



AGENDA

ENVIRONMENT AND REGENERATION POLICY OVERVIEW COMMITTEE

Thursday, 25th September, 2008, at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Christine Singh**
Telephone **(01622) 694334**

Refreshments will be available before the meeting

Membership (15)

Conservative (10): Mr R A Pascoe (Chairman), Mr M J Angell, Miss S J Carey,
Mr M J Harrison, Mr C Hibberd, Mr R E King, Mr R L H Long, TD,
Mr R F Manning, Mr R J Parry and Mrs P A V Stockell

Labour (4): Mr R Truelove (Vice-Chairman), Mr J I Muckle, Mr R J E Parker and
Mr A R Poole

Liberal Democrat (1): Mr D S Daley

UNRESTRICTED ITEMS

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

A. COMMITTEE BUSINESS

A1 Membership

To Note that Mr R A Marsh has been replaced by Mr R F Manning.

A2 Substitutes

A3 Declarations of Interests by Members in items on the Agenda for this meeting

A4 Minutes of a meeting held on 29 May 2008

A5 Dates of Future meetings 2009

Members are asked to note the meetings reserved for 2009 for this Committee. All meetings will commence at 10.00 am.

Tuesday, 20 January

Tuesday, 31 March

Thursday, 9 July

Thursday, 24 September

Thursday, 5 November

B. ITEMS FOR DISCUSSION

B1 Portfolio Holders' Update

B2 Towards 2010

B3 Budget Outturn and Outturn Business Plans 2007/08

- B4 Financial Monitoring Report : Environment and Regeneration 2008/09
- B5 High Weald and Kent Downs Area of Outstanding Natural Beauty Management Plans - response to consultation
- B6 E& R Annual Complaints 2008
- B7 Climate Change

C. SELECT COMMITTEE UPDATE

- C1 Select Committee - update

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

Wednesday, 17 September 2008

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 AND REGENERATION POLICY OVERVIEW
COMMITTEE**

MINUTES of a meeting of the Environment & Regeneration Policy Overview Committee held on Thursday, 29 May 2008 at Dover District Council, White Cliff Business Park, Dover.

PRESENT: Mr R A Pascoe (Chairman), Mr M J Angell, Miss S J Carey, Mr I S Chittenden (substitute for Mr D S Daley), Mr M J Harrison, Mr C Hibberd, Mr R E King, Mr R L H Long, Mr R A Marsh, Mr R J E Parker, Mr R J Parry, Mr A R Poole, Mrs E D Rowbotham (substitute for Mr J I Muckle), Mrs P A V Stockell and Mr R Truelove.

ALSO PRESENT: Mr KA Ferrin, Cabinet Member for Environment, Highways & Waste and Mr R W Gough, Cabinet Member for Regeneration & Supporting Independence.

IN ATTENDANCE: Dr L Davies, Director, Environment & Waste, Miss E Holliday, Team Leader, Natural Environment & Coast, Mr A Loft, Director of Resources, Mr B Gould, Strategic Finance Advisor and Mrs C A Singh, Democratic Services Officer (Overview and Scrutiny).

UNRESTRICTED ITEMS

76. Change of Membership
(Item 1)

RESOLVED that Mr Muckle, Mr King and Mr Parry had replaced Mr Birkett, Mr Manning and Mr Snelling respectively on this Committee be noted.

77. Minutes – 4 April 2008
(Item 4)

RESOLVED that the Minutes of the meeting held on 4 April 2008 are correctly recorded subject to Mr Truelove being deleted as present and that they be signed by the Chairman.

78. Portfolio Holders' Oral Update
(Item 1)

Portfolio Holder for Regeneration and Supporting Independence

(1) Mr Gough advised that Mr A Wilkinson, Managing Director, had sent his apologies for not being able to attend the meeting as he was on holiday.

Empty Properties Initiative

(2) Mr Gough advised that the PSA target of 380 homes has been exceeded in East Kent (Shepway, Dover, Thanet and Swale), where it is now 487. This was now a countywide scheme.

London Array

(3) Mr Gough advised that Shell Oil Company would be pulling out of the London Array project. There was uncertainty as to whether the other partners, E.on and DONG would buy out Shell or whether a new partner would come in at this point in time.

(4) In answer to a question, Mr Gough explained that the London Array Project had significant prospects of going ahead. The government had signed up to a target on a series of renewables as a share of total energy, by 2015. If the overall target was not achieved there would be fines incurred.

Post Offices

(5) Mr Gough explained that there had been a Community Summit held in March 2008 at which discussions took place on practical measures, rural access to services, and working with Business Link to support retailers and community shop models. The summit was keen to establish the impact of the Post Office closures but this information was not forthcoming despite going through FOI. The Members noted that this was just the first round of Post Office closures. There needed to be further lobbying. There will be risk of further closures, especially after 2011.

Sub National Review

(6) Mr Gough advised that a consultation was being held and would run until 20 June. He agreed, following a request, to provide the paper due to be considered at the 16 June Cabinet meeting, to Members of the POC. Members were advised that the full consultation was detailed on the BERR website. Concern was expressed that there was no Member representation on the Kent Economic Board and whether the Fire and Police services would be represented. Mr Gough explained that the Fire and Police services were part of the Kent Partnership, which KEB reports in to. He said that he would have discussions with the District Council regarding the Police and Fire Authorities input. The Member representation will be the appropriate Cabinet Member.

(7) In response to a question, Mr Gough advised that the Leaders forum have no right of veto over the regional strategy. He explained that if there was a dispute this would be sent to the Secretary of State to decide. SE County leaders wanted representation to be at least 50% members.

(8) In response to a request, Mr Gough agreed to hold a one off meeting of the POC to discuss KCC's response to the Sub National Review. It was later agreed with the Chair that the submission more than adequately represented the views of POC and that a meeting wasn't necessary.

Portfolio for Environment, Highways and Waste

Increase in the cost of fuel

(1) Mr Ferrin stated that there was a major issue with the increased cost on all fuels. He had requested data using current fuel prices to evaluate the cost implications within his portfolio.

(2) There may be a requirement to make a reduction in works undertaken if the cost of fuel remained as it was. Mr Ferrin agreed to advise Members of the POC once the information had been quantified.

Potholes

(3) Mr Ferrin advised that the recent purge on filling potholes around Kent had been a success and cost £½ m. This undertaking had meant a delay in a variety of other tasks, which were now back on track.

Grass cutting

(4) Mr Ferrin advised that there had been numerous complaints from four district council areas; Canterbury, Maidstone, Tunbridge Wells and Sevenoaks regarding grass areas not being cut. There were problems for a variety of reasons but this was an issue for the District Councils.

Lower Thames Crossing

(5) Mr Ferrin advised that the team of consultants carrying out the joint KCC/Essex CC study was Gifford (civil engineering), MVA (transportation) and Capita (finance). The final report would be completed in mid September and would influence the Government's own study. Parsons Brinkerhoff was carrying out a study for the DfT and was due to return to stakeholders in mid September, so the joint study was timely. The Government was due to make an announcement on its future intentions in November 2008.

Allington Incinerator

(6) The Committee were advised that Allington Incinerator continued to be out of commission and it was uncertain when it would be back on stream. The savings to KCC were £¼ m to date but this is countered by fuel indexing on contracts.

Environment

(7) Mr Ferrin gave details of the A2 Linear Park Project. There was a proposal for a cycling lane/bridle path at an estimated cost of £7-8 m and would be funded through grants from organisations such as Sport England. The Cabinet had agreed to fund the development of the project this year.

Increase in the cost of fuel

(8) In response to a question, Mr Ferrin advised that he had spoken with Mr N Chard, Cabinet Member for Finance on the necessity for an evaluation on the impact of the increases in fuel costs across the whole council.

Potholes

(9) In response to a question on potholes Mr Ferrin said that they would be revisited at a later date.

Lorry Parks

(10) A Member of the Committee had concerns that little information had been shared regarding the proposed sites for the lorry parks during Operation Stack. Mr Ferrin explained that a consultation that included the Highways Agency, Borough and District Councils and Police and Fire services had been completed. There had been no intention to take the consultation further. The final design of Operation Stack had been agreed. The “window” to go for an environment assessment this year had been missed as it needed to include the month of March. This would be completed next year.

(11) Members raised concerns regarding the impact of CTRL domestic services on other services across the county. Mr Gough informed the meeting that a study had been commissioned and that he would send a copy to Mr Parker.

(12) RESOLVED that the responses to Members questions and the report be noted

79. Consideration of the draft KCC Annual Plan 2008/09 and process for publishing the final approved version.

(Item 2 – Report by Mr P Carter, Leader of the County Council and Mr P Gilroy, Chief Executive)

RESOLVED that the arrangements for publishing the KCC Annual Plan 2008/09 be noted.

80. Financial Monitoring Update 2007/08

(Item 3 – report by Mr A Wilkinson, Managing Director)

(Mr B Gould, Strategic Financial Advisor was present to answer questions)

(1) The Committee considered a report which sets out the background and process for publishing the KCC Annual Plan 2008/09 and were asked to make comments prior to its approval at County Council on 19 June 2008.

(2) Following a brief introduction from Mr Gould Members were given the opportunity to ask questions and make comments which included the following:-

(3) In response to a request for an explanation on the paragraph 1.1.3.12 headed “Kent Regeneration Fund”, Mr Gough explained that there had been a time difference. The Regeneration Fund allocation had been dependent on residential disposal and there had been a timing difference in terms of allocation of costs in phase 1 and 2 which impacted on pay out to the Regeneration Fund. Due to uncertainties in the financial market, there is a question mark regarding future income from Kings Hill.

(4) Mr Ferrin agreed to feed back information on claims received and claims paid out due to the deterioration of Kent roads.

(5) RESOLVED that the responses to Members questions and the report be noted.

81. Biodiversity and Kent County Council

(Item 4 – report by Mr K Ferrin, Cabinet Member for Environment, Highways and Waste)

(Dr L Davies, Director, Environment and Waste and Miss E Holliday, Team Leader, Natural Environment and Coast were present for this item)

(1) The Committee received a report that outlined the NERC Biodiversity Duty, a new duty that required local authorities to have regard to the conservation of biodiversity in their activities and its implications for KCC.

(2) Members of the Committee were given the opportunity to ask questions and make comments which included the following:-

In response to a question, Mr Ferrin advised that KCC was compelled to do this and there would be no additional funding.

In response to a question, Dr Davies advised that the plan needed to be in place before the government's review in 2009. She assured the Committee that a lot of work had already been undertaken. A draft of the Plan would be submitted to the September meeting of this POC covering the costs and benefits for Kent.

(3) The Committee wished to thank the officers for all the work already undertaken.

(4) RESOLVED that the Cabinet be recommended to:-

(a) highlight the importance of the NERC Biodiversity Duty to their respective directorates; and

(b) to engage the directorates in the implementation of the NERC Biodiversity Duty, clarifying action through the production of a KCC Corporate Action Plan for Biodiversity as a key element of the KCC Environment Plan to flow from the forthcoming KCC Regeneration Strategy.

82. Adoption of the Isle of Grain to South Foreland and Medway Estuary and Swale Shoreline Management Plan

(Item 5 – report by Mr K Ferrin, Cabinet Member for Environment, Highways and Waste)

(Miss E Holliday, Team Leader, Natural Environment and Coast was present for this item)

(1) Miss Holliday introduced the report on the Shoreline Management Plan (SMP) as a high level, non statutory document that determined the coastal defence policy for a stretch of coastline for the next 100 years. They were living documents that needed to be reviewed on a regular basis and were accompanied by an Action Plan that aimed to facilitate the implementation of the policies and set a framework of monitoring progress.

Miss Holliday highlighted that the main factors influencing the policy recommendations for each section of coastline were protection of people, property and infrastructure, economics, technical viability and environmental protection/enhancement. The shoreline was divided into policy units and shoreline management policies were recommended for each over three epochs: 0-25 years; 25-50 years; and 50-100 years.

(2) Members of the Committee congratulated Miss Holliday for the extensive work already undertaken.

(3) RESOLVED that:-

- (a) the Committee supported the endorsement and adoption by Cabinet of the Shoreline Management Plan, the preferred management policy and the Action Plan. Policies for managed realignment to be adopted under the understanding that these would be subject to further detailed investigation and consultation be noted; and
- (b) the Committee's support for the endorsement and adoption by Cabinet of the preferred Management Policy as a development planning consideration.

83. Dover Pride and Dover Coalfields

(Item 6 – report by Overview, Scrutiny and Localism Manager)

(1) Roger Gough gave a brief introduction as chairman of Dover Pride. Mr P Watkins, Leader of Dover District Council and Mr T Ingleton, Head of Regeneration at Dover DC were present for this Item at the invitation of the Committee, to give a verbal update on regeneration in Dover.

(2) Mr Watkins and Mr Ingleton spoke about the varied regeneration initiatives of Dover Pride, which would be targeting the issues surrounding the disconnection by the A20 of the town of Dover, which has 4 of the most deprived wards in the country, with the Port of Dover, the biggest "ro ro" port in Europe giving an underlying feeling of being "Port Rich and Town Poor". Other issues to be addressed were; the impact of the increase in lorry traffic and bottlenecks caused during Operation Stack, air pollution, the forecast of freight estimated to double over the next 20 years, delivering opportunities for employment and delivering opportunities in heritage and retail. There was an urgent need to get advantages from proposed expansion of the Port to the rest of the community. They advised that a big disappointment was the future of the Snowdon site, a former Kent colliery site, which still remained uncertain although the Kent Coalfield Project in general had been successful.

