection as demonstrator for the FREEFLOW project established with government backing to develop new techniques for the management of traffic using multiple data sources. The automatic interpretation of data and the associated strategy selection tools should enable existing levels of staff resources to monitor and manage traffic across the county.
- Enhance and expand the Kent Traffic and Travel website as the programme for ITS deployment rolls out beyond Maidstone to realise similar improvements in the other key towns and on the inter-urban network.

Measurable Indicator(s)	March 2007 Actual	March 2008 Actual	March 2009 Target	March 2009 Actual	March 2010 Target
Average journey time per vehicle mile on key radial routes in Maidstone (Period and routes consistent with base data) - Morning peak (0730-0930)	4.07 minutes*	Not available	5% reduction over 2007 value	3.45 minutes (15% reduction over 2007 value)**	10% reduction over 2007/08 value***

* 2007 baseline based on manual calculation. The automated system was introduced in December 2008

** As at June 2009 this figure reduced again to 2.79 minutes (31% reduction over 2007 value).

*** This target has been reconsidered in the light of the 2009 results but will remain at 10% as traffic volumes may rise as we come out of recession

Monitoring completed by: Sue Westwood

Date: July 2009

Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent		
Lead Cabinet Members: Nick Chard/Kevin Lynes	Lead Managing Director: Mike Austerberry	Lead Officers: Mick Sutch/David Joyner

Status: On course

List the partners with whom we are working to deliver this target:

Southeastern Trains
Eurostar
Network Rail
Arriva
Stagecoach
Other bus operators
District Councils

Outcomes delivered so far:

- KCC continues to lobby Southeastern to improve its performance. Latest published data shows 87.1% of its trains arriving on time (3rd quarter 2008/09) compared to 85.1% in equivalent period in 2007/08. Overall 91.0% arrived on time in the year ending December 2008 compared to 89.6% year ending December 2007.
- Passenger satisfaction on the railway is also improving with the number of complaints in the 2008/09 3rd quarter dropping from 20 per 100,000 passenger journeys to 13.
- KCC has consistently support the CTRL (High Speed 1) scheme mainly because of the regenerative effects it will have in East and North Kent. Full High Speed services are on target to start this December and preview services started between Ashford and St. Pancras via Ebbsfleet in June – six months early.
- Overall, Southeastern will be operating 200 more services from mid-December – a 5% increase in capacity. All major towns in Kent will have more services to and from London, with the exception of Maidstone.
- KCC has an excellent record of working with bus providers to improve public transport in Kent and this is reflected by year on year increases in the number of people using Kent bus services. We estimate a further 7% increase in 2008/09 over the figures for last year to some 55.6 million journeys. This is down to continuing joint investment in services by bus operators working in partnership with KCC as well as roll out of new initiatives to cut the cost of travel such as the Kent Freedom Pass and improvements to the Concessionary Travel Scheme for over 60s.
- New partnership agreements (Quality Bus Partnerships) were launched in 2009 in Dover and Ashford with Stagecoach and in Thanet in partnership with Eastonways. The Ashford Quality Bus Partnership (QBP) was launched in February 2009. This included the introduction of 10 brand new low floor easy access buses, which are now running on Ashford's A line route. The buses were funded through a KCC *Kickstart* grant, with Stagecoach providing additional funding and marketing to increase patronage.
- Around two thirds of the total bus fleet in Kent are now easy access, low floor entry.
- A scheme to upgrade bus stop poles and provide improved timetable information at around 600 bus stops across Kent will be completed in 2010. *Real-time* electronic displays showing arrival times are also being provided at main bus stops to provide bus passengers with better information and certainty over when a bus is due to arrive.

- KCC has worked with operators to encourage joint ticketing, and a scheme called "Plus bus" is now available at 26 main railway stations in Kent. "Plus bus" enables rail passengers to buy a rail ticket which includes onward travel on local bus services.
- The Ashford Station Travel Plan, developed in partnership with Southeastern, Ashford Borough Council and Stagecoach was launched in May 2009. It is aimed at improving integration and enhancing station access by bus, car sharing, cycling and walking. 612 members of the public have signed up as *Travel Plan Partners*¹. It is intended that this will be a model for other stations in Kent.
- KCC has part funded new ticket machines for approximately 800 buses across the County. These machines will be capable of reading smartcards, similar to the London Oyster card. A pilot is under development to issue young people with *smart* Freedom passes in Thanet, working with Stagecoach and Eastonways. It is hoped this will be launched in September 2009. See also Towards 2010 target 30.
- The Kent Freedom Pass (see Towards 2010 target 30) has proved extremely successful and countywide roll-out was completed in June 2009 at which point 16,400 passes had been issued. Term time usage is now running at around 250,000 single trips per month. Much of the success of Freedom Pass can be attributed to a close working relationship with the Kent bus operators who have increased capacity to ensure a smooth roll out.
- KCC provides financial support to around 200 bus services and 7 Kent Karriers. Kent Karriers provide *dial-a-ride* accessible services to disabled people and those living more than 500m from an existing bus route. A successful re-tendering of around 25% of all bus services supported by KCC has been completed within budget, ensuring services can be sustained during 2009.
- KCC is providing additional funding to the Kent and Medway Concessionary Travel Scheme for over 60s. This has enabled the scheme's start time to be returned to 9.00am and for disabled companion passes to be issued and be valid across all Kent district areas.
- Bids were submitted to the Department for Transport in July 2009 seeking *Kickstart* funding for Arriva services 6 and 7 between Maidstone and Tunbridge Wells and for the Stagecoach Triangle services between Canterbury, Whitstable and Herne Bay. If successful, these will provide new buses and more frequent services.

What more are we going to do?

- KCC, with partners including local MPs, will continue to press for restoration of the proposed cuts of rail services from Maidstone and West Malling (Kings Hill) before December.
- The changes in passenger rail services from December are extensive and, although generally positive, the overall effects will need to be closely monitored next year to see whether there is a need to lobby for modified timetables and fare levels to suit passengers' needs and achieve the desired regeneration effects in East and North Kent. Pressure will be maintained on Network Rail through the Rail Utilisation Strategy (RUS) process to improve rail journey times and reliability as well as the quality of stations. Lobbying for a new parkway station for Thanet close to Kent International Airport with good road access will be maintained.
- QBPs will be developed for new areas of the county building on operator investment in vehicles and taking advantage of Government and Kent Kickstart initiatives. Existing QBPs will be reviewed in the light of the new Local Transport Act 2008 which enables

¹ Travel Plan Partners are people who have signed up to try an alternative to using their car to get to the station and we have provided them with a personalised travel plan - a list of all their options for getting from their house to the station.

Statutory Partnerships and Quality Contracts to seek further improvements in local services.

- KCC will continue to work with South Eastern and Railtrack to improve access to stations in Kent. We will continue to promote improvements through the Local Transport Plan. We will also work with bus and rail operators to market new services. It is hoped that the launch of the Ashford Station Travel Plan will prove to be a model for other stations in Kent, particularly those benefiting from the new High Speed Rail services.
- Further expansion of the County Council's award winning *Fastrack* network of high quality bus services in Kent Thameside is planned. Work is in hand to deliver a similar scheme for Ashford called *Smartlink*, beginning with the launch of a new bus service called the *E Line* in March 2009, linking Eureka and Orbital Business Parks to the town centre. This is the precursor to *Smartlink* which will link with a Park & Ride site at the Warren in 2012.
- KCC will continue to lobby government over proposed changes to responsibility for and funding of the Concessionary Fares scheme for over 60s.
- The new Kent Integrated Transport Strategy includes proposals for a network of high quality inter urban coach services, improvements to rural bus networks and further *Fastrack* and *Smartlink* type schemes for town centres. Partnership with operators will be key to achieving this vision. It is hoped to develop a number of pilot projects over the next 12 months.

Measurable indicators:

None – This Towards 2010 target has been formally agreed as having an 'aspirational' status and progress is measured via qualitative means.

Monitoring completed by: Mick Sutch/David Joyner

Date: June 2009

Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officer:
Mick Sutch

Status: On course

List the partners with whom we are working to deliver this target:

Essex County Council

Outcomes delivered so far:

- Although the Department for Transport (DfT) announced that it was to commission a study looking at options to increase the capacity of the crossing of the Thames in October 2006, there was no progress until KCC and Essex County Council announced that they too were to commission consultants to look at the same issue. This initiated the DfT commissioning their study which started in February 2008 and was completed in April 2009.
- The study identified three long-term options for crossing the Thames (bridge or tunnel) and to be carried forward for further assessment – at Dartford, between the Swanscombe Peninsula and Tilbury and to the east of Gravesend and Tilbury.
- Consultants for KCC and Essex County Council have produced a draft report which identifies the same three options as the government.

What more are we going to do?

- Finalise the joint report with Essex CC to ensure there is agreement of factual data in both reports.
- The DfT has proposed that the issue will be taken forward as one of the *Delivering a Sustainable Transport System's* (DaSTS's) studies commencing later this year and reporting in March 2010. As a key partner in this issue, KCC expects to be included in the Steering Group of this study and is lobbying for this to occur.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment as the action will either be done or not done in the timescale.

Monitoring completed by: Mick Sutch

Date: July 2009

Target 37: Improve the way we repair roads and pavements**Lead Cabinet Member:**
Nick Chard**Lead Managing Director:**
Mike Austerberry**Lead Officer:**
Kim Hills**Status:** On course**List the partners with whom we are working to deliver this target:**

Ringway
Jacobs
TSUK
KCC Contact Centre

Outcomes delivered so far:

The winter of 2008/09 brought below freezing temperatures for significant periods resulting in many days where frost remained within the carriageway construction and the thaw producing major damage and potholes.

Specific outcomes so far include the following:

- From early January we provided additional crews for repair. This peaked at the end of February with 70 crews across the county focused on surface repairs. At the height around 3,000 potholes a week were being fixed.
- We are operating at twice the number of patching crews compared to where we started in April 2008 and this high level will be maintained throughout 2009/10.
- The increases in budgets have enabled us to further improve the level of carriageway and footway maintenance. We are operating two 'Jetpatching' machines (a fast process, able to achieve significant patching and pothole repairs on rural roads) for the first six months of this financial year. This will enable us by the end of this summer to apply approximately 3,500 tonnes of material, patching our minor road network.
- Extra funding (approximately 35%) is achieving a significant increase in carriageway surfacing schemes. This year we will surface nearly 1,000,000 m² and to the end of June 09 we had already completed 390,000m².
- Additionally, this year we are tackling 'minor surfacing' by machine, which allows for local short term responses to poor carriageway condition. Previously short lengths (100 – 150 metre lengths) may have been heavily patched, where local condition was poor. We are now delivering an increase in full width/short length machine surfacing and should achieve approx 50,000m².
- Alongside improvements in the physical work are major enhancements in customer communication. This is seeing requests acknowledged and any call back requests processed within two working days. Completion dates are being set for each request and shared with the customer. Very positive feedback is being received.
- Closer links are now in place with all parish/town councils and KCC Members, who all have a designated named liaison officer. Some good relationships are being built and we are engaging positively with local communities.

What more are we going to do?

- Undertake a full review of our Winter Service response to ensure we are in a position to respond again in the positive manner we did last winter.

- Continue to improve our customer care interface due to close working with Members and parish/town councils through our new Community Liaison Officer arrangements.
- Allow on-line web access to local information via the Parish Portal with reports fully operational by the end of summer 2009. We will continue to expand and improve in the future, taking advantage of technology enhancements.
- Introduce new systems to help our Contact Centre record service requests more accurately using map based co-ordinates, obtain more detailed information and direct crews to the correct location.
- Continue the use of “Jetpatcher” to repair minor roads.
- Undertake a further 600,000m2 of carriageway resurfacing to be completed in 2009/10.
- Retain a high level of patching crews through the remainder of 2009/10 and continue this frontline focus in the future years.
- Continue improved operational flexibility (crew types and programming) which is already improving efficiency and productivity.
- Ensure more performance data becomes available from our customer system, allowing us to target and improve operation in the coming years.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Net satisfaction of residents with condition of roads in Kent	+5%	+19%	+20%	+29%	+30%*

* Target has been increased from 23% that was set originally

Monitoring completed by: Kim Hills

Date: July 2009

Target 38: Maximise the use of previously developed land		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Richard Feasey

Status: On course

List the partners with whom we are working to deliver this target:

District councils in Kent
Government Office for the South East
Home Builders Federation

Outcomes delivered so far:

The proportion of housing development accommodated on previously developed land has risen in recent years from just under 60% in 2002/03 to 78% in 2007/08 during a period of rising housing completions overall. In total, 76% of housing development completed in the five-year period 2003/08 was on previously developed land. This increase reflects both the sustained pressure to prioritise the use of previously developed land and the character of recent housing development with its strong emphasis on higher density small unit accommodation.

Housing completion rates and the contribution of previously developed land to this remained high until early 2008. However, the severe downturn in the housing market associated with the recession is affecting both the level of new development and its composition in the short term, and in particular the significant cut back in higher density housing schemes on more costly and complex brownfield sites as a result of changing economic viability will put pressure on this Towards 2010 target in the short term.

Other specific outcomes in relation to this target are as follows:

- KCC continues to review Local Development Framework (LDF) proposals for the priority given to the use of brownfield land and the efficient use of scarce resources of development land. Most recently, this has involved representations on core strategies for Dover, Tunbridge Wells and Shepway. Proposals for Dover and Shepway include substantial use of surplus Defence land, involving previously developed sites. Masterplans in the Swale area for Queenborough/Rushenden and Milton Creek (Sittingbourne) will take forward strategic allocations involving around 3,000 to 4,000 homes on brownfield sites. Despite the high level of housing completions on previously developed land the supply of brownfield land to meet development requirements has been continuously 'topped up'. Almost three quarters of the additional land identified through LDFs or new planning permissions between 2004 and 2008 has involved previously developed land.
- KCC has worked with all districts to determine a common approach to future strategic housing land availability assessments that are now required under current national policy guidance and a joint protocol for such studies was agreed by the authorities in December 2008. This will include the examination of urban and brownfield housing capacity, viability considerations and consideration of different land use claims on brownfield land. KCC is participating in a number of local partnerships to determine the approach to and outcome of Strategic Housing Land Availability Assessments to consider the sources and deliverability of housing land.

What more are we going to do?

- KCC will continue to build and use evidence on the contribution of previously developed land for housing. This has assumed greater importance in the wake of current national

planning policy guidance (PPS3) which downgrades the role of, and allowance for, sites that are granted planning permission (but which have not been previously identified in plans) in assessments of future housing land supply. Such sites overwhelmingly involve brownfield sites. This sits alongside pressures to increase overall housing supply in response to national objectives to secure three million additional homes by 2020. This approach calls for close examination and identification of prospective brownfield sites for housing to ensure that the current levels of achievement are not diluted. The target for the proportionate contribution of previously developed land to housing development sits within a context of a rising planned rate of housing completions in Kent. The average annual rate of housing provision for Kent has risen from 5,485 per annum (2001-2016) under the former Structure Plan to 6,160 per annum (2006-2026) under the South East Plan approved in 2009.

- Through its representations on LDFs and strategically significant planning applications KCC will continue to review local planning proposals for the role expected of brownfield land. During 2009/10 a number of district LDF core strategies are due for consultation including Canterbury, Dartford, Gravesham, Thanet and Sevenoaks.
- The needs of commercial development as well as housing will need to be balanced in this and account taken of the nature of significant future public sector land disposals. Preparation of any planning advice sought by the Regional Assembly testing the impacts of further increases of housing provision in the region and in Kent will pay close regard to these factors.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of housing completions on previously developed land	80.1%	78.0%	70%	Available Sept 09	70%

Monitoring completed by: Richard Feasey

Date: July 2009

Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes		
Lead Cabinet Member: Nick Chard/Kevin Lynes	Lead Managing Director: Mike Austerberry/David Cockburn	Lead Officers: Richard Feasey/Nigel Smith

Status: On course

List the partners with whom we are working to deliver this target:

District councils in Kent

Outcomes delivered so far:

The former Development Plan for Kent, the Kent and Medway Structure Plan 2006 contained strong policies to ensure that development is accompanied by the required infrastructure and services but these policies ceased to have effect from July 2009 following approval of the South East Plan. Policy CC7 of the South East Plan includes the principle that "where development creates a need for additional infrastructure a programme of delivery should be agreed before development begins".

Specific outcomes are as follows:

- The success of this Towards 2010 target requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, the district councils and therefore we work with district councils to ensure requirements for KCC services are included in Local Development Frameworks (LDFs) giving us the policy base from which to deliver. This is increasingly important given the greater emphasis now given to infrastructure planning as part of the preparation and testing of LDFs and the potential introduction of a Community Infrastructure Levy from 2010.
- A corporate officer group has been established to co-ordinate KCC's input into district LDFs. The infrastructure and KCC service requirements are established by each of the service directorates and a co-ordinated response for KCC is put forward to the district councils on infrastructure and service delivery matters. Although few districts as yet have either submitted or adopted core strategies for the LDFs (only Tonbridge and Malling and Ashford so far) both of these districts provide for a balance of development and infrastructure. In Ashford, strong policies to provide for KCC infrastructure have been included following KCC's intervention and the public inquiry. Negotiations on other district LDFs continue. During 2009/10, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Thanet and Sevenoaks.
- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. This work was reported to KCC's Cabinet in early 2009 and subject to consultation this summer.
- The current review of 'What Price Growth' maintains KCC's commitment to assess the nature of infrastructure required to address the high level of housing growth to be accommodated in Kent and the financial and investment implications of this.
- KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery. This has involved submissions to the public Examination of the Ashford Core Strategy on the proposed strategic tariff, representations on the Dover, Tunbridge Wells, Sevenoaks and Shepway core strategies, and Queenborough and Rushenden and Sittingbourne town centre Masterplans.
- We have contributed to strategic housing market assessments in partnership with districts, Registered Social Landlords (RSLs) and the house building industry. These

assessments, required under government guidance, (PPS3), provide comprehensive guidance at district and local market area level on the mix of social and market housing, including the role of shared equity provision, needs associated with the ageing demographic profile and special needs groups. They inform LDFs policy development and the consideration of planning applications. A Kent Housing Strategy is in preparation and is reviewing evidence on housing need and mix in terms of type, size and tenure and how planning policies might be deployed to address imbalances in the type and size of housing accommodation.

- With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs.
- Over the period of this Towards 2010 target, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure.
- Houses also need to be of good design quality. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent including promotion of standards such as Lifetime Homes and Code for Sustainable Homes. The Kent Design Guide has been adopted by all but three districts as Supplementary Guidance to their LDF core strategies.
- The KDI is also producing, in collaboration with some of the district councils, new technical appendices and planning policy documents on specific key themes on matters of county-wide significance which includes a maintenance and management protocol or toolkit on streets within town centres, community safety, (with the Kent Fire Service), planning for crime prevention (with Kent Police), a farmstead design toolkit (with English Heritage and the Kent Downs AONB Unit), as well as disabled access.
- We have also produced the second 'showcase' document on 'Street and public space', using Kent examples to celebrate good practice exemplars throughout the county; and in April 2009 launched the 2009 Kent Design Awards, which includes new categories for RSLs, craftsmanship to reward the best contractor, and the Lord Sandy Bruce-Lockhart Award for the project of the year. The Award Event is scheduled for mid-March 2010.

What more are going to do?

- Continue to monitor the development of detailed proposals and regulations that will govern the introduction of a Community Infrastructure Levy (CIL) enabled by the 2008 Planning Act. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent.
- Continue to press the case for an appropriate and robust planning policy framework towards infrastructure planning and delivery at regional, sub regional and local levels.
- Alongside consideration of and advocacy for other funding streams, we will continue to consider where appropriate, a balanced case for development contributions arising from significant housing developments as they come forward for planning permission. More innovative solutions are to be considered for the KCC development contributions guide which is being revised in light of the Regeneration Framework and 'What Price Growth

2' policies. A development industry seminar is to be held autumn 2009 to explore new solutions including deferred payments in the current market.

- The KDI will continue to roll out the guidance and policy notes, and are looking to work with cross-district/county working groups on new themes such as housing space standards – both internal and external - (linked to lifetime homes and ensuring that properties meet the changing needs of the vulnerable, disabled and elderly), infill development for smaller sites of under 20 houses, rural housing and a characterisation study on towns and villages.
- The KDI will be developing bespoke training programmes, capacity raising events, seminars, exhibitions and study tours, for key stakeholders including local authority officers, council members, and the development industry. These will harness, improve and develop existing and new design capacity and expertise throughout Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Estimate	2009/10 Target
Section 106 developer contributions achieved as a percentage of those sought: Minor applications (up to 500 units)	82%	82%	80%	92%*	80%

** Based on average quarterly performance to December 2008

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2009

Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials

Lead Cabinet Member: Nick Chard	Lead Managing Director: Peter Austerberry	Lead Officers: Peter Binnie/Carolyn McKenzie
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Status: On course

List the partners with whom we are working to deliver this target:

SEEDA, Arts Council, Kent Archive Centre, SECE, joint working with districts on projects such as The Beaney and The Marlowe Theatre.

Outcomes delivered so far:

- New build projects that KCC's Property Group is responsible for managing are designed to the BREEAM 'very good' standard. To ensure a consistent approach for all new KCC buildings a Sustainable Construction Policy has been developed which outlines the key elements to sustainable construction and the issues that must be considered during the planning, design and construction phases for all KCC projects.
- The cross-directorate Sustainable Estates Taskforce (SET) is now in its second year and continues to address the issues of sustainable construction as well as identifying opportunities for further progress. Progress on this Towards 2010 target is monitored through SET which is responsible to the KCC Environment Board.
- Property Group includes a sustainability section in its tender documents and terms and conditions for contracts. This helps ensure environmental issues are given proper consideration during the procurement process as well as raising awareness among consultants and contractors of KCC's environmental objectives and the part they play in meeting these.
- A ground source heat pump has been installed at the site of the new Turner Contemporary Gallery in Margate and this will produce renewable energy when the building is operational.

What more are we going to do?

- Continue to ensure that the designs deliver sustainable buildings which are energy and water efficient, incorporate built-to-last materials and minimise waste.
- Plans are underway to make Oakwood House Conference Centre more sustainable, by retro-fitting solar technology and a ground source heat pump to provide heating and hot water for the bedroom accommodation.
- Continue to follow best practice with regard to site waste management plans in order to prevent, reduce and recycle waste created as a result of construction work.
- Regularly review the Kent Design Guide and technical annexes to ensure that opportunities for resource efficiency savings and climate change future proofing are fully integrated.
- KCC Property Group and Laser will continue to work together to identify where opportunities exist for renewable and sustainable technologies to be funded for inclusion in new build projects.
- A database of completed construction projects has been compiled and a selection of these will be reviewed to assess the benefits of any environmental elements in practice, and this will help build upon existing knowledge and further develop good practice.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of new KCC buildings designed to at least BREEAM 'very good' standard*	60%	80%	90%	90%	100%

*Where BREEAM is applicable.

NB: BREEAM standards are available for common building types including schools, homes, offices, retail, courts and prisons. Applying BREEAM standards to other building types (e.g. art galleries) requires a bespoke assessment. This indicator measures the BREEAM standards of common building types for which BREEAM standards are readily available or for which a bespoke assessment has already been made.

Monitoring completed by: Léonie Harrington

Date: July 2009

Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialing the use of biofuels and other new technologies

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officers:
Carolyn McKenzie

Status: More progress needed

This target is a measure of KCC's own corporate environmental performance and currently focuses on the largest parts of the authority's eco-footprint - carbon dioxide emissions, water use and waste. It links with Target 41 which monitors the environmental impacts of the construction of new buildings. Progress on Targets 41 and 42 is monitored through the Sustainable Estates Taskforce (SET) which is responsible to the KCC Environment Board.

Outcomes delivered so far:

KCC's target is to reduce carbon dioxide emissions by 10% by 2010. This Towards 2010 target has focused on buildings, but has been extended to include carbon emissions from street lighting and traffic controls, business travel and Kent fleet mileage over the last two years.

Progress against this target is not on track, as can be seen from the PI table. This is due to increases in emissions from the estate in certain areas, in particular schools as a result of increased use of ICT and extended opening hours. However, assessment against the Carbon Trust Standard last year, which accounts for growth in the estate, indicated a 6% reduction on the previous two years of data.

Specific savings and achievements include:

- All KCC directorates are accredited to ISO14001. This includes a comprehensive staff engagement programme targeting office best practice and staff travel behaviours
- KCC was awarded the Carbon Trust Standard in January 2009. This is a recognised accreditation of Energy Management practices and processes based on a detailed assessment of policy, actions and performance
- We have delivered a 5% decrease in office carbon emissions since 2004
- We have invested over £1 million pounds and committed to energy efficiency measures giving lifetime savings of £1.1m and 6,695 tonnes of CO₂
- Approximately 20 renewable energy initiatives have been delivered including installation of 10 solar and 4 biomass boilers
- We have a 50% recycling rate at County Hall
- We have delivered a reduction in total business miles for 2008/09
- We have promoted Kent Car Share, a Kent-wide, secure car sharing network enabling business and public sector organisations to contribute to reducing congestion on Kent's roads and reduce carbon footprint. Over 642 tonnes of carbon have been saved by KCC staff alone
- Over 160 Green Guardians have been recruited.

As a result of the challenges faced by KCC, carbon management has become an integral part of KCC's renewed corporate environmental performance programme. Ongoing activities include:

- Strengthening of the Energy and Water Investment Fund (EWIF) and ensuring it is integrated with both KCC's ongoing asset management programme and the results of the Display Energy Certificate Surveys and action plans for all KCC buildings of 1000m² or above. The fund focuses on water, energy efficiency and renewable energy through

loans and grants. Over 50 EWIF projects have been completed or are underway including light zoning/sensors, passive infra red sensor urinals/taps, a tunnel lighting project, power perfector voltage reduction projects and thermostatic radiator valves for heating systems. This also includes over 20 renewable energy projects being developed across the KCC estate including photovoltaic panels at Hever CEP and Shatterlocks Infant School, and three biomass boilers.

- Cross-KCC training programmes including a 'Good Deeds Grow' training event in February involving schools, caretakers and internal green guardians which attracted over 100 participants.
- Promoting Kent Car Share
- Promoting Kent Street Car where KCC has joined forces with Streetcar to provide 'pay as you go' hire cars replacing the previous pool car scheme. The cars available to KCC employees are new VW Polo blue motion low emission vehicles (99g CO2/km). The scheme is being extended to three cars due to increased demand
- A new scheme has been launched to allow salary sacrifice for bus travel which will encourage greater use of bus services by commuting staff.

Biofuels - As stated in last year's report, since the Towards 2010 targets were published three years ago the situation on **biofuels** has changed. Until the picture is clearer with regard to the negative impacts of these fuels, KCC will continue to only use the 5% fuel mix. The majority of current fleet vehicles meet the EURO4 standard for vehicle emissions, and this is coupled with driver training and improved vehicle routing to increase vehicle efficiency and minimise emissions.

What more are we going to do?

- KCC is developing a new policy framework, linked to Kent Design, to ensure new construction, refurbishment, asset replacement and maintenance of the estate is focused towards reducing energy, water and waste and incorporates key design features particularly renewable energy solutions where practicable
- Investment in low carbon technologies and measures in the KCC estate will continue, including a specific focus on Oakwood House, installing an improved building management system at Invicta House and delivering energy efficiency improvements in the heating system at Sessions House. Potential planned projects also include a new biomass boiler for the proposed new highways depot
- Roll out the use of smarter working technologies and facilities including BT Meet Me and video conferencing suites
- Installing SMART electricity meters in KCC buildings and schools, which will allow much closer monitoring of electricity use. Data collected is made available to schools online.

Measurable Indicator(s)	2006 Actual	2007 Actual	2008 Estimate	2009 Target	2010 Target
Percentage reduction in CO2 from energy use in KCC buildings and schools since 2004	1% increase on 2004 levels	3% reduction on 2004 levels	2.7% increase on 2004 levels	Awaited	10% reduction on 2004 levels

Monitoring completed by: Carolyn McKenzie

Date: July 2009

Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Sue Barton

Status: On course

List the partners with whom we are working to deliver this target:

All Kent district and borough councils
Kent Police
Kent Fire and Rescue Service
Crown Prosecution Service (CPS)
Environment Agency
Highways Agency
Kent Probation Service

We have also further developed key relationships with the KCC Gypsy and Traveler Unit, Trading Standards, AONB and Public Rights of Way team.

Outcomes delivered so far:

We have undertaken the following actions to reduce the incidence of fly-tipping in Kent and bring offenders to justice:

- Numbers prosecuted: We have secured criminal convictions in respect of a total of 17 defendants (three in Crown Court and fourteen in various Magistrates' Courts).
- Prosecution fines: Fines imposed total £12,662. Costs awarded for prosecution and clear up total £9,470 including victim surcharge. Notably, there has been a 28 day custodial sentence imposed on one defendant, in addition to 100 day suspended sentence for another defendant.
- Fixed penalty notices: Clean Kent investigations have secured evidence against fourteen defendants, thus enabling the issue of Fixed Penalty Notices amounting to a total of £2,400, for the benefit of Gravesham, Tonbridge and Malling, Dartford and Shepway Councils.
- Cases waiting to be heard: Two further cases are within the criminal justice system awaiting trial and a number of investigations are currently coming to fruition with further prosecutions anticipated in the coming months. A further fifteen offenders have been dealt with by way of police cautions and formal warnings.
- Fly-tipping and Fraud case: Prosecution of Nigel Nash, involving fly tipping at a KCC Household Waste Recycling Centre and other criminal offences of fraud. This was carried out as a joint investigation with Maidstone Police, leading to prosecution by the CPS. Nash was convicted at Sittingbourne Magistrates court in March 2009 and sentenced to 120 days imprisonment, suspended for 4 months, 150 hours of community service, electronic tagging for six months and an indefinite ASBO.
- Performance across the south east region: Fly-tipping enforcement activity across the south east region has been running at approximately 76 prosecution cases a year (63 local authorities located within eight counties). Based on current and projected performance the Clean Kent/KCC enforcement function is making a major contribution both in Kent and at a regional level.
- Hot spot resolution: The top 20 fly-tipping hot spots continue to be a dynamic list, with sites being taken off as action is taken to tackle the issues and sites added when they

become particular targets for fly-tipping activity. Out of the previously reported hot spots, four have been resolved and are no longer subject of fly tipping. They have therefore been removed from the list and replaced by a further four. The list is as follows:

	Top 20 fly-tipping hot-spots in Kent	Status (Note – current action may be undisclosed to prevent compromise of the investigation)
1	Murston – Three Lakes	Partnership working with KCC gypsy liaison team to resolve. One investigation pending.
2	Hartley Bottom Road, Ash cum Ridley	Monitoring recent flytipping after long period of no fly-tipping.
3	Springhead Road, Gravesend	Subject to current action and two investigations pending. Three successful prosecutions to date.
4	Lower Road, Hextable	Monitoring, flytipping ceased in area following enforcement activity. Fixed Penalty Notice to one offender.
5	Pilgrims Way, Kemsing	Monitoring, infrequent reports of flytipping.
6	Chelsfield Lane, Shoreham	Monitoring, no current reports.
7	Great Buckland Road, Luddesdown	No current investigation or flytipping. Area being monitored.
8	Mill Pond Lane, West Kingsdown	Monitoring, no further reports at present.
9	Commority Road, Vigo	Monitoring, no further reports at present.
10	Dering Way, Gravesend	Subject to current action, partnership working to resolve. One prosecution pending, one current investigation.
11	Back Lane, Boughton Mon Chelsea	Monitoring, no further reports at present.
12	Barnfield Park, New Ash Green	Monitoring, no further reports at present.
13	Canada Farm Road, Horton Kirby	Monitoring, infrequent reports of flytipping.
14	Cossington Underpass/Hill Road, Bluebell Hill.	Subject of current action, one investigation pending.
15	St Mary's in the Marsh	No further reports.
16	Seasalter Marshes	Monitoring, no further reports at present.
17	Ifield Road, Shorne	Infrequent reports of flytipping, partnership working to resolve. Monitoring continues.
18	Crabble Lane, Dover	Subject to current action, two prosecutions by Dover DC pending
19	Crockenhill, Swanley and Sparepenny Lane, Eynsford	Recent reports and investigations, partnership working to resolve, partnership working with police.
20	Crete Road East, Folkestone	Subject to current action, three prosecutions by Shepway DC pending.

What more are we going to do?:

- Continue to secure increasing numbers and impact of prosecutions as a significant deterrent across the county with widespread publicity of cases.
- Work to increase the level of fines and costs awarded through the Courts, with a focus on restorative justice, seizure of vehicles etc.
- Continue to develop enforcement capacity with additional training delivered to officers of partner authorities.

- Improve intelligence handling, analytical support and use of GIS to improve effectiveness of targeting resources.
- Review compliance with the Regulation of Investigatory Powers Act 2000, working with Trading Standards to ensure proportionality etc.
- Develop fly-tipping arrest protocol with the police taking account of the Serious Organised Crime and Police Act 2005.
- Develop improved cross-border intelligence sharing with Surrey authorities etc.
- Ensure strong links with Environment Agency on unregulated waste companies.
- Ensure joint-working with KCC wardens to improve data gathering, intelligence and prompt response times.
- Integrate Towards 2010 target 43 with the Cabinet decision on the Policy on Household Waste Recycling Centres to prevent fly-tipping by traders at KCC facilities.
- Use 'Smartwater' technology to support criminal evidence.
- Focus on the risks of recurrent offending, increasing the emphasis on dealing with the proceeds of crime.
- Continue to champion DNA recording nationally in respect of criminal convictions for fly-tipping.
- Support national lobbying such as powers in respect of litter thrown from vehicles.
- Invest in high performance surveillance equipment and utilise new technology such as body cameras.
- Work with the media to raise the profile and unacceptability of environmental crime.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment as the action will either be done or not done in the timescale.

Monitoring completed by: Sue Barton

Date: June 2009

Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Mike Overbeke

Status: On course

List the partners with whom we are working to deliver this target

Dartford BC, Gravesham BC, Medway Council, Swale BC, GOSE, SEEDA, SEERA, Thames Gateway Kent Partnership, Kent and Medway Growth Area Delivery Vehicles (KTS (includes KTS Green Grid), Medway Renaissance, Swale Forward), Natural England, Environment Agency, Forestry Commission, Royal Society for the Protection of Birds (RSPB), Kent Wildlife Trust, NFU, Kent Downs Area of Outstanding Natural Beauty (AONB) unit, private sector developers (e.g. Land Securities), Sport England, Ashford BC, Ashford's Future, Stour Valley Arts, CPRE, Land Restoration Trust (LRT).