(3) RESOLVED that the oral report be received.

84. Select Committee - update

(Item 1 – report by Overview, Scrutiny and Localism Manager)

(1) The Committee considered a report detailing the progress on the Select Committees for; Alcohol Misuse, Accessing Democracy and Autism.

(2) The Democratic Services Officer gave an oral update on the outcomes from the Policy Overview Co-ordinating Committee meeting held on 23 May 2008.

- An additional Research Officer would be recruited for the Policy Overview Committees, interview to be held on 5 July.
- Interviews were due to be held to replace the Research Officer for the Health Overview and Scrutiny Committee on 4 June.
- Agreement had been given to the Overview, Scrutiny and Localism Manager to prepare a business case for a Democratic Services Officer.
- Agreement had been given for the Overview, Scrutiny and Localism Manager to prepare a bid for a graduate from the Graduate Program.

29 May 2008

- Agreement had been given for “Provision of activities for young people” to be the next Select Committee review.
- The Environment and Regeneration bid for a Select Committee on Future Rail Services in Kent which whilst the Committee recognised its importance could not be resourced from existing resources. The Committee had asked to explore with Environment and Regeneration and the Leader how a focussed piece of work around the most immediate issues of this review, i.e. influencing passenger timetables/gateway stations might be supported. A recent appointment had been made within the Environment and Regeneration Directorate and some successful candidates were asked whether they would be able to support this piece of work. Environment and Regeneration would fund this position. The research and writing of the report was still to be resolved.

(3) RESOLVED that the report and oral update be noted.

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By: Keith Ferrin, Portfolio Holder, Environment, Highways & Waste
Kevin Lynes, Portfolio Holder, Regeneration & Supporting Independence

To: Environment & Regeneration Policy Overview Committee – 25 September 2008

Subject: Towards 2010

Classification: Unrestricted

Summary: To inform and update the Committee on Towards 2010 targets that are the responsibility of the Environment & Regeneration Directorate in advance of the County Council meeting scheduled for 16 October 2008 where all the Towards 2010 targets will be considered.

1. Introduction

- 1.1. This Committee considered the Towards 2010 (T2010) monitoring for the Environment & Regeneration Directorate for the period to September 2007 in detail a year ago. Comments and recommendations were made and revised targets were put to County Council on 13 December 2007.
- 1.2. The T2010 monitoring has now been updated and the targets that are the responsibility of this directorate are attached as appendix 1.

2. Recommendations

- 2.1. Members are invited to study the T2010 monitoring reports and make any suggestions, amendments or recommendations they feel appropriate prior to the full T2010 monitoring which will be going to County Council on 16 October 2008.

Contact Officer:

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Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding

AND

Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services

Lead Cabinet Member:
Kevin Lynes

Lead Managing Director:
Adam Wilkinson

Lead Officers:
Caroline Lwin/Theresa Bruton/
Mike Bodkin

Status: On course

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

Locate in Kent
District Councils
Local Regeneration Partnerships
Area Partnerships
South Eastern Economic Development Agency
Department of Communities and Local Government
Department for Transport
English Partnerships
Kent Foundation
Kent Economic Board

Additionally, we work with key stakeholders from other private, public and voluntary sectors on specific projects.

Progress to date on delivering this Towards 2010 target:

Developments to date are set out under specific headings below:

KCC's Regeneration Strategy

KCC's Regeneration Strategy is in its final stages of drafting, going out for wider consultation during August and September 2008.

Locate in Kent

We continue to work with Locate in Kent (LiK) whose marketing and lead generation activity has included attendance at the Property Forum and the Thames Gateway Kent Chamber of Commerce event. LiK is Kent and Medway's inward investment agency. Established in 1997, LiK is a company limited by guarantee, funded and supported by KCC, SEEDA, Medway Council, local councils and Kent Developers, a partnership of the area's leading commercial property developers and partners from the private sector.

In the last quarter, LiK has launched its new property portal to its main website. The property portal brings together in one place details of commercial properties in Kent and Medway. It enables interested investors in Kent to register on-line and undertake interactive searches for commercial property throughout Kent including offices, industrial and land opportunities. By registering on-line, LiK are able to contact possible investors for follow up interviews. Performance figures show that 27% of successful projects have originated through the portal.

LiK's jobs target set for the period 2005-2008 has been exceeded and the company is dealing with over 275 active projects. In 2007/08 LiK exceeded its job and project targets and the subsequent impact assessment indicated that many of the jobs being created were high value and sourced from within the local Kent work force.

A "perception study" of Kent as a place to invest and establish a business was undertaken in July. This is the third study of its kind commissioned by LiK with previous surveys undertaken in 2003 and 2006. The results are used to structure future marketing messages and help evaluate the impact of past marketing expenditure. During the 2008 study, 270 interviews were held involving companies that have considered coming to Kent, companies that have not considered coming to Kent, companies with overseas parent companies, and with journalists and advisors. The final results and report are due in September for reporting to the LiK Board in October.

A protocol for future joint publicity has been agreed and LiK now profiles KCC's financial and political commitment to LiK on its printed and web-based material.

Current joint projects with LiK include:

- London Array – see detail later in this report.
- Pfizer - LiK is co-ordinating efforts to support Pfizer's future land requirements at Sandwich. This includes assessing and approaching companies which might be attracted to the site for manufacturing and pharmaceutical/biotech research and development purposes. It also includes consideration of KCC's and Dover District Council's role in developing Pfizer's aspiration to develop a Science Park around its own research and development facilities.
- Finance Initiative – This project is developing well and is beginning to attract interest from Kent's existing Finance cluster and companies are being targeted as potential inward investors. Even though the sector is experiencing a turbulent trading period Kent will be well placed to accommodate business looking for more cost effective locations to London when the high speed domestic services are introduced next year.
- Ashford's Future – LiK continues to work closely with Ashford's Future on marketing and inward investment promotion. For the past two years LiK has managed the budget for the implementation of this work.
- Attracting greater levels of Foreign Direct Investment – Progress is being made after this was made a priority last year. A campaign targeting North West Europe, building

on Kent's rail link connections, has commenced and a lead-generating agency is in the process of being commissioned.

- Aviation/construction sectors – These sectors have been incorporated into LiK's target sectors and both have been evaluated in some detail. Within a very short timescale the 'credit crunch' has begun to impact on the construction sector and fuel price increases and new tax levies have had an impact on the aviation sector. LiK is now re-evaluating the medium term prospects and will work closely with Manston and Lydd airport operators to identify emerging opportunities.

URBAN programme

All the projects have been agreed in the URBAN programme and are set to finish in December 2008. The programme is rated as best in the UK has been an excellent source of seed core funding for training, economic and environmental initiatives.

Enterprise Gateways

KCC also continues to support Enterprise Gateways including workshops specifically aimed at women and promoting entrepreneurship among Kent school students. KCC has also part-funded a training event aimed at black and minority ethnic groups to provide advice on self-employment and setting up businesses.

Trading Up initiative

The Trading Up initiative has helped over 300 people in deprived communities to complete skills training courses. KCC has secured support for funding to provide business incubator space at the Folkestone Performing Arts Centre and provided support for Kent businesses to enable them to take advantage of opportunities offered by the Olympic Games preparations.

Sittingbourne

Kent Science Park is a key economic driver for Kent helping to increase the number of new jobs by attracting new companies to the county or accommodating growing local companies who are involved in the knowledge based industries. Of the companies based at the Science Park, near Sittingbourne, nearly a third (32%) are science-based businesses. The park's tenants provide employment for 850 people, 54% of whom live within Swale.

In October 2007, a new Kent Science Resource Centre opened to help to address a skills gap in the Kent economy. Currently 10 students are working at the centre supporting scientific activities undertaken at the Kent Science Park and providing a continuing resource of high-skilled jobs which also helps to support Towards 2010 Target 6 on graduate retention.

KCC has supported an Economic Impact Assessment report on the Kent Science Park which provides useful background for identifying and assessing future expansion taking

into account best practice from other science and business parks across the UK. It will also help inform future KCC policy in the light of the growing importance of this sector following the Sub National Review.

Additionally, as part of the work being undertaken to produce a KCC Regeneration Strategy, there is potential for KCC to play an important role in developing an Innovation Strategy for Kent to give shape and direction to all Kent-based business and science parks.

Other developments have taken place in Sittingbourne with KCC supporting the development of an Innovation Centre to provide business incubator units and support linked to the emerging Enterprise Gateway. We also assisted completion of planning and design work for a transport node at Sittingbourne train station to improve public transport access. KCC is also involved in the masterplan for the town centre expected to be completed in September 2008.

Thanet

We are continuing negotiations and receiving enquiries in relation to land at Manston and EuroKent. Successful resolution of issues relating to the EuroKent Spine road scheme has given impetus to the masterplanning process and this is moving forward. The receipt of Residential and Employment land reports prepared by Savills will help this by giving a clearer picture of the possible configuration options for each site.

Working with Thanet District Council (TDC), KCC has agreed a business plan to ensure the long-term financial security for our investment at the EuroKent and Manston Park business sites. Delivery work on a strategy to bring in investment to the sites has started and progress made on Joint Venture arrangements with TDC, which has now been signed. The planning process for both sites is underway.

Kent International Airport (KIA) currently employs more than 100 people to support the operation of the airport and its freight and charter passenger services. Currently passenger charter flights serve eight destinations from Kent and the 2008 season saw the start of services to Croatia, Las Palmas and Jersey. Owner, Infratil, the New Zealand infrastructure and investment company, is working with a number of airlines with the aim of establishing scheduled passenger services from Kent and realising the airport's medium term goal of increasing passenger numbers to 1 million by 2013. Infratil has strong commercial foundations and has just broken into the NZX 10 index, the largest and most frequently traded share in New Zealand companies.

The airport has announced it had handled 32,624 tonnes of freight during the 2007/08 financial year, up 26% on the previous year, with all scheduled carriers showing an increase in performance.

Infratil is working on a master plan that will set out the planned development of the airport. KCC is represented on the KIA Consultative Committee and through its ownership of Manston Park has discussed land use issues with the airport owners. A consultation draft should be available in the autumn. International Air Transport Association (IATA), a trade organisation representing and serving the airline industry

world wide estimates 4,000 jobs are created for every million passengers using a European airport.

A new website for the airport was launched in May and contains an on-line survey to gather information for the development of further business and tourist routes.

After working with KCC, the airport is currently considering plans to operate a dedicated equine facility within its existing Border Inspection Post to facilitate the movement of horses for sale or competition in and out of the country. The prospect of equine transport being catered for at KIA provides opportunities for the equine industry in Kent and opportunities associated with the 2012 Olympics and the Detling Downs Project.

London Array

Planning permission for the sub-station at Graveney for the off shore windfarm in the Thames Estuary has been granted. The sub-station is an essential element of infrastructure needed for the project. All other consents are in place.

LiK liased directly with wind farm suppliers Siemens and Vestas (and others), following Shell's decision to withdraw from the project. The objective is to help identify the future role and opportunity for Kent following the government's recent announcement to increase the amount of energy generated through this sustainable power source.

German power firm E.On and Danish utility Dong have since bought Shell's stake in the London Array wind farm. E.On and Dong were originally Shell's partners in the 341 turbine project and each will now own half of it. The project strategy group, comprising KCC, Thanet DC, SEEDA and LiK continues to meet and has undertaken a review of the future direction of the project.

Ashford

The establishment of a Special Purpose Vehicle (SPV) to lead the delivery of the growth agenda in Ashford has been progressed. All legal documents for the company, limited by guarantee, are completed and revised partnerships arrangements for Ashford's Future Delivery Board have been prepared. KCC Cabinet and Ashford Borough Council have agreed the proposals subject to further detailed assessment. The company will be fully operational by September 2008.

The SPV will be able to acquire land, develop assets and deliver infrastructure. The board will have representation from public and private sectors. The Managing Director is Judith Armitt. The draft business plan includes a programme management function on behalf of the wider partnership and the lead on the delivery of a number of projects including town centre regeneration. The key workstreams are development, economic development and transport.

Developments have also taken place in Ashford as part of the growth agenda. The first phase of Ashford Ring Road restructuring was completed in 2007/08 and a two-way flow is in operation.

KCC has helped prepare a Smartlink bid for submission in 2008/09 to significantly improve public transport in Ashford. A Community Infrastructure Bid has been prepared to support work at Victoria Way to open up land for investment and access to car parking supporting Elwick Road that will make the area more attractive to investment. Design options are due in October 2008.

Growth Area Funding is in place for work on the M20 Junction 9/Drovers roundabout and a bid for additional Regional Infrastructure funding is with SEEDA.

With the approval of Ashford's Core Strategy work is starting on the development of Area Action Plans for Chilmington Green. Discussions are also taking place with landowners in a number of regeneration projects such as Green and Blue Grid, the strategy for which has now been completed to inform the Local Development Plan as a framework for green infrastructure development in Ashford.