Outcomes delivered so far:

Protect and enhance Kent's ancient woodlands

- A project started in January 2009 to provide specialist advice to woodland owners in the Kent Downs Area of Outstanding Natural Beauty (AONB) to bring woodlands back into management. This was a direct result of the wood lots report (described in the previous two annual reports) and the AONB management plan priorities. It also focuses on ancient woodland sites with plantation species on them. The project has already succeeded in getting over 600Ha of woodland in management i.e. with a new management plan or grant put in place, and will continue for another two and a half years, working with targeted landowners to improve woodland management for general and specific biodiversity and landscape character. Landowners will be helped to develop site management plans and woodland grant applications and to ensure action on the ground. Events will be held on specific woodland management issues for woodland owners and the general public. Event topics might include game management, deer management, butterfly and moth promotion and woodland archaeology.
- An action plan to promote wood fuels in Kent has been agreed between the Kent Downs AONB Unit and Greener Kent team. Woodland owners have been consulted on the plan and Interreg funding has been secured.
- AONB grants this year supported the following projects so helping to deliver against this target:
 - A British Trust for Conservation Volunteers project recording Kent's Heritage Trees, encouraging tree wardens and members of the public to identify veteran trees around the AONB (and the rest of the county). A £3,000 grant was given to support the £5,800 project
 - A grant of £8,095 was awarded to Wye Community Farm and this was used to help support works in the woodland of Wye National Nature Reserve. The woodland work carried out then supported a log and charcoal supply business.
- The Denge Woods Project - Working with owners and managers of ancient woodland a three year project has begun with the aim of improving habitat conditions for woodland specialist butterflies and moths, through sustainable woodland management practices in the East Kent Downs. The Forestry Commission has provided a higher level of Woodland Improvement Grant at 80% of standard costs (versus the normal 50%) in the project area encouraging glade, ride and coppice works. The project officer is providing landowner advice, assistance with English Woodland Improvement Grant and other

grant applications, co-ordinating butterfly and moth survey and running workshops and events for volunteers, general public and woodland managers.

- The Free Trees scheme has been extended across Kent where residents can order up to 25 native trees, appropriate to their area of Kent to plant in their gardens and in other places. The trees will help to combat global warming by absorbing carbon dioxide in the atmosphere. By planting 25 trees, up to 7 tonnes of CO₂ could be absorbed during their lifetime – almost a year's worth of emissions from the average household. This scheme will also encourage people to value the trees around them.

Improve access to countryside, coast and heritage

- The Kent Countryside Access Improvement Plan, which sets out a clear strategy to protect, manage, enhance and promote access to Kent's countryside, won the prestigious "Most innovative and enterprising Improvement plan" in the country in March 2009.
- New design standards have helped improve the quality of the furniture on the Public Rights of Way (PROW) network (i.e. gates, stiles, bridges etc). The standards were recognised in 'Country Walking' magazine as leading the way nationally in improving access to the countryside and will assist landowners and others in the county to ensure that the network is accessible to all, including those with mobility issues.
- We have contributed to developing Local Development Framework's (LDFs), with the aim of maximising opportunities to protect and provide access to the countryside.
- Major improvements have been made to a route linking Ebbsfleet International Station to Swanscombe to enable residents to walk to the station, thus relieving pressure on the road network.
- 15 routes to schools have been substantially improved and are now providing a facility for 'walking buses' of school children to use, relieving traffic congestion at peak times in those areas.
- A new education pack for schools was launched in February 2009 and distributed to all primary schools in Kent. The pack gives teachers lesson and activity ideas tied into the National Curriculum for junior school children covering topics such as travel to school, the Countryside Code, PROW, and who looks after them.
- 30 volunteer surveyors were recruited and trained, and are now active across Kent, monitoring the network and keeping the database up to date.
- The development of (currently 20) walks that can be downloaded from the Explore Kent website onto multi-media players and phones for people to take on their walks to guide them.
- Funding from the East Kent and Coast Primary Care Trust has been agreed to develop projects to help reduce obesity levels, working with GPs to prescribe healthy activity and walks to help patients get fitter and lose weight.
- The East Kent Ploughing and Cropping campaign has been targeting landowners who repeatedly prevent the use of the PROW network already delivering improvements to the network accessibility in east Kent.
- The Medway Estuary and Swale Shoreline Management Plan, and Isle of Grain to South Foreland Shoreline Management Plan were adopted by KCC. These set out a policy for the sustainable management of our coast in the face of climate change and inform strategic and sustainable planning of our coast line.
- Kent's Coastal Week and 'Kent Goes Wild' – These events have been running now for three years and each year sees increased numbers of events and participants learning more about the natural environment whilst having fun. These have provided free activities for residents and visitors to Kent's coast in these difficult economic times.

- 'Exploring Kent's Past' project has been completed with the launch of an online heritage database in April 2009, preparation of education packs, visits to local schools and community groups, and new thematic heritage pages for the kent.gov web site, including a 'getting involved' section.
- The Randall Manor community archaeology project was held for three weeks in July. This project started in July 2006 with one week of activity and by 2009 had grown in popularity so that the activity stretched across three weeks in July. It provides an opportunity for schools and young people's groups and members of the public to learn and appreciate more about their local history whilst actually being involved in an archaeological dig. We also held a public open day at archaeological excavations at Margett's Pit, Burham.
- Training opportunities in archaeology, geophysics and woodland survey have been provided through the Valley of Visions Heritage Lottery Fund (HLF) project

What more are we going to do?

In addition to the many projects stated above which will continue to be delivered over the coming year and beyond, we will:

- Deliver £1m worth of capital improvements to the PROW infrastructure to ensure that the network continues to provide safe access to the countryside
- Work closely with Natural England on a study and detailed analysis of the potential new access to the English coast trail around Kent's coast (Marine Bill).
- Continue to promote the Free Trees scheme across Kent
- Investigate facilitating the compulsory purchase of badly fragmented woods to provide better protection.
- Kent Downs AONB Sustainable Development Fund will continue to support sustainable and environmental based projects in the AONB; applications for the coming year have been received but not yet assessed and they include a number of woodland and accessed-based projects.
- Contribute to the public exhibition of important Anglo-Saxon finds from excavations in advance of housing development in Sittingbourne
- Work with Swanscombe and Greenhithe Town Council to submit HLF bid for Swanscombe Heritage Park
- Organise a community archaeological excavation as part of East Kent Access road scheme.
- Seek funding to develop an Archaeological resource Centre for Kent

Measurable indicators:

None – This Towards 2010 target has been formally agreed as having an 'aspirational' status and progress is measured via qualitative means.

Monitoring completed by: Mike Overbeke

Date: July 2009

Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: Done and ongoing

List the partners with whom we are working to deliver this target:

Kent Police
Medway Council
HM Courts Service

Kent Fire and Rescue
Highways Agency

Outcomes delivered so far:

- Through our second Public Service Agreement (PSA2) with government, Kent Highways Services (KHS) worked with partner agencies, such as the police and other emergency services, to deliver the government target of reducing the number of people killed and seriously injured (KSI) on Kent's roads (including motorways and trunk roads) by 40% compared with the 1994-1998 average. The final reported figure for 2007 was 723 KSI on roads in Kent including trunk roads which was within 0.5% of the 40% reduction target. However, the 2007 figure for roads for which KCC was responsible was 586 and was a 41.8% reduction. This target needs to be maintained and to focus on this, KHS is aiming at a 45% local reduction target as opposed to the 40% reduction which is the national 2010 target. The 2008 KSI casualty figures represents a 13% reduction in KSI casualties compared with 2007 and a 47% reduction compared with the 1994-98 target, already achieving the local target set. It should be noted that the 2008 KSI road traffic casualty figures are exceptionally low, 627 compared with 723 in 2007 and represents a 5% greater reduction than the KHS target figure for 2008. This ongoing work in casualty reduction appears to be maintaining the downward trend in KSI casualties, however outside factors, such as fuel prices, may have influenced the excessive reduction in 2008.
- KCC's approach to reducing KSIs has been to integrate the known benefits of education, enforcement, engineering and evaluation, and a programme of countywide publicity campaigns, proactive press features and public engagement projects using road safety officers has proved effective. Work with Kent Police and Kent Fire and Rescue to identify shared priorities and work on joint initiatives has led to innovative ways of engaging with those who are in categories of people most likely to be killed or seriously injured.
- In addition to other casualty reduction activities, KHS Road Safety led a combined approach to tackling drinking and driving in the run up to last Christmas, contributing to the lowest recorded number of road crash fatalities in December for over a decade. This approach involved:
 - A high profile anti-drink drive publicity campaign that made use of innovative television advertising
 - Support for the Kent Police Winter KSI Suppression Initiative that led to a range of enforcement operations, including vehicle road-side checks and a general increase in high visibility police activity.
- The KHS Road Safety team led a programme of high profile campaigns that utilised TV and radio advertising, road side posters and press/media editorial. This programme of work raised awareness and improved road user choices in key areas of concern. These included seat belt wearing messages to vehicle occupants, messages on the dangers of using mobile phones whilst driving, how easy it could be for young drivers to

lose their licence and anti-driver impairment messages dealing with both alcohol and drug use.

- Speed awareness courses, that allow motorists detected at up to 39 mph in 30 mph areas to opt for a training course as an alternative to prosecution, have been provided for over 3,000 drivers during the period. National Driver Improvement Scheme courses provide an alternative to prosecution for drivers reported driving 'without due care and attention', providing courses for around 400 drivers during the year. Both these courses are run through a formal partnership agreement that includes Kent Police, KHS and Medway Council.
- KCC has been working closely with parish councils and others in pilot areas in reviewing speed limits on all A and B class roads in Kent. This will result in significant improvements to 'village gateways' together with signing and a more consistent approach to speed limits across the county. We aim to complete the review of speed limits on all Kent's A and B class roads by 2011.
- KCC and Kent Police have led the development of countrywide partnering activities. This approach has enabled the consolidation of the work of all the agencies involved in reducing road casualties, culminating in the formal establishment of the CaRe group. The CaRe group will provide added value by ensuring that the resources of all the agencies are effectively marshalled through a structured approach that will include strategic, tactical and operational levels.

What more are we going to do?

- KCC needs to stay focused on reducing KSIs over the coming years to ensure that we at least maintain performance in meeting the governments targets for 2010. We will continue to strengthen links with key agencies and ensure that the method for identifying appropriate crash remedial measures is improved through more accurate and consistent crash data recording, identifying priorities and implementing and evaluating appropriate strategies and action plans.
- Deliver further publicity campaigns and community engagement projects addressing motor cyclist safety, speed, mobile phone, young/novice drivers
- Continue development and delivery of driver training programmes
- Deliver programmes of work aimed at improving the safety of the highway network
- Continue the speed limit review
- Review the scope for development and opportunities for further reducing casualties to 2020.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2010 Target
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	747	723	627	674*	650*
Number of road accidents casualties - Killed or seriously injured (excluding Highways Agency roads i.e. Motorways)	588	588	520	554*	538*

* As per the agreed KA2 targets

Monitoring completed by: Ian Procter

Date: July 2009

By: Roger Gough, Cabinet Member for Corporate Support Services
and Performance Management
Peter Gilroy, Chief Executive

To: Environment, Highways and Waste POC – 15th September 2009

Subject: Draft Annual Performance Report 2008/09

Classification: Unrestricted

SUMMARY

This report provides an overview of the draft Annual Performance Report 2008/09 (APR) and attaches a draft of the report for Members' information.

FOR INFORMATION

1. Introduction

Up until this year, KCC was required by central government to produce a Best Value Performance Plan (the "KCC Annual Plan"), reflecting on the previous year's performance and setting out priorities and targets for the following year. This requirement has now been abolished.

In its place, this year KCC is publishing an Annual Performance Report, which summarises key activities and outcomes for 2008/09, in an easily accessible format.

2. Summary

The APR is a short document, built around the themes of *Towards 2010*. It provides highlights of KCC's key activities and outcomes from 2008/09. Detailed performance information is reported elsewhere. Each section of the report outlines KCC's proposed achievements for each T2010 theme, the activity that has taken place during the year towards this and outcome-based case studies that demonstrate what we are achieving on the ground.

The latter marks a departure from the standard format of performance reporting and helps to illustrate where we have made a difference to the lives of people in Kent.

This is a dynamic document and drafts are being continuously updated. You will be provided with the most up-to-date version on the day.

3. Approval process

The draft Report will be taken to each September Policy Overview Committee for information.

The draft Report will be discussed at Cabinet on 12 October prior to being taken to County Council for approval on 15 October.

4. Recommendation

Members are asked to NOTE the attached draft.

Accountable officer:

Robert Hardy
Director of Improvement & Engagement, Chief Executive's Department
01622 221343

KCC ANNUAL PERFORMANCE REPORT

PERFORMANCE HIGHLIGHTS FROM 2008/09

DRAFT

About this document

This Annual Performance Report provides highlights of Kent County Council's (KCC's) key activities and outcomes during 2008/09. It sets out:

- Our key activities in 2008/09
- How we have made an impact in 2008/09
- How we have made a difference to people's lives in 2008/09

It is one of a suite of performance reporting documents produced by KCC this year.

Detailed information on KCC's performance during 2008/09 can be found in the *Business Plan Outturn Monitoring for 2008/09*.

Detailed information on performance against the *Towards 2010* targets can be found in the *Towards 2010 Annual Report*.

Detailed performance information on the work of the *Kent Partnership* is reported to the Kent Public Service Board.

DRAFT

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Section 1: Our Priorities

1.1 KCC's strategic direction

KCC continues to act in pursuit of the county's clearly stated objectives as set out in the *Vision for Kent* (the *Vision*). This document, agreed between Kent's public, private and voluntary sectors, sets out how the county council and its partners will work together to improve the economic, social and environmental well-being of the county over the next 20 years.

Towards 2010, a vital document designed and developed across the council in 2006, defines KCC's priorities in terms of the *Vision* and gives the business strategic direction.

At the heart of *Towards 2010* are the county council's agreed aims. These are designed to achieve:

- Increased prosperity for Kent through business growth and job creation
- Transformation in education
- Reduced traffic congestion
- Improved health and quality of life
- Quality homes in a well-managed environment
- A safer Kent
- Continued improvements in services while keeping council tax down.

The *Kent Agreement 2* is the county's Local Area Agreement (LAA) and Public Service Agreement (PSA) with the Government, signed by KCC and its major partners in Kent.

The Kent Supporting Independence Programme continues to play a fundamental role in achieving the *Vision*, *Towards 2010* and *Kent Agreement 2* targets. Of particular importance is its focus on key dependency groups including young people not in education, employment or training (NEETS) and its multi-agency approach to helping people move from dependency into employment and more fulfilling lives.

To make sure the council's resources align with its priorities, it has a Medium Term Financial Plan (MTFP) that looks ahead to the next three financial years. Its main purpose is to identify and estimate resources available over this period.

1.2 National priorities

One of the key tasks of every local authority is to achieve a balance between national and local priorities. There has been a government drive over the past few years to help councils deliver improvements in services to local people. Initiatives aimed at delivering these improvements have included:

- The Comprehensive Area Assessment (CAA) regime, which was introduced in 2009 as a replacement for the old Comprehensive Performance Assessment (CPA) system. CAA takes an area-based approach to assessment, examining how well councils are working together with other public bodies in their local area to meet the needs of local people

- The Gershon Review, which required local authorities to improve efficiency and reduce bureaucracy
- The Varney report on service transformation, which included recommendations for a cross-government identity management system. This would enable greater personalisation of services and reduce duplication across government by, for instance, only requiring people to make one notification when their circumstances changed instead of notifying each public body separately
- *Every Child Matters*, a radical reform of children's services prompted by the Children Act 2004 aimed at bringing together the work of the health sector and local government and improving the delivery of health and social care for children and young people
- The *Children's Plan* a ten-year strategy to make England the best place in the world for children and young people to grow up, which places families at the heart of Government policy. The Plan aims to improve educational outcomes for children, improve children's health, reduce offending rates among young people and eradicate child poverty by 2020
- *Our Health, Our Care, Our Say*, a White Paper that sets out a radical agenda focussed on the following four overarching goals for health and social care:
 - Providing better prevention services and earlier intervention
 - Giving people more choice and a louder voice
 - Tackling inequalities and improving access to community services
 - Providing support for people with long-term conditions.
- *Putting People First*, the national vision for adult social care, which supports the Government's commitment to independent living for adults and aims to ensure every locality has a single community based support system focussed on the health and wellbeing of the local population
- *Sustainable Communities - People, Places and Prosperity*, a five-year strategy setting out the Government's vision for sustainable communities, with a focus on vibrant local leadership, resident engagement and participation and improved service delivery and performance
- Local Strategic Partnerships (LSPs) are non statutory, multi-agency partnerships, which match local authority boundaries. LSPs bring together at a local level the different parts of the public, private, community and voluntary sectors; allowing different initiatives and services to support one another so that they can work together more effectively

1.3 The economy

This year has seen economic turbulence unprecedented in recent years. In April 2008, most forecasters were still anticipating growth in the year ahead, and despite the impact of the credit crunch, economic fears focused on rising commodity prices and the prospect of increasing inflation. Yet by the March 2009, the UK economy had contracted by 4.1%, and interest rates had been cut to a record low in an effort to stimulate demand.

Looking to the future, current average forecasts suggest a further contraction in the national economy of 3.7% in 2009, before a weak return to growth in 2010. KCC's support for businesses and employment through the downturn is reflected in our commitment to Backing Kent Business and the promotion of a closer relationship between the County Council and the business community highlighted in the Regeneration Framework. However, the challenges of recession will also be

reflected in increased pressure on public spending. For KCC, this is likely to mean increased demand on the services that we provide and greater pressure on the budgets available to provide them.

1.4 The duty to involve

The Local Government and Public Involvement in Health Act 2007 sets out measures for local authorities (and other Best Value authorities) to engage their citizens, lead their communities and find new and more effective ways to deliver high quality services with their partners. The changes offer unprecedented opportunities for local leaders to set out their vision for their communities, while empowering local people to help deliver that vision.

Section 138 of the Act contains a new duty to involve local representatives and came into force on 1st April 2009 for all best value authorities. The duty seeks to ensure that local people have greater opportunities to have their say. The aspiration for the new duty is to embed a culture of engagement and empowerment across the authority's functions.

The duty requires authorities to take those steps they consider appropriate to involve *representatives of local persons* in the exercise of any of their functions, where they consider that it is appropriate to do so. It specifies the three ways of involving that need to be covered in this consideration:

- **providing information** about the exercise of the particular function
- **consulting** about the exercise of the particular function
- **involving in another way**

KCC will build on existing engagement mechanisms to ensure that it meets the requirements of the duty from 2009 onwards.

1.5 Personalising services

KCC is committed to personalising services to ensure they meet the needs of the people of Kent. This means continuing to innovate and improve by:

- Giving individuals and communities a stronger voice in the design and transformation of services
- Ensuring that we continue to improve access through innovative projects such as *Gateways* and the self-assessment website so that services are accessible to all
- Continuing to find new and innovative ways of offering more choice and individual control in order to meet and surpass public expectations
- Making the most of technological innovations to personalise services
- Getting the simple things right first time and ensuring an excellent customer experience for all.

KCC's *Personalisation and Engagement Board*, chaired by the Managing Director of Kent Adult Social Services, supports directorates in meeting these aims by championing improvements in community engagement, identifying and communicating good practice within KCC and maintaining a clear focus on improving the customer experience.

1.6 The older population

People in Britain are living longer than ever before and the population is ageing. This pattern can be found in developed economies worldwide and will have a very significant impact on the future of public services. It is essential that KCC plans for the impact this will have.

This year saw the publication of Kent's Policy Framework for Later Life, *Living Later Life to the Full*, which sets out how people in Kent want to live their later lives and what they want from public and community services and facilities.

Following extensive consultation, seven key priorities have been developed to reflect the issues and concerns that are important to the older people of Kent:

- To ensure communities are designed to be “age proof”, stronger, safer and sustainable.
- To improve transport and accessibility.
- To enable people to lead healthier lives and have better access to healthcare.
- To support people's citizenship, learning and participation in community life.
- To ensure those people who need support to live independently have choice, control and good quality care.
- To encourage people to plan for a secure later life.
- To promote a positive image of later life and dignity and respect for older people.

Key strategic targets have been drawn up under each of these priorities, and are set out in the Policy Framework. A mapping process has been carried out to identify and collate all the action public services in Kent are undertaking and planning for older people. This will publicise the excellent projects already in existence which people may not be aware of, and will also highlight key areas that require strategic and collective actions for the future.

Section 2: What Our Customers Say

Our customers are everyone in Kent, not just the people who directly access our services. We constantly try to listen to what people have to say about KCC and use this feedback to improve our performance.

The views of Kent residents are very important to us. In October and November 2008, Ipsos-Mori carried out a face-to-face survey on behalf of KCC with over 1100 Kent residents, to get their opinion on living in Kent.

The results from the survey were positive, with 89% saying they were satisfied with their local area and 74% saying they felt that they belonged to their local neighbourhood. Both of these are above the national average.

The survey showed that the score for overall satisfaction with KCC increased from 46% in 2006 to 51%, although the different methodologies used mean that direct comparisons should be treated with caution. We will work hard to improve on this in the coming year.

We want to give everyone a first class service, but we recognise that sometimes we don't always get it right first time. That's why this year, following consultation, we have revised our complaints process and leaflet.

This revision is one part of the developing strategy to transform customer service by listening to what our customers want and expect. The aim is to reduce the bureaucracy involved. This strategy includes reducing the number of formal stages and changing the culture within KCC by encouraging staff to deal with complaints speedily and sympathetically, apologising when things go wrong and taking action to resolve the source of complaints by learning lessons from what causes them.

Within KCC we have developed a whole range of forums and engagement processes which enable people to express their views, which are then fed into the appropriate development/delivery processes for services. This provides people with alternative avenues, rather than resorting to making a complaint.

Section 3: Connecting with Communities

3.1 Why it matters

People are at the heart of everything KCC strives to achieve. We have an excellent track record of engaging with our service users in the design and delivery of what we do. However, we have achieved less success in engaging with the wider Kent public, with our decision-making felt to be quite remote from local people.

We need to ensure that in the future KCC connects with local people both as individuals who use our services and as residents and members of local communities. We want residents and service users to know that when they tell us something we not only listen but respond – operating the simple ‘you said; we did’ principle.

3.2 What we want to achieve

- The wider Kent community regularly engaged with by KCC in a meaningful and constructive way, helping to inform all policy and service developments and decision-making
- The most vulnerable and least heard communities in Kent actively engaged in policy and service design
- Joined-up public services which are convenient and easy-to-access for all sections of the community
- Strong relationships between Members and their local communities

3.3 What has happened in 2008/09

Seeking people’s views

Throughout 2008/09 KCC has undertaken extensive consultation with Kent citizens on major policies and service issues. These range from using the views of disabled children and their parents to design a new respite centre to consulting the wider public on the revision of the *Kent Public Health Strategy*.

In partnership with the Kent Messenger Group, KCC has established a new *Kent and Medway Citizens’ Panel*, enabling us to seek the views of a large number of Kent residents aged 16 or over. The Panel marks a first in that it is the only citizens’ panel in the country to be run jointly by a local newspaper and a local authority. So far two surveys have been undertaken, the initial benchmark and recruitment survey and a subsequent snapshot survey. Results from these have been used to inform subsequent policy development, such as the *Backing Kent Business* and *Backing Kent People* campaigns.

Membership of the Panel at the end of March stood at around 700, which is still some way below the intended target of 5000 by 2011. KCC will continue to recruit new members in 2009/10.

Consultation and participation with children and young people continues to develop.

Over 45,000 children and young people participated in the 2008 *Kent Children & People’s Survey*, up from 42,000 in 2007. Findings have been used to inform the planning of children’s services at a county, local and school level and also used in the production of a needs assessment. In early 2009, Ipsos-Mori undertook 16 “mini

focus groups” with young people in Kent to follow up on key issues such as bullying and health that arose from the Survey.

The *Children and Young People’s Plan* was reviewed in 2008 and was subject to extensive consultation with children and young people, including a series of focus groups with seldom heard children and the design and wording of the summary version which was led by a group of young people.

The *Kent Youth County Council (KYCC)* remained highly active during 2008/09 and is well-supported by young people in Kent with 30,921 young people voting in the November 2008 elections. KYCC has continued to play a strong role in giving a voice to young people in Kent and informing the work of KCC, influencing the decision to extend the Freedom Pass and being asked to inform KCC’s Policy Framework for Later Life: *Living Later Life to the Full*.

The *Framework for Participation with Children and Young People in Kent* has been produced, agreed by the Kent Children’s Trust and distributed widely to organisations in the county. An inter-agency workshop in February 2009 identified further actions to progress the work on participation and to revitalise the strategy.

Kent’s Children’s Social Services has actively engaged service users in their recruitment processes.

Personalising services

Through the work of the *Social Innovation Lab for Kent (SILK)* KCC has sought to place the person at the heart of service design, both within KCC and in partnership with others.

The ‘Just Coping’ report on low income families was published in July 2008. It received a national level profile and has informed a number of additional projects in order to address the issues raised.

A partnership was created with the Digital Inclusion team at CLG to explore ways in which technology can better support families at risk. A key theme emerging from this work was that of ‘bulk buying’. This has evolved into a new cross-sector, multi-disciplinary project to create a bulk-buying model in the Parkwood area of Maidstone.

SILK undertook focused work with the Sheerness Children’s Centre to find new ways of engaging fathers in family life. The ‘Engaging Fathers’ report was published in August 2008, which resulted in the appointment of a full-time dads’ worker at the Centre.

In March 2009, SILK worked with *Gateway* frontline staff to co-design ‘Insight to Idea’ – a structured process for groups to reflect on customer needs, map their journey of interaction with the Gateway, and generate creative solutions for improved services. ‘Insight-to-Idea’ is now being used as part of a team building day for the roll out of new Gateways around Kent.

Public access and technology

KCC recognises that public access in the 21st century is changing and that the way we deliver services across the whole public sector needs to change accordingly, particularly the way in which we utilise technology.

Critical to improving the customer experience and physical access to services is the Gateway, which offers increasingly convenient public service points in a retail format in high-street and town centre locations. Gateway delivers this by utilising innovative technologies and working with key public, voluntary sector and private sector organisations to shape services around people's needs.

During 2008/09, KCC began work on simplifying access to public services in Kent via the Gateway Multi-Channel programme. This has seen the expansion of Gateway from a face-to-face project, to a multi-channel project incorporating face-to-face, phone and web. This will deliver joined-up web and telephone access across the non-emergency public sector in Kent. This is being led by KCC, in partnership with district and borough councils, NHS, Fire, Police, Medway council, the voluntary sector and business organisations.

Gateway continued to be rolled-out across Kent in 2008/09 with 3 new town-centre Gateway locations opening in Maidstone, Tenterden and Tunbridge Wells. Services available within Gateway have increased during 2008/09, and currently exceed 40 agencies working in partnership under the Gateway banner. These include Post Office services through the Tenterden Gateway, the successful piloting of health prevention programmes for diabetes and blood pressure at the Ashford Gateway, Citizens Advice Bureau, West Kent College, migrant helpline, and RBLI pathways to work.

"This is a great idea - to have advice, housing advice and general help under one roof, close to the town-centre. Brilliant."
Customer at Tunbridge Wells Gateway

Kent was selected as a Pathfinder for the Department for Work and Pensions-led *Tell Us Once (TUO)* initiative, which aims to vastly improve the process of informing statutory organisations in the event of the death of a loved one. The highly innovative and effective approach the Gateway service team and Registrars have taken has resulted in a very effective service being redesigned, enabling Districts staff to fully engage in TUO.

Kent TV, the KCC-funded broadband community channel, underwent a substantial refresh in April 2008 to enhance its usability. The refreshed site has become more interactive, with voting ability, and it has become easier to upload comments and video content. The site is widely used by both Kent residents and businesses to showcase their own content and there are now over 2000 videos available on the site, encompassing a wide range of topics from business, education, history, and sport to tourism. At the end of March 2009, visitor numbers for Kent TV reached 1.5 million, far exceeding the 250,000 target.

During 2008/09, Kent TV engaged with young people in Kent through a variety of competitions. In December 2008 it launched Animate and Create, encouraging school children to create their own animations around the title 'Cleaner, Greener and Safer' and the 'Sound Clash' Battle of the Bands competition, in association with Invicta FM. Sound Clash attracted over 80 entries and over 12,000 people registered

to take part or vote. Animate and Create was run in collaboration with Extended Schools and Clean Kent and attracted 23 entries from 11 different schools.

Member engagement

KCC with its partners continues to pilot a range of models for community engagement. Building on the first successful pilot of *Neighbourhood Forums* in Dover, which was recognised by the Corporate Assessment as a good model, discussions have continued across the county with partners on a range of models of community engagement which is appropriate for each of the partners.

During 2008/09 productive discussions have taken place, which have resulted in the establishment of three Neighbourhood Forums in Gravesham based on the Dover model. In Swale the Borough Council and KCC have established Local Engagement Forums which has created a stronger link to the Swale Local Strategic Partnership. In Tonbridge and Malling and Canterbury, KCC is joining models of community engagement established by the districts which have been in place for some time.

In 2008/09 the *Member Topic Review Programme* included three select committees on: Autism Spectrum Disorder, Provision of Activities for Young People and Passenger Rail Services in Kent. Each review resulted in a number of recommendations designed to address issues identified by the research carried out. Topic reviews have a doubly beneficial effect, both in that the process itself tends to catalyse positive action and the effects of the recommendations themselves. Since the topics chosen for review are often highly significant, cross-cutting and can sometimes involve radical change, the benefits are designed to be far reaching and 'medium to long range' rather than of the 'quick fix' variety.

3.4 How we have made a difference

Engaging Fathers

Seashells, a Sure Start centre in Sheerness, initiated a project with the Social Innovation Lab for Kent (SILK) and Engine to look at what kind of support fathers require and how they could provide it.

To answer this, a user centred approach was adopted that involved actively engaging fathers both inside and outside the Seashells centre. Placing a core group of 12 fathers at the centre of the work made them feel welcomed and encouraged them to participate. Talking to the fathers enabled Seashells to understand their preferences for the way they spend time with their children and how they perceive their role within the family.

As a result of the project, a full-time dad's worker has been appointed at Seashells, to act as a continued advocate for dads and ensure that their views are heard.

Member Grants

Local Members in Gravesend and Dartford have given funds to support the work of mediation in North Kent (MiNK). MiNK is a voluntary organisation that provides a mediation service for the general community, providing a free, impartial and confidential service for people involved in a neighbour or community dispute.

Version 0.5
07/9/09

Through funding from Member community grants in 2008/09, MiNK has recently been training both primary and secondary school children in schools across Dartford and Gravesend in conflict resolution techniques and to mediate between peers, helping to resolve disputes in their own schools. Pupils who have become peer mediators have found it a rewarding experience. A Dartford pupil said: "It is good to know that you are trusted by children and adults. We never tell anyone what is told to us unless it is serious and then we have to tell a teacher. Being a mediator is a great experience".

Gateways

In early 2009 Brett Green and Chelsea Stevens were the very first customers to use the new Housing Plus service at the Ashford Gateway and found it invaluable. They returned to the UK after Brett's building work dried up in Spain and had no idea where to start in terms of building a new life in Ashford. Brett's Dad suggested they visit the Ashford Gateway and through Housing Plus they were able to sort out the majority of their problems, from claiming benefits and using the internet to look for jobs, to finding a Sure Start children's centre just a few minutes walk from their home.

The couple are now much happier and settled in the area and were amazed how much help they received so quickly. Chelsea says: "I don't know where we would have found all this information if it hadn't been for Housing Plus. It seems like they have made sure they are in contact with all the local organisations a person might need and have found out how they can help you. They look at the whole picture not just say, benefits, or job seeking and if Housing Plus can't help you directly it seems they always know someone who can. We can't thank them enough for all their help".

Section 4: Economic Success – Opportunities for All **Supporting business, creating jobs**

4.1 Why it matters

Successful local businesses matter to us all. Kent County Council must do all it can to help our business community; the wealth it creates helps pay for good public services and the jobs it provides are key to a happy and successful life.

Kent has a unique opportunity to take full advantage of the busiest 'gateway' to the UK between Europe, London and the rest of the country to bring more employment to the county. We will support school leavers and the workforce to develop the right skills to access the jobs and opportunities that a thriving business sector brings. We will also capitalise on Kent's proven strengths in construction, land-based industries, pharmaceuticals, technology, tourism and biodiversity.

4.2 What we want to achieve

- Long-term sustainable economic growth in Kent
- Long-term regeneration of Kent's coastal towns
- A thriving rural Kent economy
- More jobs created and businesses moving to Kent
- Kent regarded as a premier UK tourist destination

4.3 What has happened in 2008/09

Regeneration

In January 2009, KCC published the draft of *Unlocking Kent's Potential*, KCC's Framework for Regeneration. This takes a long term view of the key challenges and opportunities affecting the county, promotes a closer relationship between the county council and the business community and provides a basis for putting economic development and regeneration at the centre of everything that we do.

KCC has carried out targeted regeneration work in the coastal towns of Margate, Dover and Folkestone. Work this year has been disrupted by the economic downturn affecting partners and funding availability. However there have been some notable successes, including the securing of £7.75m from the CABE Sea Change Programme to deliver substantial improvements to Dover waterfront and Castle facilities.

In Margate the start of work on the *Turner Contemporary* site (see Section 7) has created greater confidence in the future of the town. There have been a number of new shops, cafés and creative spaces opening in Margate's Old Town in anticipation of the gallery's opening, such as on the Harbour Arm, although the full benefits will be realised closer to or post opening. In addition developments and improvements throughout Margate Old Town, such as the de-dualling of Fort Hill, were completed in Autumn 2008.

The University Centre and new Adult Education Centre opened in Folkestone in 2008, and the Performing Arts and Business Centre, which includes business incubator space, opened in March 2009.

The rural economy

In 2008/09 KCC has continued to provide support to rural businesses and communities across Kent. The *Kent Action for Rural Retailers* initiative provided specialist retail advice to 54 independent village retailers in 2008/09 to help them remain in business. The *Kent Rural Access to Services* programme has supported the creation of one community shop at Barham – which has also saved the village post office. This shop is due to officially open in August 2009 and three more community shops are currently in development for next year.

“This is a great day for our community and just shows what can be done by individuals with a common purpose who will work together to effect change. We took up the challenge in Barham and now the shop is open it makes all the effort worthwhile” *Liz Minter, Chair of Nailbourne Community Store*

The *LEADER+*, *Kent Rural Towns* and *Rural Revival* programmes have now delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects, including the exemplar Whealden Wheels rural

transport initiative and *Funding Buddies*, which was recently awarded over £300,000 of lottery funding to be rolled out to rural communities across Kent.

Tourism

Tourist related business supports approximately 50,000 jobs in the Kent economy, which is 7% of total Kent jobs. KCC has undertaken a number of campaigns through *Visit Kent* to support tourism-related business in Kent and increase visitor spend.