In terms of environmental improvements work is ongoing to develop proposals for waste recycling and water transfer stations, water quality issues and flood risk strategy, the latter being led by the Environment Agency.

KCC is leading on the Gateway Plus project to develop a joint new library, adult education and registrar building. The aim is to complete the work by December 2009.

Kent Thameside

Agreement has been reached with Government and local partners on a package of eleven schemes totaling £185m of public and private sector funding to support the growth of homes and jobs in Kent Thameside. A new *Fastrack* route A (by The Bridge) has been opened. The introduction of international services to Ebbsfleet took place in November 2007, with the grand opening of the new station in January 2008.

The Thames Gateway Kent Partnership has received a report analysing current sector activity within the area and identifying key sectors with potential for future growth. The board is developing and agreeing a strategy to take the report's findings forward.

Dover

KCC has developed a proposal for consideration by the Dover Collegiate (Planning Forum for Dover District). The aim is to involve local schools offering construction vocational diplomas to provide students with construction experience at the Aylesham housing development.

Swale

At Queenborough and Rushenden ideas are emerging from the partnerships to improve skills and training opportunities building on the current good work at the local Gateway Centre including the potential to set up an apprentice training programme linked to the existing Further Education Centre at Sheerness.

SUSCON Centre

KCC input to the development of the outline delivery plan for the SUSCON sustainable construction skills centre. A £1.5m bid is being submitted to the Higher Education Funding Council for England for curriculum development. £3.5m of capital funding has been secured with decisions on revenue funding pending. Following discussions with the landowner, the original site for the centre at Springhead is no longer viable but a new site options analysis has identified a second possible site at The Bridge, Dartford. The programme plan for the capital project is currently being reworked in conjunction with partners. Work is ongoing to finalise revenue funding of £1.5m to run the centre.

Additionally, we have worked with Business Link Kent to pursue two INTERREG bids amounting to £13m to support the development and "getting to market" of environmentally friendly products and technologies. We are also mapping the top 300 companies in North Europe providing environmentally sustainable products, to showcase and promote their products to the supply chain. An example is Carbonate, a Kent-based company that provides carbon neutral building materials to the construction industry.

Kent Foundation

We have supported the Kent Foundation in producing a report examining the attitudes of young people towards enterprise, self-employment and starting businesses. Kent Foundation is a KCC charity, part-funded by KCC.

Kent Business Awards

KCC was among the sponsors of the Kent Business Awards, directly sponsoring two awards for the social care and creative industries.

Work planned between now and 2010:

Across the county

- With the Kent Foundation, KCC will be involved in delivery of enterprise training programmes targeted at young people. Also, subject to funding, work will continue with disadvantaged communities to improve skills levels to enable greater opportunities for employment. We will also work with Kent universities to develop a response to graduate retention (links also to Towards 2010 target 6). This will include collaborative working on utilising the universities global alumni network to highlight Kent as a place for investment making it more attractive to graduates.
- We will continue to identify opportunities for workspace provision for small and start-up companies including at flagship developments at Manston Park/EuroKent, Folkestone Performing Arts and Business Centre, Kent Science Park at Sittingbourne and potentially at Queenborough.
- In partnership with Kent Economic Board, KCC will assist development of an Innovation Strategy with a focus on Kent's businesses. Other initiatives to help businesses include help to achieve "fit for tender" status so that Kent businesses are able to win contracts arising from the 2012 Olympics. We will continue to support and

promote Kent Business success including Kent Innovation Challenge, Kent Business Awards and Kent Ambassadors Programme.

- We will also be taking forward objectives in KCC's Regeneration Strategy.

East Kent and Thanet

- Working with Dover District Council, KCC has assisted development of proposals for a construction training facility related to housing development at Aylesham, which will provide regeneration and job opportunities for the former coalfield community.
- We are working with partners to secure investment in Ramsgate to support the off shore wind farm developments to develop a base from which to attract complimentary business activities and supporting long-term sustainable jobs.
- With Thanet District Council, we will finalise incorporation of a Joint Venture for the Manston Park/EuroKent development and commence operations. This will involve working with a preferred developer to assist build-out of sites including strategic land disposals, obtaining planning permission, infrastructure assessment and joint working with other site operators to enhance future development programmes aimed as facilitating job opportunities. The EuroKent spine road, a key element for unlocking the site's potential, is currently underway and expected to complete in November 2008.

Ashford

- We are supporting Ashford's Future Partnership in establishing a Special Purpose Vehicle and to projects which will bring forward infrastructure and town centre regeneration and employment opportunities including Eureka Business Park, Conningbrook and Chilmington Green.

Kent Thameside

- KCC will be submitting a business case and green book appraisal for funding to Department for Communities and Local Government and Department for Transport to deliver improvements for:
 - A package of strategic transport infrastructure improvements (Homes and Roads) in Kent Thameside. This will deliver a total of £74m of Government funding towards the eleven identified schemes in the Kent Thameside Transport Strategy.
 - Improvements to Dartford and Northfleet railway stations; potentially £5m for each scheme. Subject to the success of the bid work will commence in the next 12 months. The redevelopment will contribute to the vision for the wider town centre as expressed through the forthcoming masterplan process.

Swale

- In the Swale area, KCC will also be leading design work to enable work on the Sittingbourne Northern Relief Road and the Sittingbourne Southern Relief Road to proceed.
- Working with partners, we are developing a training plan for Sittingbourne to improve training provision and access to training opportunities.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2009/10 Target
Number of jobs created/ safeguarded in Kent (cumulative since 2005/06)*	5,729	9,068	12,226**	15,716**
Number of new companies investing in Kent (cumulative since 2005/06)	111	177	238	302

* Excluding Medway

** Actual Locate in Kent, Kent and Medway targets minus 17.5% for Medway (the average over the period 2005-06 to 2007-08)

Monitoring completed by: Caroline Lwin, Theresa Bruton, Mike Bodkin

Date: 10 July 2008 (Updated 28 August 2008)

Target 3: Support a programme of town centre regeneration		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Adam Wilkinson	Lead Officers: Caroline Lwin/Theresa Bruton/ Mike Bodkin

Status: On course

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

Dover: Network Rail, Dover District Council, Dover Pride, London & Southeastern Railway Ltd (LSER), East Kent Partnership and SEEDA.

Margate: Margate Renewal Partnership, Thanet District Council, GOSE (European Regional Development Fund (Objective 2), Turner Contemporary Trust

Folkestone: Shepway District Council, English Partnership, SEEDA, and The Creative Foundation.

Progress to date on delivering this Towards 2010 target:

The particular focus of this Towards 2010 target is Dover, Margate and Folkestone and the developments are set out below. Work in other areas of the county is also outlined in this report.

Dover

KCC provides chairmanship of Dover Pride partnership that oversees and promotes regeneration in Dover town centre. The partnership has an agreed long-term strategy and action plan to deliver its vision to regenerate Dover.

In collaboration with the Lead Artist and Jacobs, we are developing the detailed designs for the Dover Priory Station Approach project. The work is aligned to the introduction of CTRL services in 2009. Latest forecasts from Southeastern show a 100% increase in

the number of rail passengers from 400,000 per annum to 800,000 at Dover Priory station. Most of the £2.8m capital funding has been secured from a range of partners/sources. There is currently a shortfall in funding of £400k from Network Rail's original contribution of £1.6m which needs to be plugged before we can proceed with the tender and award the contract to deliver on all the original objectives including uplifting the area (in a deprived ward within Dover) and improving connectivity to the Town Centre.

KCC is also a leading partner in the development of the Dover Sea Sports Centre, contributing £250,000 from its regeneration fund towards the £2.5m project, which started construction in July 2007 and should be completed by September 2008.

Scoping work is also underway for the development of an integrated passenger transit system where KCC is a lead partner. The development is aimed at linking together the town centre, port and heritage assets.

The expansion of the Western Docks, Terminal 2, scheduled to take place between 2010 and 2013 will provide local job opportunities in construction, maritime and cruise sectors. KCC will be involved as a statutory consultee in shaping the development. We are also involved in a project-working group to deliver related waterfront regeneration at the adjacent Grenville Dock. The project is intended to deliver a mix of commercial, retail and residential development to complement the port expansion.

KCC is pressing Government and the Regional Transport Board to improve the A2/M2 corridor between the M25 and Dover to encourage more traffic to use this route to access the Eastern Docks. Schemes which are supported include the de-dualling of A2 Lydden to Dover, A2/M2/A229 Brenley Corner and an additional crossing of the Thames downstream from Dartford (Lower Thames Crossing - see Towards 2010 target 36).

KCC is supporting Dover District Council's bid to Government for Growth Point Status mainly focused on Whitfield and is leading on work on the provision of enabling transport infrastructure to support the development at Whitfield. The initial phase is the design of route options to provide a relief route to Whitfield. This work is due for completion in autumn 2008.

£3.9m has been secured from partners for regeneration projects in Dover and KCC has led on preparation and submission of a £4m match funding bid to the CABI Sea Change Programme. If successful, work will be commissioned on a feasibility study for a cable car system that connects both Dover's main tourist attractions (castle and other fortifications, White Cliffs, waterfront and town offer) and areas of proposed major housing growth (Connaught and Whitfield), public realm projects on the waterfront, Bleriot's monument sites, and an outreach programme and four projects within Dover Castle.

Through its representation on the board of South Kent College, KCC is working with the College to review its current performance and delivery across its three sites in order to raise the profile of the skills agenda in the area.

Margate

In order to improve connectivity between the Old Town and the seafront and to make this key regeneration area more pedestrian friendly, the scheme for the de-dualling of Fort Hill has been finalised and approved. Ringway commenced the work in April 2008, which will take approximately five months to complete. Land will be released at the bottom of the hill for an improved public realm and at the top to ensure proper linkages with developments on the Rendezvous site.

A bid entitled "Opening up the Eastern Seafront" was successful in securing £850k from ERDF (European Regional Development Fund) Objective 2 in December 2007 to match KCC's spend in the area. This bid packaged development and public realm work in the vicinity of the Rendezvous site and is due to be completed during 2008. It will pave the way for the eventual development of the Rendezvous site.

The downturn in the construction industry has led to Gleasons Developments pulling out of the mixed-use development on the eastern end of the Rendezvous site. This is a strategic regeneration site adjacent to the Old Town on the seafront and next to the Turner Contemporary site. The partnership is now looking for a new development partner and alternative ways to take the project forward. The de-dualling of Fort Hill will mean that the preparatory work will continue, as is work on transport movement studies and Public Realm Strategy so that we are ready when the market becomes more viable again. Construction of the Turner Contemporary is scheduled to start in October 2008.

We are still expecting to receive a planning application for the Dreamland site and potentially another for the Arlington Site.

Facilities and lighting on the Harbour Arm are being improved and its animation in the summer became the responsibility of a private sector company, Pineapple.

Folkestone

The programme is focused on the eastern side of Folkestone Town Centre where recorded deprivation is high. The University Centre and new Adult Education Centre have just been opened, and a Performing Arts and Business Centre is under construction. Public realm improvements are planned to support these.

A new concept design for Tontine Street has been completed and funding for capital works is being sought from a number of non-KCC sources including a £1m bid to CABA Sea Change Programme which was submitted in July. A final decision is expected in October.

Kent Wide: Empty Homes

The majority of investment to date made through the scheme has been targeted at urban areas in east Kent, particularly Dover, Margate and Ramsgate. From the interest being received, this is likely to remain the case, though the roll-out of the project will see investment across the whole of Kent. There is also continued liaison between the project

leader and other regeneration project leaders to identify potential properties for inclusion in the scheme. For a fuller report on this initiative see Towards target 39.

Swale

KCC is promoting a range of projects including a community centre and potential café linked to improved library facilities at Queenborough. At Rushenden we are working with partners to develop a new school and community/health centre linked to a proposed housing development of 2,000 units.

Sheerness is now being pursued as a priority by Swale Local Strategic Partnership. This has long been an objective for KCC and a joint Member/Officer visit is being arranged to the Port Authorities on potential expansion plans and to identify possible community, tourism and heritage benefits that can be derived.

Gravesend

KCC is undertaking the refurbishment of the Old Town Hall building. Phase 1 works are commencing including the completion of ground floor refurbishment to incorporate the community café/bar and commercial kitchen. Essential health and safety work to the portico will also improve the "street appeal" of the building. Securing the principal revenue generating activity (the bar) within phase one will increase the sustainability of the project in the longer term, generate additional footfall, provide cost savings to the original plans and provide improvements to the wider public realm. A bid for Heritage Lottery Funding is being submitted in September 2008, with confirmation expected in December 2008. These funds will be the funding package for the phase 2 works - the upstairs rooms and function rooms.

Work planned between now and 2010:

Dover

- KCC will award a contract for the Dover Priory Station Approach. On-site construction is estimated to take approximately 9 months.
- KCC's Children, Families and Education Directorate are leading the work on a Marine Skills Centre and will undertake a feasibility investigation.
- With partners, we are working to improve the schools offer through the Building Schools for the Future Programme (Dover is in the first wave) and through the introduction of vocational diplomas.
- KCC will be providing input to the masterplanning of various sites including redevelopment of the Connaught army barracks to provide 500 eco-homes; public realm projects in York Street and the town centre; and environmental improvements to the Port area at Whitfield through to Channel View Road.
- The scoping work for the development of the integrated passenger transit system is underway. KCC and Dover District Council are working to support a bid by English Heritage to fund the system. The aspiration is to make this happen by the 2012 Olympics to showcase both Dover and Kent.

Margate

- Working with partners, we will progress work at the Eastern Seafront to create a pedestrian friendly area connected to the Old Town. This will provide an improved public realm and complement/assist the development at the Rendezvous site through the release of land from the de-dualling of Fort Hill and better connections to the Turner Contemporary site.
- Specific projects include completion of the de-dualling of Fort Hill, creation of a chalk garden, public realm work at Harbour View and preparatory work on the Rendezvous Site. We are already finding alternative approaches and development partners to deliver the development of the Rendezvous site.

Folkestone

- Supported by our partners, KCC is seeking a funding package for Tontine Street that will enable completion of detailed design work for stage 1 works totaling £1.5m. The scheme will support Shepway District Council's vision to create a cultural quarter in the town by reducing unnecessary road space, enhancing footway and parking areas and improving traffic circulation around the town.

Ashford

- KCC is supporting the developer partnering process for the Elwick Place site in Ashford as the first key town centre regeneration site.

North Kent

- KCC will input to the masterplanning and projects work in Sittingbourne, Queenborough and Rushenden, Sheerness, Swanscombe, Dartford, Gravesend, Lower Ebbsfleet Valley and Northfleet Embankment alongside local districts, local regeneration partners and private sector developers ensuring that plans contribute to the wider vision for each area in terms of retail, leisure and housing development. We will seek Section 106 developer contributions from housing developments to secure high-quality community services provision. (See target 40 for more details).
- In Gravesend, we are ensuring that the Gravesend Old Town Hall projects will contribute to the wider vision for the town centre.

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: Caroline Lwin, Theresa Bruton, Mike Bodkin

Date: 10 July 2008

Target 4: Support rural businesses and communities to build a strong entrepreneurial culture		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Adam Wilkinson	Lead Officer: Stuart Gibbons

Status: On course

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

We are working with a plethora of rural stakeholders to take forward this target. Key partners include:

Action with Communities in Rural Kent
 Business Link Kent
 Church in Society
 Country and Land Business Association
 District Councils
 GOSE
 Kent Association of Local Councils
 Kent Downs Area of Outstanding Natural Beauty
 Kent Federation of Small Businesses
 Kent NFU
 Kent Wildlife Trust
 Produced in Kent
 SEEDA
 Emerging Local Action Groups of new LEADER bids
 Partnerships for the Mid Kent LEADER + and Kent Rural Towns Programme

Progress to date on delivering this Towards 2010 target:

We have worked with partners to develop the Kent Rural Delivery Framework, which sets out the 15 key actions necessary to ensure Kent's rural economy, communities and environment continue to thrive. This Towards 2010 target has been embedded and established as one of the priority actions within the finalised framework and highlights the potential of rural enterprises to further grow Kent's economy.

To help mitigate the impact of recent post office closures in Kent, we launched a targeted business advice scheme for co-located retailers. This has been set up in partnership with Business Link Kent and Action with Communities in Rural Kent with the aim of helping affected retailers to adapt and diversify their businesses. In addition, KCC organised a community summit with partners to examine the opportunities for community enterprise-led solutions for communities affected by recent post office closures. Best practice models from other parts of the UK have been researched to inform potential workstreams in Kent.

KCC has also worked with the Kent Downs Area of Outstanding Natural Beauty Unit to pilot a new integrated approach to assist farmers wishing to diversify in the Kent Downs. The scheme provides planning, environmental and business advice to ensure that new farm-based business proposals are successful and well thought through.

Through Produced in Kent we have run a number of training sessions for local food producers to build marketing expertise and provide businesses with further skills around e-commerce and accessing public sector contracts. Through “Meet-the-Buyer” events with supermarkets and networking opportunities for local producers we are continuing to create new opportunities for producers to develop their businesses and markets.

Given the growing importance of the local food agenda, KCC has set up a joint venture with Hadlow College to take the Produced in Kent initiative to a new level. The new collaboration will provide new training, business support and market development opportunities for Kent’s food and drink producers and actively lobby the public and private sectors to stimulate the market for Kentish products.

KCC has worked with a range of partners to develop three detailed funding bids for the European Union’s new LEADER programme and secure two new programmes. The Kent Downs and Marshes and West Kent LEADER programmes will bring in over £4million of new funding to help rural businesses and communities to develop existing and new enterprises over the next five years.

In addition to developing the bids for future rural funding, we have also worked with a range of partners to deliver existing rural grant schemes. LEADER +, Kent Rural Towns Programme and Rural Revival have now delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects.

Through partnership working, KCC secured £350,000 of additional funding for rural communities under a new regional Rural Access to Services Programme. The scheme, which becomes live in the autumn, will provide new opportunities for rural communities wishing to set up community shop enterprises. The programme will also look at innovative and entrepreneurial ways of supporting rural community transport initiatives across the county.

Work is underway to find markets for the products of the coppice industry. The Kent Downs AONB has been active in supporting the development of a wood fuel industry in Kent and has supported small scale projects which utilise wood fuel through wood chip boilers. KCC has been considering the use of wood fuels from local coppice woodland in primary schools.

Work planned between now and 2010:

- To strengthen Kent’s rural economy by:
 - Undertaking further research to quantify the health, contribution and potential of Kent’s rural economy.
 - Applying the findings of the research to ensure that key business support schemes and new policy developments meet the needs of rural businesses.
 - Working with partners to ensure that Kent's land-based sector has access to the new funding opportunities created through the new Rural Development Programme for England (2008-2013).
- Further develop the Produced in Kent initiative to:

- Create more networking opportunities for local producers to grow their business through meeting food service companies, hospitality and retail multiples.
- Improve supply chains and distribution mechanisms for small producers to further grow the market for Kentish produce.
- Continue to build upon successful initiatives e.g. the Taste of Kent awards, the Kent Food and Drink festival and the food trail walks leaflet series to further promote Kent's local producers.
- Conduct further research into the impact of the recent post office closures and work with a range of partners to support rural communities affected by recent post office closures who want to develop entrepreneurial, community-led solutions such as community shop schemes (based on the Oxfordshire best practice model).

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: Stuart Gibbons

Date: 10 July 2008

Target 6: Increase opportunities for graduates to work and live in Kent		
Lead Cabinet Member: Kevin Lynes/Mark Dance	Lead Managing Directors: Adam Wilkinson/Graham Badman	Lead Officers: Sue Dunn/ Jim McKenzie

Status: On course

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

Kent Higher Education and Further Education (HE/FE) sector
Higher Education Funding Council
Department for Innovation and Skills

Progress to date on delivering this Towards 2010 target:

Increasing opportunities for graduates in Kent underpins the development of the knowledge economy, which is vital to the future success of the local economy. The key is to increase the pool of graduate talent, both locally grown and attracted from elsewhere, ensuring that the development of graduate skills meet the needs of Kent business to enable innovation and growth. To achieve success, however, requires a broad ranging approach which deals with providing learners with the appropriate attitudes and progression pathways for learning and skills development for the workplace, developing enterprise skills in young people, creating exciting and dynamic environments for graduates to live and work, and increasing the opportunities for graduates to live and work in Kent.

In effect, there is a journey of ambition which consists of three core strands:

- Schools and colleges developing the aspirations and positive attitudes of young people and providing appropriate work-oriented learning and skills, leading through to graduate level qualifications either through Kent universities or elsewhere.
- Capturing and retaining these graduate skills through a dynamic Kent economy where the graduate skills on offer meet business needs, and the business sector values what graduates can bring to business growth.
- Development of a supportive, creative and attractive environment in Kent where graduates want to live and work and can realise their professional and personal ambitions.

KCC and its partners are delivering these strands through a variety of interventions:

Schools Agenda

Linking up the schools enterprise and vocational skills agenda with the involvement of real businesses is important in developing young people who understand business and the high level skills that are required to support innovation and growth. In this context KCC has been instrumental in the development of the following:

- The Marlowe Innovation Centre, adjacent to the new Marlowe Academy, which is providing light industrial workshop and office accommodation for small and micro-business starting up. Specialists in innovation will manage the centre, with the engagement of leading universities and successful companies to provide expert advice such as marketing and finance.
- School business incubator units have been developed at Abbey School, Faversham, and Astor, Dover with real businesses linking with the education agenda.
- New innovative Vocational and Technical training programmes are being developed by the KCC 14 to 24 Innovation Unit in a wide range of occupational sectors which will provide alternative progression into Higher Education. These are being developed by Kent and Greenwich Universities and include Advanced apprenticeships.
- Work is taking place with the Kent Foundation in targeting young people to promote enterprise skills and support business start-up activity. Targeted groups are school leavers and graduates.

Universities and Higher Learning

The HE sector, of course, has a vital role to play in the provision and retention of graduates in Kent and KCC has pursued a number of issues with the sector:

- Meetings have taken place with Kent Universities to discuss graduate retention within the county. The universities are already responding to the issues, e.g. University of Kent has an excellent careers advisory service which highlights opportunities in Kent. Liaison has subsequently continued with the universities to explore further opportunities for graduate retention.

- The Film Office continues to develop the concept of a 'Kent Creative Academy' in association with Kent HE/FE sector to develop a single 'front door' entry for potential students of the creative arts to profile the offer of Kent in a co-ordinated way and importantly to link it with employers to increase opportunities for Kent graduates to access Kent jobs.
- The KCC 14 to 24 Innovation Unit is working directly with the Kent Science Park to expand the foundation degree programme and work directly with schools to promote sciences as a positive career choice.
- Negotiations have taken place with Portsmouth universities to provide Foundation Degrees in Local Government for September 2009 with a target group of 20 within KCC. This would provide a progression route for people in working in KCC to reach graduate level qualifications.

Creating Dynamic Environments for Graduates

- KCC is supporting the development of the Creative Quarter, Folkestone, led by the Creative Foundation. A key regeneration programme upgrading the urban fabric and providing workspace for the creative sector.
- KCC is leading on the development of the Turner Contemporary, which will transform the offer of Margate as a place to invest and develop, creating new job opportunities and developing the creative sector, one of the fastest growing sectors in the UK economy with high graduate employment levels.
- KCC acquired Manston Business Park, with the vision for it "to act as a significant impetus to the regeneration of the Thanet and wider East Kent economy by the provision of high quality employment land, and in turn high quality jobs, in a phased and co-ordinated manner". This following the successful intervention by KCC in developing King's Hill. Manston Business Park is now part of a joint venture with Thanet District Council incorporating EuroKent business site to enhance the business and employment opportunities with high quality jobs which will include graduate level jobs.

Creating Graduate Job Opportunities

The creative sector is one of the most highly educated with 49% of the workforce currently in the creative sector educated to graduate level or above. By 2014, projected demand within the UK is for 1.58 million employees at graduate level. KCC is seeking to expand this sector, and thereby graduate opportunities through the following ways:

- The Performing Arts and Business Centre (PABC) at Folkestone is providing workspace units adjacent to the new University College. The college and the PABC are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and the PABC is well placed therefore to provide them with business accommodation and start-up business support.

- KCC is developing the Kent Film Strategy to increase opportunities for Kent's creative sector to be part of the film development process, and thereby to grow the sector.
- KCC is supporting MediaTree, for businesses in the creative sector to network with each other to share best practice and encourage business growth. University College for the Creative Arts (UCCA) plays a leading role and is exploring opportunities for developing a student/graduate placement scheme.

In addition:

- KCC continues to offer graduate opportunities through its Fast Track Graduate Scheme. The two-year scheme is designed to ensure graduates learn a range of skills and gain experiences to enable them to take on a managerial position within KCC.
- We also continue to work with Locate in Kent (for more details see Targets 1 and 2) to profile investment opportunities in Kent, focusing on key sectors such as media and financial services which have high graduate inputs.
- A Dover Maritime Academy is currently being developed in conjunction with Warsash, Solent University Southampton, Kent University and other partners. This will open in September 2009 with the first courses which will offer level and degree programmes in all aspects of the maritime trades. Major blue chip companies involved in Maritime trades are major partners in this project.
- National Skills Academies in the construction and nuclear sectors where KCC will become partners in two academies. This will deliver a range of degree equivalent courses within the work place including Foundation Degrees.
- In September 2007 Pfizer announced that they were to cease manufacturing operations at the Sandwich site with the loss of some 420 jobs. KCC and Locate in Kent are working with Pfizer to see what alternative employment uses could be established on the site vacated by the manufacturing operations. Potential exists, for example, for a science park which would open up opportunities for graduates. Pfizer remains committed to its research and development programme at Sandwich which is one of Pfizer's four key global research and development sites and employs substantial numbers of graduates. This is an important part of Kent's knowledge economy. KCC has also been seeking to broaden the contribution of the wider knowledge economy e.g. by supporting the media sector and the new sustainable technologies sector. Potential also exists to boost the aviation sector at Manston in east Kent with increased opportunities also being explored at Lydd. The aviation sector requires many graduate level skills.

Work Planned between now and 2010

- Expansion of the Foundation Degree Programme to include opportunities in sustainable construction to be delivered at the Suscon Centre in Kent.