A European campaign aimed at France, Netherlands, Belgium and Germany secured over £1 million Euros worth of bookings to Kent via Dutch Tour operator “House of Britain” during 2008/09. The Other Boleyn Girl campaign, based around the Hollywood film and delivered in partnership with the Kent Film Office brought in around £1m worth of visitor spend and PR in 2008/09.

The value of on-line bookings for accommodation in Kent *Destination Management System* has increased slightly from £300K in 2007/09 to around £370K in 2008/09, although this is below the intended target of £500K. This is partly due to the economic climate meaning people are taking shorter breaks and partly due to an increase in the number of large-scale commercial competitors within this market. In 2009 we will be reviewing our role in this market to see if we can realistically compete and where we add value.

Economic growth

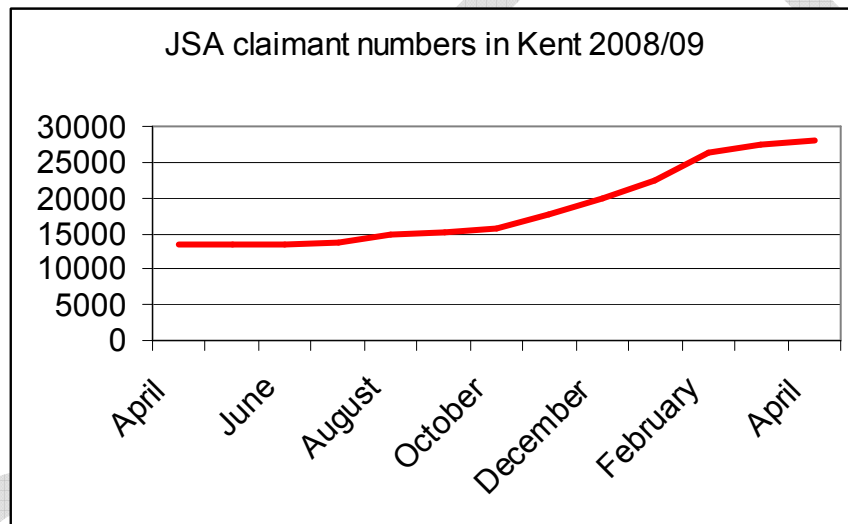
Despite the tough economic climate, *Locate in Kent* (LiK) has exceeded its target set for jobs created/safeguarded in 2008/9 and met the target for new companies investing in Kent. 3,786 jobs were created/safeguarded this year and 70 new companies invested in Kent. LiK remains optimistic that it will reach its targets for 2009/10, even though these were set before the downturn.

KCC’s *Backing Kent Business* campaign was launched in December 2008. This focuses on ten commitments by KCC to help Kent businesses through the recession. These include paying businesses supplying KCC within 20 days rather than 30. So far 78% of businesses are now paid within 20 days, up from 44% previously. We will

look to build on this further during 2009/10. We will look to build on this further during 2009/10.

KCC has continued to provide support to the film and television industry in Kent in line with the *Kent Film and Television Strategy*, mainly through the work of the *Kent Film Office (KFO)*. This year the KFO has managed over 700 filming days, taking the total income generation into the county to £13m since 2006. It has also, with the Youth Offending Service, initiated and supported a local production company, Medb Films in Ramsgate, to run a Film School for autistic children. The KFO has also supported 22 work experience placements this year.

Obviously, all our activity in 2008/09 has been in the context of severe economic turbulence. The effects of global recession have been felt in Kent, as they have across the world. After fifteen years of falling or static unemployment, numbers claiming Jobseekers' Allowance in Kent more than doubled in 2008/09, although at 3.3% remains below the national average (4%).



The coming year will prove challenging for Kent as it recovers from recession. The county will of course continue to be dependent on changes in the national and international economic climate, but the county contains significant structural economic advantages, which we will promote through a continued focus on ensuring the physical, skills and social infrastructure needed to ensure that Kent remains an attractive location in which to live, visit and invest.

4.4 How we have made a difference

Kent Film Office

The Kent Film Office (KFO) has been dedicated in the promotion and development of the creative industries in Kent, which includes the training of young people. The unit has helped local production company Maeve Films obtain funding to set up the *Kent Film Foundation* which aims to give young adults from disadvantaged backgrounds the opportunity to find their way back into education and/or employment through work on their own films. So far the company has hosted a film school for 3 autistic young adults and 3 autistic young offenders and is hosting a further 6 places for young

offenders during summer 2009. It is hoped that they will be able to set up a long term film school for young adults from disadvantaged backgrounds, in conjunction with Thanet Works and Thanet College.

Elaine Wickham, Producer at Maeve Films is grateful for the help she has received from KFO. She says "The Kent Film Office is invaluable, not only because they offer production support and advice, but because they're totally committed to film training in Kent. They are dedicated to creating and collaborating on film initiatives that support college and university graduates, as well as young disenfranchised youth, which I think is commendable".

Marlow Innovation Centre

Marlowe Innovation Centre opened in September 2008. It is the first Innovation Centre in the UK to be located on a school campus, at the Marlowe Academy in Ramsgate and was built there as a key part of the regeneration strategy for Thanet.

The Centre provides space for 6 light industrial units and 19 offices and is already nearly full, with just two spaces left to fill. Tenants are provided with free support, including free monthly Innovation and Business Support clinics and free banking advice as well as the opportunity to network with fellow tenants. One of tenants, Sarah Wallace, the owner of Clinical Litigation Services has found moving into the Centre a real benefit to her business "it's a fantastic interactive place to work, I can't stress that enough, there are all these different businesses in one place, it is very dynamic, and it means that you are forward looking and share experiences".

All tenants agree to some kind of contact with Marlowe Academy students. Sarah mentored a student from the Marlowe Academy, who had a particular interest in law. Asked about the connection with the Marlowe, Sarah said "That is something that I feel quite strongly about and I think it is a very positive thing. I think it is good for the school because there are role models here for the school children. The older pupils can see that there are thriving businesses in the Centre, and work is actually quite exciting if you are doing something that you enjoy. I think that it is a great idea to bring business and education together."

Wealden Wheels

Wealden Wheels is a KCC-funded community transport operation run by volunteers to improve rural access to services in the five parishes of Pluckley, Charing, Egerton, Challock and Smarden.

It provides the opportunity for those usually housebound to get out and socialise, attend medical appointments, or just have a day out. Without Wealden Wheels, these groups would either have to rely on individuals to transport them or as in many cases they would not leave the house.

Users of the service find it invaluable and come from all age ranges. A local care home had this to say: "We have been able to book the transport for all our outings a year in advance. The drivers are always very helpful, polite and professional. The tail lift enables us to take residents whose disabilities do not allow them to sit safely in ordinary seats".

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Alan Davies, the treasurer of Wealden Wheels is grateful for the part KCC has played in keeping this service running during 2008/09. He says "I think KCC should be properly recognised for the major contribution they have made to Wealden Wheels. Last year, after our Leader+ funding ended, KCC made a major donation to support our running costs and it was this that kept us going through 08/09".

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Section 5: Learning for Everyone

Getting it right from the start

5.1 Why it matters

Providing our youngest children with the very best start in life is crucial. Early years/ nursery education has an enormous impact in developing a child's readiness to learn from an early age, along with building essential social skills and good behaviour. With these key skills, a child's appetite for learning is considerably improved.

KCC acknowledges the family and education as the most important factors in ensuring that children grow into adults who are able both to look after themselves and to contribute to society as a whole. The council is convinced that education, skills, learning and well-being are key to personal success and fulfilment and to the future prosperity and quality of life in Kent. KCC is determined to improve the quality of education received by every child in every school and setting and to protect and improve the life chances of the most underprivileged and vulnerable children in our community.

5.2 What we want to achieve

- Higher quality early years education across the whole of Kent
- Key Stage 1 and Key Stage 2 results improving faster in Kent than the national rate
- No disruptive behaviour, bullying or vandalism in any of our schools
- Children in need in Kent, particularly the most vulnerable, fully supported to deal effectively with the problems they and their families face
- Adults in Kent given opportunities to improve their numeracy and literacy skills

5.3 What has happened in 2008/09

Early years

Kent recognises that good quality early years provision is a critical factor in developing a child's receptiveness to learn from an early age, building essential social skills and encouraging good behaviour. Since 2005, KCC has sought to increase access to early years settings through doubling the number of maintained nurseries linked to primary schools to 70, creating over 12,000 new childcare places and establishing 72 Children's Centres with a further 30 planned in areas of deprivation.

The Parklife Centre in Herne Bay, the result of a partnership between Kent County Council, Canterbury City Council and The Gap, was officially opened in January 2009. It features the Poppy Children's Centre for those up to 5 years and the Sparks Youth Centre for 13 to 19 year olds, making it the first of its kind in the county to offer services for residents from birth to their late teens.

At the end of March 2009, the percentage of early years settings with working links to schools was 35%, exceeding the intended target of 30%.

In September 2008 a new Communication, Language and Literacy Development project was established within the Gravesham LCSP, developing collaborative working across schools and early years settings through joint training and exchange

visits. This work has been successful and improvements for children in Kent are above the national and regional averages for local authorities in this project.

There was further improvement in Foundation Stage Profile data in 2008. There are thirteen aspects of learning that are assessed at the end of the reception year and twelve demonstrated improvement in 2008. Kent's performance in the percentage of children achieving the expected level in Foundation Stage was better than nationally in eight out of the thirteen areas. However, overall the percentage was slightly below the national average, at 46% compared to 49%. Work to improve this further will be undertaken in 2009/10.

Getting results

Kent is committed to ensuring that attainment results for Key Stage 1 and 2 in its schools improve faster than the national average.

This year has shown above average increases in the percentage of pupils achieving Level 2 and above in Key Stage 1 for reading and writing, with an increase of 2% from 82% to 84% for reading and an increase of 1% from 79% to 80% for writing. This is in contrast to the national rates, which have remained static at 84% and 80% respectively. This has been helped by initiatives such as the 23 reading recovery teachers trained as part of the *Every Child a Reader* programme. In 2008, accelerated progress in reading by pupils within the programme increased to 77%.

The percentage of pupils achieving Level 2 and above in Key Stage 1 for mathematics remained the same at 90%, in line with the national rate. This year KCC piloted the *Numbers Count* project, as part of the *Every Child Counts* programme, which is aimed to improve achievement in mathematics for 7 year olds. Statistics from that pilot indicate that children's progress was accelerated by average gains of 14.4 months from 20 one-to-one sessions. We will be looking to roll the pilot out across the county from next year.

"Reading Recovery has raised the profile of reading in the school. People are talking about children's reading all the time at every level". *Carole, Kent Headteacher*

The percentage of pupils achieving Level 4 or above for *both* English and mathematics in Key Stage 2 tests increased by 2% from 67% to 69%. This rate of increase is higher

than the national rate of increase, although the overall percentage remains slightly below the national rate of 72%.

From September 2008, a differentiated programme of support was implemented in target schools. 19 schools were engaged in the *Raising Achievement in Your Schools* project, which provides an enhanced package of adviser support and challenge for schools that in 2006 had been below 65% in English and mathematics at Key Stage 2 for four years. Six of these exceeded the government's base line of 65% in at least one subject whilst others improved their performance. 20 schools were engaged in the *Intensifying Support* programme and 57 in the *Ensuring Success* programme. Both programmes showed improved performance, particularly in mathematics. Further differentiated support is planned for 129 schools from September 2009.

Attainment at GCSE level also continues to improve. In 2008, 49.7% of students achieved 5 or more GCSE A* - C grades including English and Maths compared to the national average of 47.6%.

The improved proportion of young people leaving care with five or more good grades at GCSE was 16%, which is higher than in similar councils (9%) and nationally (11%).

More students in Kent achieved passes at A level or equivalent with 93% receiving 2 or more A -E grades, a 1% increase on last year. The quality of performance by students increased by more than four percentage points – the greatest improvement over the last four years and maintaining a seven year upward trend.

Tackling bullying

Kent Safe Schools has developed, in partnership with the Kent Anti-Bullying Strategy Group, a ground breaking *Anti-Bullying Accreditation Scheme* which is being rolled out across Kent. Currently over 130 schools have or are working towards anti-bullying accreditation, which is set to increase as the scheme expands.

An on-line survey about bullying took place with more than 8,000 children and young people in November 2008. Results from this showed that 85% of pupils felt that their school were good at dealing with bullying (up from 77% in 2007) and only 12% said that they were being bullied, a significant reduction from 25% in 2007.

Supporting families

KCC and its partners continue to focus on preventative strategies, making sure help is available at the earliest possible opportunity to respond to families in need and those who are vulnerable.

Growth in the number of *Children's Centres* in 2008/09 to 72 has enabled improved local access to services and a range of support for families of children from 0 to age 5.

KCC has expended to 240 the number of *Family Liaison Officers* (FLOs) and *Parent Support Advisers* (PSAs) working to support parents and enhance relationships and communication between parents and schools. This has led to an increase in the number of families accessing the most appropriate support from agencies and increased engagement of parents with schools and with their children's learning. Over 12,500 parents accessed advice through their FLO or PSA this year.

In addition, following consultation with parents, KCC is running a pilot programme in Dover, Gravesham and Maidstone,

appointing 3 PSAs to work with excluded children and their families, families of those at risk of exclusion and families with children out of school. These PSAs are currently working with over 30 families.

"Thank you for the wonderful services you give. I had two lovely ladies come to visit me regarding my son who has Aspergers and ADHD which has created behavioural problems. 'X' has been absolutely fantastic, she has guided me and encourages me to have the confidence to manage my son's behaviour and that I can do it." *Parent*

This year has seen increased participation in family learning and parenting programmes, Kent Adult Education Service has had just under 7,000 learners engaged on family programmes this year, with in excess of another 4,000 through family programmes with *Kent Children's University* and *Children's University in Schools*. Through evaluation parents have reported increased confidence in their own parenting abilities and improved relationships with their children as a result of engaging with both family learning and parenting opportunities.

Supporting vulnerable groups

Protecting children and keeping families together is KCC's overriding priority. We continue to take robust action with our partners and through the Kent Children's Safeguarding Board to protect children and develop a wide range of preventative services, ensuring children are supported in their families and the need to remove children becomes a rarity.

The Safeguarding Board continues to work vigorously to achieve good outcomes for children. The Child Death Review Panel has been put into place and other recent achievements include promoting safe recruitment within the third sector and the broadening of the Kent E-safety strategy to include awareness-raising for parents and carers.

The *Kent Pledge* articulates our commitment to children and young people who become looked after by the local authority to ensure that they enjoy their life and achieve their potential, taking good memories of their time in care into the future. During 2008 we developed the framework for delivering effective corporate parenting in Kent, including the corporate parenting forum and the children in care council. The Kent Freedom Pass was also extended to KCC care leavers up to 21 years of age.

As part of the national *Aiming High for Disabled Children* programme, KCC together with Eastern and Coastal Kent and West Kent PCTs, are developing a range of new services to give children with disabilities the opportunity to experience enjoyable and valuable activities away from their parents and carers and give parents the chance for a break from caring. An example is an overnight activity weekend held at the Bewl/Swattenden centre, which provided disabled youngsters with their first night's stay away from home. As well as activities such as sailing and football the children were responsible for making their own beds to assist them in developing independent living skills.

Windchimes, a new resource centre for disabled children from East Kent was opened in July 2008. Children with the most complex needs can stay there for up to seven nights, providing parents with respite and children the opportunity to undertake a range of fun activities and socialise with other young people.

Adult skills and learning

There are numerous adult learning opportunities offered throughout Kent. The *Skills Plus* initiative is offered free to adults wanting to improve their numeracy and literacy and is available through the Kent Adult Education Service. Courses are run mornings, afternoons and evenings so studies can be fitted around family life and other commitments. They are run at dedicated Skills Plus centres throughout the county and prospective students can join at any time throughout the year. In 2008/9 X,XXX learners enrolled on Skills Plus courses.

5.4 How we have made a difference

Every Child a Reader

Every Child a Reader is an initiative which aims to tackle the literacy difficulties that blight many children's lives – particularly those of children who live in poverty. The initiative part funds the salary and training of highly-skilled Reading Recovery teachers in targeted schools, to provide intensive help to children most in need. Of the 386 lowest attaining children in Kent, who received Reading Recovery programmes during the academic year 2008/09, 300 (78%) successfully caught up with peers and in line with national averages. The remaining children made significant progress, with the majority making at least twice the expected rate of progress.

Pauline, a Kent Reading Recovery Teacher, says: "I've been a successful teacher for 35 years and I didn't know how to teach reading until I did Reading Recovery. To see these children who were always left behind catching up with their peers and going on to make the same progress – that's fantastic."

Anti-Bullying Accreditation Scheme

Kent Safe Schools launched a pilot project two years ago to provide a county wide accreditation for schools in anti-bullying work. The scheme is designed to ensure that all aspects of anti-bullying work are matched in practice, not just the policy but also preventative work and awareness-raising for the whole school community. The work is supported by Kent Safe schools project officers, who provide training in peer mentoring, mediation and restorative approaches. The anti-bullying co-ordinators work with school leaders to ensure that the impact is strategic and impacts at all levels throughout the school.

One school in Dover took part during 2008/09. The school has been formed through a recent merger between two schools and the Year 6 pupils were having difficulty mixing. Kent Safe Schools worked with the Year 6 teachers and pupils throughout the academic year, including intensive work with the whole school during Anti-Bullying week, to great success. Kate Winspear, KCC anti-bullying co-ordinator says "The final test for me was the last week of term. I was invited in to the school to say goodbye to the Year 6 pupils. I watched as they rehearsed their play, full of good fun and enjoyment, all working together. One child, who had won the poster competition, told me that *'Year 6 had just got better and better'*"

Family Support

The Children and Families Project (CAFE) was established in 2006 initially as a 6 month pilot project to develop a service to support the children and families of offenders. Following its success, largely to the involvement of a voluntary sector partner with experience of working with excluded families on a London housing estate, the project was continued with funding from KCC and Canterbury Community Safety Partnership and expanded to other areas. Positive outcomes from the project include stable accommodation, parental employment and enhanced family relationships and parenting skills.

The project has helped young women such as BW develop a stable family relationship. BW was referred by her partner's Probation Officer when she had a 2 year old child and was expecting another shortly. She was living in unsuitable accommodation and facing eviction. Her partner had an older son with ADHT who lived with them and they had severe finance and debt problems. The CAFE project worker helped them to negotiate with their debtors to resolve the benefit issues. She also helped them to liaise with the older boy's school to recognise his special needs. With CAFÉ's support, the family moved into more suitable and stable accommodation and BW started as a volunteer with a young families group last summer. Her partner's elder son is more settled at school with considerable improvement in his attitude and behaviour. BW believes that the CAFE support has "kept them together and made them stronger as a family".

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Section 6: Preparing for Employment **Making education relevant to all our young people**

6.1 Why it matters

Although Kent's overall GCSE and A level results are significantly above the national average and the county is a national leader in improving secondary education, too many students leave school with insufficient careers advice to fulfil their potential or make the right choices for entry into employment, post-16 education or university. Too many students drop out because they make ill-informed choices and too many businesses say there is a significant skills deficit in the young people they employ. Vocational courses that are tailor made to the needs of industry, matching skills to market requirements, and the provision of first-class careers guidance for young people are pivotal to our vision.

All school and college leavers should display the hallmarks of employability – knowledge, discipline, motivation, reliability and respect.

6.2 What we want to achieve

- An increase in the number of young people gaining relevant vocational skills and using these to gain employment
- A reduction in the amount of young people who are NEET
- More young people being awarded apprenticeships through the Kent Success programme

6.3 What has happened in 2008/09

Vocational learning

Kent's *14-24 Innovation Unit* has enjoyed great success in 2008/09 engaging with young people through its range of skills and training programmes. These include vocational masterclasses in partnership with the Royal Ballet and the Fifteen Foundation, employer-led masterclasses, industry specific 'taster' sessions and large skills masterclass conferences. These have given pupils aged 14-16 an insight into the world of work and employment and the skills they will need to be employable.

The number of young people actively engaged in the 14-16 vocational programme continues to increase. In September 2008 over 5,000 learners opted to join a vocational course, and most courses are over-subscribed. Of those attending a vocational course during 2008/09, 98% felt that it was having a positive effect on their lives.

NEETs

KCC runs a number of specific programmes aimed at young people who are, or are in danger of becoming, NEET (Not in Education, Employment or Training). From April 2008, KCC has commissioned the delivery of Connexions Services to the Connexions Partnership Kent & Medway.

The *Skill Force* programme provides innovative courses for young people aged 14-16 who feel disengaged and uninspired by the traditional school curriculum. The Institute of Education at the University of London has evaluated Skill Force as providing "a unique service to schools (and is) successful in meeting the needs of

many disaffected students, improving their motivation and social skills. It has reduced exclusions, improved behaviour and attendance, and provided students with a range of vocational qualifications". In September 2008, 400 young people enrolled on Skill Force. Also in September pilot courses for post-16 students started. The Skill Force Leadership Award is designed to engage Year 12 students who traditionally have been in danger of becoming NEET. The pilot has been highly successful and will be expanded into a full programme from September 2009.

KCC ran two *Brand You Experience* sessions during 2008/09, in Dover and Maidstone. This five-day 'out of school' programme is aimed at supporting vulnerable students who are in danger of becoming NEET. It is designed to raise aspirations, provide direction, raise confidence, increase motivation, and introduce the skills of success. 84% of those that attended these sessions stated that they had found them "potentially life changing" and more are planned for 2009/10.

"I didn't realise until now that anything is possible", *Brand You Experience Participant*

The Kent Community Programme (KCP) is a 3-month programme for those who are already NEET, which combines community-based voluntary work with learning life and

employability skills. At the end of March 2009, KCP had worked with 116 young people (all previously NEET) across Kent, undertaking projects such as renovating Murston Community Centre gardens and assisting in the build of a barn in Dover. The positive routes of progression for the young people are a priority for the KCP project teams. So far, 78% of the young people involved have been guided and supported into either further education, employment or an extended work placement.

The County has taken a strategic approach to preparing groups of particularly vulnerable young people for post 16 pathways. The NEET County Strategy Group has representation from the Youth Offending Service, Alternative Curriculum, Looked After Children, Unaccompanied Minors and Children's Social Services. In 2008/09 the percentage of those aged 16-19 who were NEET and were disabled or had a learning disability was 8.2%, reduced from 10.3% in 2006. In 2008-9 the percentage of young offenders in employment, education and training was 69.8%.

Overall, the percentage of those aged 16-18 within Kent who are NEET decreased from 5.2% to 4.7% in 2008/09, significantly ahead of the national average of 6.7%.

Careers guidance

High quality impartial careers advice and guidance is vital for school children to ensure that they make the career choices that suit them. Providing this information is a priority for KCC. During 2008/09, KCC has worked with leading careers advice teachers to develop a Kent Careers Education Curriculum Framework, due to start in schools in September 2009 and funded the development of nine lead teachers to focus on Careers, Education and Guidance developments, who were appointed in January 2009.

84% of secondary schools have completed the Information, Advice and Guidance careers library check and 64% of schools have reached the green standard.

Fostering good relationships between schools and the local businesses is a key way of raising students' awareness of job opportunities and helping them to understand what type of career they would be interested in pursuing. Through *Kent Works*, KCC facilitated work-related learning activity for over 7,000 young people across the county in the 2007/8 academic year. This type of activity included interview days, career awareness activity, and preparation for work experience and enterprise.

Apprenticeships

The *Kent Success* apprenticeship programme has enjoyed another successful year. The programme is now a fully established and formalised employment route of entry into KCC. It is regarded as an integral element of KCC's wider workforce development strategy and KCC recruitment procedures have been re-designed to enable the easier employment of apprentices into permanent posts, in line with KCC's wider strategic workforce goals of employing more young people.

"After spending 7 months on Job Seekers Allowance, I honestly believe completing a Kent Success Apprenticeship was the best life choice I've made to date."
Alex Ellis, former Kent Success apprentice

In June 2008, KCC established an innovative strategic partnership with the Learning Skills Council Kent and Medway and the Kent Association of Training Organisations to strategically lead the way in building

apprenticeships and changing the landscape of opportunity for young people, adults and employers countywide.

As at March 2009, 228 Kent apprenticeships had been taken on by KCC. Of those that have completed the programme, around 70% have remained permanently employed by KCC, 20% have found employment with other private or public sector organisations and the remainder are being supported to ensure that they move forward positively into employment and further training opportunities.

In 2009/10, priority focus will be given to radically increasing the establishment of apprenticeship schemes across the wider Kent public sector and work is already underway with the Building Schools for the Future (BSF) initiative and the contractor for the Turner Contemporary project in Thanet to provide apprenticeship placements.

6.4 How we have made a difference

Kent Success

Kent Success is KCC's internal Apprenticeship Programme, which enables young people aged 16 to 19 to achieve an accredited qualification in a supported work placement across a wide range of vocational skill areas. In addition, the programme provides young people with an extensive range of life and employability skills.

Chris Mitchell found out about Kent Success at his local job centre. "I got fairly average results at school, so I was finding it hard to get into work and to get into the work mode. I had a few part time jobs, like working in the local chip shop. Then at the job centre I saw the KEY training services leaflet and I thought the scheme sounded quite good."

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Chris is now in a finance assistant job role at KCC, having realised during his apprenticeship that finance was the area he was interested in. Summing up his experience as an apprentice Chris says, "it was a good stepping platform, I made some friends through it, and it was a good move forward."

Swale Skills Centre

The Swale Skills Centre opened in September 2008 and is funded by Kent County Council, the Kent and Medway Learning Skills Council and Department for Communities and Local Government.

This unique state-of-the-art Vocational Centre is designed to deliver training in construction, engineering and green sustainable technologies to all those 14 years and above. The Centre has a strong ethos of work environment and has been purposely positioned on the Eurolink Business Park to be in the heart of industry.

120 students from schools across the borough attend the skills centre one day a week as part of their GCSE option or vocational training. The number of young people taking part in a construction or engineering course there is expected to double in September 2009. As well as school age students, the centre also caters for post-16 studies and employers use the facilities to train their apprentices.

Master Classes

In 2008 Kent Works joined with Brand You to facilitate a series of Master Class conferences across Kent, aimed towards year 10 and 11 students, nearing the end of compulsory education. These events are designed to introduce young people to key employability skills ranging from teamwork to business & customer awareness. They also ran Master Class Taster days aimed at year 9 pupils, which were industry specific sessions run by enthusiastic professionals, covering sectors such as engineering, media and retail.

Feedback from young people and teachers attending these events has been very positive. One teacher said "They enjoyed the environment and conference facilities, it was out of their comfort zone, but raised their aspirations". Student feedback included: "I think this could really help someone who is not sure what they want in life" and "Today has inspired me".

Section 7: Enjoying Life

Kent, a great place to live and work

7.1 Why it matters

How we spend our leisure time is crucial to enjoying life in Kent. Kent has a unique heritage, beautiful countryside and great choice of leisure activities. Opportunities are all around us and there is a huge variety to suit all interests.

We must ensure that residents and visitors can discover what this county has to offer and can participate in enjoying life in Kent.

7.2 What we want to achieve

- Kent established as a centre for the arts
- Continued growth in local sport across Kent
- A modern library service fit for the 21st century
- More young people engaged in cultural activities across Kent
- A network of volunteers to support sport and cultural events across the county

7.3 What has happened in 2008/09

Culture

KCC has worked hard to support arts and culture across Kent in 2008/09. The first *Kent Cultural Strategy Summit* was held in February 2009 and was attended by over 130 partners from across the county. The event helped to establish consensus on the value of culture and cultural planning and strengthened Kent's position and profile of Kent as a developer of the arts. Following the summit, a Kent Cultural Strategy is being developed, to be launched in early 2010, which will align with the KCC Regeneration agenda, in terms of recognising culture as a driver or contributor to area regeneration and community cohesion.

KCC supported several nationally-recognised arts events held in Kent during 2008/09, including the *Folkestone Triennial* and *Whitstable Biennial*. It also helped to secure £40,000 of investment for the *Light Up Open Up* event held in Dover to launch the Cultural Olympiad in the South East.

Opportunities have been created for more young people to get involved in theatre activity across Kent. The *Kent County Youth Theatre Festival* was successfully staged for the first time in March 2009, based on extensive prior consultation of organisations in Kent and wider research. This drew 150 participants and the resulting energy and consensus has enabled the start-up of new initiatives to drive forward youth theatre development.

Considerable progress has been made 2008/09 in preparation for the completion of the *Turner Contemporary* Gallery in Margate by 2010. Kent-based contractor Durtneils were appointed in October 2008 to build the gallery and work at the site began in November 2008. The gallery building programme has made noted improvements to the whole of the eastern seafront area of Margate, such as the de-dualling of Fort Hill, completed in Autumn 2008.

The Turner Contemporary Project Space occupied the former Marks and Spencer building on Margate High Street from February 2008 to September 2009, helping to build audience capacity and generate further interest in the project. A varied artistic programme will continue in the period prior to the gallery opening.

Sport & Leisure

Local sport across KCC has been helped to grow through practical help and support, including administering small revenue & capital grants and helping organisations to secure funding. During 2008/09 KCC's Sport, Leisure and Olympics Service levered over £4 of external funding for every £1 spent on the service.

KCC has continued to support sports clubs in gaining nationally recognised accreditation through the *Clubmark programme*. KCC's Sport, Leisure & Olympics Service become registered in summer 2008 to run a local Clubmark Licence scheme with district councils, in order to support clubs from minority sports through the

“Clubmark identifies the club as a flagship within our community and for parents to see that we are safe and accessible” *Sheppey Rugby Club*

accreditation process. So far, 150 sports clubs across Kent have received Clubmark accreditation.

We have worked with district councils during 2008/09 to establish

10 local *Community Sports Networks* with voluntary sector sport representation, so that the local voice of sport can feed into local plans, alongside other partners. This is below the target of 13, due to a lack of interest in some parts of the county and reduced emphasis from Sport England, but more work will be done to further this in 2009/10.

Kent's work to secure a legacy from the Olympic and Paralympic Games was nationally recognised in 2008 and awarded Beacon Status. Through the *Kent Free Access to National-level Sportspeople* scheme, during the last 3 years over 700 national level sportspeople have had access to free sports facilities across the county as well as discounts on equipment, clothing and physiotherapy services. In 2008/09, 20 top performers, both disabled and non-disabled, have been directly supported with funding, branded clothing and access to dedicated sports science support funded via the County Council. In addition, a further 5 performers have been supported through P & O Funding.

This is starting to show real results for Kent sportspeople, including bronze and silver medals in Rhythmic Gymnastics at the Youth Olympic Festival in January 2009, 6 swimming gold medals in the DSE Junior Nationals 2009 and a top 10 world table tennis champion who participated in the Beijing Paralympics Games in 2008.

Kent also accommodated squads for training from USA, Canada, Iceland, France, New Zealand, Saudi Arabia, Ukraine, Slovenia and Latvia.

As part of our *Kent Pledge* to children and young people who become looked after by KCC, arrangements have been established for free access to certain leisure facilities in 5 districts in Kent: Ashford, Dover, Maidstone, Thanet and Tonbridge and Malling.

Kent's *Library Services* enjoyed another good year. Overall issues are up 2.8% on 2007/08 and visitors to libraries have increased by 9%.

KCC has sought to improve the user experience through its *Library Modernisation* programme, with libraries in Ramsgate, Tenterden, Hadlow, East Peckham and Marling Cross undergoing modernisation during 2008/09. The programme seeks to find new ways of working, co-locating and working with other partners to deliver an improved, seamless service to our customers, such as locating libraries in the new Thanet and Tenterden Gateways. This has helped the service reach many more customers, with issues at the newly-refurbished Ramsgate and East Peckham libraries increasing by 67% and 11% respectively compared to 2008.

The number of young people involved in activities and borrowing books has increased at modernised libraries. On average children's fiction issues at these libraries have increased by 4.09% and children's non-fiction by 4.6% compared with 2007/8.

"Love the look and feel of the new library.
Peaceful and welcoming."

"Lovely, bright, modern. Loads of new books"

Customers at Hadlow Library

In Kent, the National Year of Reading was launched in April 2008 under the banner, *Kent: a Great Place to Read.*, It has acted as a catalyst for numerous projects and initiatives such as the *Doorstep Library* in Sheerness, where volunteers from Seashells Children's Centre read stories to children in streets and in their homes.

Volunteering

KCC has sought to build a strong partnership with statutory, voluntary and business organisations to support volunteering across the county. The *Kent Voluntary Advisory Group* is able to identify good practice as well as barriers to volunteer engagement and seek ways to work together to increase involvement. For example, Kent Police worked with Kent Volunteers to develop opportunities for volunteers across their services. Now some 330 are engaged, with a sizeable waiting list.

KCC launched the *Kent eVents Team* (KET) project in May 2008, a network of people willing to volunteer for one-off sport, leisure and cultural events, ready to support the 2012 Olympic and Paralympic Games. This has been developed jointly with the volunteering networks in the county. At the end of March 2009 just under 500 people had registered with KET as volunteers and 29 sports events had been supported. We will look to build on this next year to ensure we meet our intended target of 2,500 ahead of the 2012 Games.

Ashford Volunteers are located in the Tenterden Gateway, and have seen a significant upturn in the number of people applying for volunteering projects since its opening.

KCC Employee Volunteering continues to grow. 35% of KCC staff have volunteered with many more using the encouragement we provide to volunteer in their own time. Benefits include personal and team development and evidence of making a difference to projects and the community. One example was the work conducted by Kent Highway Services Staff from Gravesend, who took part in volunteering days at the Rare Breeds Centre near Woodchurch. The Centre is run by the Canterbury Oast Trust, which changes the lives of people with learning and physical disabilities,

creating opportunities for those who would not be able to look after themselves outside a safe and supportive environment.

7.4 How we have made a difference

Supporting future Olympians

KCC is working in partnership with a number of other organisations to support Kent sportsmen and women to compete at a national level in the run up to the 2012 Olympic and Paralympic Games.

This year KCC has provided enhanced support to 20 of the county's top performers. These sportsmen and women were selected across a range of sports, and include disabled and non disabled performers. The ambitions of all of the performers include selection for GB at future Olympic and Paralympic Games and International events

One beneficiary is Alek Makucewicz a 17yr old international fencer from Dartford. KCC funding has enabled Alek to work closely with a sports scientist at the University of Greenwich, a nutritionist and a sports psychologist. Whilst through FANs Alek has made regular use of his local Sports Centre to train. Alek's coach recently contacted KCC to say: "all this support over the last few months has made a significant improvement in Alek as a fencer, he is fitter and a lot more confident, and this is reflected in a significant improvement in his results over recent months. Once again thank you for all your help and support".