- The Film Office is developing the concept of a 'Kent Creative Academy' in association with Kent HE/FE sector to develop a single 'front door' entry for potential students of the creative arts to profile the offer of Kent in a co-ordinated way and importantly to link it with employers to increase opportunities for Kent graduates to access Kent jobs.
- A project with Locate in Kent and University of Kent is to explore the potential of the university's global alumni network to promote inward investment i.e. developing the employment capacity of Kent knowledge economy.
- Investigate alternative progression routes into HE by developing an advanced apprenticeship programme e.g. an Open University for Apprentices.
- KCC is to develop a brokerage service to recruit the top graduates from across the county to high quality work placements in Kent combined with a programme of cultural activities to promote working and living in Kent.

Measurable Indicator (s)	2006/07	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
UK graduate leavers in previous academic year who moved to employment in Kent	3,730	3,877	*	3,938	4,000

* Available September 2009 – nearly 18 months time lag

Monitoring completed by: Jim McKenzie/Sue Dunn

Date: September 2008

Target 7: Fulfil Kent's potential as a premier tourist destination		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Adam Wilkinson	Lead Officer: Fran Warrington

Status: On course

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

The stakeholder groups with whom Visit Kent works to achieve the target of 'premier tourist destination' include: Visit Britain; Enjoy England; Tourism South East; SEEDA, Locate in Kent; Attractions in Kent; Kent County Council, East Kent Partnership; Kent Tourism Alliance Investors (Public and Private sector), Tourism South East members (Districts, accommodation and attractions); Tour operators; Tourist Information Centres; Carriers; Media; Mid Kent College; Canterbury College; Thanet College; University of Kent; Canterbury Christ Church University; Medway Council; Business Link; UK Inbound; Other counties such as Lincolnshire, Essex, Norfolk, Suffolk; Tourism for All; Destination Performance UK; Tourism Management Institute; Interreg partners from Flanders and Nord Pas de Calais; Springboard; Chambers of Commerce; People First. This list is not exhaustive.

Progress to date on delivering this Towards 2010 target:

Kent Tourism Alliance and Kent Tourism launched as VisitKent at the 2020 Event in April 2007. The new name demonstrates a more co-ordinated approach and links to the

national organisation, VisitBritain. It also aims to make it easier for the tourism industry to engage and get the business support they need.

Niche Marketing Campaigns

In addition to VisitKent's core marketing activity and London campaign we have worked with new partners and launched a range of niche campaigns to reach new audiences. This has included, "The Other Boleyn Girl" campaign, which in partnership with the Kent Film Office involved the development of a movie map to encourage filmgoers to visit the locations, featured and connected with the Hollywood Film. We have also worked with KCC Art Development Unit on a new cultural tourism initiative for the coast to support the Folkestone Triennial, Whitstable Biennial and Turner Contemporary. In conjunction with the European Golf Championships we launched the start of a golf campaign which aims to put Kent on the golf tourism map in the lead up to the Sandwich Open in 2011.

Pride in Kent

The aim of this programme is to recognise and raise standards of customer service to give visitors an unforgettable welcome and to remind all businesses and residents what fantastic assets the county has to offer. In 2008, the programme delivered free training courses with 75 participants, 10 Out and About familiarisation trips with 407 participants, four People Awards with 25 customer care winners, the first greeter programme in Thanet and Kent's Second Big Day Out.

London Campaign

Kent Tourism Alliance (KTA), with support from KCC, worked in partnership on a co-operative marketing campaign with Southeastern rail and other key investors during the summer of 2007 to encourage London residents to visit Kent by rail for day trips and short breaks, particularly during the railways off peak operating hours. Adverts were displayed across London in the following areas - Posters in central London; London buses zones 1 to 3; London underground stations; Victoria rail station. In addition leaflets were distributed throughout cafes, hotels and stations as well as posters on Southeastern and VisitKent websites.

Research demonstrated that:

- 41% of respondents recalled the campaign.
- Kent was the highest prompted county destination recalled.
- 35% of those who saw the advert said they would consider visiting Kent.

Building on the success of this campaign, KCC worked again in partnership on a co-operative marketing campaign with Southeastern rail, Enjoy England and other investors to encourage London residents to visit Kent by rail for day trips and short breaks, particularly during the railways off peak operating hours.

The first stage of the campaign was launched in February 2007 to raise the county's profile in the lead up to Easter holidays and the second stage was launched in July to capture the summer holiday market. The campaign has four themes - heritage, outdoors,

events and shopping. Advertisements were displayed across London bus zones, underground stations and main rail stations.

Love Kent Live

In response to the increasing number of high-quality and international events and festivals hosted in the county at a range of unique and special locations, VisitKent launched a dedicated events campaign which included leaflet distribution in London and displaying Southeastern platform posters for example.

Kent's Big Day Out

The first Big Day Out took place on 30 March 2007 with the aim of encouraging Kent residents to discover the attractions on their doorstep. 25% of those visitors coming to Kent stay with friends and family so their enthusiasm and recommendation are vital. The first event involved 88 attractions, engaged 6,500 residents and achieved £250,000 worth of local PR and £65,000 in secondary spend. 83% of the participants rated the Big Day as excellent, 93% would recommend the attractions to family and friends and 94% said they were proud to live in Kent.

The second Big Day Out took place on 29 March 2008. 130 different leisure businesses took part offering over 16,000 tickets an increase of 6,000 compared to 2007. The website received 95,202 visits compared to last year's 27,955 visits. Ten media partners were signed up to support the event securing over £45,000 worth of PR coverage. Thanet, Canterbury and Mid Kent colleges incorporated the event into their curriculum with students working on attractions on the day. 85% of residents that took part in the day rated it as excellent, 93% would recommend the attraction to family and friends and 98% were proud to live in Kent.

First European Greeters Programme

The Thanet Greeters programme, launched in Spring 2007 as part of a partnership between Kent Tourism and Thanet District Council, was the first of its kind in Europe. People planning to visit the area are invited to book a meeting with a local volunteer Greeter who will tell them about local services and attractions as well as providing specific information about visitors' personal interests such as architecture, local history, or children's entertainment. Kent Tourism will expand the Greeters programme across the county as part of its Pride initiative, which also includes familiarisation trips to the industry and people awards.

Coastal Kent

In July 2007 Kent Tourism led the way in establishing a new Coastal Kent tourism initiative. The Coastal Kent Visitor Economy project has enabled the coastal districts to work together for the first time on joint research, development and marketing strategies to maximise on the regeneration investment in the area and ensure that key transformational projects like Turner Contemporary bring a real sustainable economic benefit to the area.

Work planned between now and 2010:

- Investment in the VisitKent website will continue with new developments including foreign language sites, other products bookable such as attractions and events and new microsites to generate traffic.
- More niche marketing campaigns will be introduced in 2009 including Food and Drink, Watersports and The Cinque Ports.
- The New Tourism Development Strategy, launched in spring 2008, will take an overview of the wide-ranging and transformational developments happening in Kent and will examine the role that tourism will play in the economic, environmental and social regeneration agenda. The strategy will capture current proposals and identify the type of products that Kent and Medway needs over the next 10 to 20 years in terms of new tourism, cultural, leisure and sports facilities to ensure the area remains a pre-eminent competitive tourism destination. It is currently undergoing consultation with partners.
- One of the key objectives for Visit Kent in 2008 is to secure European INTERREG match funding to develop key projects. We are already working with our French and Belgium partners on bids regarding Quality, Coast, Marketing and Research and plan to submit three bids.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Value of on-line bookings made on Destination Management System (cumulative since 2007/08)	New system	£25,000	£305,503	£500,000	£1m
Number of jobs in the visitor economy in Kent. (Source Cambridge Model)	49,555*	49,870	50,669	50,185	50,500
Number of visits to <i>Visit Kent</i> website	975,000	1,150,000	977,473	1,325,000	1,500,000

* Based on 2003 data

Monitoring completed by: Frances Warrington

Date: 10 July 2008

Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy

Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Peter Gilroy	Lead Officer: Tanya Oliver
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Status: On course

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

Screen South, district and borough councils, Maidstone Studios, Medb Films, National Trust, English Heritage, Visit Kent, Courtyard Studios.

Progress to date on delivering this Towards 2010 target:

Using Kent as a location for filming brings real advantages both economically and in raising its profile as a tourist destination. The UK film industry is worth £4.3 billion to the UK economy each year and the Kent Film Office aims to get a larger proportion of this expenditure in Kent.

In its second year, the Kent Film Office has secured the following productions: The Calling starring Brenda Blethyn; Half Broken Things, ITV Drama starring Penelope Wilton; Is there Anybody There, movie starring Michael Caine; Eon's Winds of Change advert; Waitrose's 'Local' campaign; Morrisson's Christmas campaigns (starring Lulu amongst others); single days on Spooks; Hancock and Joan, period drama for BBC 4; Great Garden Detectives with Chris Beardshaw; Titty Titty Bang Bang Series 3; Big Barn Farm, pre-school. The Writers' Strike in America had a negative impact on the industry as a whole in the UK.

The biggest success for the Kent Film Office however was pulling together "The Other Boleyn Girl" Campaign. Partners included Universal Pictures, Kent Tourism Alliance, National Trust, English Heritage, Penshurst Place, Hever Castle, Knole House, Screen South and Heart of Kent. March 2008 saw the Kent preview in Kino Cinema in Sevenoaks secured by the Film Office and Visit Kent. A website and movie map were developed (visittheotherboleyngirl.com). See also Towards 2010 target 7. This is a key step in the drive to put Kent first on the filming map and secure Kent's fair share of the "set-jetting" trend with 40% of people saying they are "very likely" to book a holiday or trip based on a location they have seen on a film or television programme.

Meridian, BBC, Radio Kent, Invicta FM, KMFM, Newsshopper, Kent on Sunday, Kent Messenger and Kent TV have all covered the Kent Film Office and/or "The Other Boleyn Girl" and they have all been very positive and supportive of the role of KCC.

The Kent Film and Television Strategy has been developed, pulling together all the aspirations and targets for the Kent Film Office including working with the independent sector, increasing training, skills and employment, maximising the benefits of the link with tourism and developing a Kent Development Fund in partnership with SEEDA, the EU and the private sector in order to put Kent on a level playing field. "The Calling" acted as a pilot for this fund, with an investment of £75k securing a total spend in east Kent of £500k and retaining the presence of a local production company, Medb Films in Ramsgate. This money funded various trainees and apprentices and local employment.

The national vocational qualification (NVQ) system in Kent cannot provide for the film industry whose working patterns are too unpredictable. As a result, we have developed alternative systems:

- Medb Independent Film Focus funded six trainees (one now in employment after two years of not being able to secure employment). One has applied for camera assistant with Foundation based at Maidstone Studios, one has secured a university place, another three have been placed with visiting companies as runners and the feedback from the television companies has been very positive.

- KCC initiated talks around a Kent Film Academy, to show the full range of film and media education opportunities in the county. A booklet is being produced and visits to all colleges are taking place to find an effective way to place people in work experience/trainees and function as a link. The BBC, corporate production companies and Warner Bros have already participated in this.

Partnerships have been developed and/or strengthened with all those involved, including a successful seminar with all Kent district and borough councils.

Work planned between now and 2010:

- Continue to deliver the Kent Film and Television Strategy.
- Secure more high profile filming in the county.
- Develop more joint campaigns with Kent Tourism Alliance, following the success of “The Other Boleyn Girl” in order to maximise the follow-on benefits from filming.
- Pull together, in partnership, a Kent Development Fund in order to secure more filming in the county (we lost some high profile television productions from Kent owing to the fact Kent does not have a development fund).
- Continue to work with all partners to ensure Kent is a film friendly county.
- Finalise details for the Kent Film Academy.
- Secure more training and apprenticeships in the industry in Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Direct spend into Kent via the Film Office * (cumulative since 2006/07)	£1.2m	£3.0m	£2.7m	£4.5m	£6.0m

*Data revised following an audit to narrow the data down to confirmed known direct expenditure. Figures for pre- and post-production to be added in the future. It is estimated that total economic benefits including knock-on benefits to the wider economy may be double the above quoted direct spend figures, although wider benefits are not precisely quantifiable.

Monitoring completed by: Tanya Oliver

Date: July 2008

Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Peter Gilroy	Lead Officer: Pauline Smith

Status: On course

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

Jobcentre Plus, Primary Care Trusts, Royal British Legion Industries, Learning and Skills Council, central government departments, Employers, Kent Economic Board, KCC directorates, Slivers-of-Time, Kent Top Temps, Connexions Kent.

Progress to date on delivering this Towards 2010 target:

Over 100,000 people in Kent claim one of three major welfare benefits with some wards having over 40% of working age people on benefits and caught in the benefits trap. KCC's Supporting Independence Programme (SIP) with the strategic lead for welfare reform, continues to address this situation both through preventative measures, working with young people to prevent them from slipping into a life of dependency, and remedial activities to try to reduce the burden of welfare benefit expenditure and lift significant numbers of working-age people out of worklessness and into meaningful, sustainable employment.

KCC's Supporting Independence Programme (SIP) has been working on a number of initiatives to try and combat the issue of worklessness in some of our most disadvantaged communities. We have worked with our partners to deliver a range of services for people who are furthest away from the labour market and supported them to help themselves back into full-time employment. Over 200 people with complex needs have been helped in this way over the last two years, either into work or supported to take significant steps back towards meaningful, progressive employment.

We have worked with local, regional and national partners to push for lasting change in the way that services are delivered to those most in need of support at a local level, arguing the case for a more devolved system of welfare-to-work services. This has led to audiences with senior government ministers and has put Kent at the front of the agenda for change in welfare reform. It also means that the needs of benefit claimants remain a priority for action with our local partners.

We have also managed to bridge the gap between preventative work with young people and responsive work with adults ensuring that there are positive routes into work or training and preventing them from moving onto welfare benefits, and helping to break down the cycle of dependency.

Preventative focus

The establishment of the KCC 14-24 Innovation Unit in September 2007 has created a focused, strategic approach in ensuring that we deliver a wide range of initiatives to support young people into positive preparation for employment. Focused task groups are working swiftly to review and evaluate the wide range of current provision for 14-24 year olds and priorities for areas of development and improvement are being established with all key partners.

Consultation and feedback from young people, partners and stakeholders is ongoing and is positively influencing, developing and shaping our vision, strategy, policy development and delivery of opportunities and exemplary provision of services to young people.

Our innovative approach to improving services has already received very positive feedback from government inspection teams, other local authorities, and a large number of partners/stakeholders nationally and locally. Further information can be found in Towards 2010 targets 15-20.

Responsive focus

A visit by the Shadow Minister for work and pensions in January provided a platform for the Supporting Independence Team to share KCC's vision and wide range of initiatives developed to increase the support and opportunities available to individuals who are dependant on benefits. Specific areas of progress include:

- Positive engagement with the Department for Work and Pensions (DWP), Local Government Association (LGA) and New Local Government Network (NLGN) to explore national policy on welfare reform and the opportunity for Kent to raise impact on individuals suggest freedoms and flexibilities that Kent requires for radical local request would welcome to really drive the change and improvements on improvements to local challenges.
- Launching Slivers-of-Time in March 2008.
- Ongoing delivery and involvement with Kent Agreement 1 (KA1) target 15 and PSA 2 target with long term Incapacity Benefit Claimants.
- Working with Royal British Legion Industries, KASS and other partners to bring about substantial results through the Pathways to Work programme.
- Work with NLGN in the publication of a pamphlet entitled 'The Local Journey To Work – Localism, Welfare and Worklessness' highlighting the wide range of welfare reform, innovation and strategy managed by SIP across Kent.
- High level discussions and engagement with government departments to tackle the challenges and barriers encountered with the delivery of effective welfare reform initiatives. These include LGA work on devolution of welfare reform to local authorities; data sharing; local freedoms and flexibilities.
- Work with the Kent Public Service Board (incorporating the major public sector agencies in the county) and the Kent Partnership (incorporating a range of public, private and voluntary organisations) to look at new ways in which all sectors can explore and develop opportunities for improving and increasing employment opportunities for the unemployed and those from vulnerable or marginalised groups or communities. An action plan is currently being developed.

Work planned between now and 2010:

- Continue to manage and review the impact of national welfare reform changes on Kent and our residents.
- Work closely with the health authority, other associated agencies and GPs to review how they can help us get people back into work and liaise with employers to provide a range of flexible work opportunities to assist those on the edges of the labour market back into work.
- Work closely with Jobcentre Plus to make sure that our services are delivered in the best way to maximum benefit for the people of Kent.
- Develop a Kent Employment Engagement Strategy which will bring about a strategic, joined-up approach to local employers. This will enable them to engage more successfully with programmes and initiatives to bring most benefit to people who are further away from the labour market.
- Continue to bring together preventative strategies which stop people moving into a life of dependency with responsive work to support those already on benefits to more independent lifestyles.

- Ensure that individuals and employers are unencumbered by bureaucracy to make the transition to the workplace easier.
- Plan and develop the outcomes for KA2, which will have significant impact on this Towards 2010 target.
- Support and co-ordinate MAA development.
- Act as a co-lead partner on Working Neighbourhoods Fund management in Thanet. This is preventative work with young people and responsive work with benefit claimants in Thanet's more disadvantaged wards with Thanet District Council, Jobcentre Plus, Connexions Kent and other local agencies.
- Continue the excellent partnership with Swale Borough Council in introducing an innovative employment engagement project for Swale, and KCC Communities Directorate, in their inspirational and unique project development in Folkestone.
- Further engage and influence Pathways to Work and Local Employment Partnerships through relationships with JCP, RBLI and other Pathways providers.
- Engage with local strategic partners (LSPs) on Local Employment and Skills Boards.
- Further work together with the LGA on devolution issues.
- Manage the delivery of innovative programmes such as Slivers-of-Time to give individuals a stepping stone to returning to permanent, sustainable jobs.

Measurable Indicator (s)	Aug 2006 Actual	Aug 2007 Actual	Aug 2010 Target
Average weekly benefit spend in Kent on working age benefits at 2006/07 prices (Incapacity Benefit, Income Support and Job Seekers Allowance)	£6.21m	£5.91m	To reduce
Number of claimants of key working age benefits (Incapacity Benefit, lone parents on Income Support, Job Seekers Allowance and others on income-related benefits)	83,040	79,860	To reduce

Monitoring completed by: Pauline Smith/Nick Moon

Date: July 2008

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: Keith Ferrin/Mark Dance	Lead Managing Directors: Adam Wilkinson/Graham Badman	Lead Officers: David Hall/Ian Craig

Status: On course

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

Kent public transport operators
Kent Youth County Council
Secondary Schools

Progress to date on delivering this Towards 2010 target:

The pilot Freedom scheme 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 will be completed by June 2009.

Take up in the pilot areas has exceeded expectations at over 5,000 passes issued. Usage is some 100,000 trips per month. Some 75% of trips are made in the peak period to school and 25% outside of the peak to access other opportunities. Feedback has been very positive from schools and young people. From the application form some 27% of applicants state that previously car was their main mode of travel to school.

Snapshot congestion surveys undertaken in Maidstone and Shepway showed up to a 6% reduction in journey times near schools shortly after the introduction of the Freedom Pass. However, there was no consistent trend in the results obtained from the surveys undertaken one year after the introduction of the scheme in Tonbridge, Tunbridge Wells and Canterbury, reflecting the wide range of factors that can affect congestion levels on individual links over time.

As of June 2008 the Freedom pass has been launched to young people attending schools in Maidstone, Malling, Dover and Shepway. To date some 2,000 passes have been issued in these areas. The scheme is now available to care leavers and home schooled children in 'live' districts and companions of disabled young people in Maidstone following Maidstone BC's decision to no longer issue companion passes as part of their concessionary travel scheme for the elderly and disabled. We are working closely with members of the Kent Youth County Council to publicise the scheme, including most recently at the County Show and overcome any barriers to take up.

Work planned between now and 2010:

- Update/continue publicity plan including leaflets, press releases and presentations
- Launch scheme to schools in Thanet and Swale in January 2009
- Complete countywide roll out in June 2009
- Investigate opportunities for smartcards and options over extending the scheme once it has been rolled out county-wide
- Tender consultancy for reimbursement to operators.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of 11-16 year olds issued with a Freedom Pass	New Indicator	2,000	5,178	12,000	20,000

Monitoring completed by: David Joyner

Date: 23 July 2008

Target 31: Pilot staggered school hours to relieve rush-hour congestion		
Lead Cabinet Members: Mark Dance/Keith Ferrin	Lead Managing Directors: Graham Badman/Adam Wilkinson	Lead Officers: Ian Craig/Bjorn Simpole

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

Progress to date on delivering this Towards 2010 target:

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 8.30am and 5.00pm.

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 8.30am to 5pm which builds in all out of school activities into the core school day. This brings a total of four schools/academies that are operating a staggered *core* day in the 2007/08 academic year.

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 requirement to offer all children and young people access to extended school activities by 2010 is making a significant contribution to the achievement of this target as increasing numbers access them.

Work planned between now and 2010:

- 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.
- 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.

- Persuade 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.

Measurable Indicator (s)	2006/07	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of schools with staggered starting times	New indicator	1	4	6	15

Monitoring completed by: Bjorn Simpole

Date: 9 July 2008

Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: Caroline Bruce

Status: More progress needed

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

Progress to date on delivering this Towards 2010 target:

Car parking and yellow lines

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

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 districts are under revision. Wider parking provision is currently under review in partnership with district councils through the Kent Parking Managers Group. This review, which includes all Kent towns, is scheduled for completion during 2008. 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. Examples of action taken to date 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 now under review and is the subject of extensive public consultation. As part of Ashford Futures a new park and ride service is proposed to be introduced in the town linked to Smartlink. Three multi-storey car parks are also planned alongside new developments.
- 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 including 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.
- Maidstone - Reviews of residents parking schemes have been completed following public consultation in the north and south zones of the town. 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. 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.
- Thanet – There is a three year parking plan which includes further residents parking schemes and pay and display spaces in central Margate, Westgate, Minnis Bay and Ramsgate.
- Tunbridge Wells - Some 45 extra parking spaces were created in 2007/08 and single yellow line times changed to permit residents to park.

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'. New sections will be considered within this context.

At the outset of Towards 2010 we perceived the situation on unnecessary bus lanes to be worse than it now appears to be in reality and so the targets originally set in the table below will not be met.

Work planned between now and 2010:

- Complete the parking review under the new focus of the recently appointed Kent Parking Manager and implement the findings and recommendations.
- Ensure districts/KHS complete an agreed proforma to monitor progress as parking schemes are reviewed/ introduced.
- Review of 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 don't run 6pm – 7am.)

- KCC is planning to review of 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 so 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, where possible move cycle ways onto 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.

Measurable Indicator (s)	2006/07	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of additional public car park spaces (cumulative since 2006/07)	0	200	1,115	400	600
Length of yellow lines removed (metres) (cumulative since 2006/07)	0	10,000	180	15,000	20,000

Monitoring completed by: Caroline Bruce

Date: 6 August 2008

Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: Caroline Bruce

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.

Progress to date on delivering this Towards 2010 target:

KCC is 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). Following a further, short, round of consultation, KCC's application will be submitted in the early Autumn with the aim of starting the permit scheme on 1 April 2009 (subject to approval). The scheme will enable significant penalties for non-compliance, including where work by utility companies (statutory undertakings) cause disruption and/or takes longer than expected.

KCC will have the power to levy fines through fixed penalty notices and to refer the case to the Magistrates Court if necessary.

Greater powers to co-ordinate road works (including our own) are possible through the TMA and the permit scheme allows us 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.

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 and control of our own works.

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, and the software providers have development work to do before they can offer a product to the market.

As a result of the KHS' restructure a new Road Works Manager has been appointed for the whole county and this will drive greater consistency. There is a new focus on income collection to ensure that we are taking the full opportunities of the powers already available to us through the noticing process.

Where possible, work is synchronised by KHS to minimise disruption. An example in 2007 is the road works carried out at Sea Street, Whitstable which were completed in half the time by synchronising the work of five utility contractors.

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.

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.

Work planned between now and 2010:

- Implementation of the Permit Scheme under the TMA in a phased approach starting with KCC’s own works to 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 during 2009.
- Regular co-ordination meetings through SEHAUC (South East Highway Authority Utility Committee), workshops and seminars.
- High profile press coverage and communication programme.
- Improved advance visibility of road works through the internet, press, and on-site notifications.
- 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.

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

* Traffic Management Act legislation not yet in place – due for implementation in April 2009

Monitoring completed by: Caroline Bruce

Date: 10 July 2008

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: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: Caroline Bruce

Status: More progress needed

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. |

Progress to date on delivering this Towards 2010 target:

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).

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 and Radio One's Big Weekend has 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.

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.

"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.

When the Automatic Number Plate Recognition (ANPR) data from the partnership with Kent Police comes on line in August, the TMC operators will have early warning of problems on all the radial routes into town. They will also have journey time data in real time to monitor improvements relative to the baseline data established in early 2007.

To date, from the available data, the TMC has been able to demonstrate a 2% to 3% improvement in travel times on the town centre links. However, there are some links where journey times may be expected to be marginally worse because "gating" techniques have been employed to hold traffic back a little to keep the town centre traffic moving.

These results are reflected in the feedback we have received from the public and the business community. They 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. There have been requests to extend operation to weekends and Christmas, and this is subject to a bid in the current MTFP round.

The Kent Traffic and Travel website, providing information obtained from the TMC, has doubled its number of hits since October 2007. 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 who will have a strong and recognisable street presence through clearly branded vehicles. The scheme will be launched in September 2008 using road works inspectors as 'Congestion Busting Teams', and initial training over a 7 day period has taken place. Inspectors 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 and will be linked with other initiatives planned within KCC Environment and Regeneration to improve community engagement.