Kent Youth Theatre

Kent County Youth Theatre Festival was successfully staged for the first time in March 2009, based on extensive prior consultation of organisations in Kent and wider research. This drew 150 young participants, who enjoyed workshops on stage make-up, TV production, stage choreography, movement and new writing. The resulting energy and consensus has enabled the start-up of new initiatives to drive forward youth theatre development. Another event is planned for 2010.

Hadlow Library

Hadlow Library is one of the latest KCC Libraries to undergo refurbishment as part of the Library Modernisation programme and the transformed building opened in April 2008. As Hadlow was set in a rural location, it has a fairly restricted customer base and visitor numbers had been in decline. Since the modernisation, visits are up around 13%, adult issues 13% and children's issues 52%.

As well as transforming the building, KCC has sort to change the way in which the library is used by the local community, including setting up a new reading group, arranging author visits and allowing the library to be used out of hours by local community groups. Caroline Wetten, one of Hadlow library's regular users, said "I think the modernisation is a good idea. People tend to view libraries as stuffy places, but it is now light and airy, and is easy to walk around. It helps that the staff are always friendly too, even though they haven't changed. There are new things going on that you wouldn't see in older libraries. I use the computers at the library now as well as the books."

Section 8: Keeping Kent Moving

Tackling congestion

8.1 Why it matters

Traffic congestion is the bane of everyone's life, whether they travel by car, bus or train. It causes frustration and pollution in equal measures, slows down economic development and hampers efforts to bring inward investment into Kent.

Further investment is needed for Kent roads and the council will continue to press the Government to give Kent its fair share of funding for new roads and improvements. KCC will also press for the building of a third lower Thames crossing and to reduce the impact on Kent of *Operation Stack*.

8.2 What we want to achieve

- High quality public transport available for all
- Better journey times and less congestion around Kent's major towns
- Greater public satisfaction with Kent's roads and pavements

8.3 What has happened in 2008/09

Improving public transport

KCC has an excellent record of working with bus providers to improve public transport in Kent. This is reflected by year on year increases in the number of people using Kent bus services. There was a 6.8% increase in 2008/09 over the previous year's figures to 55.2 million passenger journeys.

The *Ashford Quality Bus Partnership* was launched in February 2009. This included the introduction of 10 brand new low floor easy access buses, which are now running on Ashford's A line route. The buses were funded through a KCC *Kickstart* grant, with Stagecoach providing additional funding and marketing to increase patronage. Around two thirds of the total bus fleet in Kent are now easy access, low floor entry.

KCC provides financial support to around 200 bus services and seven *Kent Karriers*. Kent Karriers provide 'dial-a-ride' accessible services to disabled people and those living more than 500m from an existing bus route. A successful re-tendering of around 25% of all bus services supported by KCC has been completed within budget, ensuring services can be sustained during 2009.

KCC is providing additional funding to the *Kent and Medway Concessionary Travel Scheme for over 60s*. This has enabled the scheme's start time to be returned to 9.00am and for disabled companion passes to be valid across Kent.

During 2008/09 the *Kent Freedom Pass*, where for £50 per year young people in academic years 7-11 can travel for free on public bus services in Kent, was rolled-out to schools beyond the original pilot areas of Canterbury, Tunbridge Wells and Tonbridge. In June 2008 the scheme was extended to Maidstone, Malling, Dover and Shepway and in January 2009 to schools in Swale and Thanet. The pass will be offered Kent-wide from June 2009.

The scheme has proved immensely popular, with 12,800 passes having been issued by end March 2009.

As well as the obvious benefits for young people, the scheme has had a positive effect on congestion, with KCC surveys indicating a 2-6% reduction in journey times near schools with a high take up of passes and a big shift from car users shortly after the introduction of the Freedom Pass.

On the rail front, lobbying of *Eurostar* by KCC and others was successful in getting services between Ashford and Brussels restored. A new timetable for domestic passengers comes into operation in December 2009 which will improve connections between Kent and London with more trains running from most towns in Kent. Overall, Southeastern will be operating 200 more services from mid-December – a 5% increase in capacity.

Reducing congestion

Through the *Traffic Management Centre*, KCC has enabled improvements in the management of traffic to reduce congestion in Maidstone. Average peak journey times on key routes in Maidstone have reduced and the situation is being monitored.

A series of health checks at key locations in the network were carried out throughout 2008/09. These have resulted in a programme of over 50 “quick win” improvements ranging from adjusting traffic signal timings to renewing white lines, which have helped to improve traffic flows.

During 2008/09, Kent Police agreed to devolve some powers to ‘congestion busting’ teams, known as *Kent Traffic Officers (KTOs)*, who will be able to deal with traffic issues such as obstruction and will have powers to move vehicles on where appropriate. Extensive training has taken place throughout the year and all those participating have passed the required examination in order to receive the delegated powers. The KTO scheme is due to be officially launched in June 2009, once it has received approval from Kent Police.

Improving roads

This year Kent Highways Services (KHS) has made improvements to the way in which it repairs roads and pavements across the county.

We are providing twice as many road patching crews as we were in April 2008 and this will be sustained throughout 2009/10.

Extra funding of approximately 35% has been provided to enable a significant increase in carriageway surfacing schemes, with nearly 1,000,000 m² of road intended to be resurfaced in 2009.

The cold weather in early 2009 caused havoc on the county’s roads, with frost creating major damage and potholes. To cope with this KHS provided additional crews for repair, peaking at 70 at the end of February 2009. During this cold spell approximately 3,000 potholes a week were being repaired by KHS. In the period

January to March 2009 over 12,000 potholes were repaired.

“I would like to thank Kent Highways for how fast they responded to a request for service. Within 30 minutes of the problem being reported to the police, Kent Highways came out and fixed the problem. I was so impressed with how polite the engineer was and how quickly Kent Highways sorted this problem out to stop any danger.” Mrs A, Margate

These improvements are having a positive impact on our customers. Net

Version 0.5
07/9/09

satisfaction of residents with the condition of roads in Kent has steadily increased from 5% in 2006/07 to 19% in 2007/08 and 29% in 2008/09.

This is a significant improvement and compares very favourably with national surveys by Ipsos-Mori, which show net satisfaction with road maintenance remaining static at around 6% since 2006/07. KCC will look to build on this momentum into 2009/10 and beyond.

Closer links are now in place with all Parish/Town Councils and KCC Members, who all have a designated named Liaison Officer. Good relationships are being built and we are engaging positively with local communities.

8.4 How we have made a difference

Kent Freedom Pass

The Kent Freedom Pass (KFP) arose out of the views expressed by the Kent Youth County Council that young people needed better access to buses. The KFP was introduced as a pilot in 3 areas and following its success is now being rolled-out across the county.

Achieved through a partnership between KCC, Kent's bus operators and Kent schools, the KFP allows young people in academic years 7–11 to travel free at the point of use, on any public bus in Kent, at any time of the day, week or year, for a one-off annual fee of just £50. Due to the KFP young people across Kent now have the independence to travel to and from school or evening and weekend activities, as well as throughout the school holidays.

We undertook a questionnaire survey of young people in May 2008 in conjunction with the Kent Youth County Council. Responses demonstrate the range of benefits the project brings. These included:

"It has helped me to get to school early and I have been able to see my friends at weekends" *Katrina Rootes, Angley School*

"It gives me freedom to have a social life beyond school" *Thomas Ashby, Herne Bay High*

"I have used it to get to school and I have started to use it to help to get to my part time job" *Stuart Smitherman, Herne Bay High*

Keeping Kent Moving through the Snow

The 20 October marked the beginning of winter for Kent Highway Services. From that date our winter service plans came into effect and we were ready to work to ensure that Kent's roads were kept safe during the winter months.

The planning that had taken place enabled the 'ice-busters' to respond quickly and efficiently when the snow arrived in early 2009. More than 20,000 tonnes of salt had been ordered and was stored throughout Kent in preparation for the severe weather.

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The 53 salting crews worked throughout the nights to keep the main roads safe and passable, covering about a third of the county's road network, over 1500 miles.

Residents across Kent got in touch with KHS to express their thanks at the way in which the roads were kept clear during the winter. These included Mr E from Meopham who said: "Thank you for your excellent response to my request to grit our road. I phoned your service desk reporting that our road was like a skating rink. Within 2 hours our road and the road leading to us had been gritted. I was very impressed with this level of service, especially in the very inclement weather we have experienced over the past week".

Traffic Management Centre

The Traffic Management Centre (TMC) was designed and built to enable Kent Highway Services (KHS) to more effectively manage the road network within the Maidstone area. The successful development and use of systems such as Automatic Number Plate Recognition, closed circuit television cameras, variable message signs, vehicle detectors and a KHS database called 'Cutlas' enable the TMC operators to provide 'hands-on' management of Maidstone's traffic systems.

This has enabled the TMC to ensure that when large-scale public events are held in Maidstone, such as the Radio 1 "Big Weekend" in July 2008, minimal disruption is caused to traffic and roads. The TMC has had a positive effect on congestion and journey times in and around Maidstone. A 5.6% reduction in travel time into Maidstone was recorded from Summer 2008 through to December 2008.

Section 9: Environmental Excellence & High Quality Homes

Future generations will judge us by the quality of the environment they inherit

9.1 Why it matters

At the heart of our approach will be a renewed pledge to protect and enhance the beauty and diversity of our countryside. The housing growth agenda enforced by central government presents enormous challenges for Kent. Our challenge is to manage this growth sensitively so that it results in the construction of quality housing with the minimum environmental impact. KCC will continue to ensure that new and existing public buildings (such as schools and offices) are as environmentally friendly as possible.

9.2 What we want to achieve

- A clean and protected natural Kent
- All people in Kent able to access and enjoy the Kent countryside
- Sustainable new housing growth across the county
- Long-term empty properties brought back into use across Kent

9.3 What has happened in 2008/09

Enjoying the environment

The *Kent Countryside Access Improvement Plan* sets out a clear strategy to protect, manage, enhance and promote access to Kent's countryside and won the prestigious "most innovative and enterprising improvement plan" in the country in March 09.

"Thank you for getting the bridleway sorted out. For the first time in years I am able to enjoy hacking out without worrying about having to turn back because of badly hung gates. Because of my disability, I am unable to mount if I have to get off to open gates and it was bliss to go round Dry Hill the other day and really enjoy the ride"
H Owen – Crippenden

This includes new design standards to improve the quality of the furniture on the *Public Rights Of Way network* (gates, stiles, bridges etc). The standards were recognised in "Country Walking Magazine" as leading the way nationally in improving access to the countryside.

Four new walks in Faversham have been promoted this year in

partnership with Faversham Enterprise Partnership and Shepherd Neame Brewery.

In 2008/09 15 routes to schools were substantially improved and are now providing a facility for *walking buses* of school children to use, relieving traffic congestion at peak times in those areas.

A new *Countryside Education Pack* was launched in February 2009 and distributed to all primary schools in Kent. The pack gives teachers lesson and activity ideas tied into the National Curriculum for junior school children. They cover topics like travel to school, the Countryside Code, public rights of way, and who looks after them.

This year, KCC has also worked hard to improve our popular *Country Parks*, and new play areas were installed at four sites which all received very positive customer feedback.

We sought to protect and enhance Kent's valuable man-made heritage and in 2008 the *Historic Fortifications Project*, supported by Interreg funding, was completed. In the last four years this has helped deliver £2.5m for conservation and promotion projects including accessible trails, interpretation panels, audio-visual displays and educational projects.

Housing

Housing growth in Kent must be sustainable, with the right level of infrastructure in place to support it. Through the Kent Partnership, KCC is involved in the development of a new *Kent Housing Strategy*, which is reviewing evidence on housing need and mix in terms of type, size and tenure and how planning policies might be deployed to address imbalances in the type and size of housing accommodation.

KCC is committed to ensuring that where feasible new housing development is carried out on previously developed land. Housing completion rates and the contribution of previously developed land to this remained high until early 2008. However the severe downturn in the housing market associated with the credit crunch is affecting both the level of new development and its composition in the short term.

With regards to existing property, the *No Use Empty* Initiative continued to enjoy success during 2008/09, with 728 long-term empty properties brought back into use in East Kent, exceeding its target figure of 511 properties by around 40%.

A key achievement was the enforced sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in disrepair for some 20 years. Town & Country Housing Group worked with No Use Empty and Thanet District Council to bring the property back into use as affordable housing, with the first unit becoming occupied in January 2009.

Following success of the Initiative in East Kent, it was rolled-out across the rest of the Kent districts in Spring 2008.

9.4 How we have made a difference

Faversham Walks

2008 saw the launch of a ground-breaking Leader+ funded project to develop Faversham as a 'centre of excellence' for walking.

KCC and the Faversham Enterprise Partnership established a new partnership with Swale Borough Council, the Faversham Area Tourism Association, a consortium of local businesses, including Shepherd Neame Brewery, and local volunteer groups.

Together they developed and promoted 4 new co-branded (Faversham and Explore Kent) circular walks, supported by a voucher scheme offering visitors discounts at many local businesses. Significant investment was made in improving Faversham's public rights of way network

Laurence Young, Faversham Enterprise Partnership Manager says: "The Faversham project has made a tangible, positive difference to the local area. Businesses such as

eateries and B&Bs are reporting increasing numbers of walkers using them, good news for the local economy. Local people have also been using the routes for leisure, health and education benefits”.

Linda Harrison the leader of the walk group in Faversham regularly uses sections of the Faversham Walking Project routes. She says: “Many of my walkers have completed the four walks and are full of praise for their excellent presentation. I know that the project has inspired people to make more of their surroundings, and to benefit their health by walking on a more regular basis, and I feel that the Walking Project has been tremendously valuable in this respect.”

The Shorne Archaeology Project

The Shorne Archaeology Project began as part of a Heritage Lottery Fund (HLF) funded Project in 2006, to identify, investigate, interpret and conserve some of the many different archaeological sites within Shorne Woods Country Park. Extended for two years until 2011, the Project has focused in particular on the remains of Randall Manor. To date four seasons of community archaeological excavations have been carried out on the site. Starting as a one week community dig, for the last two summers this has been extended to a three week excavation, with events tied into the nationwide Festival of Archaeology.

The project specifically set out to engage local communities and in 2008 involved hundreds of people from a wide age range, including local primary schools, archaeology clubs, brownie groups and a school for children with special needs. The open nature of the site enables people to get up close to and be inspired by their local heritage. Feedback from people who took part has been very positive. Comments included: “Thank you for the open day on Sunday which my children greatly enjoyed, my 6 year old daughter has now decided that she's going to dig up bones and other old stuff and find treasure when she's a grown up!” and “the archaeology weekend was brilliant, many thanks to whoever organised it”.

Empty Property Initiative

The Empty Property Initiative is a partnership between KCC and district councils, which aims to improve the physical urban environment in Kent by bringing empty properties back into use as quality housing accommodation.

This year the Initiative has supported the renovation of a Victorian warehouse situated in Dover Town Centre, which had been derelict for 10 years. The Initiative provided an interest-free loan to meet the cost of turning the building into 8 residential units, which were due to be marketed in June 2009. Owner of the property, Philip Bigio, said: “The No Use Empty Initiative has been a tremendous support in facilitating the re-development of the building. We have been able to move quickly, carry out the renovations in under a year, and the net result is a cluster of new apartments in a prime location in the centre of town, which I'm sure will be sought after.”

Section 10: Improved Health, Care & Well-Being: Staying Healthy **An essential part of life is staying healthy**

10.1 Why it matters

Good health matters to all of us. Obesity, teenage pregnancy and smoking can all result in poor health and a lower quality of life. At Kent County Council we have a responsibility to give people support to make 'healthy lifestyle' decisions.

10.2 What we want to achieve

- More adults and young people taking part in regular physical activity
- All Kent schools achieving Healthy Schools status
- Young people in Kent supported to make healthy lifestyle decisions
- Reduction in health inequalities between the best and worst wards in Kent

10.3 What has happened in 2008/09

Keeping Fit

The Kent Healthy Weight Strategy promotes the key messages of more physical activity in everyday life and healthy travel through walking and cycling.

Cycling and walking to school is being actively encouraged with enthusiastic take up by pupils. There was a 1% shift to sustainable modes of travel to school in 2008/9 (against 2006/07 school census base data). In addition, as of March 09 114,000 school-run journeys had been saved through walk to school initiatives. In 2008/09 The Sustrans *Bike It* project in Ashord, that is part funded by Kent Highway Services, saw a 7.8% increase in the number of children who cycle to school every day and a 14.6% decrease in the number of children who never cycle to school.

Naturally Active and *Walking for Health* programmes are delivering hundreds of country walks within Kent's country parks. *Naturally Active* has attracted well over 400 people in Dartford and Gravesham

There are now 30 *Activmobs* across Kent, extending the fitness of people through a variety of different activities ranging from dancing to gardening and even dog training.

The number of Kent adults who participate in sport for at least 30 minutes 3 or more times a week has increased slightly in 2008/09 to 21.2% from 20.5% last year but still remains just below the national average (21.5%). More work will be carried out in 2009/10 to increase this.

KCC has had more success in increasing activity levels of young people during 2008/09, with the percentage of pupils taking part in at least 2 hours PE and school sport per week increasing from 87% in 2007/08 to 88%. In addition, the number of out of school hours sports programmes stood at 121 at end March 2009, up from 113 a year earlier.

KCC has worked with the School Sport Partnerships, local authorities and Extended Schools Managers to co-ordinate a successful bid for over £1million from Sport England to run a *Sport Unlimited Programme* as part of the 5 hour offer for young people to participate in PE and sport per week. In 2008/09 approximately 100 schemes were funded, providing opportunities for nearly 6,000 young people to

regularly participate across Kent in a wide range of sports opportunities. There are plans to increase this number to over 10,000 young people in 2009/10 and 2010/11.

The finals of the *Kent School Games* took place in June 2008, involving over 500 schools and 30,000 young people taking part in over 23 different sports. The Games have acted as a catalyst for additional competitive sport in the county are becoming embedded within the schools competition structures, with the Competition Managers playing a key role in ensuring increased competitive opportunities for young people in schools.

Healthy Eating

The *Kent Healthy Schools* programme has had a 100% sign up in Thanet, which is our most deprived area, and is on target to reach 100% of all Kent schools by December 2009.

Further work has been undertaken in 2008/09 to help children and families with healthy eating and community healthy eating pilots have been launched to increase the uptake of healthier school meals including free school meals. Funding has been provided for two *community chef* programmes in Swale and Dartford, launched in May and July 2008 respectively.

“The fruit and veg scheme encourages them to eat good meals, not takeaway; they reckon everyone’s obese don’t they. It’s nice for children to have a home cooked dinner and enjoy it. It’s all fresh” *Parent, Vale View Community School Dover*

Lack of access to fruit and vegetables has been identified as a barrier to healthy eating and as a result four *fruit and vegetable bag schemes* were launched in areas of Kent with accessibility problems. The first bag scheme was launched at the Riverside Centre, Gravesend

in May 2008 in conjunction with Gravesend Borough Council. It runs weekly on Wednesdays and bags are sold for £3. After just 4 weeks of operation an impressive 100 bags were being sold weekly before the scheme had been formally promoted.

The latest available data shows that obesity levels in children (in years R & 6 combined) have reduced from the initial baseline set in 2006/07. Whilst this is cause for optimism the coming years will establish the trend as the data is gathered from different cohorts of children each year.

10.4 How we have made a difference

Kent School Games

With its partners KCC held the first Kent School Games Finals in June 2008 over a two week period.

There is great enthusiasm for the establishment of the Games, mirroring the County’s commitment to building a long-term legacy for young people from the London 2012 Olympic and Paralympic Games.

During the finals there were 52 separate events held resulting in 12,000 medal winners. The finals went down well with the pupils taking part in the Games. Didi Enonuya, a medal winner said: “I started as a girl who wanted to try something new

and ended as a gold medallist. I was representing Dartford Grammar School for Girls, which was a huge honour and an even bigger honour was representing Team Dartford. I started the shot putt competition just hoping it was enough and in the end I found out that I had won. It was an amazing feeling. I am so happy that I tried something new which has brought me so much success.”

HOUSE campaign

HOUSE is a set designed as 4 rooms of a house in a series of temporary shops in 12 town centres. The set includes a dance machine, Wii, music, internet access and is a friendly, informal and safe place for young people to hang out. The environment was designed by young people to create a space conducive to them listening to health information and receiving help and support on their own terms.

HOUSE is hugely popular with young people with average attendances of over 50 young people per day – sometimes as many as 170 young people in a single day. Many of those who attend are young people who are not currently known to our services and young people are reporting a positive change to lifestyle attitudes and behaviours as a result of HOUSE. In 2008 a young man of 16 visited the first House in Gravesend. After about a week or so he started telling the HOUSE staff about a range of problems he had – drinking, smoking. The friendly and informal way that HOUSE operates, where no one is “forcing” help or services on people, led to this young man coming back again and again until he felt able to explain what was happening in his life and get the support he needed to find a better place to live, training for employment and eventually a job.

Community chef

In May 2008, a Community Chef was recruited to the Isle of Sheppey Healthy Living Centre to work with families and children to give them confidence about food skills and cooking, a better understanding of nutrition and improve their health and diets.

Ten different targeted groups, including young people and one-parent families have had the opportunity to take part in an eight-week cooking and food skills programme, which is based on the British Nutrition Foundation’s basic life skills cooking programme.

Mike Spackman, a trained chef, stated “you have to get involved with them- how to cook, share and eat good food that’s affordable. Give people the confidence that cooking for yourself can be fun. They need to be able to stand on their own two feet, and look after themselves well.”

One of the ladies attending the class said “we thought kebabs tasted nice, but coming here and tasting cooked food from fresh ingredients is so much better. My favourite dish to cook is chicken curry I never knew how to cook anything like that before. Knowing that it hasn’t come out of a jar and that we made the sauce ourselves, made it taste so much better”

Section 11: Improved Health, Care & Well-Being: Maintaining Independence

Helping older people and those with disabilities to be independent

11.1 Why it matters

People are living longer. This provides major opportunities as well as challenges. KCC will encourage people to plan for their health, social and economic well-being in old age and champion senior citizens. We will lead by example to promote a positive image of older people and the value their contribution makes to community life.

The majority of older people want to live independently in their own homes for as long as possible and this is also true for younger people with disabilities or mental health problems. We will move away from traditional care models towards providing greater choice and control, giving people the support to lead their lives as they want, in their own homes.

11.2 What we want to achieve

- More older people and people with disabilities living independently
- Fewer avoidable admissions to hospital
- Carers of all ages supported
- More people, and particularly older people, in receipt of Direct Payments

11.3 What has happened in 2008/09

Promoting independence

In 2008/09 the number of people supported by community based services provided by Kent Adult Social Services to live independently rose to just over 35,000, an increase of around 2,500 from the year before.

In partnership with Eastern Kent and Coastal PCT, the Directorate was successful in bidding for the £1.5 million Partnerships for Older People Project. Out of this has sprung the *Independence through the Voluntary action of Kent Elders* project. The project is designed to give older people greater independence, enhance self-management through choice and control and reduce hospital admissions. Feedback and initial research suggests that the project has been a success to date. East Kent

“We were very grateful for the way you respected my father’s dignity and treated him with such dedicated care and compassion throughout”, *P Family, Newham*

is about to extend the project with six additional Care Navigators to work as brokers for self directed support.

KCC was one of only 3 authorities selected by the Department Health to be a *Whole System Demonstrator*

(WSD), which was officially launched in April 2008. The WSD project has enabled KCC to offer to more people its innovative preventative technology services *TeleHealth* and *Telecare*, enabling them to remain in their own homes. The intended outcome is for 1,000 extra people to be offered Telecare and 1,000 extra people to be offered TeleHealth by the programme end date of July 2010.

A key feature of enabling people to continue to live independently is to ensure they have choice and control over the support they need. The development of Direct Payments has made a significant contribution to this. In March 2009, 2342 people

were in receipt of Direct Payments. Over 740 of these are for older people compared to only 9 older people in 2002. A range of innovative actions has supported the increasing take up of Direct Payments, including the *Kent Card*, which was being used by 831 people as at end March 2009.

Promoting independence continues to be the overall objective which will be driven by *Active Lives for Adults*. This is a programme of total transformation for all of Kent Adult Social Services whether directly provided or commissioned from other agencies. It will deliver a structure and culture that supports people to develop solutions to their needs, from an increasingly responsive and diverse market place. Fundamental to this is *Self-Directed Support*, whereby people can self manage their support or, if they choose to, have somebody else manage it for them. KCC is currently in the middle of implementing this major programme and it will be progressively rolled out during 2009/10.

Supporting carers

KCC is working to strengthen support available to people caring for relatives or friends. A *Kent Adult Carers Strategy* was due to be launched in July 2009, to be delivered by via multi-agency joint commissioning plans.

The *Kent Carers Emergency Card Scheme* was launched in December 2008. The scheme aims to provide carers with peace of mind when away from the person that they care for by offering them as much support as necessary to complete their emergency plan. Currently there are over 750 carers signed up to the scheme and the number is growing steadily and the feedback regarding the scheme has been positive.

A young carers strategy *Invisible People* was launched in June 2008. As part of the strategy, Children's Social Services allocated £20,000 to each of the 5 Young Carers projects across the county to enable them to work directly with local schools. Young carers are increasingly identifying themselves as a result of targeted work in schools and more are taking part in local projects. A range of support is being developed in mainstream and specific settings to meet young carers needs. In 2007/08, through the voluntary sector we were supporting 600 young carers across Kent. At the end of 2008/09 this figure had increased to 950.

Awareness has been raised, particularly within schools, of the needs and the support required by young carers who have caring responsibilities within their families. A group of young carers have assisted in producing a DVD that highlights their caring responsibilities and the physical and emotional impact on them. The DVD is being used as a training aid to raise the awareness of young carers. 160 young carers were funded to join leisure centres in their locality, others attended residential camping weekends. The Young Carers Provider organisations have increased their out of school activities for young carers through services commissioned by the Local Children Services Partnerships.

11.4 How we have made a difference

Voluntary Action Maidstone

As part of the KCC-funded Brighter Futures Group project, VAM operates a supported shopping service for older people, working with a local major supermarket which includes transport, lunch and staff support to complete supermarket shopping.

This service helps people to maintain their social contacts, good nutrition and mobility and is available to individuals who do not meet eligibility criteria for care management intervention.

Mrs H came to use the service after her husband died, as she could not get to the shops on her own. Through the service Mrs H was able to remain independent and go out shopping on her own. It also enabled her to socialise and not become isolated at a time when she was very vulnerable. Mrs H said “that the scheme makes you feel ‘part of something’ and you don’t realise what a great comfort this is to someone when they are alone”.

Thanet Day Opportunity Service

Thanet Day Opportunities Service aims to support people with learning disabilities to lead full and purposeful lives within their own communities and develop a range of friendships, activities, relationships, skills and experience.

The service works with the Job Centre and with parents and carers to help each individual fulfill their aspirations and promote their independence within the community. The service offers job profiling and job coaching to service users and to the employer. Giving this support helps to encourage service users become independent individuals.

Steven works in the Day Opportunities Centre kitchen. He attended Thanet College where he gained his certificate in food hygiene. Steven came to the team to help him find employment. With help from the Job Centre and job coaching from Thanet Day Opportunities Service Steven now works part time at La Joules Cafe in Broadstairs.

Steven says; “I’m happy to be working, I meet lots of people and I’m learning all the time. I feel good and I’m being paid”. Steven, a resident of Cleveland House in Broadstairs, manages his own flat and pays rent. Working has made him more independent. The manager of Cleveland House said “it’s fantastic Steven was given the opportunity to work. It has made him feel he is a valued member of the community”.

Kent Young Carers Kearsney

This year, 88 young carers aged 6 – 11 years old took part in an overnight camp at Kearsney campsite near Dover. A total of 2640 respite hours were provided for the young carers, many of whom had never been away from home overnight and several who had never been camping before. Activities included arts and crafts, sports, team games and challenges, scavenger hunt, face painting, drama and an African drumming workshop.

The weekend was a great success, with positive feedback from all who attended. Comments included “It was really cool and very funny” and “I really enjoyed meeting new friends”. The most important aspect for the young carers themselves was being able to make new friendships and having the opportunity to develop social skills and access activities and social lives outside of their caring roles.

Section 12: Stronger & Safer Communities

We must make sure that everyone feels safe in their communities

12.1 Why it matters

Although there is much less crime in Kent than in most parts of the country, the 24-hour society, high and increasing traffic volumes and lack of confidence in the criminal justice system have all brought concerns to the people of Kent. Our work with Kent Police, the Kent Community Partnership and Local Crime and Disorder Reduction Partnerships (CDRPs) are key to solving these issues.

Crime and antisocial behaviour is often worse in areas that are economically deprived, isolated or in need of regeneration. Vandalism, graffiti, litter, abandoned cars and fly-tipping all degrade communities. Alcohol and drug-related crime is also rising. It is important to promote a strong sense of pride in local communities as well as working with the police to provide services to reassure local people and reduce the fear of crime.

KCC is committed to helping to maintain Kent's low level of burglary and car theft and to working with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, antisocial behaviour and domestic abuse. The county council will work with the police to tackle crime and with local people to create stronger communities.

12.2 What we want to achieve

- Continued reduction in levels of crime and anti-social behaviour across Kent
- People in Kent feeling safe and less fearful of crime
- Less alcohol-fuelled anti-social behaviour, particularly amongst young people
- Fewer young people entering the criminal justice system

12.3 What has happened in 2008/09

Reducing crime and fear of crime

Crime and anti-social behaviour across Kent remains at a relatively low level and is reducing. Between 2006/7 and 2008/9 there was an approximate 17% decrease in crime across the KCC area. In particular, domestic burglary per 1,000 households has decreased to 8.2% from 8.5% in 2007/08 and car crime per 1,000 population has reduced from 8.6 in 2007/08 to 7.8 in 2008/09.

People's fear of crime in Kent has also reduced. The percentage of people worried about burglary has decreased from 56% in 2006/07 to 36% in 2008/09 and fear of 4 specific crimes - domestic burglary, car theft, mugging/robbery & physical attack - in Kent has reduced from 44% in 2006/07 to 28% in 2008/09.

Kent has worked with statutory partners such as Kent Police to establish a managed and safe *Night Time Economy*. Across the County between 2007/08 and 2008/09 Night Time Economy crime (*crimes committed by offenders under the influence of drink or drugs between the periods of 8pm and 4am Monday to Sunday*) has shown a 22.7% reduction, making Kent a safer place for its residents. This is reflected in the Kent Crime and Victimisation Survey (KCVS) which shows that since 2006/07 feelings of safety at night (at home alone and walking alone at night) in Kent, have increased from 74% to 81% by the end of 2008/09. In particular feelings of safety

walking alone at night are at their highest for the last three years rising from 55% in 2006/07 to 66% currently.

KCC has worked with its partners to help raise awareness of and disrupt the activities of rogue traders. Kent Trading Standards *Rapid Action Teams* attended a property where they are made aware of a rogue trader still being on the premises. In 2008/09, we intervened 57 times and supported 141 'victims'. We also significantly disrupted the activity of 20 rogue traders. Kent Trading Standards operates an alert system to local communities to bogus trading practices, which is sent to 246 local partners, including parish and town councils. These messages are used as articles in newspapers / parish magazines. In 2008/09, 94% of recipients found the messages 'useful' and 86% found them 'easy to understand'.

KCC also supports legitimate Kent businesses through the *Buy with Confidence* scheme and there are now 102 approved businesses across Kent.

The *HandyVan* scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people. The remit of the service has expanded with a wider range of services offered to make homes more secure, including the installation of hand rails and minor adaptations. At end March 2009, 7,765 safety checks had been made by the service since 2006. This is slightly below the 2008/9 target of 8,100 due to the changing remit of the service and the greater focus on spending more time with people to make them feel safe, although the service is on course to achieve the 10,800 target over the 2006-2010 period.

"Thank you for making such a difference to my peace of mind and well-being"
HandyVan client

The 5th *HandyVan* has been targeted in the North Kent area since August 2007 and following a number of initiatives and a partnership focused approach, domestic burglary in Gravesham reduced by 40% between 2006/07 and 2007/08 and continued to decrease in 2008/09 by 3.5%. In addition, there has been a huge perceptual change in the percentage of residents who are worried about being burgled in Gravesham which has decreased from 70% at the end of 2006/07 to 45% at the end of 2008/09

Dealing with drug and alcohol problems

The multi-agency *Kent Community Alcohol Partnership* was launched in November 2008, aimed at changing the attitudes to drinking among young people and supporting retailers to reduce sales of alcohol to underage drinkers. Local community groups are also being engaged to get their point of view and youngsters are being educated about the dangers of alcohol and diverted into alternative activities. The scheme is currently being piloted in Canterbury, Edenbridge and Thanet and is intended to be rolled out across the county at a later date.

In May 2008, KCC supported Gravesham Borough Council and North Kent Police's high profile week-long campaign to increase awareness of the role alcohol plays in health problems, crime and anti-social behaviour. It aimed to spread the word about drinking, especially under-age drinking – and encourage a safe, sensible and social approach. Trading Standards Officers undertook a series of enforcement measures across the borough during the week,

The *Kent Drug and Alcohol Action Team* (KDAAT) multi-agency partnership works to deliver the national drug and alcohol strategies at a local level in Kent. KDAAT **achieved a 13.5% increase in the numbers of problem drug users in effective treatment for the 12 months to the end of December 2008, the highest in the south-east region.**

Building strong communities

KCC Community Wardens continue to make a positive impact in their local areas. The 101 Wardens in 128 local areas were originally envisaged as a visible uniformed presence to tackle anti-social behaviour, but have developed a much broader remit, working with a wide range of other authorities and services. Their operations range from walking buses through to providing intelligence to the Police which has led to a variety of arrests.

The Wardens facilitate a number of activities and events within their communities, both big and small to engage with the local residents. The largest of this is a countywide 7-a-side football tournament, the finals of which were held in summer 2008. Over 1,000 'hard to engage' young people, both boys and girls, were involved in this positive diversionary activity. The event was a great success and another one is being planned for next year.

Since 2006, Wardens have provided awareness training to over 9,500 people against the dangers of bogus callers, helping the elderly and vulnerable to remain safe and secure in their own homes.

The environment which people live in makes a big difference to their quality of life and their perception of their local area. The multi-agency *Clean Kent* programme has encouraged citizenship and environmental responsibility with, for example, the *Street-Wise Educational Project* being nationally recognised as good practice.

With our partners, KCC has taken a firm enforcement line against fly-tippers, which has seen 17 people receive a criminal conviction and over £12K of fines imposed.

Since last year, four of the then top 20 fly-tipping hot spots across Kent have been resolved and are no longer subject to fly-tipping. This list is dynamic with sites being added as they become a target for fly-tipping and KCC will work hard over the next year to tackle the existing hot spots.

Tackling youth offending

The *Youth Offending Service* and its partners have worked hard to establish a prevention-led approach to tackling youth offending. This has resulted in fewer first time entrants to the youth justice system from 2020 per 100,000 10-17 population in 2006/07 to 1660 per 100,000 10-17 population in 2007/08. Current estimates show that this is on course to drop again to around 1480 per 100,000 10-17 population in 2008/09, although final figures will not be available from the Department for Children, Schools and Families until November 2009.

In 2008/09, a refocus of prevention activity led to the creation of *Youth Inclusion Support Panels* (YISPs) in each of the 12 Districts. The aim of the YISPs is to contribute to a reduction in the number of children and young people entering the youth justice system, which they will achieve by receiving referrals about young

people thought “at risk” of offending and co-ordinating relevant services to match their needs and risks.

KCC and its partners have also engaged young people in a range of diversionary activities during 2008/09. These include the Challenger Troop, offering an Army Cadet type approach to youth activities and a partnership, with the English Rugby Football Union to increase sports participation amongst those most “at risk”.

Increasing road safety

Kent Highways Services has continued to work to improve safety and reduce the number of people killed or seriously injured (KSIs) on Kent roads. KCC’s approach has been to integrate the known benefits of education, enforcement, engineering and evaluation. A programme of countywide publicity campaigns, proactive press features and public engagement projects using road safety officers has proved effective, as has the drinking and driving campaign in the run up to last Christmas, which contributed to the lowest recorded number of road crash fatalities in December for over a decade.

KCC’s approach appears to be working, as the 2008 KSI casualty figures represents a 13% reduction in KSI casualties compared with 2007. It should be noted that the 2008 KSI road traffic casualty figures are exceptionally low, 627 compared with 723 in 2007 and represents a 5% greater reduction than the KHS target figure for 2008. This ongoing work in casualty reduction appears to be maintaining the downward trend in KSI casualties, however outside factors, such as fuel prices, may have influenced the excessive reduction in 2008

12.4 How we have made a difference

Streetwise

The multi-agency Clean Kent Campaign aims to make Kent a cleaner county. It takes a bold and creative approach to communication and education in order to positively influence behaviour across all sectors of society and has forged strong links with Kent schools.

Street Wise is an innovative theatre-in-education project for year 8 and 9 pupils delivered in schools, which centres on the issues of anti-social behaviour and restorative justice as its main themes. It uses actors, including a serving prisoner from a re-settlement prison, to demonstrate through theatre how relatively small acts of anti-social behaviour such as littering / graffiti can escalate to criminal activities.

A teacher at Queen Elizabeth's Grammar school in Faversham, who experienced one of the sessions stated: “I don’t think it came across really as a way of giving information. There was an information exchange. It didn’t seem the children thought they were having something done to them. There were some really dramatic moments when Sean came in, the whole hall was quiet and still and it was really quite dramatic and powerful”.

Feedback forms from the school showed that session had a good impact, with pupils stating that it had made them aware that “small things can have big consequences” and that they were less likely to drop litter or set rubbish on fire in the future.

Buy with Confidence

Kent Trading Standards has joined with the other local authority Trading Standards Services in the South East to set up a scheme called Buy with Confidence (BWC). The scheme helps protect consumers from rogue traders and promotes legitimate local businesses.

Trading Standards Officers vet applicants for trustworthiness and to make sure they comply with consumer protection laws. Only traders that pass stringent checks are accepted on to the scheme and are able to display the Buy with Confidence logo. Approved businesses are constantly monitored by Trading Standards to ensure their standards remain high.

Vicky Marks and her husband Darren run Headway Doors & Windows Limited and recently joined the scheme. Vicky says: "When we applied to the scheme we had no idea how vigorous their vetting procedures would be. It ranged from contacting many customers for references and criminal record checks, to checking our complaints procedures and internal systems. After many months we were accepted and can now proudly say we are approved and recommended by trading standards, a real achievement with no better recommendation."

The scheme has grown to over 100 businesses and more and more consumers are using the scheme and feeding back favourable comments through customer feedback cards.

Peer-led Support Groups

Gravesham Addiction Striving 4 Progress (GAS4P) is a peer-led support group supported by the Kent Drug and Alcohol Action Team (KDAAT), in partnership with its commissioned service providers.

In 2005, GAS4P was the first peer-led support group of its kind in Kent, since then its success has led to two other groups forming in Sheerness and Folkestone.

All of the GAS4P team have experienced problems with substance or alcohol misuse. This allows them connect to members on a personal level which is vitally important as many vulnerable people can be intimidated by professional staff.

The group offers advice and support for anyone with drug or alcohol misuse problems, while also providing information on local treatment services.

Zena Watson, Team Leader at service provider Turning Point, supports the peer-led support groups and finds the benefits and energy within the groups inspirational. "It's amazing to see the impact these groups have within their local communities. GAS4P helps those who may not be ready to access professional services and allows them to still have access to important information. For people currently in treatment the group provides a safe haven and new social or supportive networks."

Section 13: The Finances of Kent County Council

During 2008/09, Kent County Council (KCC) has faced significant challenges and it is pleasing to record that Kent is the only County Council to score 4 stars for four years in a row in the Comprehensive Performance Assessment (CPA) undertaken by the Audit Commission. They have said, "Kent County Council is improving strongly," and "the Council continues to provide excellent value for money. Strong leadership and capacity, coupled with a consistent and effective approach to performance management and improvement planning, ensures the Council is well placed to sustain its strong track record and deliver future improvements."

Our annual financial statements for 2008/09 have been approved by our external auditors the Audit Commission.

The net underspend of £7.5m (excluding £16.2m delegated schools overspend) will be added to future years' budget to help the Council's to achieve key priorities and service improvements.

The finances of a large authority like KCC are complex and are complicated by the uncertainties surrounding future government funding. One of the key issues is the growth of demand for services such as adult social care because of the growing elderly population. There is also pressure in children's social services resulting from the tragic events in Haringey.

What follows is a summary of our financial statements. The table below shows that the Council is spending more each year on improving front-line services, with efficiency savings contributing significantly to the funding of these improvements.

Income & Expenditure Account for 1 April 2008 to 31 March 2009:

Service	Gross spend	Income	Net spend in 2008/9	Net spend in 2007/08
	£million	£million	£million	£million
Regulatory Services and Emergency Planning	10.3	-3.3	7.0	6.6
Court Services	3.1	-0.4	2.7	2.9
Arts & Libraries	32.9	-3.0	29.9	26.7
Waste Management	62.7	-5.0	57.7	55.3
Environmental, Planning and Other Services	55.1	-27.7	27.4	42.8
Children's and Education Services (including schools)	1,487.3	-1,300.1	187.2	119.9
Highways, Roads and Transport Services	113.8	-8.5	105.3	92.4
Adult Social Care	471.9	-140.9	331	286.5
Corporate and Democratic Core	26.1	-15.3	10.8	12.7

Non-distributed costs	32.0		32.0	17.3
Net Cost of Services	2,295.2	-1,504.2	791.0	663.1
Loss (gain) on the disposal of fixed assets			-6.1	65.2
Precepts and Levies			0.6	0.6
Surplus on trading activities			-6.4	-4.6
Interest payable			56.3	55.6
Interest and investment income			-14.8	-16.4
Impairment on Icelandic Investments (1)			10.6	0
Interest Receivable on Icelandic Investments			-2.5	
Other			31.9	9.7
Net Operating Expenditure			860.6	773.2
Funded by:				
Government grants			-268.4	-228.7
Area Based Grant			-61.6	0
Council tax funds			-536.6	-513.1
Net General Fund surplus (-) deficit (+)			-6.0	31.4
Amount required by statute to be debited/(credited) to the General Fund (2)			6.0	-31.4
Increase in General Fund balance for the year			0	0
General Fund balance brought forward			-25.8	-25.8
General Fund balance carried forward			-25.8	-25.8

Note to the Income and Expenditure account

1. The impairment loss of £10.6m has been calculated by discounting the assumed cash flows at the effective interest rate of the original deposits in order to recognise the anticipated loss to the authority until monies are recovered. The 'real' loss to the Council is currently calculated to be around £4.5m. The situation is still very fluid and there have been developments since the 31 March 2009, however, these are not material to the accounts and therefore no adjustments have been made.
2. This figure comprises the reversal of items of spend which must not impact council tax, e.g. depreciation charges and transfers to and from reserves.

The balance of our general reserves of £25.8m represents the amount of money the Council has set aside to deal with unexpected events that otherwise might cause the budget to be overspent in any future year(s). The amount reflects 'best practice' guidance for local authorities and is equivalent to less than two weeks spend on services, excluding schools.

In addition to general reserves, the Council has a number of earmarked or specific reserves. These sums have been set aside to fund projects that are known to be happening in the future. This avoids uneven changes in council tax levels each year. These reserves are clearly shown in the notes to the full balance sheet, from which the extract below has been taken:

Kent County Council Balance Sheet as at 31 March 2009:

	31 March 2009		31 March 2008	
	£million	£million	£million	£million
Operational assets (1)	2113.8		2041.7	
Non-operational assets (2)	434.2		345.3	
Other fixed assets	3.6		3.6	
Long-term assets (3)	159.2		194.9	
Total fixed and long-term assets		2,710.8		2,585.5
Current assets (4)		473.9		447.0
Current liabilities (5)		-462.7		-375.1
Total assets less current liabilities		2,722.0		2,657.4
Long-term liabilities				
- Long-term borrowing (6)	-998.4		-1017.2	
- Pensions liability (7)	-742.1		-571.7	
- Other long-term liabilities	-262.5		-264.9	
Total long-term liabilities		-2,003.0		-1,853.9
Total assets less total liabilities		719.0		803.5
Reserves and provisions:				
- Cash reserves		-191.2		-191.7
- Notional reserves (8)		742.1		571.7
- Capital accounting reserves (9)		-1,269.9		-1,183.5
Total reserves and provisions		-719.0		-803.5

Notes to the Balance Sheet

- 1 Operational assets includes land and buildings, roads, and vehicles, plant and equipment, worth a total of £2.1 billion
- 2 This is mainly due to capital projects that were 'work-in-progress' at the year-end

- 3 Money owed to KCC that will not be repaid within the next 12 months
- 4 Includes cash and bank balances, investments, and debts that will be paid to the Council within the next 12 months
- 5 Mainly represents amounts owed by the Council to service providers, most of which will have been paid within 30 days of the year-end
- 6 This is the amount outstanding from monies the Council borrowed to fund capital expenditure. Funding to repay most of these loans is part of the Government grant settlement each year. The Council has also borrowed other money (included in the £998.4m) under the 'prudential' scheme based on its ability to repay the debt
- 7 The figure of £742.1m is a notional valuation provided by the Council's pensions actuary
- 8 This balances the pension liability as detailed in note 7
- 9 The capital accounting reserves figure includes some notional reserves such as the revaluation reserve which holds the value of the change in property valuations and capital receipts reserves which hold grants, contributions and income from sales of property to fund capital expenditure in future years.

The people of Kent are entitled to know about the financial position of the County Council, but the full Statement of Accounts is a detailed and complex document. This summary is designed to give you an insight into how much we spend (income and expenditure account) and our assets and liabilities (the balance sheet).

For further information, or if you would like to comment or make suggestions on how we can improve the understanding of the Statement of Accounts, please contact Cath Head on 01622 221135 or email cath.head@kent.gov.uk. Alternatively, you can view the full Statement of Accounts at <http://www.kent.gov.uk/financialpublications>.

By: Nick Chard Cabinet Member for Environment Highways and Waste
Mike Austerberry, Executive Director – Environment, Highways and Waste

To: Environment Highways and Waste Policy Overview Committee – 15
September 2009

Subject: **Consultations, surveys and public involvement activity 2008-2009**

Classification: Unrestricted

Summary: To provide Members with a summary of the results of consultation, public involvement and survey activity in Environment and Regeneration directorate during 2008/09. The report also looks forward to the current year 09/10, to show how information obtained has been, or will be utilised by service teams in the new Environment, Highways and Waste directorate.
Further information is available in the pack of appendices which is tabled at this meeting.

1. INTRODUCTION

- i. This report provides a historical review of the consultation and survey activity outlined in the Environment & Regeneration Directorate business plan for the year ending 31st March 2009. It particularly focuses on the work undertaken by the Environment Highways and Waste divisions, as with the formation of the new EHW directorate, insight gained on behalf of the new directorate divisions, through the various types of public involvement activity in 08/09, is being utilised to help shape the new directorate services to be more responsive to service users' needs.
- ii. All consultations, involvement and survey activities outlined in this report are also subject to individual review under each service area's scrutiny procedure. This report, therefore, provides a summary and overview of these activities, together with references for further information.
- iii. The new statutory 'Duty to Involve', detailed in section 138 of the Local Government and Public Involvement in Health Act, places a responsibility on local authorities to have greater regard to public involvement if we plan to make changes to our services. It requires us to 'inform, consult and involve' members of the public and service users appropriately in this process. From 1st April 2009, service teams have been required to implement the 'duty' appropriately, in the planning, shaping and delivery of services. Support has been provided to service teams to raise awareness of the new 'duty to involve', and corporate guidance is currently in preparation to clarify how and when this is carried out.
- iv. One of the recommendations in the Corporate Performance Assessment (CPA) report dated June 2008, was that KCC should adopt a '*more inclusive and listening approach in order to make progress in delivering excellent, integrated, well-targeted services*'. In future, the Corporate Area Assessment (CAA) will be assessing how well an authority and its partners know and understand the

needs and aspirations of communities, and will be seeking evidence of the effective implementation of the duty to involve.

- v. Environment, Highways and Waste directorate demonstrates some excellent practice, by working closely with colleagues in other directorates and external partners including other local authorities and the NHS to ensure a joined up approach, effective use of resource and the achievement of shared priorities. An example of best practice in this regard is the Explore Kent partnership with the NHS to improve health outcomes in the East Kent area. The Integrated Strategy and Planning Team work in partnership with local and regional bodies to develop guidance and input to the South East Plan on the issue of Gypsy and Traveller sites in the south east.
- vi. An excellent example of using customer insight to inform project planning and target resources, includes the use of 'MOSAIC' by the 'Changing Behaviours' Team in the Waste division. The objective of this project was to ensure Value for Money from the recycling activity in each of the 12 districts in Kent. One ward was selected from each district and was profiled using 'MOSAIC'. This was followed by a baseline survey in each area to ascertain recycling patterns and levels. After local campaigns, the wards were re-surveyed to measure improvements achieved. The results will be reported to the Kent Waste Partnership in September, with a possible recommendation to run a similar project in 2010.
- vii. Customer feedback gathered in surveys at the Household Waste Recycling Centres has also led directly to the raising of the height of access barriers to 2 metres, to allow taller vehicles to access the centres. Some centres will also introduce 'open-barrier' days on Wednesdays and Saturdays to allow over-height vehicles to dispose of items. This was reported in local press during August 2009. At the new Pepperhill Household Waste Recycling Centre, public feedback has led directly to a change in parking arrangements. Where change has taken place as a consequence of public involvement, the public is informed about what has happened. (**'We asked – you said – we did'**)
- viii. Consultation and involvement in EHW also takes place at a very local level, in addition to the more strategic initiatives. A good example of this is the established groups at KCC's Country Parks, where regular users are closely involved in the development of their local park.
- ix. A broad range of consultation and involvement takes place in Kent Highway Services and this is helping to shape and improve service delivery and ensure a focus on getting jobs done quickly, to the right quality and providing real value for money.

2. RECOMMENDATIONS

Members of the EHW POC are asked to:

- i) note the information contained in this report,
- ii) decide what further information the Committee would like to see as part of the evolving process of improved public involvement

3. CONSULTATION, INVOLVEMENT AND SURVEY ACTIVITY IN 2008/09

The range of consultation, survey and involvement activity outlined in the service areas' business plans for the year 2008/09 is reported in more detail below.

3.1. Kent Highway Services

3.1.1 KHS Annual Tracker Survey

- i. Satisfaction surveys, to gauge perception of the highway service have been carried out since 1987. The 2008 survey was carried out in November and December and included seeking views from residents, County Members, Parish/Town Councils and for the first time, District Members.
- ii. The 2008 survey was conducted by an independent market research company called BMG, selected from the County Council's Consumer Monitoring Contract. KHS uses this information to track progress of satisfaction with the wide range of services delivered and help shape delivery.
- iii. A total of 1,237 face to face interviews were carried out on a representative sample of Kent residents, reflecting the age, gender and economic status in each of the twelve Districts. This sample size gives a +/- 2.78% accuracy for results at a County level and +/- 10% accuracy at a District level.
- iv. In addition to residents' views, the same survey questions were asked of all County and District Members and Parish/Town Councils. A total of 63 County Members responded (a response rate of 75%), 193 District Members replied (a response rate of 33%) whilst for Parish/Town Councils, a total of 154 completed the survey (a response rate of 50%)
- v. The questionnaire comprised over 40 questions, ranging from satisfaction with the condition of roads, pavements, streetlights and local bus and train service, the most important and most in need of improvement of the services KHS provides, through to views on congestion, accessibility to local services and vulnerability when using the highway
- vi. Results are reported by 'Net-Satisfaction'. This is a figure calculated by taking the % of people who are dissatisfied with the service from the % who are satisfied. This gives a true reflection of the service and a balance between those happy, those un-happy and those who are not sure.
- vii. The key headline from the survey is the continuing improvement in the public's perception of roads, pavements and streetlights. For the third successive year there are more residents satisfied than dissatisfied and the last two years results are shown in Table 1 below.

	% of residents who are . . .							
	Satisfied		Neither satisfied or dissatisfied		Dissatisfied		Net satisfaction	
	2007	2008	2007	2008	2007	2008	2007	2008
Condition of roads	51%	54%	16%	21%	32%	25%	+19%	+29%
Condition of pavements	48%	51%	17%	21%	32%	28%	+16%	+23%
Streetlights	64%	63%	15%	19%	20%	18%	+44%	+45%

How is the information used, and feedback provided?

The market research company, BMG made a set of recommendations based on the customer insight obtained as follows:

- Explore reasons for difference in resident and Member/Parish/District satisfaction. Certainly, results amongst these three cohorts may be expected to be lower as Members often have to deal with resident complaints on specific issues.
- However, the gulf in perception between Members and residents remains large. Explore difference in street-lighting service perception
- Review business case/cost of Kent on Sunday, as low public awareness of KHS services seems to be being generated through this publication.'
- Explore the reasons for perceived difference in satisfaction within the four Community Liaison teams with the view to achieving a consistency of service to County Members and Parish Councils.
- Examine publicity and other methods to increase awareness of the single contact number.
- Consider if the priority and most need improving services identified through the survey are reflected in the current budget and delivery priorities.
- Review the increasing vulnerability results and is this what KHS expect/desire? Review the purpose, content and promotion of the traffic and travel website which has a very low awareness rate but good content rating with those who know about it.

The Executive Summary of the survey is provided as **Appendix 3.1.1** The full survey report is available on the Kent County Council website at:

<http://www.kent.gov.uk/publications/transport-and-streets/tracker-survey-2008.htm? Page=7>

What will happen in future?

- Whilst there have been positive signs of improvement in public satisfaction levels, there remains a quarter of residents dissatisfied with the delivery of some core highway services. This clearly has a significant impact on elected members and parish councils, and KHS is working hard to improve response times and the quality of repairs whilst maintaining a value-for-money service.
- Budget has been allocated to commission the 2009 Tracker Survey to take place in November / December of this year as a significant part of the value of this piece of work is to observe the trends over time, and to see how interventions undertaken as a consequence of lessons learned lead to improvements in satisfaction levels.
- **Note:** In Qs 2&3 of 2009, Kent County Council will participate for the first time in the National Highways and Transport (NHT) Public Satisfaction survey, a new survey aimed at providing a standardised and benchmarked survey of public satisfaction with their local Highways and Transport Service.

3.1.2 Placemaking Surveys

- i. The purpose of the Placemaking surveys is to help partners (KCC, KHS, district councils, developers etc.) in the Kent Design Initiative (KDI) to understand whether national, regional and local design policies and guidance are helping to deliver design excellence and good places to live, with reference to the 'consumer' rather than the 'professional' understanding of these objectives. In particular, they are looking at the Vision for Kent (Kent Partnership, April 2006) aim:
 - i. *"Kent will be a county ... where housing needs are met and decent, high-quality homes help create attractive, safe and friendly communities."* (Page 4 - "The Vision")
- ii. The Kent Design Guide ((KDG) Kent Design Initiative, December 2005) and Manual for Streets ((MfS) Communities and Local Government, Department for Transport and Welsh Assembly Government, March 2007) are both intended to raise standards in residential placemaking. The surveys are helping partners to understand what residents do and don't like, thereby complementing assessments made by professionals.
- iii. The surveys are also being used to develop an evidence base to help district councils to prepare residential parking policies in response to Planning Policy Statement PPS3: Housing (Communities and Local Government, November 2006).
- iv. The Kent Planning Officers' Group (KPOG), as client for the Kent Design Initiative, has welcomed the surveys and asked KHS to use the results to prepare guidance in respect of residential parking and any necessary review of the KDG in response to MfS.
- v. The Commission for Architecture and the Built Environment (CABE) has carried out some work on residents' views, but the prevailing opinion seems to be that

no local authority in England has undertaken a customer satisfaction campaign on this subject on this scale.

- vi. Initially, surveys took place on an ad-hoc basis, but the potential to use this insight as a Key Performance Indicator (KPI) of customer satisfaction was identified. Therefore, in addition to relevant ad-hoc surveys, all sites with an adoption agreement are now being surveyed after the 'second certificate' (or equivalent) has been issued when the streets are substantially complete and most dwellings occupied. KPI surveys are expected to amount to only a handful of sites every quarter.
- vii. For the next two or three years, the KPI will primarily measure satisfaction at sites which were designed before the surveys were commenced. However, KDI partners are being urged to use the results to inform designs that are 'on the table' now, in order that future surveys will demonstrate that residents' views have been understood and acted upon.

How is the information used, and feedback provided?

- Survey returns are converted into headline data-sets (of which there are currently seven) and additional comments. Those residents who wish to receive feedback receive a summary of the questionnaire results and an additional comments sheet.
- District councils are advised of relevant results, with the current "**Kent Design on the Road**" tour being a particularly good vehicle for sharing and discussing the implications.
- Reports are made to relevant meetings of development partners, including KPOG and its sub groups. Some information has been shared at national conferences.

What will happen in future?

- Now that over 100 sites have been surveyed, consideration is being given to holding one or more 'development summits' under the Kent Design Initiative to make best use of what residents are saying.
- A Project Brief is being prepared in order to formalise the approach to support wider involvement.

See **Appendix 3.1.2**

3.1.3 Contact Centre Customer Satisfaction Survey

- i. Each month, KHS Customer Liaison Officers undertake a telephone call-back survey to 100 service-users whose calls to the Contact Centre have been completed and closed. The purpose of this call-back survey is to ascertain levels of satisfaction with the service provided, and to understand where improvements can be made.
- ii. The sample is weighted according to the number of calls for each service provided, (pot-holes, street-lighting, drainage, foliage & trees etc.) and the area

of the county in which they have occurred (east, west or mid-Kent). Insight obtained includes qualitative data concerning the quality of the service and customers' satisfaction.

- iii. The summary data sheet from the 12 surveys that took place in 2008 is available as **Appendix 3.1.3**

How is the information used, and feedback provided?

- Monthly satisfaction levels can be tracked and reviewed to identify where improvements need to be made. Individual call-backs which require additional work are routed to the relevant Customer Liaison Officer and service team for further action.

What will happen in future?

- This is planned to continue as part of business as usual. It is a valuable 'temperature check' of up-to-date intelligence on how KHS is doing on a month-by-month basis.

3.1.4 KHS Contact Centre Agent Survey

- i. Once a month, a sample of 20 Contact Centre Agents is asked to rate the performance of KHS on a score of 1 – 10. A secondary question seeks qualitative feedback on the reason for the score, and where the service can improve.

How is the information used, and feedback provided?

- The information is provided in a spreadsheet, to the KHS Heads of Service, and discussed at the regular KHS Senior Managers' meeting where actions are taken forward and issues followed up.

What will happen in future?

- This is planned to continue as part of business as usual. It is a valuable source of up to date intelligence on how KHS is doing on a month-by-month basis. The performance graph for 2008 is available as **Appendix 3.1.4**

3.1.5 KHS Media monitoring

- ii. Monthly press cuttings, provided by the Corporate Media Centre, are reviewed and given a net positive or negative score. The content of this report becomes a Key Performance Indicator, (KPI) and is reported to the Cabinet Member and the KHS Heads of Service with additional explanatory information where required.

How is the information used, and feedback provided?

- The information is reviewed by KHS, with negative feedback given particular attention, and any issues addressed directly.

What will happen in future?

- This is planned to continue as part of business as usual. It is a valuable source of up to date intelligence on how KHS is doing on a month-by-month basis. The performance graph for 2008 is available as **Appendix 3.1.5**

3.2 Environment and Waste

3.2.1 Countryside Access Improvement Plan

- iii. The plan sets out the county's aspirations for the countryside access network to 2017. The Plan is founded and builds upon the feedback of both members of the general public and interested stakeholders, who have contributed and will continue to contribute through a series of consultations and public involvement activities.
- iv. Kent's vast network of public rights of way and areas of open green space have played an important role in the county's past. However, the needs and demands upon this resource have changed. Making Kent a healthy and enjoyable place to work, live and visit are prime objectives of the County Council.
- v. The network has a new and important role in addressing current issues, such as increasing concerns over traffic congestion and public health, whilst at the same time providing great opportunities for outdoor leisure and recreation.

3.2.2 Country Parks

- i. In 2008, the Country Parks team undertook research with users and non-users to understand their needs better and also any barriers to use.
- ii. The Customer Catering Survey and a Non-User survey took place in April – June 2008. The catering survey was carried out by face-to-face interviews at two Country Parks. The non-user survey was carried out through two focus groups in east and west Kent, set up to promote a dialogue with potential users to find out why they did not currently make use of KCC Country Parks.
- iii. Copies of the reports for these interactions are available as **Appendix 3.2.2 (a) and 3.2.2 (b)**
- iv. A further focus group of young non-users of the Country Parks took place in April 09 attendees drawn from a youth club in Canterbury. The main findings were that the majority of attendees had not heard about KCC country parks, but of these, the majority would now visit now they knew about them. Discussions also took place about the preferred methods of communication of this user-group.

How is the information used, and feedback provided?

- The results and recommendations of these surveys have been used to inform the Country Parks Strategy for the next 5 years, and have been fed into the marketing plan.

- A copy of the youth focus group report is available as **Appendix 3.2.2 (c)**

What will happen in future?

- The Country Parks Strategy will take account of the insight obtained, and will use it to inform future planning;
- Country Park users and non-users will continue to be involved in developing the Country Parks Strategy, via surveys, and the Parks' own user groups
- Events targeted at young people are being incorporated into the Events and volunteering programmes
- The Customer Catering Surveys have informed decisions that have taken place in the cafés and gift shops.
- Engagement activities are currently under way with some groups of elderly and disabled Asian people at Shorne Woods Country Park. Insight obtained will be used to improve facilities for particular groups of users. This information will also shape the marketing plan to ensure hard to reach groups are accessed
- Summer 2009: A visitor survey is being carried out at three Country Parks to understand our visitors and gauge their level of satisfaction. This is the beginning of a rolling programme across the Parks that will continue in future years.

3. 2.3 Kent Countryside Access Forum (formerly Local Access Forum)

The Kent Countryside Access Forum is a statutory body co-ordinated by KCC; it was set up as a result of the Countryside and Rights of Way Act 2000. Its role is to:

- i. Advise the appointing authority (Kent County Council) and other organisations on ways to improve public access to the countryside for enjoyment and open air recreation
- ii. Take into consideration the land management and conservation needs of the area
- iii. The Forum (formerly the Kent Local Access Forum) meets to discuss and advise on strategic countryside access and recreation issues in Kent. Current activities include:
 - Responding to government consultations
 - Contributing to the drafting of the Countryside Access Improvement Plan
 - Steering and monitoring access and recreation policy in Kent
 - Addressing any other issues which may arise from the above

3.2.4 Explore Kent

- i. Evidence and insight are used extensively by the *Explore Kent* team, either by regular analysis of web statistics, by direct contact from the public via the website or phone, or by interaction with members of a focus group set up to

help the team to improve the website for accessibility and usability. More recently, Explore Kent has made use of KCC's 'Twitter' account to increase interactivity with its users.

- ii. In partnership with East Kent NHS Trust, a project is under way working with a group of East Kent General Practitioners (GPs) to support and promote healthy living to targeted groups of patients in East Kent. Data from the Mosaic programme has been used to inform this project, and will be used to analyse outcomes.

How is feedback provided?

- The *Explore Kent* website is continually developed in direct response to customer feedback, via web statistics and online feedback.
- The *Explore Kent* magazine is produced twice a year. It is sent to people who have requested it; it is also available to download from the website. Approximately 250 email requests are generated by each issue from members of the public. These are responded to on an individual basis by agents in the KCC Contact Centre, using information provided by the *Explore Kent* team, or information on the website.
- Interactivity is increasingly promoted using social media.

What will happen in future?

- The range of customer insight activities will continue to be used, and increased where feasible, to ensure continued involvement of the public.
- All users are invited to provide feedback on their experience, and this information is used to ensure routes are properly maintained. Regular users are being recruited as a volunteer force to provide information about pathways and routes, and to assist with improvements.
- As a direct consequence of a Focus Group that took place in April 09, the following changes are being implemented on the *Explore Kent* website:
 - Postcodes are being added to all walks, cycle routes, parks and rides
 - Public transport travel information is being improved
 - Countryside safety pages are being constructed
 - More information about refreshments is being provided on the 'Walk of the Month' with a special offer for pub/restaurant or tea-room being included
 - Easy Access
 - Cycling for the disabled added
 - All relevant information is being collected in one area, and navigation improved within this section
 - Links are now bullet pointed or made prominent if relevant
 - Postcode search development project
 - Development to postcode search has been costed, and this will form part of the overall KCC web replacement project.
 - 'and click go' added to instructions for use of postcode search
 - Search result improvement:

The Focus Group report is available as **Appendix 3.2.4**

3.3 Integrated Strategy and Planning

3.3.1. Planning Applications

- i. There are statutory processes associated with formal consultations for planning applications, which are fully complied with.
- ii. The Planning Applications team is in the process of procuring an online planning system, which will shortly be implemented. (Sept 09). This will enable all planning applications including the consultations process to be managed online.
- iii. A Customer Satisfaction Survey is planned for 09/10, with the insight gathered to be used to improve the service.

3.3.2. Gypsy and Traveller review

- i. This review forms part of a public consultation run at the direction of central government on the partial review of the Regional Spatial Strategy (South East Plan), in respect of policy for the accommodation of Gypsies. However, many of the events were organised and carried out by local authorities including KCC, on behalf of the South East England Regional Assembly. Nine events were held in Kent and Medway, out of the 27 events to be held in the South East.
- ii. These events comprised exhibitions in 6 towns and 3 stakeholder meetings with Gypsy and Traveller representatives, local authorities, parish councils, environmental and community/resident groups present.

What will happen in future?

- The results of the current consultation will feed into an Examination in Public (EIP) on the submitted proposals which will be conducted by Government-appointed independent planning inspectors in February 2010. The outcome will be a replacement policy in the South East Plan on the provision of pitches for Gypsies, Travellers and Travelling Showpeople. In accordance with the policy it will then be the responsibility of each local council to identify sites in its Local Development Framework (LDF) and to apply the overall requirement on the scale of provision of pitches set out in the South East Plan.
- A summary of this activity is provided as Appendix **3.3.2**

3.3.3 Statement of Community Involvement

- i. The Integrated Strategy and Planning Team have the responsibility for developing a Statement of Community Involvement which will set out how KCC will engage with the community on development planning matters for which it has responsibility:

- the Kent-wide Minerals and Waste Development Framework (MWDF), which forms part of the Development Plan for Kent
 - development control – processing planning applications for minerals and waste development proposals and for KCC's own developments (e.g. schools, libraries, social services facilities).
- ii. Government has set out a number of principles for involving local communities in planning. Involvement should be:
- appropriate to the level of planning
 - undertaken from the outset
 - continuous with clearly stated opportunities for involvement
 - transparent and accessible
 - planned as an integral part of plan making
- iii. As part of the process for developing the MWDF, a Statement of Community Involvement (SCI) must be prepared to reflect these principles and to set out how and when people can most effectively engage with planning issues that concern them. It must show when and how we propose to consult local communities and other stakeholders when preparing our Minerals and Waste planning documents and in development control.
- iv. The County Council already has a Statement of Community Involvement adopted in 2006 but this has become out of date. Changes in the planning regulations, a new programme and timetable for the Kent Waste & Minerals Development Framework and widening opportunities for engaging with people as a result of innovations in technology make 2008/09 an appropriate time to review our SCI.
- v. It is important for people and organisations to get involved in planning at as early a stage as possible and we are seeking to provide opportunities for this throughout the preparation of our plans.
- vi. The process currently under way involves local businesses, communities and all those with an interest in county planning matters in the review of our SCI. The first stage has been to invite all participants to tell us how they wish this process to be conducted, and how they wish to engage with it.

What will happen in future?

- A revised draft of the Statement of Community Involvement will be prepared for consultation later in 2009. In the light of the response to this a final version of the SCI will be drawn up for adoption by the County Council and publication. Once it is adopted by the County Council, the authority will be bound by the provisions of the SCI in carrying out our plan preparation and development control responsibilities.

4. LOOKING FORWARD

- i. Clearly the statutory 'duty to involve' requires us to focus more proactively on embedding involvement as standard practice in service delivery and decision-

making. EHW will work to implement the duty appropriately, giving regard to the five factors recommended in the guidance

- Accessibility
 - Timing
 - Proportionality
 - Co-ordination
 - Partnership working
- ii. Working closely with members, colleagues and partners both inside and outside KCC, we will implement the 'duty to involve' using the corporate guidance currently in development. We will make better use of sources of customer insight, and existing data (e.g. Mosaic, the Access Kent EU Interreg IVa programme, and studies such as 'We are the people of Kent'). We will also join up with other directorates and partners to avoid 'consultation overload' and ensure consistency.
- iii. We will use a range of methods to communicate with and involve our communities, including the infrequently-heard-from groups. We will make improved use of online means of communication. This will be assisted by the implementation of KCC's new website which will improve functionality and interactivity. We will also ensure that we provide an audit trail and feedback for involvement activities via the new consultation database, and other appropriate means of communication.
- iv. More effective business planning will ensure that future consultations, surveys and public involvement activities will be more joined up and cross-referenced throughout the authority, so that information can be shared. Services and teams will be helped to understand their responsibilities in the appropriate implementation of the duty to involve, and also the methods and resources at their disposal.
- v. We will make use of existing networks and groups to ensure effective and joined-up involvement, including Local Boards and Neighbourhood Forums, and throughout KCC and its partners.
- vi. In the short to medium term, the public involvement agenda is expected to converge increasingly with that of equalities and diversity. As EHW's Equalities and Diversity Officer left his post with the authority on 1st September 2009, we plan to combine these functions within a single role, thus saving some resource, whilst also making progress towards the convergence of these two areas.