Work planned between now and 2010:

- Implementation of the ‘congestion busting’ teams.
- Extension of remote monitoring of traffic signals to measure traffic flows.
- Completion of deployment of equipment in Maidstone and evaluation of the results obtained to inform the programmed roll out across Kent.
- Extension of TMC coverage to Canterbury, Tunbridge Wells, Dartford and Gravesend during 2008/09 followed by Kent Thameside in 2009/2010. These areas have different issues to Maidstone, for example Canterbury has a significantly lower traffic signal population than Maidstone and will depend more on monitoring and guiding traffic rather than absolute control, and 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.
- Increased interaction with adjacent Highway Authorities to exchange information and manage traffic movements “across borders”.
- Improved guidance to available car parking spaces in Maidstone and Canterbury, helping to reduce non essential traffic movement.
- Continuing 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 summer and autumn of 2008 will enable joint management of traffic on the key diversions by the RCC and the TMC.
- Expansion of the Kent Traffic and Travel website as the programme for TMC implementation rolls out to Canterbury, Kent Thameside, Thanet and Tunbridge Wells to realise similar improvements in the other key towns and on the inter-urban network.

Measurable Indicator (s)	2006/07	2007/08 Actual	2008/09 Target	2009/10 Target
Average journey time per vehicle kilometre in Maidstone:	Measurement not available	Base values established on key radial routes	Reduction over 2007/08 values	Reduction over 2007/08 values

Measurable Indicator (s)	2006/07	2007/08 Actual	2008/09 Target	2009/10 Target
<ul style="list-style-type: none"> AM Peak period PM Peak period Inter Peak period 			5% 5% 3%	10% 10% 5%
Journey time reliability (Index = 100 with no deviation from average) <ul style="list-style-type: none"> AM Peak period PM Peak period Inter Peak period 	Measurement not available	60.6 68.2 75.5	63.0 70.0 76.5	65.0 72.0 77.0
Traffic movements on key routes		Base values established	Annual growth less than 2%	Annual growth less than 2%
Bus journey time reliability (Variations in timetable (more than 1 minute early or more than 5 minutes late.))	Data being sought	Data being sought	5% reduction in occurrences over 2006/7	10% reduction in occurrences over 2006/7

Monitoring completed by: Caroline Bruce

Date: 5 August 2008

Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent

Lead Cabinet Members:
Keith Ferrin/Kevin Lynes

Lead Managing Director:
Adam Wilkinson

Lead Officers:
Mick Sutch/David Hall

Status: On course

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

Southeastern Trains
Eurostar
Ashford BC
SEEDA

Progress to date on delivering this Towards 2010 target:

Service quality on Southeastern trains has continued to improve since taking over the franchise in April 2006:

- Published punctuality figures from the Office of Rail Regulation for the second quarter of 2007/08 show 92.6% of trains arriving within five minutes of timetable (up from 91.5%). For the year as a whole, the moving average rose from 88.4% to 88.7%.
- Complaints have continued to fall.

- Crime has fallen 25.7% on Southeastern's trains and network over the last four years due to improved working with Network Rail, British Transport Police and local police.
- There is improved CCTV surveillance and increasing use of Southeastern's Railway Enforcement Officers.

Channel Tunnel Rail Link Domestic Services (CTRL DS) are on track to start in December 2009, with three Hitachi trains now under test. Southeastern has revised the off-peak train specification with general improvements compared to the Department for Transport's specification in 2005 and there will be more services at 15 stations, for example:

- Beltring and Swale stations will now not be closed and all stations will receive at least one train per hour in each direction (some seven stations were to have only a peak period service under the 2005 specification).
- Off-peak CTRL DS will now start from Faversham (rather than Sittingbourne) and so direct services from Dover, Canterbury East and other stations on this line to Victoria will continue to run (in 2005 specification only a service between Sheerness and Dover was proposed on this line).
- Proposed off-peak services on the Maidstone East line (i.e. from West Malling and Bearsted too) will continue to be cut with the loss of the fast service to Cannon Street from December 2009, though we continue to fight for these services.

We have commissioned a study on the implications of CTRL DS on business locations to maximise the opportunities for companies wishing to locate in Kent.

Eurostar services from Ebbsfleet started in November with seven trains a day to and from Paris and five to and from Brussels, via Lille. At the same time services from Ashford International Passenger Station were cut from 11 trains per day to four, with no direct service to and from Brussels. However, extensive lobbying by KCC and its partners has resulted in Eurostar reconsidering and they will restore a direct Ashford to Brussels service from December 2009.

Kent is on track for continued growth in bus passenger journeys from 44.8m in 2004/05 to 48.6m in 2006/07, contributing to our excellent CPA rating. Bus patronage figures compiled for 2007/08 are 51.6m, an increase of 6.17% on 2006/07 figures. This has been one of KCC's key performance indicators (BVPI 102) and contributes towards our CPA rating.

Quality Bus Partnerships are improving reliability and quality with half the total bus fleet in Kent now being easy access, low floor entry. KCC continues to work with bus companies on innovative schemes such as the Punctuality Improvement Partnership pilot on the Thanet Loop and the Kings Hill/West Malling station shuttle as well as Fastrack and Smartlink which helped KCC win the Transport Authority of the Year Award at the UK Bus Awards in November 2007 together with the Innovation and Infrastructure Awards for Fastrack.

Innovative schemes are being developed including using franchise arrangements to generate a revenue scheme to fund further Fastrack type schemes including Smartlink at

Ashford and a potential Dover Expressway linking an aerial tramway proposal between the harbour and the castle. A special grant scheme is under development to offer up to £1m of capital grants to Kent bus operators to stimulate private sector matching. The first Kent Kickstart scheme in 2009/10 is likely to include ten new buses and other improvements in Ashford, partnering with Stagecoach.

KCC also works to encourage integration with operators to encourage joint ticketing and being able to purchase bus tickets before boarding buses through the "plus bus" scheme, which is now available at 26 main railway stations in Kent. A KCC bid to Government to participate in a National Rail Station Travel Plan was successful and received approval in June 2008. The pilot will be undertaken for the Ashford Station and is aimed at improving integration and enhancing station access. KCC will work with operators to introduce smart card technology in 2008/09.

Following a successful launch of the Kent Freedom Pass (see Towards 2010 target 30), meetings have been held with bus operators to ensure they are on board. From June 2008, the scheme has been extended to cover schools in Maidstone, Malling, Shepway and Dover. To date, 1,774 passes have been issued in these new areas in addition to the 5,200 passes in the original pilot areas. However a bid to the Government's Pathfinder Programme, which included the extension of the scheme from ages 16 to 19, was unsuccessful.

Around 200 KCC supported bus services have been sustained with no cuts and we anticipate being able to achieve this for the next financial year within budget following a successful re-tendering exercise on contracts now due for renewal.

Following lobbying in November 2007, additional grant was made available to Kent to cover the introduction of new national concessionary travel scheme for elderly and disabled people, and Government confirmed additional special grant so all district authorities, bar Tunbridge Wells, will have sufficient funding for the scheme. KCC is supporting the scheme, underwriting the cost of the scheme's 9am start time. Kent has also lobbied Government over the new Transport Bill – Putting Passengers First - seeking to strengthen partnership working.

Work planned between now and 2010:

- The peak period specification for train services from December 2009 will be announced in the autumn. There is a need to ensure that appropriate levels of service are provided from all Kent stations, particularly that current rail links to the City (Cannon Street and Blackfriars) are maintained.
- A study into the forecast effects of the CTRL DS on passenger flows at key stations, on business locations in Kent and the potential for parkways stations at Minster and Westenhanger will be carried out during 2008.
- Quality Bus Partnerships are being developed for new areas of the county including Dover working with Stagecoach and Tunbridge Wells working with Arriva. A Punctuality Improvement Partnership is under development for Thanet with Stagecoach, focusing on the Westwood Cross area.

- KCC is working with South Eastern and Railtrack to improve interchange at 13 stations in Kent during 2008/2009 and with bus operators for a further roll-out of the Plus Bus rail ticket add on for unlimited bus travel as part of a rail journey.
- Expansion of Fastrack is planned, together with the introduction/expansion of off-bus ticketing machines at bus stops. Work is in hand to deliver Smartlink for Ashford, beginning with a Park & Ride site at the Warren from 2009. KCC is supporting Maidstone with the development of a new Park & Ride site at Langley Park Farm in 2009. Delivery of a new Park & Ride service for Tunbridge Wells is also in hand.
- Work on the Kent Regeneration Strategy will incorporate a comprehensive travel plan covering strategic infrastructure provision such as rail freight and a Lower Thames Crossing.

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 Hall

Date: 10 July 2008

Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: Mick Sutch

Status: On course

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

Essex CC

Progress to date on delivering this Towards 2010 target:

In February 2008 the Department for Transport (DfT) finally announced the commissioning of their own study into the long-term capacity issues at the Dartford Crossing. Consultants Parsons Brinckerhoff has already discussed the issues with KCC and is due to return to the stakeholders to discuss possible future crossing options in mid September. Government is due to make an announcement on its future intentions in November 2008.

As the DfT has commissioned its own study, Kent and Essex County Councils have revised the brief for its consultants so that their work can feed into the DfT study. In July 2008, the councils commissioned a team of consultants, Giffords (civil engineering), MVA (transportation) and Capita (finance), in a two phase study. The first phase is to review potential options for a crossing downstream of Dartford, with the second to develop two options in further detail and to explore potential funding mechanisms for the construction and operation of a new crossing. The final report from the consultants will be completed in September to inform the DfT study.

Government is due to make an announcement on its future intentions with regard to future capacity across the Thames to the Thames Gateway Forum in November.

Work planned between now and 2010:

- Refine the brief with Essex CC.
- Consult on the brief with Medway Council, Dartford and Gravesham Borough Councils.
- Tender for the study, commission and complete.

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: 10 July 2008

Target 37: Improve the way we repair roads and pavements		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: Kim Hills

Status: More progress needed

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

Ringway, Jacobs, TSUK, KCC Contact Centre

Progress to date on delivering this Towards 2010 target:

Kent residents want well-maintained roads and pavements and KCC also wants to see the repairs done as efficiently and economically as possible to a standard that will last.

KCC's Cabinet approved an additional investment of £5m specifically for repairs to high profile footways across the county in 2007 to be spread over 2007/08 and 2008/09. Action has been taken to improve the speed and quality of pothole and road edge repairs on rural roads and a specialist machine, called Jetpatcher, has and is being used which lays up to 16 times more material per day than is achieved using traditional methods. Additional pothole crews have been deployed to improve response times.

Recent problems with carriageway condition have been caused by changing weather conditions, with a wet summer in 2007 followed by a wet winter in 2007/08. A decision was taken to hold a blitz on potholes during April 2008 by redirecting 24 crews to solely work on potholes. This provided a potential capacity to repair 10,000 potholes within 1 month. Kent Highways Services (KHS) had been repairing the potholes that were being reported but the problem was that the numbers being reported by the public were low at approximately 400 per month. The new short-term blitz proved to be highly successful

(over 11,300 potholes filled), not only filling potholes but in encouraging greater reporting of potholes by the public (over 2,500 were reported).

It is recognised that better pothole repairs are not the ideal long-term solution to road condition and KCC will continue to lobby Government to obtain the funding needed to tackle the maintenance backlog, which is a national issue, not simply a Kent one. However, the pothole blitz provided a positive and sound short term response to the situation. It is proposed that we have a similar campaign in January 2009 (a time that historically sees an increase in potholes and public reports).

In addition we are considering adding a small number of targeted schemes to our surface treatment (grip fibre) programme in 2008/09. This would allow us to seal some roads which are heavily trafficked and received significant pothole repairs during the recent blitz. Whilst there has been further discussion on additional funding, any addition is still awaited.

Currently our A, B and C roads are of average or above average condition when compared to other highway authorities using national indicators. However our unclassified roads do not fair so well. We have identified 275km of roads that are locally important but are unclassified. These carry higher volumes of traffic and are often local rat runs. Funding will be directed towards these in order to improve their condition, achieve a good rate of return on investment and improve satisfaction. In addition it is proposed to pursue modification of our maintenance model to provide not only a greater weight to unclassified roads but also add in other assessment criteria. As part of this highway inspectors will carry out an annual assessment of the condition of every road and pavement, including environmental issues, and the historic spend on repairs on a particular road will be extracted from the computer system to show where future investment will have most impact. This information will be added to the survey work undertaken by our alliance partner and once validated will be included in the system to prioritise schemes for 2009/10.

The results of the KHS tracker survey undertaken in late 2007 reported the best ever 'net satisfaction' figures by the public with the condition of Kent's roads, pavements and streetlights.

There appears to be a correlation between spend on highway maintenance and public satisfaction. In the 2008/09 financial year we are spending relatively less on carriageway / footway maintenance and thus we would not expect to see the dramatic improvements that have been seen in the 2006 and 2007 surveys.

Work planned between now and 2010

- We will continue to improve our customer care/interface due to close working with members and parish/town councils through our new Community Liaison Officer arrangements.
- New systems are being introduced during the summer of 2008 which will help our Contact Centre to record service requests more accurately, have greater information about existing faults and therefore reduce repeat requests. They will also be able to

pass information directly to the front line staff through new mobile technology such as tablet pc's.

- The implementation of hand held computers for highway inspectors is also being progressed during 2008 to enable defects on roads and pavements to be reported, programmed and completed with greater efficiency and with less manual data handling. Highway inspectors now operate from branded vehicles containing the appropriate equipment to enhance the service.
- Improved operational flexibility (crew types and programming) has been introduced and is already improving efficiency and productivity.
- Additional performance data is now available from our customer system, allowing us to target and improve operation.