Contact officer:

DENISE EDEN-GREEN

Public Involvement and Equalities Manager

Environment Highways and Waste

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By: **The KCC Environment Board**
 Cabinet Member for Environment and Regeneration Nick Chard
 Mike Austerberry – Managing Director EHW

To: Environment, Highways & Waste Policy Overview Committee 15
 September 2009

Subject: A summary of progress in delivery of KCC’s environmental commitments including climate change and the implementation of the KCC Environment Policy – 6 Monthly Update.

Classification: Unrestricted

Summary: This paper provides a six monthly update of KCC’s progress in fulfilling its sustainability and climate change commitments, including implementation of the KCC Environment Policy.

Recommendation: That Members:-

- a. Note and discuss progress to date
- b. Discuss and agree approach for engaging Members, in particular from **Environment, Highways and Waste Directorate (EHW)**.

1. Introduction

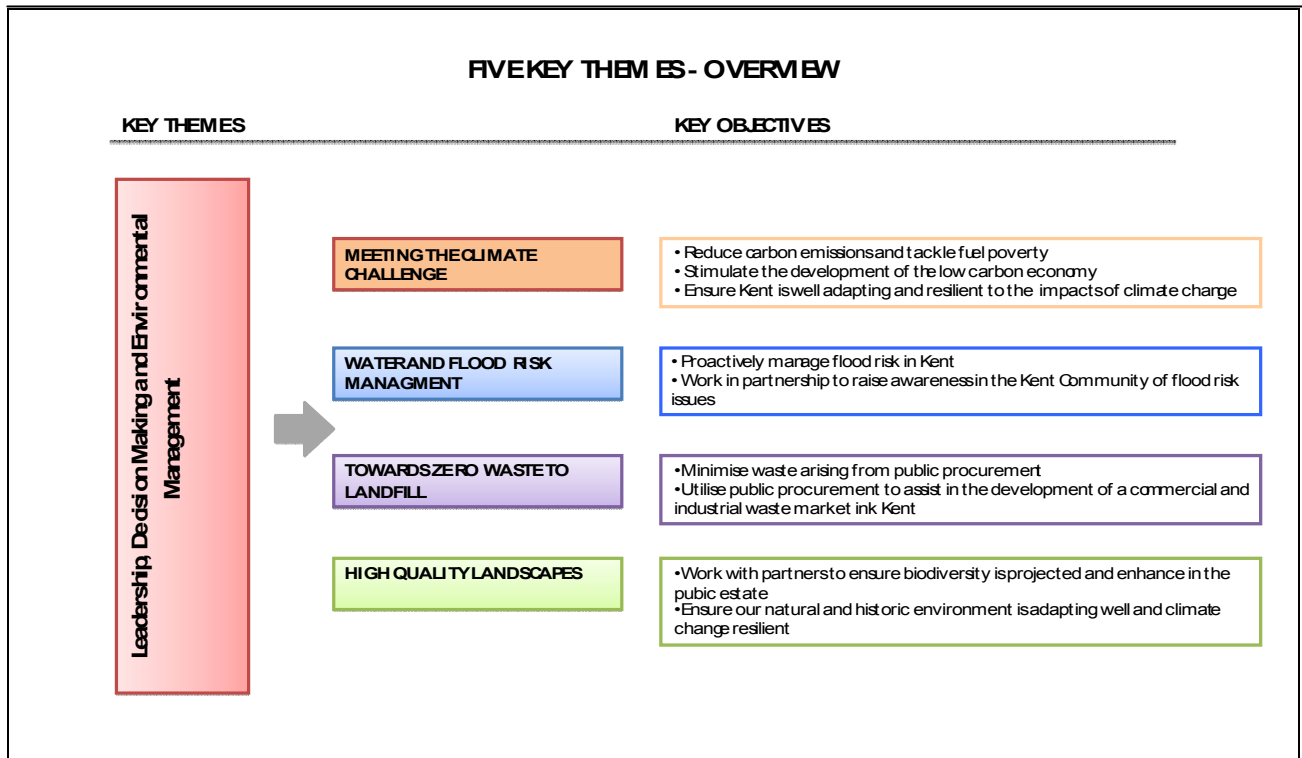
- 1.1. The KCC Sustainability and Climate Change Team are required on behalf of the KCC Environment Board and Climate Change Cabinet Working Group to report to each POC on a six monthly basis regarding the progress in delivery of KCC’s sustainability and climate change commitments, including implementation of the KCC Environment Policy. The last report was at the March E&R POC and gave a full summary of progress. This paper will update on any significant developments and new initiatives and opportunities.
- 1.2. Annex 1 illustrates the key policy and legislative drivers for KCC. A more detailed summary of the policy context can be found in the March 09 POC Paper. A significant recent development is the launch of the Governments ‘Low Carbon Transition Plan’ which outlines how the Government is planning to meet its climate change commitments.
- 1.3. KCC’s current programme of activity focusing on Five Themes has been informed by the national policy and legislative context as well as local priorities. The five themes are
 - Theme 1 – Leadership, Decision Making and Environmental Management
 - Theme 2 – Meeting the Climate Challenge
 - Theme 3 – Flood Risk Management
 - Theme 4 – Towards Zero Waste to Landfill
 - Theme 5 – High Quality Landscapes

Figure 1 summarises the current approach, more detail is available on request.

The KCC Environment Policy has 6 key strands Our Decisions, Our Estate, Our Procurement, Our Construction, Our Workforce and Community Leadership all of which are covered in the themes above. A copy of the KCC Environment Policy has been attached for ease of reference.

- 1.4. There are significant challenges, not least maintaining momentum in the face of an economic recession and a shrinking public purse. Reduction of carbon emissions, and ensuring KCC and Kent is well adapting to climate change as well as primed to take advantage of any emerging 'climate opportunities' will remain the main focus of the programme, and indeed is interrelated with all five of the themes.

Figure 1 – Key Themes



2. Significant Developments

- ISO14001 accreditation – Since reporting at the last Environment and Regeneration POC in March, KCC has achieved full accreditation to ISO14001. The task now will be to embed the system in decision making processes and mainstream into everyday business, as well as incorporating climate risk priorities.
- Procurement – KCC were successful in winning European Regional Development Fund funding worth almost £400k (Low Carbon Economy Project) to support the KCC supply chain in making environmental efficiency savings and carbon reductions. This will enable Kent businesses to improve their competitiveness and access new business opportunities in an increasingly environmentally aware market and economy.

- The Kent Carbon Hub – Through the European Funding mentioned above, KCC now has the capacity to develop an online support system to enable businesses to assess their carbon footprint, access additional targeted support and network with other like minded businesses through the use of a ‘Facebook’ style networking tool. The Kent Carbon Hub will not only allow business to improve their performance, but also to show case their achievements and provide signposting to new economic opportunities.
- Kent Local Climate Change Impacts Profile for Kent (LCCLIP) – KCC undertook a broad brush Local Climate Change Impacts Profile (LCCLIP) in 2007, which examined the possible impacts of climate change such as severe weather events on Kent in the coming years. Through accessing funding from Improvement and Efficiency South East (EISE) KCC is now able to work with all 12 Kent Districts to turn the pilot project into a much more detailed Kent wide approach. KCC are one of only a few authorities taking such a comprehensive, cutting edge approach. The results of the study will be available this Autumn.
- Coreflo – Through funding from the Environment Agency, KCC has secured a one year post to work with businesses to help them identify flood risks and prepare for future flooding events to minimise damage and loss of business. This post will be located in KCC but will work very closely with the Environment Agency, Business Support Kent and the Business Link programme.

3. Specific Progress and the Role of EHW

- 3.1. EHW continue to play a key role in driving this agenda forward. The Sustainability and Climate Change Team sits in the Environment and Waste Division and is responsible for coordinating and driving forward KCC’s programmes and activity in this area, particularly in relation to providing the Secretariat for the Environment Board, leading on the ISO14001 programme and developing ‘sustainable business’ initiatives such as the above mentioned ERDF Low Carbon Economy Project, the Kent Carbon Hub and the Coreflo post.
- 3.2. Significant carbon and financial savings continue to be made through the Sustainable Transport Programme and the Energy Water Investment Fund (EWIF) which are hosted by EHW. Annually Kent Journey Save saves 1000 tonnes of CO₂ and the EWIF 1210 tonnes and £201, 781 annually.
- 3.3. In addition, EHW continue to improve on their progress under the ISO14001 programme, and have now included Kent Highways Service and the Kent Highways Alliance in the accreditation. Kent Highways Services are currently developing a number of initiatives and this will be reported on in the end of year report.

4. Communication and Member Engagement

- 4.1. A formal Corporate Environmental Report linked to the ISO14001 programme is currently being produced and will be put on KNET in the Autumn. This document will bring together KCC’s overall progress in this area, and set out the next 3 years activity plan.

- 4.2. Specific climate change information and communications can be found on KNET and Kent Connects www.kentconnects.gov.uk/climatechange. A senior decision makers climate change pack has also been produced and will be published on KNET and Kent Connects this Autumn.
- 4.3. The KCC Climate Change Cabinet Working Group, comprising Alex King (Chair), Nick Chard (EHW) and Kevin Lynes (E&R) meets as needed, usually on a quarterly or six monthly basis and provides a strong steer to the Climate Change Programme. The Programme as a whole is steered by the KCC Environment Board.
- 4.4. More targeted Member training and engagement initiatives, including the possibility of setting up a broader Member Group are being considered. Feedback from the EHW POC on the most appropriate ways of engaging Members would be much appreciated.

5. Conclusion

- 5.1. Kent County Council continues to make good progress towards the implementation of the KCC Environment Policy and achievement of KCC's sustainability and climate change commitments. However, significant challenges do remain, and every effort will be need to maintain momentum and make the step change approach needed if KCC is to continue to deliver on its commitments.

6. Recommendations

Members are asked to:

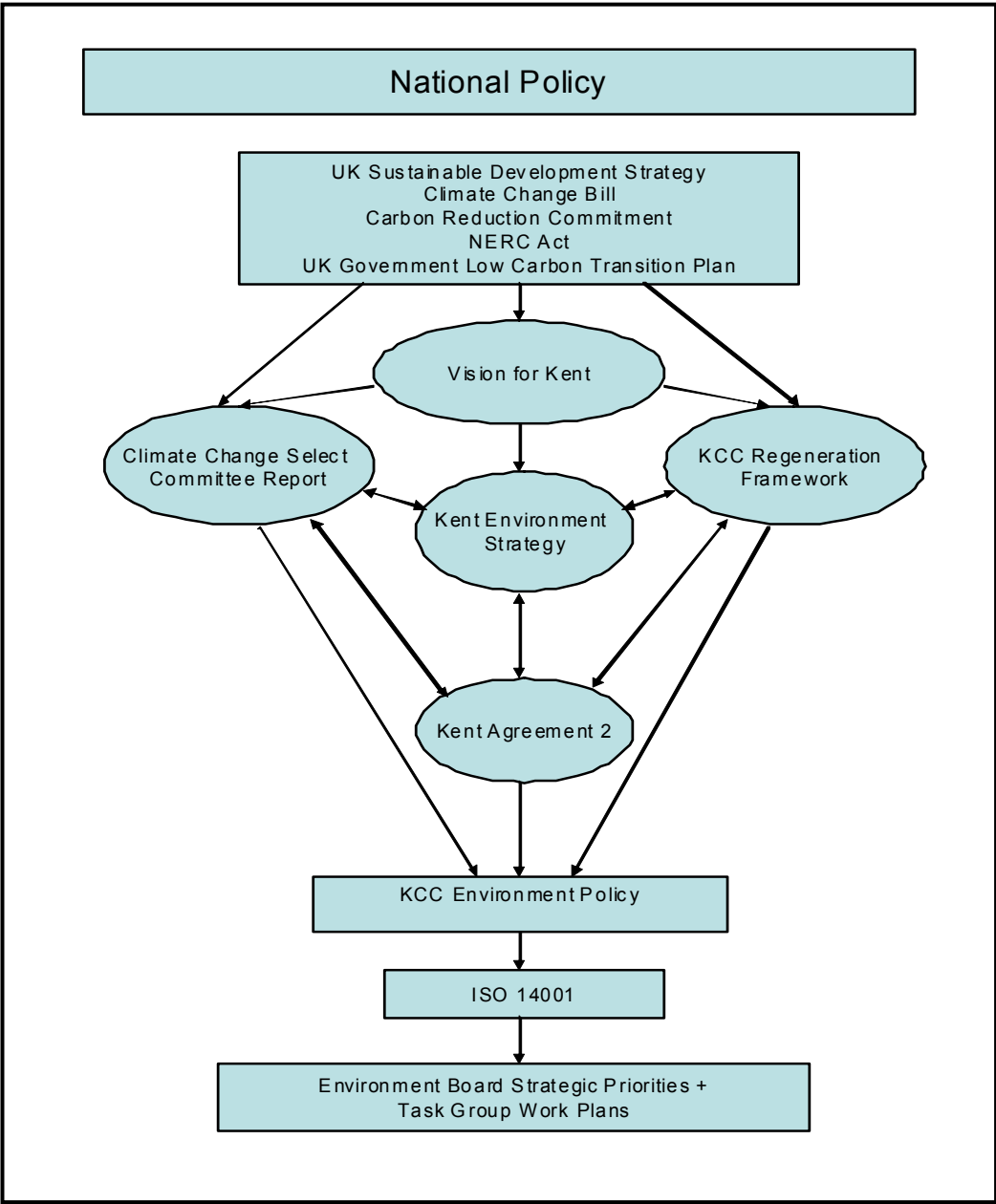
- a. Note and discuss progress to date
- b. Discuss and agree approach for engaging Members, in particular from **Environment, Highways and Waste Directorate (EHW) as outlined in Section 4.**

Lead officer contact:
Carolyn McKenzie
Greener Kent Manager
Environment, Highways and Waste
Extension 1916

Background Papers:

- E&R POC Paper – September 2008, March 2009.

Annex 1: Current Policy and Legislative Context



Annex 2: Kent County Council Environment Policy

At Kent County Council, elected members and staff alike recognise that protection and enhancement of the environment is the key to sustaining a high quality of life in Kent. We recognise that our own activities have an impact on the environment, that we have a responsibility to ensure that these impacts are positive, and that our use of natural resources is minimised.

Our vision

To stabilise and progressively reduce our environmental footprint; to progressively reduce our carbon dioxide emissions and make sure our estate and services are adapted to the future impacts and opportunities of climate change; and to contribute positively to Kent's character, local environmental quality and natural environment

We will do this by applying an evidence led approach to sustainability, identifying the potential for cost savings wherever possible and committing to environmental policies and standards in the following areas:

Our decisions

We will:

- Expect every manager and decision-maker in KCC to demonstrate how they comply with this Policy
- Integrate environmental considerations into our strategic and day-to-day decision-making processes, and give significant weight to them where they conflict with other objectives
- Assess key decisions for their environmental impact, taking a pragmatic whole-life-cost view, and use such assessments to fully inform decision-making
- 'Climate proof' decisions to ensure they reduce our contribution to climate change and help us prepare for the impacts and opportunities of unavoidable climate change, including where appropriate enabling biodiversity and coastal areas to adapt to climate change in line with the KCC Climate Change Action Plan
- Continue to comply with all relevant environmental legislation and statutory duties
- Seek to embrace new environmental technology and methodologies to ensure we are at the leading edge of developments and solutions, within a well-managed risk-analysis and cost-benefit framework

Our estate

We will:

- Reduce energy use within our estate to meet carbon reduction targets of 10% by 2010 and 20% by 2015
- Increase the proportion of the energy needs of our existing estate met from renewable sources
- Reduce water use by 7.5% by 2010 across our estate

- Reduce waste generation across our estate by 10% by 2010, and increase the proportion of our corporate waste which is reused or recycled to 50% by 2010
- Maximise the efficient use of land in our Estate by reusing previously developed land and buildings wherever practical, before using greenfield land.
- Protect, enhance and restore biodiversity, the natural and historic environment within both our buildings and open space, including measures that support climate change adaptation
- Minimise light, noise, air and other forms of pollution arising from our estate
- Ensure KCC-owned highways comply with the relevant parts of this Policy

Our travel and transport

We will:

- Reduce our members and employees' need to travel, including through our estate strategy, locations selected for council events, use of public transport, teleconferencing and other sustainable solutions
- Achieve reductions in total business mileage travelled by employees, encourage greater car sharing and other sustainable solutions, without adversely affecting end-user service delivery
- Promote the use of fuel efficient vehicles and technologies through our vehicle fleet and lease car scheme

Our procurement

We will:

- Increase the proportion of goods and services sourced locally where there are environmental or employment benefits and in compliance with broader UK and EU purchasing legislation
- Work with our suppliers to ensure that they are taking action to reduce the environmental impacts of their businesses
- Identify those goods, including timber and paper, which can be obtained from certified sustainable sources and ensure that these supplies are used
- Work with suppliers to develop markets for environmental technologies, goods and services

Our construction

We will:

- Meet high standards of sustainable construction in all new KCC buildings and refurbishments, and in all developments on KCC-owned land. The BREEAM 'very good'/Code for Sustainable Buildings level 3 or equivalent standard is required as a minimum
- Require all new KCC buildings and refurbishments to assess the feasibility of developing on-site renewable energy to help meet energy needs
- Ensure that our estate and roads are planned and managed in ways which minimise the risk of flooding and do not increase the risk of flooding elsewhere
- Seek to avoid adverse impacts on biodiversity and comply with policy and legislative requirements

Our workforce

We will:

- Ensure that our members and employees understand the implications of environmental legislation and regulation, and exceed minimum environmental standards where possible
- Ensure that environmental awareness is raised and good environmental behaviour encouraged through our corporate training, performance appraisal and reward strategies
- Raise awareness of how to comply with all relevant environmental legislation and statutory duties

Our leadership role in the community

We will:

- Lead Kent's communities to a better understanding of the importance of our environment and help them value and enhance the environment locally and globally
- Set out and deliver a vision of environmental excellence with our partners in the Kent Partnership through regular review and implementation of the Kent Environment Strategy

We will set out detailed action plans and guidance for delivery of these commitments, so that colleagues across KCC have a clear basis for decision-making.

This Policy is owned by the KCC Environment Board who may choose to call decision-makers to account for compliance with these commitments and escalate as necessary to the Leader and Chief Executive. Any proposed exceptions to this Policy will need to provide a sound business case based on whole-life economic, social and environmental costs and benefits.

Kent County Council's Corporate Environmental Performance Group will oversee provision of advice and support, monitoring and reporting. In particular, the Group will lead embedding of these commitments in ISO14001 accreditation for the County Council as a whole by 2010. The Group will report via the KCC Environment Board to the Leader and Chief Executive.



Paul Carter
Leader

Peter Gilroy
Chief Executive

Published December 2007

This Policy and its successful implementation will be reviewed annually by the KCC Environment Board, escalating any changes as necessary to the Leader and Chief Executive.

By: Norman Bateman, Head of Technical Services

To: Environment, Highways & Waste Policy Overview Committee – 15
September 2009

Subject: Update on Service Level Agreement with EDF Energy

Classification: Unrestricted

Summary: This report is to provide an update on the performance of EDF Energy in relation to the Service Level Agreement after two periods of reporting.

1. Introduction

- 1.1 Following a period of consultation with all South East highway authorities, Kent County Council signed up to a new Service Level Agreement (SLA) with EDF Energy in December of last year. The purpose of this report is to provide an update on EDF Energy's performance after two three month periods of reporting by EDF to Ofgem. The report will also provide information on the working relationship with EDF Energy and the new working practices that have been employed, which are outside of the SLA.
- 1.2 The report will also consider the proposal for Ringway to seek approval to work on the EDF network.

2. History

- 2.1 Over the last few years EDF Energy has not enjoyed a good reputation in the highway street lighting world. In self recognition of their poor performance, EDF Energy embarked on a project entitled Excellence in UMC (unmetered connections) last year. This included the development of an SLA to comply with Ofgem's request for all Distribution Network Operators to report consistently on performance. KHS (Kent Highway Services) was included in the consultation process for the delivery of the SLA.

3. Service Level Agreement

- 3.1 The SLA covers all aspects of EDF Energy's performance for KHS including response times for faults on the network, times to carry out connections and the provision of quotations. The SLA also provides for better reporting and monitoring of work.

A copy of the SLA is attached in Appendix 1 detailing the target response times.

4. Faults and Connections

A summary of the SLA figures for the last two quarters can be found in Appendix 2.

- 4.1 **Faults** The results for the first quarter of this year (1st January to 31st March) showed that the targets were not being met. There are a number of underlying

reasons for this, the most significant being a considerable backlog of outstanding work, insufficient resources and teething problems with the new reporting procedures. KHS was unable to agree the figures with EDF Energy as the data presented did not match that held by KHS. The data was therefore submitted to Ofgem without agreement.

The second quarter figures presented by EDF Energy showed a marked improvement with the exception of multiple faults, where performance was still poor. Again KHS was unable to agree the figures issued to Ofgem. This agreement issue is being resolved.

Multiple faults are those which are most noticeable by the public therefore it was disappointing to see performance worsen. The cause of multiple faults can often be the 5th core network where a number of lights are fed and controlled from one point. The control point for these is often within a sub station which is inaccessible to KHS staff and therefore outside of our control. Over the last few months we have worked closely with EDF Energy to find a solution and I can report that an agreement has been reached whereby EDF Energy will provide a live supply to the first street light in the chain outside of the sub-stations. KHS will then install the necessary control in that street light, thus allowing KHS staff the ability to maintain and repair multiple faults. This work has commenced in Tonbridge and Malling and a programme is being developed County-wide.

- 4.2 **Connections** As with faults, the first quarter highlighted that targets were not being met. This has steadily improved over the second quarter, and KHS was able to agree the figures presented to Ofgem in July.

In an attempt to further improve response times to connections, KHS approached EDF Energy with a view to using the 'rent-a-jointer' scheme. This allows KHS to 'purchase' a jointing team from EDF to carry out schemes that are then programmed and controlled by KHS. This has previously been refused by EDF Energy as there is a requirement to provide a comprehensive long term programme of scheme work. KHS has been able to evidence this and to date a major replacement programme across the County has been operating successfully. This scheme provides both cost and efficiency savings and customer perception has also improved as there is no longer a delay in street lights being installed, connected, and the old column removed.

In addition to this, Ringway, the KHS contracting arm, has approached EDF Energy with a view to entering into a 'tripartite' agreement. This allows nominated Ringway staff to obtain accreditation to work on the EDF Energy secondary network. This will then enable KHS to have even greater control over works which will now include individual columns as well as schemes. It is anticipated that this approval may be obtained in the next three months.

- 4.3 **Quotations:** KHS is not required to obtain quotations for work, therefore this is not applicable to KHS.

5. Further Co-operative Working with EDF

- 5.1 At a recent meeting with EDF, the Cabinet Member for Environment, Highways and Waste was able discuss the past performance of the provider and the

proposals from EDF to continue with their improvement. EDF stated that they were very confident of maintaining the progress made so far and that they considered Kent County Council very important on their customer base.

5.2 From a more operational point of view, a senior manager from EDF now forms part of the KHS Streetlighting Management Team thereby giving KHS immediate access into the management of EDF improving communication and cutting down on delays.

6. Conclusion

6.1 This report is for information only, but highlights that EDF Energy has responded to their poor performance over recent years showing improved response to KHS and that these improvements are ongoing.

Contact:

Sue Kinsella

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Competition in Connections – UMC Service Level Agreement

STATUS OF THIS SERVICE LEVEL AGREEMENT

This document is intended to be an articulation of Ofgem’s voluntary National SLA recommendations and outlines the minimum service levels which EDF Energy Networks and _____ Local Authority aim to achieve. This document will be reviewed on a periodic basis.

THIS DOCUMENT IS NOT INTENDED TO BE LEGALLY BINDING NOR SHALL IT HAVE ANY LEGAL FORCE OR EFFECT WHATSOEVER

We the co-signatories will work together with the common aim of delivering improved service in respect of street lighting connections work and fault repairs as outlined in this SLA.

On behalf of EDF Energy Networks

Signed _____ Date: _____

Name: _____ Position: EDF Energy Networks Senior Manager

On behalf of _____ Local Authority

Signed _____ Date: _____

Name: _____ Position: _____

Competition in Connections – UMC Service Level Agreement

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Unmetered Connections Service Level Agreement

1. INTRODUCTION

Whilst this Service Level Agreement (SLA) is not legally binding and has no legal effect, it is intended to outline the minimum level of service to which EDF Energy Networks and Local Authority Lighting Customers will aim to work with regard to unmetered connections (UMC).

The services recognised by EDF Energy Networks as being part of the UMC function are connection work and fault repairs associated with street lighting and street furniture, as included in the Unmetered Supply Agreement between the customer and EDF Energy Networks and as per the Standard Schedule of Rates. There must exist an Unmetered Supply Agreement between the customer and EDF Energy before this SLA can apply.

This SLA has been developed in joint consultation between EDF Energy Networks and representatives of Local Authority Lighting Customers and incorporates as a minimum standard the Ofgem National SLA recommendations released in October 2007.

EDF Energy Networks is committed to delivering the best possible service levels to its customers and recognises the importance of public lighting and street furniture to its customers and the community. In order to deliver the best possible service EDF Energy Networks recognises it must work with its customers to ensure a safe, effective and efficient service; therefore, this is a two-way SLA outlining not only the service levels EDF Energy Networks aims to offer its customers, but the service levels the Lighting Authorities aim to provide to EDF Energy Networks.

2. HEALTH AND SAFETY

At EDF Energy Networks, we recognise our responsibilities to all who may be affected by our activities and we are committed to achieving high standards of health and safety. We regard the application of legal requirements as the minimum level of achievement. We believe the effective management of health and safety is essential to our operation and as important as all other management functions and therefore we will ensure that adequate resources are allocated to this task. We consider the identification of relevant hazards, assessment of foreseeable risks and the effective implementation of appropriate control measures as fundamental to achieving continual improvement of our safety performance.

3. DEFINITIONS

Term	Definition
ALARP	As low as reasonably practicable.
Area of public order concern	An area with a high risk of crime to which a significant contributory factor may be the lack of street lighting.
Asset	<p>This may include, but is not limited to, a single item of street lighting or street furniture e.g.</p> <ul style="list-style-type: none"> • A single lamp column • A traffic light column • A bollard • An advertising hoarding • A CCTV camera • An illuminated sign • A belisha beacon • A variable messaging sign <p>Where a single lamp column has multiple lamps mounted on it, this is a single asset.</p>
Asset Ready (New Connections)	<p>An asset is deemed to be ready when the asset is physically in place and is fit for connection to EDF Energy’s network as evidenced by the Installation certificate.</p> <p>For disconnections the asset is assumed to be ready.</p>
Asset Ready Date (New Works Form)	Date when the Customer plans for the asset to be physically in place, tested and EDF Energy will have been in receipt of installation certificates for at least 5 days.
Authorised Person	As defined in the EDF Energy Networks Distribution Safety Rules.
Clock	<p>Measurement of elapsed time against a service standard. The time reported for each individual instance of a process will be: [Clock Stop Date] – [Clock Start Date] – Σ (Clock Resume Date – Clock Pause Date)</p> <p>When measuring elapsed time against the ‘Emergency Response’ SLA category, the elapsed time will be measured in hours and minutes and will operate 24 hours a day, 7 days a week. For all other service categories, the elapsed time will be measured in working days.</p>
Clock Abort	An event that happens while the clock is running that ceases measurement against the standard and excludes that particular job or request from SLA reporting.

Competition in Connections – UMC Service Level Agreement

Clock Pause	<p>Any point in the delivery of a service that the clock has temporarily stopped because EDF Energy Networks cannot make further progress because it is waiting for an external event. This will include:</p> <ul style="list-style-type: none"> • Waiting for a decision from the customer which materially affects the commencement of the work • Waiting for an opening notice or other consent. <p>A clock pause will always be associated with a triggering operational event and in all cases EDF Energy Networks will record the reason for the clock pause and inform the customer that the clock has paused and what the reason is.</p>
Clock Restart	An operational event that occurs while the clock is running that restarts the clock from zero.
Clock Resume	The point at which a clock pause condition is resolved and EDF Energy Networks is able to make progress against a specific request. This will always be associated with a specific operational event.
Clock Start	The point in a process at which the clock starts. Each clock start is triggered by a specific event – the ‘clock start event’. For each clock start event, there are a number of preconditions including but not limited to the supply of minimum information.
Clock Stop	The point in a process when the clock stops. This will be triggered by a specific event.
Customer	Local Authority/Highway Authority or nominated representative by those parties and any other party with a UMC agreement (excluding developers).
DfT Number	Department for Transport number, unique to the Local Authority.
Electrical work completed	<p>For High Priority, Multiple Unit and Single Unit Faults, electrical work is considered to be complete when the following criteria have been met:</p> <ul style="list-style-type: none"> • A live supply is present at the supply terminals of the cut-out that is within statutory voltage limits (230 volts +10/-6 %) • The cut-out is electrically and mechanically safe, with no exposed live parts <p>For connections and transfers, electrical work is considered completed when the ‘cut-out is energised’ (including temporary repairs).</p> <p>For disconnections, electrical work is considered complete when EDF Energy Networks has removed all of its assets. A disconnection certificate is available on request.</p>
Emergency Response	EDF Energy Networks defines an emergency as a scenario where there is immediate danger to the public from the electricity network or where the connection to the electricity network is preventing EDF Energy Networks from making the asset or the site safe.
High priority fault repair	Work that is urgent but would not require attendance outside normal working hours to restore electricity supplies to street lighting or street furniture.

Competition in Connections – UMC Service Level Agreement

Job	Applicable to SLA Standard 2 – New Works. A job is defined as a task e.g. the connection, disconnection or transfer of any single asset.
LA	Local Authority/Highway Authority or nominated representative
Made Safe	Permanent disconnection of the electrical supply away from the asset.
Minimum information	For any process or service carried out by EDF Energy Networks (or its contractors) the minimum information is the information which is required to be supplied by the customer before EDF Energy Networks can commence work. As such, the clock will not start on any service standard until the minimum information has been received. The minimum information required by EDF Energy Networks for each service standard is specified in Appendix 1.
Multiple unit fault repair	Fault on service e.g. no current, low voltage, faulty cut-out (i.e. electrically distressed), loss of neutral and high earth impedance affecting more than one asset.
New works	New works are classified as UMC works for any new lighting and signage work that require the provision of connection/disconnections, service transfers, new services and disconnections.
Order	(Applicable to new works only and chargeable repairs) An order is an instruction by the customer to EDF Energy Networks for works to be programmed. An order is only placed once a quote has been accepted or the customer has self-quoted from the Standard Schedule of Rates. For an order to be placed the customer must supply EDF Energy Networks with the necessary minimum information as specified in Appendix 1.
Projects Gateway	The Projects Gateway team is an internal EDF Energy Networks department. It deals with initial enquiries relating to projects which comprise work involving numerous EDF Energy Networks departments or: New connections over 72KVA Upgrades over 72KVA Projects of more than four single phase metered connections Projects of more than two three phase metered connections Diversion of mains cables Relocation of substations
Scheme	A single UMC connections project comprising one or more jobs in the same geographic location (e.g. street) or in a contiguous area.
SLA	Service Level Agreement.
Single unit fault repair	Fault on service e.g. no current, low voltage, faulty cut-out (i.e. electrically distressed), loss of neutral and high earth impedance affecting one asset.
Standard Schedule of Rates	The Standard Rates Schedule as defined in the Unmetered Supply Agreement
SWA	Steel wired armoured cable.

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System Emergency	A system emergency is declared when an event or events occur on EDF Energy’s distribution or transmission systems that have a significant impact on the continuity of electricity supplies or the safe management of the network. EDF Energy Networks then suspends normal business operations and redeploys staff to respond to, and recover from, the event and return the system to normal. Under System Emergency circumstances any activities that are non-critical to the continuity of supplies or safe management of the networks may be suspended.
Task	A task is defined as a complete jointing activity e.g. the connection or disconnection of a single asset.
Tie Up	A Tie Up is the term used to describe an activity where works must be coordinated between the LA and EDF Energy Networks, when an asset needs to be removed and replaced on the same day. An example would be where a column needs to be disconnected by EDF Energy Networks and then removed by the LA, and a new column is put in place and reconnected by EDF Energy Networks. This usually occurs when it is not feasible to change the position of an asset.
UMC	Unmetered connection.
UMS	Unmetered supplies.
Unmetered Supply Agreement (UMS Agreement)	The agreement titled “Agreement for Unmetered Connection to EDF Energy Distribution System”. A signed agreement must be in place between the customer and EDF Energy Networks before this SLA can apply.
Unit	Applicable to SLA Standard 1 – Fault Repairs. A unit is any single asset with an unmetered connection.
Working day	08:00-16:30, Monday to Friday (excluding public holidays) as defined by Ofgem.

4. EDF ENERGY NETWORKS SERVICE CATEGORY SUMMARY

Levels for Emergency Attendance and Fault Repairs to Unmetered Connections

Category	Ofgem Definition¹	Refined Definition	Service Level	Clock start event	Clock stop event
Emergency Attendance	Work necessary to remove immediate danger to the public or property arising from the electricity distribution network.	Emergency attendance is required in situations where there is immediate danger to the public caused by the electricity network or the collapse of an asset.	<ul style="list-style-type: none"> • 80% of incidents attended in 2 hours 	The notification of an emergency fault with the required minimum information by the LA or emergency service to the specified EDF Energy Networks contact.	EDF Energy Networks attends site.
High Priority Fault Repair	Work that is urgent but would not require attendance out of normal working hours to restore electricity supplies to street furniture e.g. at the site of an accident black spot, major road junction, pedestrian crossing facility, an area of public order concerns, a reoccurring fault or traffic signals.	Work that is urgent but would not require attendance out of normal working hours to restore electricity supplies to street lighting or street furniture.	<ul style="list-style-type: none"> • 50% of jobs complete in one Working day or less • 90% of jobs complete in 10 working days or less 	The receipt of notification (including minimum information) by EDF Energy Networks from the LA.	Notification to designated LA contact that electrical work is complete.
Single Unit Fault Repair	Fault on service e.g. no current, low voltage, faulty cut-out (i.e. electrically distressed), loss of neutral and high earth impedance affecting one unit.	Fault on service e.g. no current, low voltage, faulty cut-out (i.e. electrically distressed), loss of neutral and high earth impedance affecting one unit.	<ul style="list-style-type: none"> • 60% of jobs complete in 10 working days or less • 80% of jobs complete in 20 working days or less 	The receipt of notification by EDF Energy Networks from the LA (including minimum information).	Notification to designated LA contact that electrical work is complete.
Multiple Unit Fault Repair	Fault on service e.g. no current, low voltage, faulty cut-out (i.e. electrically distressed), loss of neutral and high earth impedance affecting more than one unit.	Where there is a fault on service e.g. no current, low voltage, faulty cut-out (i.e. electrically distressed), loss of neutral and high earth impedance affecting more than one unit.	<ul style="list-style-type: none"> • 75% of jobs complete in 10 working days or less • 90% of jobs complete in 20 working days or less 	The receipt of notification by EDF Energy Networks from the LA (including minimum information).	Notification to designated LA contact that electrical work is complete.

¹

[http://www.ofgem.gov.uk/Networks/Connections/CompinConn/Documents1/Unmetered%20Service%20Level%20Agreement%20\(SLA\)%20-%20Decision%20on%20Key%20Performance%20Indicators.pdf](http://www.ofgem.gov.uk/Networks/Connections/CompinConn/Documents1/Unmetered%20Service%20Level%20Agreement%20(SLA)%20-%20Decision%20on%20Key%20Performance%20Indicators.pdf)

Competition in Connections – UMC Service Level Agreement

Service Levels for Connections Quotations

Category	Ofgem Definition	Refined Definition	EDF Energy Networks Service Level	Clock start event	Clock stop event
Standard Quotations	Not subject to recommended Ofgem KPIs. ²	Any quotation requiring prices featured on the Standard Schedule of Rates – new supplies only.	<ul style="list-style-type: none"> The agreed time period in working days between the LA and EDF Energy Networks. A 30 Working day time period will normally be set as a default unless otherwise agreed. 	The later of the date of receipt of the request by EDF Energy Networks or the date of agreement of the time period to prepare the quotation if different from the default.	Transmission of the standard quotation to the customer.
Non-Standard Quotations	A quotation for the provision of electrical services to an unmetered installation outside the scope of the Standard Public Lighting Schedule.	Any quotation requiring prices not featured on the Standard Schedule of Rates.	<ul style="list-style-type: none"> The agreed time period in working days between the LA and EDF Energy Networks. A 30 Working day time period will normally be set as a default unless otherwise agreed. 	The later of the date of receipt of the request by EDF Energy Networks or the date of agreement of the time period to prepare the quotation if different from the default.	Transmission of non-standard quotation to the customer.

All quotations will be valid for 90 working days unless otherwise specified.

Incomplete Requests Returned

Upon receipt of any incomplete service or quotation requests, EDF Energy Networks will inform the customer within 2 working days, outlining the missing information. If EDF Energy Networks do not receive the missing information or receive confirmation from the customer of when they will receive the missing information within 10 working days of the customer being informed, EDF Energy will return the order to the customer.

Category	Ofgem Definition	Refined Definition	EDF Energy Networks Service Level	Clock start event	Clock stop event
Incomplete Requests	Incomplete requests returned within 2 working days	Customer advised of incomplete requests within 2 working days.	To advise customers of missing information within 2 working days	Receipt of order by EDF Energy Networks	Notification to customer of missing information

²[http://www.ofgem.gov.uk/Networks/Connectns/CompinConn/Documents1/Unmetered%20Service%20Level%20Agreement%20\(SLA\)%20-%20Decision%20on%20Key%20Performance%20Indicators.pdf](http://www.ofgem.gov.uk/Networks/Connectns/CompinConn/Documents1/Unmetered%20Service%20Level%20Agreement%20(SLA)%20-%20Decision%20on%20Key%20Performance%20Indicators.pdf)

Competition in Connections – UMC Service Level Agreement

Service Levels for Completion of Connections Work

Category	Ofgem Definition	Definition	EDF Energy Networks Service Level	Clock Start Event	Clock Stop Event
New works orders with 1-10 jointing operations per order.	May include the following: new capital lighting schemes, road improvement schemes, provision of connection/disconnections, service transfer, new service and disconnections.	New works orders comprising 1-10 tasks.	<ul style="list-style-type: none"> • 60% of orders complete in 15 working days or less • 90% of orders complete in 30 working days or less 	Asset ready date or order receipt date, whichever is the latest	Notification to designated LA contact that electrical work is complete.
New works orders with 11-50 jointing operations per order	May include the following: new capital lighting schemes, road improvement schemes, provision of connection/disconnections, service transfer, new service and disconnections.	New works orders comprising 11-50 tasks.	<ul style="list-style-type: none"> • 70% of orders complete in 25 working days or less • 90% of orders complete in 35 working days or less. 	Asset ready date or order receipt date, whichever is the latest	Notification to designated LA contact that electrical work is complete.
New works orders with 51-100 jointing operations per order	Not subject to Ofgem SLA.	New works orders comprising 51-100 tasks.	<ul style="list-style-type: none"> • Timescales to be agreed with customer 	Asset ready date or order receipt date, whichever is the latest	Notification to designated LA contact that electrical work is complete.
New Works orders with 100 plus jointing operations per order.	Not subject to Ofgem SLA.	New works orders comprising more than 100 tasks.	<ul style="list-style-type: none"> • Timescales to be agreed with customer 	Asset ready date or order receipt date, whichever is the latest	Notification to designated LA contact that electrical work is complete.

Reinstatement

Reinstatement will be completed as soon as practicable working within the confines of the Traffic Management Act.

5. OPERATIONAL EVENTS

It is recognised by both EDF Energy Networks and the Local Authority customer that operational events will occur that may affect service levels beyond the control of EDF Energy Networks, or the local authority or both parties. Should these events occur, the behaviour outlined below will be followed by EDF Energy Networks and the customer.

Operational Events Generic to all Categories.

Clock Restart:

Should any of the following operational events occur, the clock will cease running and will restart from zero when the required conditions are met.

- System Emergency
 - In the event of a system emergency impacting the UMC resource, all works planned during this emergency **may** need to be reprogrammed, ensuring the subsequent programmed works are not compromised. The clock will restart on the next Working day for all works that were programmed during a system emergency and could not be delivered as per the programme.
 - Emergency attendance events are the only exclusion to this.
- Access Issues:

In the event that EDF Energy Networks cannot access the work site safely to complete works for a fault or connection service the clock will restart. EDF Energy Networks will contact the designated LA contact from the site if these events occur and will agree a course of action to manage the issue. Examples of these events include:

 - Road closures
 - Other parties completing works at the site e.g. other utilities
 - Another service in the ground causing obstructions
 - Obstructions such as skips or scaffolding restricting access to the works area
 - Discovery of tree roots and action taken as per the current issue of the National Joint Utilities Group Guidelines for the Planning, Installation and Maintenance of Utility Services in Proximity to Trees.
 - Health, safety or environmental issues which were unknown at the time of planning the works and which cannot be averted in order to safely undertake the works.

Clock Abort:

Jobs will be aborted under the following circumstances:

- The job does not exist.
- EDF Energy Networks attends a location to fix a fault and no fault can be found.
- The work involves a proven private network.

EDF Energy Networks will contact the customer to inform them of the situation before leaving site and agree the event as an abort.

Clock Pause and Resume:

Clock pause and clock resume events occur when situations outside the normal procedures for repairing faults or making new connections arise. Examples include:

- A requirement for a cable shutdown, requiring five working days' notice.
- If it is necessary for EDF Energy Networks Limited to obtain easement(s) or wayleave(s) before proceeding.
- Waiting for a decision from the customer which materially affects the commencement of the work
- Waiting for an opening notice or other consent.

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Missing information:

In the event that the customer submits a request for new works without any of the specified minimum information, EDF Energy Networks shall inform the customer within two working days of receipt of the request or notification and will inform the customer of the specific information that is missing. The clock will not start until all of the required minimum information has been received by EDF Energy Networks. If this missing information is not received or if EDF Energy Networks are not informed of when they will receive this missing information, the request will be returned to the customer after 10 working days.

Operational Events Specific to Categories.

Should the following specific operational events occur, they will be dealt with in the manner described below.

Emergency Response:

- 1) Where EDF Energy Networks attends site in response to an emergency call and finds that there is no emergency (no danger), this call shall be aborted, excluded from SLA reporting and reported to both the customer and Ofgem as a mis-classification. The LA should be contacted from the site at the time this occurs. If this is out of office hours, the LA's 24 hour help line should be informed.
- 2) Where EDF Energy Networks attends site to make an emergency disconnection, any subsequent re-connection of the same asset will be considered to be covered by SLA standard 2, New Works (1-10 jobs or 11-50 jobs).

High Priority Fault Repair:

- 1) Where there is no material change in the circumstances surrounding a fault report, a fault cannot be re-categorised or raised again as a high priority fault from a single or multiple unit fault. Specifically, a fault report cannot be re-categorised or raised again if the only reason for its change in category is the elapsed time taken to repair it.
- 2) Where there is a material change in the circumstances surrounding an existing fault report, the original report can be cancelled and the fault can be raised again as a higher priority. If the fault is raised again as a higher priority, the clock will start from zero at the time it is raised.

Multiple and Single Unit Fault Repair

- 1) If EDF Energy Networks is notified of a multiple or single fault which does not meet the criteria in either of those categories, EDF Energy Networks will reclassify the fault and notify the customer within one Working day.

New Works (1-10 Jobs and 11-50 Jobs)

- 1) EDF Energy Networks will not accept orders with phased start dates; orders will need to be resubmitted broken down into work packages where installation certificates can be provided at the same time.
- 2) If orders are received and only part or none of the scheme is ready for the electrical works, the clock will not start. The clock will start when the installation certificates are received.
- 3) Orders in the 1-10 category will not be planned/scheduled unless the asset is confirmed as ready using the installation certificate where appropriate. The clock will not start until the assets are confirmed as ready.
- 4) Orders in the 11 – 50 category, may be scheduled prior to the receipt of the installation certificates, but the clock will not start until confirmation that the assets are ready (EDF Energy Networks receive installation certificate). If the assets will not be ready on the date provided by the customer, 15 working days notice must be provided in writing to the UMC Coordinator,

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otherwise an abortive cost will be chargeable. Installation certificates (asset ready confirmation) should be provided to the UMC Coordinator at least 5 working days prior to the planned start date for the works if appropriate, otherwise an abortive cost may be charged.

- 5) If the volume of tasks ordered exceeds the 12% volume rate specified below, the SLA targets are no longer applicable to those orders exceeding the volume rate and these events will be captured and reported outside the Ofgem submission, but included in regular management reporting and delivered in the same way as works included in the Ofgem submission.
- 6) In the event that tasks are ordered within a category and then are found to be in excess of that category, e.g. a transfer becomes a disconnection and a reconnection, taking the original order of 50 to 51 due to the additional task, the whole order may need to be reclassified and an agreement should be made between the customer and the UMC Manager. This will have no effect on the behaviour of the clock but may influence whichever SLA target category it falls into.
- 7) EDF Energy Networks would prefer Tie Ups to be submitted on separate orders but, where this is not reasonable, they may be included as part of a larger order with a committed ready date. If EDF Energy Networks finds that the customer is not able to honour the committed date for the Tie Up, an abortive charge will be applicable unless the customer has provided 15 working days' written notice to their UMC Coordinator that the works cannot take place on this date.
- 8) If after EDF Energy Networks electrically complete a job and the customer later finds that there is a fault or it appears to be defective, it will need to be reported as a fault in order for repair to take place.

Quotations

- 1) In any circumstances where the provision of street lighting or street furniture is quoted for as part of a wider project (e.g. a main requires diverting), the project as a whole, including the street lighting and street furniture elements, will be managed by the Projects Gateway and excluded from the UMC SLA.

Non-Standard Quotations

- 1) Thirty (30) working days will be set as a default to provide quotations unless otherwise agreed between EDF Energy Networks and the customer (Please note: Ofgem Key Performance Indicators do not specify duration, this target has been set via EDF Energy Network's customer consultation).
- 2) Should EDF Energy Networks find, when preparing the quotation, that it will take longer than agreed with the customer due to new information becoming available, EDF Energy Networks will contact the customer to agree the new time period. The clock will pause while this second period is being agreed.

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6. REMEDIAL AND MAINTENANCE WORKS

The table below outlines how remedial works will be treated under the SLA.

Please note: some activities may be rechargeable.

Description	Subject to SLA	SLA category
Service Termination Repair - Broken or damaged cut out - Burnt out contacts - Vandalised equipment - Missing Fuse Carriers	Y	Fault
Low Voltage at cut out – outside statutory limits	Y	Fault
Earth Loop Impedance > 10 ohms – where DNO provide earth facility	Y	Fault

'Fault' in the above table means the works should be reported and resolved under the SLA categories 'single unit fault repair' or 'multiple unit fault repair' as described in section 4.

SERVICE INFORMATION AND REPORTS

Ofgem Performance Data

All DNOs are required to report performance data regarding street lighting and street furniture on a quarterly basis to Ofgem. Ofgem specify the content, format and the timescales this information should be reported and EDF Energy Networks will adhere to Ofgem's requirements. When reporting SLA performance to Ofgem, only performance data subject to the Ofgem SLA and orders where the clock has stopped within that quarter will be reported. Other management status reporting will include orders and tasks not yet completed. Where no work has been completed within a category during the time period of the report, a 'nil return' report will be provided.

As it is necessary for EDF Energy Networks and the customer to agree the quarterly performance data prior to submission to Ofgem both parties are required to make themselves available to review the data prior to the quarterly submission. If agreement cannot be reached concerning the data, EDF Energy will submit the data to Ofgem, but state where agreement could not be reached.

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Status and Performance Reports

Reports can be expected as outlined below:

Faults and Emergency Attendance

Daily	Weekly	Monthly	Quarterly	Annually
<ul style="list-style-type: none"> Emergency response site attendance and status report High priority, single and multiple fault electrical work completion and target dates report Any clock events such as pause resume, restart and abort or reclassifications 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Monthly performance summary 	<ul style="list-style-type: none"> Quarterly performance summary Ofgem submission for LA 	<ul style="list-style-type: none"> Annual performance summary

New Works/ Connections

Daily	Weekly	Monthly	Quarterly	Annually
<ul style="list-style-type: none"> Electrical work completed Any clock events such as pause, resume, restart and abort or reclassifications 	<ul style="list-style-type: none"> Electrical work completed Electrical work outstanding, including scheduled dates Reinstatement completed Reinstatement outstanding 	<ul style="list-style-type: none"> Monthly performance summary 12% volume rate 	<ul style="list-style-type: none"> Quarterly performance summary Ofgem submission for LA 	<ul style="list-style-type: none"> Annual performance summary

Please see Appendices 2 and 3 for examples of how percentages are calculated.

Competition in Connections – UMC Service Level Agreement

7. WORKING TOGETHER

EDF Energy Networks believe that in order for the delivery of UMC works to be carried out as effectively as possible it is imperative that we work together, by providing as much relevant information to one another as we can.

This SLA is a joint endeavour and therefore the main EDF Energy Networks roles and interactions, meeting schedules and escalation processes are outlined below. Going forward up to date details can be found on the EDF Energy Networks Internet site on the unmetered services page.

From our customers' perspective, we would ask that you provide EDF Energy Networks with the following:

- Clear and up-to-date contact details
- Details of your internal escalation process
- Emergency 24 hour helpline number
- A maintained central email box for reports
- Details of contractors/agents working on your behalf
- For new works, if EDF Energy Networks is to provide/serve notice on your behalf, please ensure EDF Energy Networks is set up on an Eton 4 compatible system e.g. Mayrise and that EDF Energy Networks is supplied with your DfT Number.
- Evidence of your UMS agreement.

In addition, we would ask that you ensure that you regularly communicate with EDF Energy Networks and provide forecasts of expected works when required. Suitable attendance at meetings with EDF Energy Networks will also enable smooth operations.

EDF Energy Networks Contacts

Relevant EDF Energy Networks contacts are available on the EDF Energy Networks internet site on the unmetered services page.

Title	Interaction
Faults Customer Services	Notification of fault; provision of fault reference number; programme if applicable; status updates from screen; invoice updates; management of clock pause, stop and start events and completion.
Faults Scheduler	Escalation point from Faults Customer Services if required.
Faults Engineer	On-site activity, site liaison if required. Escalation from Faults Scheduler.
Lead Faults Engineer	Escalation from Faults Engineer.
Cluster Manager	Escalation point from Faults Customer Services if required.
Hub Manager	Escalation point from Cluster Manager if required.
Head of Customer Operations (HOCO)	Escalation point from Hub Manager if required.
UMC Coordinator or Business Support Assistant (BSA)	Acknowledgement of work, notification of missing minimum information, notification number invoicing, crediting, notification of clock pause/stop/start events and completion. Programme dates, noticing.

Competition in Connections – UMC Service Level Agreement

UMC Technician	To support the technical and planning elements of UMC work, including approval of point of connection and the sign off of work packs before issue to delivery.
Authorised Person (AP)	In addition to the responsibilities of a UMC Technician an AP is responsible for 'Putting People to Work' where direct delivery staff are employed.
Site Surveyor	Pre site visit schemes to identify risks and provide technical advice on connections to Contractors and Customers.
Unmetered Connections Manager (UMC Manager)	Escalate from UMC Coordinator, monthly liaison meetings.
Highway Services Manager (HSM)	Escalate from UMC Manager.
Head of Customer Connections (HOCC)	Escalate from HSM, liaison at UMC forums.
Customer Relationship Manager (CRM)	Assistance with any UMC or faults enquiries/work and any information about EDF Energy Networks.
Key Account Manager (KAM)	Assistance with any UMC or faults enquiries/work and any information about EDF Energy Networks. Escalation point from CRM if required.
Operational Key Account Manager (OKAM)	Escalation point from KAM if required.

Meetings

Ad hoc – as and when required.

Monthly - meetings held with individual Local Authority customers as deemed necessary and attended by the appropriate parties from both the customer and EDF Energy Networks.

Quarterly – two regular quarterly meetings will be held;

1. A review meeting with the UMC Manager, CRM and designated customer representative to review and agree the Ofgem performance figures and to discuss any operational issues and work forecasts. It will also be attended as deemed necessary by other appropriate parties from both the customer and EDF Energy Networks
2. UMC User Group meetings are held with a number of LAs who fall within the same geographical footprint. The HOCC should attend these alongside the CRMs and KAMs, Highway Services Manager, UMC Coordinators, Operations Key Account Manager, a representative from Customer Ops and the appropriate Contractor (plus any other EDF Energy Networks personnel deemed necessary to give presentations or answer topic specific questions).

Annually – UMC forum to which all of the LAs for the relevant hub are invited. Usually the Director of Connections will open or close the meeting and it is led by both the appropriate HOCC and HOCO.

Competition in Connections – UMC Service Level Agreement

Escalation Process

Faults

Faults Customer Services → Faults Scheduler → Faults Engineer → Lead Field Engineer or CRM → Cluster Manager or KAM → HOCO or OKAM

New Works

UMC Coordinator → AP, UMC Technician or CRM → UMC Manager or KAM → HSM or OKAM → HOCC

Development of the SLA

In line with Ofgem's recommendation for a national SLA, this document is meant to provide a single SLA across EDF Energy Networks' 3 DNO licensed distribution areas. It is recognised this SLA may need to be developed in the future and therefore EDF Energy Networks reserve the right to withdraw and or reissue the SLA in light of changes in circumstances. As this is a joint SLA EDF Energy Networks will periodically review the SLA and will at times invite comments from customers as to how the SLA can be improved. EDF Energy Networks will attempt to operate in line with national guidelines and will take into account any future requests from Ofgem.

The SLA will form a regular agenda point at the quarterly User Group meeting and any developments or improvements to the SLA should be raised at this meeting. Changes to the SLA will be managed through formal change control.

Third Party Damage

Where an LA is aware of third party damage to an EDF Energy Networks asset, the LA should provide, wherever possible, sufficient information for EDF Energy Networks to investigate the claim in order to recover costs from the third party. Also, where EDF Energy Networks attends an emergency response or fault and suspects third party damage, particularly intentional damage to an asset by a developer to expedite the disconnection of an asset, EDF Energy Networks should inform the customer.

Competition in Connections – UMC Service Level Agreement

8. 12% VOLUME RATE (APPLICABLE TO NEW WORKS ONLY)

As specified by Ofgem, the volume of orders placed by a customer for new works in any calendar month must not exceed 12% of the total volume of new works orders received by EDF Energy Networks from the customer in the preceding 12 months. EDF Energy Networks will calculate this figure on a monthly basis and provide it to LAs as part of the monthly management report. The volume is calculated using the total number of jobs, not orders, and applies to the joint total of new works jobs for 1-10 jobs and 11-50 jobs. If the volume of orders placed exceeds the 12% threshold, all orders placed in excess of that threshold in that calendar month are not subject to the SLA targets and will be reported outside of the Ofgem SLA figures. If a customer submits orders simultaneously and the total works exceed the volume rating, the LA and UMC Manager will jointly decide which works will be reportable under the SLA.

In the example below, the customer can submit up to 859 new works jobs in the month of May 2008. If the customer wished to submit 1,000 jobs, the last 141 submitted jobs would not be subject to the Ofgem SLA targets.

Table 1

Rolling Month	Calendar Month	Total Orders	Total Jobs
12	May-07	5	100
11	Jun-07	12	240
10	Jul-07	56	1120
9	Aug-07	2	40
8	Sep-07	56	1120
7	Oct-07	90	1800
6	Nov-07	4	80
5	Dec-07	30	600
4	Jan-08	15	300
3	Feb-08	45	900
2	Mar-08	23	460
1	Apr-08	20	400
TOTAL			7160
12% of previous 12 months			859

9. APPENDICES

Appendix 1 – Minimum Information

Minimum Information to be supplied for Emergency Response

- 1) Location
- 2) Local Authority
- 3) Address (with map if possible)
- 4) Equipment
- 5) Description of hazard
- 6) Contact details of person to provide updates to
- 7) Details of any staff on site and their contact details

Minimum Information to be supplied for Fault Notifications

- 1) Customer identification reference
- 2) Local Authority
- 3) Date issued by customer
- 4) Customer contact name and details
- 5) Fault category
 - a) Emergency Response
 - b) High priority fault repair
 - i) Political
 - ii) Dangerous junction/crossing
 - iii) Public order concerns
 - c) Multiple units – fault repair
 - d) Single unit fault repair
- 8) Remedial and Maintenance Work
- 6) Accurate location of equipment, including:
 - a) Address
 - b) Postcode if possible
 - c) Grid reference (Eastings and Northings)
 - d) Position description
 - e) Asset number
 - f) Map of area at scale 1:500 or 1:1250 as appropriate, with equipment highlighted
- 7) Description of work involved including number of consuming points
- 8) Type of work
 - a) DNO cost
 - i) No current
 - ii) Low voltage
 - iii) Faulty cut-out
 - iv) Loss of neutral
 - v) High earth loop impedance**
 - vi) Repeat 5th core fuse replacement
 - b) Customer cost (PO number to be included)
 - vii) Third party cable damage
 - viii) Make safe including vandalism and damage
- 9) Further information*
 - a) Access information
 - b) Asset history

NB: The customer will be issued with EDF Energy Networks' identification number via the daily faults report confirming receipt of the notification.

* LA to provide consents for their land if necessary or to provide details of ownership if known

** Where EDF Energy Networks has provided an earth and at the supply point the Earth Loop Impedance measures > 10 Ohms. Subject to BS7671 under the current IEE wiring regulations.

Competition in Connections – UMC Service Level Agreement

Minimum Information to be provided for the request of quotation for UMC Connection Works

In line with the 1989 Electricity Act, the following information is required:

1. Location / address of premises to be connected
2. The date when the connection should be made
3. The maximum power required.

In order for EDF Energy Networks to complete the quotation requests as efficiently as possible, it is requested that the specific EDF Energy Networks Quotation Request form be used. This form is available on the EDF Energy Networks internet site.

Minimum Information to be provided for the order of UMC Connections Works

- 1) Job number (customer unique ref number)
- 2) LA details
- 3) Date issued by customer
- 4) Sole customer contact name and details relevant to this order
- 5) New works category
 - a) 1-10 Jobs
 - b) 11-50 Jobs
- 6) A plan showing the extent of the works and any civil works required from customer and a Public Lighting Schedule detailing the estimated cost based on the Standard Schedule of Rates.
- 7) Accurate location of works, including:
 - a) Address
 - b) Postcode if possible
 - c) Position description
 - d) Asset numbers if applicable
 - i. Map of area at scale 1:500 or 1:1250 as appropriate, with equipment highlighted
 - e) Grid reference (Eastings and Northings)
- 8) Description of work involved including number tasks
- 9) Estimated total cost
- 10) Quotation required Y/N?
- 11) Asset ready date and installation certificate if applicable indicating asset is ready.
- 12) If a quotation is not required, or if a quote is being accepted, a purchase order number or cheque must be supplied
- 13) Approved variation amount
- 14) Opening notice information
 - a) If EDF Energy Networks to request
 - ix) Customer Dft number
 - x) Classification of asset (Works for road purposes Y/N?)
 - xi) Grid reference
 - b) If requested by customer
 - xii) Opening notice reference
 - xiii) Opening notice dates
- 15) Confirmation of whether a permit charge is payable
 - a) Value of permit charge if applicable
- 16) Further information*
 - a) Access information
 - b) Asset history
- 17) Total wattage requirement of each asset
- 18) Details of agreed wayleaves and easements where the LA is to provide*

Competition in Connections – UMC Service Level Agreement

NB: On acceptance of order by EDF Energy Networks the customer will be issued with EDF Energy Networks' identification number via the daily report.

* LA to provide consents for their land if necessary or to provide details of ownership if known

Appendix 2 - Calculation of Time Taken

Our interpretation of the elapsed time calculations against each service standard shall be as follows:

- 1) For measuring elapsed time against the ‘emergency response’ category, time will be measured in hours and minutes and will operate 24 hours a day, 7 days per week.
- 2) For all service standards except ‘emergency response’:
 - a. The elapsed time will be measured in working days where a working day is defined as “between the hours of 08:00 and 16:30 Monday to Friday excluding public holidays”
 - b. Working days shall be the lowest granularity of measurement. The time of a particular event within the Working day shall be irrelevant
 - c. Where a clock event happens outside of working hours, that event will be considered to have happened on the following Working day. That includes all clock start, stop, pause, resume, restart, and abort events.
- 3) Examples of elapsed time calculations:

Figure 1

Order received Monday at 10:30, fixed the same day at 15:30 = zero working days.

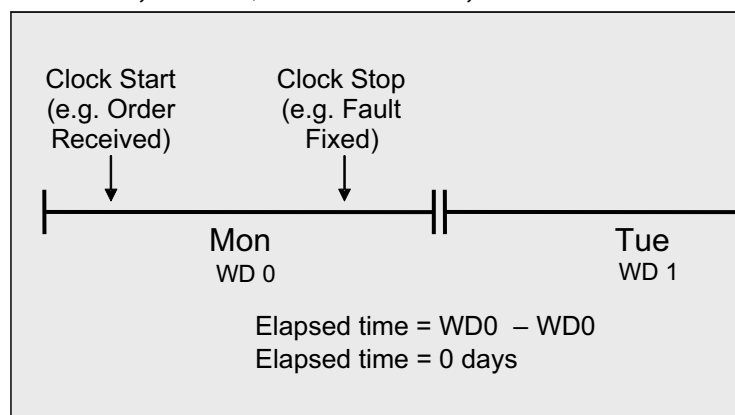
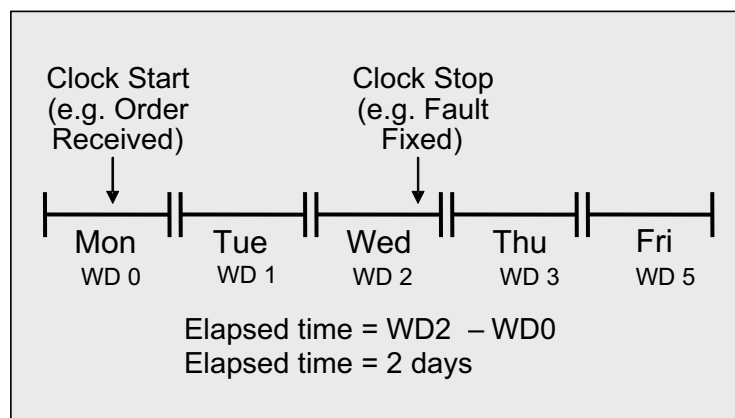


Figure 2

Order received Monday at 10:30, fixed on Wednesday at 15:30 = 2 working days



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APPENDIX 2								
LA Name:	Kent County Council	Reporting Quarter:	01/01/09	to	31/03/09			
Standard 1 - Emergency/Fault Repair		KPI	EDFE SPN		Total	Percentage		
Emergency Response			Input number	LA agreed?				
<2hrs		80%	5	No	10		50.0%	
>2hrs			5	No				50.0%
High Priority Fault Repair								
<1 working day		50%	5	No	21		23.8%	
>1 and < 10 working days		90% (overall)	6	No				52.4%
>10 working days			10	No				47.6%
Fault Repair - Multiple Units								
<10 working days		75%	7	No	21		33.3%	
>10 and < 20 working days		90% (overall)		No				33.3%
>20 working days			14	No				66.7%
Fault Repair - Single Units								
<10 working days		60%	5	No	134		3.7%	
>10 and < 20 working days		80% (overall)	14	No				14.2%
>20 working days			115	No				85.8%
Standard 2 - New/Transferred Connections								
New Works 1-10 Jobs								
<15 working days		60%	54	No	166		32.5%	
>15 and < 30 working days		90% (overall)	55	No				65.7%
>30 working days			57	No				34.3%
New Works 11-50 Jobs								
< 25 working days		70%	4	No	7		57.1%	
>25 and < 35 working days		90% (overall)		No				57.1%
>35 working days			3	No				42.9%
Standard 3 - Providing Quotations								
Quotation for non-standard works within timescales agreed		n /a		No	0		#DIV/0!	
Quotation for non-standard works outside agreed timescales		n /a		No				#DIV/0!
Incomplete Requests Returned								
Number returned within 2 working days		n /a		No	0		#DIV/0!	
Number not returned within 2 working days		n /a		No				#DIV/0!
EDF Energy								

LA Name	Kent County Council	Reporting Quarter:	01/04/09	to	30/06/09	
Standard 1 - Emergency/Fault Repair		KPI	EDFE SPN		Total	Percentage
Emergency Response			Input number	LA agreed?		
<2hrs		80%	14	No	21	66.7%
>2hrs			7	No		33.3%
High Priority Fault Repair						
<1 working day		50%	14	No	31	45.2%
>1 and < 10 working days		90% (overall)	5	No		61.3%
>10 working days			12	No		38.7%
Fault Repair - Multiple Units						
<10 working days		75%	5	No	14	35.7%
>10 and < 20 working days		90% (overall)		No		35.7%
>20 working days			9	No		64.3%
Fault Repair - Single Units						
<10 working days		60%	30	No	86	34.9%
>10 and < 20 working days		80% (overall)	19	No		57.0%
>20 working days			37	No		43.0%
Standard 2 - New/Transferred Connections						
New Works 1-10 Jobs						
<15 working days		60%	195	No	285	68.4%
>15 and < 30 working days		90% (overall)	45	No		84.2%
>30 working days			45	No		15.8%
New Works 11-50 Jobs						
< 25 working days		70%	13	No	17	76.5%
>25 and < 35 working days		90% (overall)	1	No		82.4%
>35 working days			3	No		17.6%
Standard 3 - Providing Quotations						
Quotation for non-standard works within timescales agreed		n /a		No	0	#DIV/0!
Quotation for non-standard works outside agreed timescales		n /a		No		#DIV/0!
Incomplete Requests Returned						
Number returned within 2 working days		n /a		No	0	#DIV/0!
Number not returned within 2 working days		n /a		No		#DIV/0!

EDF Energy

By: Nick Chard, Cabinet Member, Environment, Highways and Waste.

To: Environment, Highways and Waste Policy Overview Committee 15 September 2009.

Subject: **KHS Winter Service Review**

Classification: Unrestricted.

Summary: This report provides additional information relating to the winter of 2008/9 and seeks approval of the Winter Service Policy and Plan for 2009/10.

FOR APPROVAL

Introduction

1. On 18 September 2008 the Highways Advisory Board supported the Winter Service Policy Statement and Plan for 2008/09 and these were used as the basis for all winter service operations. Additionally a report was submitted to this committee on 9 July 2009 providing a review of the winter service delivered during the 2008/9 season.

The winter of 2008/9

2. The winter service policy requires precautionary salting on 'A' and 'B' and other busy roads (as defined in the policy statement paragraph 2.1.2) where frost/ice is likely to form on road surfaces. Details of forecast accuracy and other performance indicators provided by our forecast provider Meteogroup are available at the KHS office in Ashford. A statistical comparison of winter activities for the 2008/9 winter with the preceding four years is given in Appendix A.
3. On all occasions, during the winter, when frost was forecast and occurred, precautionary salting had taken place in advance of freezing temperatures.
4. This winter was the most severe in nearly two decades. A report has been prepared by Meteogroup which provides weather details and this is presented at Appendix B.

Finance

5. The KHS winter service budget for 2008/9 was £2,326,000 and the out turn was £2,438,854. For 2008/9 there was a requirement for funding from the corporate emergency fund for snow emergency which cost £339,927. The budget for 2009/10 has been set at £2,525,000

Forecast Service

6. As reported in July, a one year contract was let with Meteogroup who provided the forecast service last year. Tenders for a three year contract were sent out in July 2009 and a contract will be let by the end of September. Last year's contract provided substantial cost savings over previous years and it is expected

that the three year contract will also provide value for money and continuity of service.

Ice Prediction Service

7. The ice prediction service has been provided by Vaisala Ltd in the past and they have performed well again over the past winter season. It is therefore proposed to continue the relationship with Vaisala Ltd. for the coming winter.

Winter Service Policy and Plan 2009/10

8. The Winter Service Policy 2009/10 is given in Appendix C (any alterations are shown in italics). Members' attention is drawn to the principal changes relating to the policy for providing and payment for salt bins in section 8 of the policy and section 10 of the plan. This represents a change in practice to previous years. Copies of the Winter Service Plan have been placed in the Members Room.

Pre-Wetted Salt

9. As reported in July pre-wetted salt was operated from our depots at Haysden and Ashford and will also be used from the Preston depot in Faversham this coming winter. Performance indicators will be used to assess the savings made by using pre wet salt and this will be reported to Members in future reports.

District plans

10. From this season, each Community Delivery Team Leader working in Community Operations has produced a local winter service plan. These plans are based on a common template and details local actions that will be taken during the winter and outlines arrangements in place for working with the district councils where these exist. Copies of the plans are available to members on request.

Conclusions

11. Subject to the views of this Committee it is proposed that the Cabinet Member for Environment, Highways and Waste be asked to:
 - (i) note the contents of this report, particularly the decision to tender the winter weather forecasting service and enter into a three year contract arrangement
 - (ii) approve the Winter Service Policy and Plan for 2009/10 noting the salt bin assessment process and payment arrangements

Accountable Officer – Carol Valentine (08458 247800)

Previous Committee reference:

Winter Maintenance Report to the Highways Advisory Board, 16 September 2008, Winter Review report to Environment, Highways and Waste Policy Overview Committee, 9 July 2009

KHS Winter Service Review

WINTER SERVICE STATISTICS

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/9
<u>Precautionary Salting Routes</u>						
Number of primary precautionary salting routes	62#	63^	63	55**	55	53
<u>Precautionary Salting</u>						
Number of nights primary precautionary salting routes treated	45	56	65	25	49	65
Number of occasions primary precautionary salting routes treated	59	74	74	31	52	82
First full precautionary salting run	27.11.03	13.11.04	17.11.05	08.12.06	14.11.07	28.10.08
Last full precautionary salting run	11.03.04	12.03.05	15.03.06	21.03.07	08.04.08	28.03.09
Expenditure, excluding money spent on snow clearance or persistent ice.	£2,245K*	£2,145K	£2,497K	£2,263K	£1,822K	£2,439K
<u>Snow Clearance</u>						
Number of days of lying snow	7	14	5	2	2	8***
Number of days of snow emergency	0	11	4	1	0	
Expenditure due to snow emergency	0	£1,200K	£192K	£29K	£0K	£339k
Expenditure due to persistent ice	0	0	0	0	0	0
<u>Salt Bins Numbers</u>	1,102	1,102	1,102	1,102	1,102	1,102
<u>Snow Clearing Equipment</u>						
Number of farmers' snow ploughs	250	250	250	250	250	180
Number of snow blowers	7	7	12	12	12	12
Number of snow throwers	4	4	4	4	4	4

#Additional route on the A229, top of Bluebell Hill due to new road layout.

*Includes money spent on dealing with minor snow events and additional cost of the extra route at the M2/A229 Bluebell Hill junction.

^ Additional route in Shepway to cover de-trunked A259

** Number of routes reduced due to route optimisation

*** Average days across the county

Kent County Council

Winter Road Service Forecasts

End of Season Report

2008/2009

Prepared by

Meteogroup

2008/2009 Annual Summary – Kent County Council

The winter season began on a mild note as the first 26 days of October saw generally mild conditions with Road Surface Temperatures (RSTs) above zero on each night. However, it turned colder towards the end of the month and RSTs dropped to around zero on the 27th and 28th.

The chilly air that had affected Kent at the end of October moved away at the start of November as a low pressure area moved up from the south. This left the first 20 days of November with generally mild air keeping road temperatures often well above zero. Chillier air did move in on the nights of the 11th and 16th sending RSTs to around PS1 in the colder areas. The 21st of November saw the wind swing round to the north bringing colder air in and RSTs dropped below zero in places on the nights of the 21st, 22nd and 25th. Some snow fell late on the night of the 22nd and into the morning of the 23rd giving accumulations of a few centimetres. The rest of the month saw cloudy weather with RSTs staying above zero.

December 2008 was the coldest December for seven years across much of England and it started off cold in Kent with RSTs dropping below zero on each of the first 11 nights in the colder areas apart from the 5th. The night of the 10th even saw a few wintry showers. However, the warmer areas saw RSTs stay above zero on some more nights. Warmer air then moved in for a time keeping the 12th above zero but skies cleared on the 13th sending RSTs below zero in the colder areas. From then until the night of the 24th it was generally much milder although RSTs did drop to around zero in the colder areas on the 17th. The last week of the month saw cold air flood in off the continent. This sent RSTs below zero in places on the 25th and then widely below zero from the 26th to the 30th. Temperatures dropped as low as MS6.5 at Stilebridge on the 29th. The final day saw less cold air with RSTs staying above zero.

For much of the UK it was the coldest January for at least eight years and the first ten days were very cold across Kent, with high pressure dominating. RSTs dropped below zero every night from the 2nd to the 10th. On the whole it was dry, although weak fronts gave some sleet or wet snow at times. Accumulations were generally negligible but 1-2 cm had fallen in places by the morning of the 5th as a cold front moved southwards. During the second week, patchy freezing fog led to deposits of snow grains and rime in places, most notably on the 10th. From the 11th until the 27th the weather was more changeable with mild spells interspersed with occasional cold spells. The cold

spells allowed RSTs to drop below zero, with two notable periods being on the 19th and 20th, and again on the 23rd and 24th. Right at the end of the month a change back to settled, cold conditions occurred as high pressure built across the UK from the continent. RSTs fell below zero in places each night between the 28th and the 31st.

February was a real month of two halves with a very cold first half followed by a very mild second half. Cold easterly winds greeted the start of February, and light snow showers during the 1st merged into persistent and locally heavy falls of snow overnight and through the 2nd. Some parts of north-west Kent in particular saw several inches of snow cover by the end of the 2nd. Further snowfalls were reported between the 3rd and the 6th with accumulations at times, especially on the evening and night of the 6th/7th, although rain and sleet fell in some areas. A very vigorous winter storm raced eastwards during the night of the 9th/10th. This brought a little wet snow but the main feature was heavy rain and strong winds, with flooding reported in places. In the cold, northerly airflow behind the storm, further snowfalls were realised particularly on the evening of the 12th where some accumulations were noted in northern areas. Road surface temperatures fell below zero most nights during the first two weeks, due to a combination of snow and some clear periods during the nights.

Much milder air moved in during the 15th and this lasted through until the end of the month. As a result RSTs stayed above zero on all nights.

The first week of March was unsettled and some colder air filtered back in. This sent road surface temperatures below zero on the night of the 1st and again on the 4th and 5th. The second week was generally milder but there were sufficient clear periods on the 8th and the 10th for roads to dip locally below zero. High pressure then took over for a time bringing some warm sunshine but easterly winds between the 18th and the 20th allowed road temperatures to dip close to, or below, freezing. From the 23rd onwards it turned less settled and some colder air allowed RSTs to fall close to, or below, zero between the 27th and the 29th.

April was much milder than average and RSTs stayed safely above zero through the month.

KENT HIGHWAY SERVICES

WINTER SERVICE

POLICY STATEMENT

FOR 2009/10

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1. INTRODUCTION

1.1 Winter Service - Statutory Duty

1.1.1 The legal position relating to winter service changed on 31 October 2003 with the introduction of the Railways and Transport Safety Act 2003 (Section 111). This legislation added an additional sentence to section 41(1) of the Highways Act 1980 (c.66) (duty of highway authority to maintain highway). The additional sentence is as follows: -

“(1A) In particular, a highway authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

(This new legislation overturned the previous ruling by the House of Lords in 2000, which stated that highway authorities did not have a duty under section 41(1) of the Highways Act 1980 to prevent or remove the formation of or accumulation of ice and snow on the road).

1.1.2 The County Council recognises that the winter service is essential in aiding the safe movement of highway users, maintaining communications, reducing delays and enabling everyday life to continue. It is very important to both road safety and the local economy. The winter service that the County Council provides is believed to be sufficient so far as is reasonably practical to discharge the duty imposed by the legislation.

1.1.3 The County Council, as highway authority, takes its winter service responsibilities extremely seriously. However, it is important to recognise that the council has to prioritise its response to deal with winter weather due to the logistics and available resources.

1.1.4 The County Council provides the winter service through Kent Highway Services (KHS) which is an alliance between Kent County Council, Ringway Infrastructure Services and Jacobs Group.

1.2 Winter Service Standards

1.2.1. In order to respond as quickly and efficiently as possible to its responsibilities KHS has adopted policies and standards for each of the winter service activities and these are detailed within this document. In July 2005 the Roads Liaison Group, published ‘Well Maintained Highways’. Section 13 deals with ‘Winter Service’ which updates the same section in the ‘Code of Practice for Maintenance Management’ published in 2001. Our current approach has been reviewed and found to be consistent with the guidance as recommended in the new document. The operational details for the winter service activities in Kent are detailed in the Winter Service Plan 2009/10 that complements this Policy Statement.

1.2.2 KHS provides a winter service which, as far as reasonably possible will:

- Minimise the loss of life and injury to highway users, including pedestrians, and preventing damage to vehicles and other property
- Keep the highway free from obstruction and thereby avoiding unnecessary hindrance to passage

1.3 **County Council Maintained Highways**

1.3.1 Kent Highway Service (KHS) delivers the winter service on Kent County Council maintained highways.

1.4 **Motorways and Trunk Roads**

The Department for Transport (DfT) is the highway authority for motorways and all-purpose trunk roads in Kent and the Highways Agency acts for the DfT in this respect. Responsibility for the operational maintenance of motorways and trunk roads lies with the Highways Agency. KHS therefore has no responsibility for winter service activities on these roads. However, close liaison exists between the Highways Agency consultants over action taken during the winter service operational period within respective areas of responsibilities.

2. **WINTER SERVICE OBJECTIVES**

2.1 **Salting**

2.1.1 Objectives:

- To prevent the formation of ice on carriageways (precautionary salting)
- To facilitate the removal of ice and snow from carriageways and footways (post salting).

2.1.2 Roads to be Included within Primary Precautionary Salting Routes

Routine precautionary salting will be carried out on pre-determined primary precautionary salting routes covering the following roads:

- Class 'A' and 'B' roads
- Other roads included in the top three tiers of the maintenance hierarchy as defined in the Kent Highway Asset Maintenance Plan. These are termed Major Strategic, Other Strategic and Locally Important roads.
- Other roads identified by Community Delivery Managers (based on local knowledge and experience), that are particularly hazardous in frosty/icy conditions

2.1.3 It would be impractical and financially draining to carry out precautionary salting of footways, pedestrian precincts or cycleways and therefore no provision has been made. However, there will be a certain amount of salt overspill onto footways and cycleways when precautionary salting is being carried out on adjacent carriageways. Post salting of footways and cycleways will be carried out on a priority basis during severe winter weather, as resources permit.

2.2 **Snow Clearance**

2.2.1 Objectives:

- To prevent injury or damage caused by snow
- To remove obstructions caused by the accumulation of snow (section 150 of the Highways Act 1980)
- To reduce delays and inconvenience caused by snow

2.2.2 Snow clearance on carriageways will be carried out on a priority basis as detailed in paragraph 6.2.

2.2.3 Snow clearance on certain minor route carriageways will be carried out by local farmers and plant operators, who are under agreement to the County Council, using agricultural snow ploughs and snow throwers/blowers. Snow clearance on other minor route carriageways will be carried out as resources permit. Some minor routes and cul-de-sacs will inevitably have to be left to thaw naturally.

2.2.4 Snow clearance on footways and cycleways will be carried out on a priority basis as detailed in paragraph 6.3.

2.3 **Snow Fencing**

2.3.1 Objective:

- To reduce the number of obstructions caused by the accumulation of snow (Section 102 of the Highways Act 1980)
- *Snow fencing is expensive, but in exceptional circumstances can be very useful at a limited number of sites that regularly experience severe problems with drifting snow. Community Delivery Managers can make arrangements with landowners to allow the erection of snow fencing, but without payment.*

2.4 **Roadside Salt Bins**

2.4.1 Objective:

- To provide motorists and pedestrians with the means of salting small areas of carriageway or footway, where ice is causing difficulty, on roads not covered by primary precautionary salting routes.

3. **WINTER SERVICE GENERAL**

3.1 **Winter Service Contracts**

3.1.1 Winter service in Kent is included within the Term Maintenance Contract awarded to Ringway Infrastructure Services. This contract was awarded in 2006 and will last for five years.

3.2 **Winter Service Season**

3.2.1 In Kent the weather can be unpredictable and the occurrence and severity of winter conditions varies considerably through the season, and from year to year. Severe winter weather is most likely to be experienced in December, January and February but ice and snow can occur earlier or later. To take account of all possible winter weather the County Council's Operational Winter Service Period runs from mid October to mid April. Exact dates for the coming winter are given in the Winter Service Plan.

3.3 **Alternatives to Salt**

3.3.1 A number of alternative materials to salt are now available which can be used for the precautionary and post treatment of ice and snow. The cost of these is extremely high and there are also environmental disadvantages associated with most of them. Salt will therefore, for the time being, remain in use throughout Kent for the precautionary and post treatment of snow and ice.

4. **WEATHER INFORMATION**

4.1 **Weather Information Systems**

4.1.1 An effective and efficient winter service is only possible with reliable and accurate information about weather conditions, at the appropriate times in the decision making process. KHS utilises the best weather forecast information currently available allied to the latest computer technology to ensure that decisions are based on the most accurate data available at the time.

4.2 **Weather Reports**

4.2.1 During the operational winter service period Kent Highway Services will procure detailed daily weather forecasts and reports specifically dedicated to roads within Kent.

4.3 **Winter Duty Officers**

4.3.1 Experienced members of staff from Kent Highway Services will act as *Winter Duty Officers*, throughout the operational winter service period, on a rota basis. The Officer on duty is responsible for the following: -

- Receiving forecast information from the forecasting agency
- Monitoring current weather conditions
- Issuing countywide salting instructions for primary and secondary routes
- Issuing the Kent Road Weather Forecast

4.3.2 The Kent Road Weather Forecast will be issued daily containing information about expected weather conditions together with any salting instructions. The *Winter Duty Officer* will also be responsible for issuing forecast updates and any revised salting instructions when necessary. The Kent Road Weather Forecast will be sent to alliance members, contractors, neighbouring highway authorities, and other relevant agencies.

5. **SALTING**

5.1 **Planning of Precautionary Salting Routes**

5.1.1 Primary precautionary salting routes will be developed from those lengths of highway that qualify for treatment, whenever ice, frost or snowfall is expected. Each primary precautionary salting route will have a vehicle assigned which is capable of having a snowplough fixed to it, when required. Secondary precautionary salting routes will also be developed from other important highways for treatment during severe winter weather conditions.

5.2 **Precautionary Salting**

5.2.1 Precautionary salting will take place on scheduled precautionary salting routes on a pre-planned basis to help prevent formation of ice, frost, and/or the accumulation of snow on carriageway surfaces.

5.3 **Post Salting**

5.3.1 Post salting will normally take place on scheduled precautionary salting routes to treat frost, ice and snow that has already formed on carriageway or footway surfaces. Post salting may also be carried out on roads or sections of road beyond the scheduled precautionary salting routes.

5.4 **Spot Salting**

5.4.1 Spot salting will normally take place on parts or sections of scheduled precautionary salting routes either to help prevent formation of ice, frost and/or the accumulation of snow or as treatment to ice, frost and the accumulation of snow that has already formed on carriageway or footway surfaces. Spot salting may also be required on roads and footways, or sections thereof, beyond the scheduled precautionary salting routes.

5.5 **Instructions for Salting of Primary Routes**

5.5.1 Instructions for precautionary salting of primary routes will be issued if road surface temperatures are expected to fall below freezing unless:

- Road surfaces are expected to be dry and frost is not expected to form on the road surface
- Residual salt on the road surface is expected to provide adequate protection against ice or frost forming

5.5.2 Instructions for precautionary salting of primary routes will also be issued if snowfall is expected.

5.5.3 The *Winter Duty Officer* will issue routine instructions for precautionary salting of primary routes, for the whole of Kent, by means of the Kent Road Weather Forecast.

5.5.4 The *Winter Duty Officer* or Community Delivery Managers may issue instructions for post salting and spot salting.

5.6 **Instructions for Salting of Secondary Routes**

5.6.1 The *Winter Duty Officer* will issue instructions for precautionary salting of secondary routes if heavy frost, widespread ice, or snow, is expected.

6. **SNOW CLEARANCE**

6.1 **Instructions for Snow Clearance**

6.1.1 The *Winter Duty Officer* and/or the Community Delivery Managers nominated representatives are responsible for issuing snow clearance instructions. Snow clearance will initially take place on scheduled primary precautionary salting routes, based on the priorities given in para. 6.2.1. Subsequently, snow clearance will take place on secondary salting routes and other roads, and footways, on a priority basis.

6.1.2 Snow ploughing shall not take place on carriageways where there are physical restrictions due to traffic calming measures, unless it has been deemed safe to do so following a formal risk assessment and a safe method of operation documented.

6.2 **Snow Clearance Priorities on Carriageways**

6.2.1 Snow clearance on carriageways should be based on the priorities given below: -

- A229 between M20 and M2, A249 between M20 and M2, A299 and A289;
- Other "A" class roads;
- All other roads included within primary precautionary salting routes;
- One link to other urban centres, villages and hamlets with priority given to bus routes;
- Links to hospitals and police, fire and ambulance stations;
- Links to schools (in term time), stations, medical centres, doctor's surgeries, old people's homes, cemeteries, crematoria and industrial, commercial and shopping centres;

- With the approval of Community Delivery Managers, other routes as resources permit.

6.3 **Snow Clearance Priorities on Footways**

6.3.1 Snow clearance on footways should be based on the priorities given below:

- One footway in and around shopping centres, and on routes to schools (in term time), stations, bus stops, hospitals, medical centres, doctor's surgeries, old people's homes, industrial and commercial centres and on steep gradients elsewhere;
- One footway on main arteries in residential areas and the second footway in and around local shopping centres;
- With the approval of Community Delivery Managers, other footways, walking bus routes and cycleways as resources permit.

6.4 **Agricultural Snowploughs for Snow Clearance**

6.4.1 Agreements will be entered into whereby snowploughs provided and maintained by KHS are assigned to local farmers and plant operators for snow clearance operations, generally on the more rural parts of the highway.

6.5 **Snow Throwers/Blowers for Snow Clearance**

6.5.1 KHS also has a number of snow throwers/blowers, which are allocated to operators on a similar basis to the arrangements for agricultural snowploughs.

7. **SEVERE WEATHER CONDITIONS**

7.1 **Persistent Ice on Minor Roads**

7.1.1 During longer periods of cold weather Community Delivery Managers may instruct salting action to deal with persistent ice on minor roads which are not included within the precautionary salting routes.

7.2 **Ice and Snow Emergencies**

7.2.1 During prolonged periods of severe and persistent icing, or significant snow fall, delegated officers may declare an ice or snow emergency covering all or part of the County. In this event Community Delivery Managers will implement a course of action to manage the situation in either of these events.

8.1 **Provision of Roadside Salt Bins**

8.1.1 Roadside salt bins can be sited at potentially hazardous locations for use by the public, to treat ice and snow on small areas of the carriageway or footway.

8.1.2 *An assessment criteria for installing a new salt bin has been devised and is shown at Annex 1. The form will be used by Community Operations staff to assess requests.*

8.2 **Payment for salt bins**

8.2.1 *Once a salt bin has been approved by the assessment criteria, the cost of installation, filling and maintenance will be borne by KHS.*

9. **BUDGETS**

9.1 **Winter Service Budget**

9.1.1 The budget for the annual operational winter service period is based on salting the primary precautionary salting routes on 55 occasions. The main budget is managed by the Head of Community Operations as a countywide budget.

9.2 **Ice and Snow Emergencies**

9.2.1 There is no specific budget allocation within KHS for ice or snow emergencies. The cost of dealing with periods of icy conditions or significant snowfalls will be met by virement from other planned programmes of work on the highway or from special contingency funds for emergencies.

10. PUBLIC AND MEDIA COMMUNICATIONS

10.1 **Neighbouring Authorities and other Agencies**

10.1.1 The Kent Road Weather Forecast containing details of the winter service action for Kent will be transmitted daily to neighbouring highway authorities and other agencies so that activities can be co-ordinated regionally.

10.2 **The Media**

10.2.1 Local media organisations will be informed when instructions for salting of primary precautionary salting are issued.

10.3 **Pre-Season Publicity**

10.3.1 It is important that the public are aware of and understand the KHS approach to winter service. A leaflet for drivers and other road users relating to winter service is available.

10.4 **Publicity during Ice or Snow Emergencies**

10.4.1 Liaison with the news media, particularly local radio stations, is of the utmost importance and links will be established and maintained particularly during ice or snow emergencies.

SALT BIN ASSESSMENT FORM

Location of Salt Bin	Assessment Date	Assessed by
----------------------	-----------------	-------------

Characteristic	Severity	Standard Score	Actual Score
(i) Gradient	Greater than 1 in 15 1 in 15 to 1 in 29 Less than 1 in 30	75 40 Nil	
(ii) Severe Bend	Yes No	60 Nil	
(iii) Close proximity to and falling towards	Heavy trafficked road Moderately trafficked road Lightly trafficked road	90 75 30	
(iv) Assessed traffic density at peak times	Moderate (traffic group 5) Light (traffic group 6)	40 Nil	
(v) * Number of premises for which only access	Over 50 20 - 50 0 - 20	30 20 Nil	
(vi) Is there a substantial population of either disabled or elderly people	Yes No	20 Nil	
TOTAL			

* N.B. Any industrial or shop premises for which this is the only access is to be automatically promoted to the next higher category within characteristic (V).

Any site for which the summation of the weighing factors equals or exceeds 120 would warrant the siting of a salt bin.

By: Overview, Scrutiny and Localism Manager

To: Environment, Highways and Waste Policy Overview Committee
15 September 2009

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the process for approving a Select Committee topic review work programme.

Select Committee Topic Review Work Programme

1. (1) As part of the July cycle of POC meetings Members were asked to submit suggestions for topics for Select Committee topic reviews.
- (2) The suggestions received will be subject to an assessment process, part of which will include seeking the comments of the Directorate and Cabinet Members, in order to assist the Policy Overview Co-ordinating Committee (POCC) in agreeing a work programme that adds value for the residents of Kent. The POCC will be meeting on 16 October 2009 to consider all suggestions for topic reviews and the proposer will be invited to the POCC meeting to put forward their suggestion supported by officers from the Directorate and if appropriate the Cabinet Member. Any Member who would like to have more information about the assessment process or requires a copy of the form should in the first instance contact Karen Mannering who supports this POC.
- (3) The Committee are reminded of the recent decision of the County Council that once a Topic Review has been included in the Work Programme as agreed by the POCC the detailed terms of reference for each review will be developed by a cross party Member Group (one from each Group) for approval by the Select Committee.
- (4) Currently the only topics put forward which fall partly within the remit of this POC are topic reviews on Energy and Waste.
- (5) Following the meeting of the POCC on 16 October 2009 Members will be informed of the agreed Select Committee topic review programme and specifically progress with any topics included which fall within the remit of this POC.

Recommendations

2. Members are asked to note the process for agreeing a Select Committee topic review programme.

Karen Mannering
Tel No: 01622 694367
e-mail: karen.mannering@kent.gov.uk

Background Information: *Nil*

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By: Nick Chard, Cabinet Member, Environment, Highways and Waste

To: Policy Overview Committee 15 September 2009

Subject: **The Management of Vehicle Obstructions to Private Access** (White Access Highlight Markings on the Public Highway [Dog Bone Markings])

Classification: Unrestricted

Summary: This report provides detail on the introduction of a revised policy on how the Council carry out the management of vehicle obstructions to private accesses and in particular the process of approving white access highlight markings on the highway.

FOR APPROVAL

1. Introduction and Information

1.1 An original report to request Members approval to introduce a new policy with regard to how the authority carry out the management of vehicle obstructions to private accesses was submitted to the Highways Advisory Board in May 2009.

1.2 Representation from Members were made to the Cabinet Member to request some minor alterations to the new Policy as follows:

1.2.1 Any existing vehicle access highlight markings (those introduced prior to September 2009) to be automatically refreshed with no requirement to meet the new criteria and no charge to be applied. This would include road re-surfacing. There will no requirement for the resident to provide Police evidence to support the renewal of highlight markings

1.2.2 Any unusual and individual circumstances such as 'whole road' schemes to be investigated upon their own merits and not under the current criteria.

1.2.3 Clarification to be made that any works carried out on the highway include for the remarking of any white access marking that has been removed at no cost to the applicant.

2. Recommendations

2.1 Subject to the views of this committee;

It is proposed to recommend to the Cabinet Member for Environment, Highways and Waste that the updated policy on The Management of Vehicle Obstructions to Private Access be adopted.

Background Documents: The Traffic Signs Regulations and General Directions 2002.

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THE MANAGEMENT OF VEHICLE OBSTRUCTIONS TO PRIVATE ACCESS

POLICY FOR NEW AND REFRESHED WHITE 'ACCESS HIGHLIGHT' MARKINGS ON THE PUBLIC HIGHWAY

THE TRAFFIC SIGNS REGULATIONS AND GENERAL DIRECTIONS 2002
1026.1

AUTHOR	L. DAY	01/04/2009
REVIEWER	L. HOLLIDAY	01/04/2009
APPROVER	D. BEAVER	01/04/2009

LD/HAB/5/5/09

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1. INTRODUCTION

1.1 The Policy - This policy sets out the processes to be considered when applying for consents to place white 'access highlight' line markings on the public highway. It is intended to act as a guide to applicants to explain why there is a need to control and manage the introduction and refreshment of these markings on the highway.

2. BACKGROUND

2.1 General – Common law has established that a highway is a route which all persons can use to pass and repass along as often and whenever they wish without hindrance and without charge. This definition therefore includes the road or carriageway and the footway or pavement. In order to preserve these rights of way it is necessary to ensure that they are not obstructed either wilfully or without due consideration. The Traffic Signs Regulations and General Directions 2002 provides for a white marking to be placed upon the public highway 'outside an entrance to off-street premises or a private drive, or where the kerb is dropped to provide a convenient crossing place for pedestrians, which should be kept clear of waiting vehicles.' (1026.1)

It should be noted that these access highlight line markings, also known as white 'dog-bone' lines, upon the public highway are purely advisory and as such are not legally enforceable.

2.2 Historically, white 'access highlight' line markings have been introduced to assist entrance and egress of vehicles and the abundance of these markings have led to the reduction in awareness taken by the motorist. There has, therefore been a marked increase in public requests to enforce these non-enforceable highway markings.

2.3 Responsibilities – The responsibility for the enforcement of obstructive parking at locations where there is no legally enforceable marking (i.e. yellow line) lies with the Police Force, who are the only organisation able to issue a Fixed Penalty Notice or alternatively remove the vehicle.

2.4 Powers - Although, both Kent County Council (KCC) and the local district/borough authorities have permissive powers to mark the public highway by way of a white 'access highlight' line marking; neither authority has the legal power to enforce these lines which are purely advisory.

2.5 Past History – Prior to the reorganisation of Kent Highway Services the 12 Highway Units, located within the District Authorities, were responsible for the introduction of white 'access highlight' line markings on the highway. Some district councils have decided to retain this function whilst others have opted to pass the responsibility back to Kent County Council.

3. INFORMATION

3.1 White 'access highlight' line markings are not legally enforceable by any authority despite public perception and obstructive parking can only be enforced by the police force.

3.2 It is recognised that some members of the public experience a persistent obstructive parking problem and that it is often easier for the traffic police to enforce this issue if there is a physical measure marked upon the public highway.

3.3 It is recognised that there is confusion for the general public due to the current process where some District Councils carry out this function and other choose not to do so.

4. FINANCIAL

4.1 To mark a new white 'access highlight' line on the public highway and maintain and refresh the marking over a ten year maintenance period will cost the authority a total sum of £150.

4.2 To administer an application for a new white 'access highlight' line marking, KCC will need to carry out a desk top analysis of the evidence presented and visit the site to survey the extent and exact location of the proposed line markings. This analysis and survey work will cost the authority a total sum of £115.

4.3 As these lines are generally for the benefit of the property owner/applicant it is agreed that the costs incurred by the authority to administer the application and place the line markings on the highway should be borne by the applicant.

4.4 Therefore, a standard non-refundable charge of £115 will be made to investigate and administer the process of applying for a new white 'access highlight' line marking. If an application is successful following investigations and liaison with the traffic police, an additional cost of £150 will be paid by the applicant to introduce a line on the highway and pay for the maintenance and upkeep of this line over a suitable maintenance period. There will no requirement for the resident to provide Police evidence to support the renewal of highlight markings

To refresh an existing white 'access highlight' line marking (i.e. a mark that has been placed on the public highway prior to September 2009) will require the householder to complete a straightforward application form to which no charge will be applied. This will allow an inventory of these highway markings to be kept up to date.

4.5 At the conclusion of the existing maintenance period it will be necessary for the householder to reapply for the continuation of the white access highlight marking. This will ensure that the mark on the highway is included on the current inventory is still required and meets all the necessary criteria.

4.6 Any existing white 'access highlight' markings that are altered in any way whilst work is being carried out on the highway will automatically be replaced as per the original mark by the appropriate contractor as part of the ongoing works.

5. CONCLUSION

5.1 Under this policy the Highway Authority (Kent County Council) is responsible for the function of the provision and maintenance of white 'access highlight' line markings on the public highway across the entire County of Kent, excluding Medway.

5.2 Kent County Council will therefore only support, introduce and maintain white 'access highlight' line markings that are provided at locations where there is a persistent obstructive parking issue. In order for an applicant to prove a persistent parking problem, various criteria must be met as per the attached application pack in Appendix A and the application must receive full support from the local traffic police who will remain the enforcement authority.

There are some situations (for example 'whole road schemes' where it will be necessary to judge each location upon its individual merits and requirements, These sites will be fully investigated by an Engineer and liaison will be carried out with all necessary partners and interested parties.

REFERENCES

The Traffic Signs Regulations and General Directions 2002

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THE MANAGEMENT OF VEHICLE OBSTRUCTIONS TO PRIVATE ACCESS

APPLICATION FOR A NEW WHITE 'ACCESS HIGHLIGHT' LINE MARKING ON THE PUBLIC HIGHWAY

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**PLEASE READ THE FOLLOWING
NECESSARY CRITERIA WHICH SHOULD BE MET IN
ORDER TO QUALIFY FOR THE MARKING OF A WHITE
'ACCESS HIGHLIGHT' LINE ON THE PUBLIC HIGHWAY**

1. The applicant must be the registered owner or keeper of a vehicle which is kept permanently at the address of application.
2. The address of application must have a Kent County Council approved dropped vehicular crossing installed.
3. There must be a proven persistent obstructive parking problem of at least 3 months at the address of application. This issue must not be a transient issue.
4. Each individual application must be approved by the relevant traffic management division of the traffic police.
5. Please note that the application process for a white dog-bone marking is subject to a non-refundable administration fee of £115 which must be included when returning this form and supplementary information.
6. If your application is successful, the cost of introducing and maintaining a white 'access highlight' line marking on the highway is currently £150. This amount will include for the maintenance of the highway marking over a maintenance period of at least ten years. You will be invoiced for the full amount prior to any work being carried out.
7. At the conclusion of the ten year maintenance period it will be necessary for you to make a new application for the continuation of the access highlight marking. This will ensure the mark is still required and that it meets the necessary criteria. A maintenance fee will be applicable at this time to reflect the continued maintenance over a further 10 year period.

- It is possible to make an application in joint names if you are requesting a mark to cover a shared access. However, the application must give a 'lead name'. This name will be the applicant who takes full responsibility for the application form and the payment of any charges.
- The following Application and Traffic Monitoring Record Form must be completed for a period of time of no less than 3 months in order to provide evidence of a persistent parking problem.
- When you are satisfied that you have made a record of a persistent parking problem, please forward all necessary information including any supplementary evidence (e.g. photographs) to:

Mrs. L. Day, Kent Parking Manager, Network Management, Kent Highway Services, First Floor, Invicta House, Maidstone, Kent ME14 1XX
Email: Lorna.day@kent.gov.uk
Telephone: 08458 247 800

- A cheque made payable to Kent County Council for a sum of £115 must be included with your application. This is an administration fee and is non-refundable.
- All information will be verified with your local Traffic Police prior to any further investigation taking place.
- NB: If your application is successful there will be a charge of £150 to introduce, maintain and refresh the white 'access highlight' line marking for a suitable maintenance period. This will include at least 2 no. refreshments of the marking on the public highway.

PLEASE INCLUDE A COPY OF YOUR VEHICLE REGISTRATION DOCUMENT. YOUR APPLICATION WILL NOT BE PROCESSED WITHOUT SIGHT OF A COPY OF THIS DOCUMENT. PLEASE DO NOT INCLUDE THE ORIGINAL DOCUMENT.



APPLICATION AND TRAFFIC MONITORING RECORD FORM

APPLICANT NAME:

ADDRESS:

DATE	TIME	REG. NO. OF VEHICLE CAUSING ALLEGED OBSTRUCTION	POLICE INCIDENT NUMBER	FURTHER INFORMATION (E.G Photographic evidence, etc)

**Please photocopy or print further copies as necessary
Form to be completed by applicant and returned to: Network Performance Team, Kent
Highway Services, Invicta House, County Hall, Maidstone, Kent ME14 1XX**

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THE MANAGEMENT OF VEHICLE OBSTRUCTIONS TO PRIVATE ACCESS

APPLICATION FOR AN EXISTING WHITE 'ACCESS HIGHLIGHT' LINE MARKING ON THE PUBLIC HIGHWAY TO BE REFRESHED.

**AN EXISTING WHITE 'ACCESS HIGHLIGHT' LINE
MARKING IS ONE THAT HAS BEEN MARKED ON THE
PUBLIC HIGHWAY PRIOR TO SEPTEMBER 2009**

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It is necessary for a completed application form to be submitted in order that your vehicle access marking is included on the current maintenance inventory.

**PLEASE READ THE FOLLOWING
NECESSARY CRITERIA WHICH SHOULD BE MET IN
ORDER TO QUALIFY FOR THE REFRESH MARKING OF A
WHITE 'ACCESS HIGHLIGHT' LINE ON THE PUBLIC
HIGHWAY**

1. The applicant must be the registered owner or keeper of a vehicle which is kept permanently at the address of application.
 2. The address of application must have a Kent County Council approved dropped vehicular crossing installed.
 3. The existing white access highlight marking must have been originally marked on the public highway prior to September 2009 in order to qualify for the refresh application process.
- *It is possible to make an application in joint names if you are requesting a mark to cover a shared access. However, the application must give a 'lead name'.*

PLEASE INCLUDE A COPY OF YOUR VEHICLE REGISTRATION DOCUMENT. YOUR APPLICATION WILL NOT BE PROCESSED WITHOUT SIGHT OF A COPY OF THIS DOCUMENT. PLEASE DO NOT INCLUDE THE ORIGINAL DOCUMENT.

Please return completed application forms to:

Mrs. L. Day, Kent Parking Manager, Network Management, Kent Highway Services,
First Floor, Invicta House, Maidstone, Kent ME14 1XX
Email: Lorna.day@kent.gov.uk
Telephone: 08458 247 800



EXISTING WHITE VEHICLE ACCESS MARKING TO BE REFRESHED

APPLICATION FORM

APPLICANT NAME:

ADDRESS:
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.....

CONTACT TELEPHONE NUMBER:

E MAIL ADDRESS:

LOCATION OF EXISTING WHITE VEHICLE ACCESS MARKING:

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