Measurable Indicator (s)	2006/07	2007/08 Target	2007/08 Estimate	2008/09 Target	2009/10 Target
Net satisfaction of residents with condition of roads in Kent	+5%	+10%	+19%	+20%	+23%

Monitoring completed by: Kim Hills

Date: 9 July 2008

Target 38: Maximise the use of previously developed land		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Adam Wilkinson	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

Progress to date on delivering this Towards 2010 target:

The proportion of housing development accommodated on previously developed land has risen progressively in recent years from just under 60% in 2002/03 to 80% in 2006/07. Overall, 73% of housing development completed in the five-year period 2002-2007 was on previously developed land. This increase reflects both sustained pressures to prioritise the use of previously developed land in identifying new land for housing and the character of recent housing development with its strong emphasis on higher density small unit accommodation.

During 2007/08 a major step forward was taken in securing the use of previously used land with the grant of outline planning consent for the 7,250 home development of Eastern Quarry in Dartford. In 2007 agreement was also reached for development of the Leybourne Grange hospital site near West Malling. This is a long-standing strategic site identified by the Structure Plan. Involvement of English Partnerships under the Hospital

Sites Programme has helped facilitate its long awaited release for redevelopment for more than 700 homes.

KCC continues to assess local planning strategy and proposals for the prioritisation given to the use of brownfield land and the efficient use of scarce resources of development land. This has involved representations on the Dover Local Development Framework Core Strategy and Site Allocations, the Dartford Core Strategy and the draft Wincheap Development Brief (Canterbury).

Work planned between now and 2010:

KCC will continue to build and deploy its evidence base on the contribution of previously developed land to housing. This has assumed greater importance in the wake of recent national planning policy guidance (PPS3) which downgrades the role of, and allowance for, windfall sites (which overwhelmingly involve brownfield sites) in assessments of future land supply for housing. 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.

KCC is working with 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 in July 2008. This will include the examination of urban and brownfield housing capacity, viability considerations and consideration of different land use claims on brownfield land.

Through its representations on Local Development Framework documents and strategically significant planning applications KCC will continue to assess local planning strategy and proposals for the prioritisation given to the use of brownfield land and the efficient use of scarce resources of development land. The needs of commercial as well as residential uses 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 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Percentage of housing completions on previously developed land	80.1%	70% *	Available Sept 2008	70% *	70% *

* In line with the Structure Plan

Monitoring completed by: Richard Feasey

Date: 10 July 2008

Target 39: Bring back into use the large number of empty homes in Kent		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Adam Wilkinson	Lead Officer: Mike Bodkin

Status: On course

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

All 12 Kent district councils

Progress to date on delivering this Towards 2010 target:

Discussions have now taken place with all eight district councils outside the original east Kent Initiative regarding them joining a Kent wide initiative. All eight have agreed, though some have taken a more proactive approach to the initiative than others.

A joint launch event has been undertaken with the west Kent authorities – Sevenoaks, Tonbridge and Malling and Tunbridge Wells. The event was well received and attracted significant publicity both on radio and in the regional press. All empty property owners within these three districts are being contacted regarding the initiative and are being encouraged to contact the partners to discuss their plans for their properties. Appropriate publicity material is now being organised for the remaining districts.

The three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) developed for the east Kent project are now in the process of being rolled out Kent wide:

- Discussions are taking place regarding the loan scheme. To effect the loan scheme the districts will require Cabinet/Portfolio holder approval. Currently four districts are actively going through this process.
- In terms of the partnership fund the project consultant is in the process of visiting all new partner districts to arrange detailed training for relevant staff on the different enforcement procedures. One district, Gravesham, has already instigated a large-scale enforcement scheme. This work is ongoing. Within the existing east Kent scheme further loans have been approved (and repaid) with more applications going through the approval process. Private sector investment leverage into the project to 30 June 2008 is £1.725m against total loan approvals of £550k. The partnership fund continues to support the original partners' enforcement activities and will shortly deliver a significant property acquisition to the CREATIVE Foundation in Shepway.
- The first property to be acquired under the Direct Purchase scheme is proceeding through the purchase process though there are complex legal issues to resolve.
- There is evidence that the project is starting to galvanise property owners into taking action. At Westcliff Terrace in Ramsgate work started with one owner has encouraged another owner to commence investment in their properties.

- BMG are undertaking a survey to measure the impact of the initiative in East Kent on resident and business confidence and a final report is expected in August 2008.

Work planned between now and 2010:

- Continue to roll out the three intervention strategies to the new district partners.
- Continue with the three intervention strategies in the four original districts. All four remain committed to the empty property project.
- Develop the project’s communication strategy to:
 - Retain the initiative’s high profile in east Kent and publicise its continued achievements to support regeneration, particularly the Dover Pride Initiative and Margate Old Town strategy, by bringing long-term eyesore properties back into use.
 - Promote the proactive stance to residents and owners across all Kent to ensure empty properties are returned to use and support the provision of “new” good quality housing.

Measurable Indicator (s)	2006/07	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	172	330	339	511	650

Monitoring completed by: Mike Bodkin

Date: 10 July 2008

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: Kevin Lynes	Lead Managing Director: Adam Wilkinson	Lead Officers: Richard Feasey/Nigel Smith

Status: More progress needed

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

District councils in Kent

Progress to date on delivering this Towards 2010 target:

The current Development Plan for Kent, the Kent and Medway Structure Plan, contains strong policies, including policy QL12 to ensure that development is accompanied by the required infrastructure and services. It includes the clause that "planning authorities will not permit development unless the infrastructure which is directly required to service the development can be made available". This policy and section endures until the adoption of the South East Plan in 2009.

The draft Regional Plan has a similar policy, CC7, which includes the principle that "where development creates a need for additional infrastructure a programme of delivery should be agreed before development begins".

The success of this Towards 2010 target thus requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, the district councils. 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.

An officers grouping has been established to co-ordinate KCC input into district Local Development Frameworks (LDFs). The infrastructure and KCC service requirement are established by each of the service directorates and a co-ordinated response for KCC put forward to the district councils as to KCC Section 106 for all services. Robust negotiation follows.

Only two districts have adopted core strategies for the LDFs, so far, Tonbridge and Malling and Ashford. Both provide for a balance of development and infrastructure. In Ashford, strong policies to provide for KCC infrastructure have been included following KCC intervention and the public inquiry. Negotiations on other district LDFs continue.

We have therefore been working with service providers to compile overarching and district level service provision statements to underpin policy and Section 106 requirements. Additional work is being undertaken on the Dover Proposed Sites Allocations document to develop a methodology for analysing viability and accessibility by foot and public transport of sites to current service provision in the area.

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, to Dartford on the Kent Thameside strategic transport tariff and representations on the Dartford Town Centre Area Action Plan, Queenborough and Rushenden Masterplan, and Gravesham and Tunbridge Wells Core Strategies. Representations have also been made in respect of Dover District Core Strategy, Development Contributions proposals and Proposed Site Allocations for housing and employment growth, and to Ashford Borough Council in respect of their Rural Issues and Options Paper.

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.

The restructure of the KCC Environment and Regeneration Directorate, which will be finalised by autumn 2008, will strengthen this work by focusing additional resource in the proposed Regeneration Strategy Division to provide a focal point for development contribution input to local planning policies.

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, contributions secured from minor site developments (under 500 units) are £9m. Alongside this, contributions from major sites are £123m and land for 4 primary schools with nurseries and multi-agency space, 1 secondary school, a lifelong learning centre (including youth and community, library and non clinical adult social service facilities) public transport and highways infrastructure. These success relate to sites at Templar Barracks, Ashford; £7m, Eastern Quarry, Dartford; £109m (including direct provision), Peter's Pit, Tonbridge and Malling: £2.5m and the variation to the Section 106 agreement for the Bridge Campus, Dartford equating to an investment of £9.4m (of which KCC's contribution is £400k) for what will be KCC's first School of the Future. We have also recently secured £4.6m for the Westwood Cross development in Thanet.

Eastern Quarry is the largest housing development in Kent to date with the build out expected to take place over the next 20 years. The developers have agreed to meet 100% of all KCC service provision requirements arising from the development. Additionally, with partners at Dartford District Council we have developed and agreed service delivery strategies to ensure infrastructure is provided to specified levels and quality including periodic reviews to take account of changes to demographics and service delivery models.

Work planned between now and 2010

KCC is monitoring the development of proposals in the current Planning Bill that will enable the introduction of a Community Infrastructure Levy. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent. It will also underpin the importance of an adequate evidence base on community needs for infrastructure, costings and prioritisation. In this regard, collective endeavour within KCC should be pursued to ensure that service strategies and programmes are sufficiently robust to safeguard KCC's service delivery interests and ensure a sustainable foundation for communities.

We will 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 through planning advice and representations on Local Delivery Framework documents including, as necessary, participation in the public examination of plans. Over the next two years planning strategies for a 15 -20 year period will be produced and tested for most districts in Kent. We will continue to examine and press the case for development contributions arising from significant housing developments as they come forward for planning permission taking account of KCC's development contributions guide and to report regularly on outcomes from Section 106 Agreements.

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

* Contributions being sought for wider range of services which may reduce performance

Monitoring completed by: Richard Feasey/Nigel Smith
(Updated 28 August)

Date: 10 July 2008

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: Paul Carter	Lead Managing Director: Peter Gilroy/ Adam Wilkinson	Lead Officers: Mike Austerberry/ Carolyn McKenzie

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.

Progress to date on delivering this Towards 2010 target:

New build projects that KCC's Property Group is responsible for managing are designed to the BREEAM 'very good' standard. In order to ensure a consistent approach for all new KCC buildings a Sustainable Construction Group has been set up. This group, led by Property Group, is developing a sustainable construction policy that will set minimum environmental standards that need to be met, as well as ensuring sustainable measures are fully considered and adopted, where appropriate, for all KCC construction projects.

The cross-directorate Sustainable Estates Taskforce is key to maintaining a focused approach toward the sustainable construction agenda and identifying opportunities for further progress. The taskforce will also help ensure the new policy, when agreed, is fully embedded in project delivery.

Discussions have been held between Property Group and Environment & Regeneration Directorate to identify how best to ensure environmental issues are given proper consideration during the procurement process. A new approach is being agreed and this will be incorporated into procurement for Property Group's new approved contractor list and consultant framework agreement.

Work planned between now and 2010:

- KCC will continue to ensure designs deliver sustainable buildings which are energy and water efficient and incorporate built-to-last materials and minimise waste. Breakthrough projects are currently being identified which when taken forward will build upon existing knowledge and further develop good practice.
- BREEAM has been revised and a post-completion check is now required to verify that a completed build has met the required standard. Investigations are being made about which projects should have a BREEAM assessment, how these will be funded and if there is a business case for an in-house assessor. The finalised proposal will be presented to KCC's Environment Board.
- Property Group and Laser will be working closely together to identify where opportunities exist for renewable technologies to be funded for inclusion in new build projects.
- The Kent Design Guide will be reviewed to build upon the minimum standards, advice and good practice currently included.
- Further use of KCC's mass buying power will be explored to bring down the cost of energy-efficient and sustainable materials and technologies for use in its construction projects.

Measurable Indicator (s)	2006/07	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Percentage of new KCC buildings designed to at least BREEAM 'very good' standard*	60%	80%	80%	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: 14 July 2008

Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialing the use of bio-fuels and other new technologies		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officers: Mike Austerberry/ Carolyn McKenzie

Status: More progress needed

Progress to date and work planned between now and 2010:

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 Target 41 and 42 is monitored through the Sustainable Estates Taskforce (SET) which is responsible to the KCC Environment Board.

Since the Towards 2010 targets were published two 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 as described later in this report.

Emissions from the estate have increased in certain areas, in particular those relating to ICT in schools, and as a result of this a Carbon Management Action Plan is being produced to intensify action and increase the savings made.

KCC's target is to reduce carbon dioxide emissions by 10% by 2010, rising to 20% by 2015. To date the target has focused on buildings, but from the start of the 2008/09 financial year this is extended to include carbon emissions from streetlighting & traffic controls, business travel and Kent fleet mileage. Carbon management has become an integral part of KCC's renewed corporate environmental performance programme and activities include:

- All KCC Directorates will be ISO14001 certified by the end of March 2009. This will include a comprehensive staff engagement programme targeting office best practice and staff travel behaviors.
- Developing a new policy framework to ensure new construction, refurbishment, asset replacement and maintenance of the estate is focused towards reducing energy, water and waste and incorporating key design features particularly renewable energy solutions where practicable. A KCC Heating and Cooling policy is the first to be drafted for consultation.
- Strengthening of the Energy and Water Investment Fund – £1.5m, focusing on water, energy efficiency and renewable energy through loans and grants. 35 projects have been completed or are underway including light zoning/sensors, PIR sensor urinals/taps, a tunnel lighting project, Powerperfactor voltage reduction projects and thermostatic radiator valves for heating systems. Over 20 renewable energy projects are being developed at Kent schools including PV panels at Hever CEP and Shatterlocks Infant School and 3 biomass boilers. In addition almost £500k grant funding has been awarded by the Carbon Trust.
- Training programmes including 12 Sustainable Schools Twilights covering a range of issues in 11 geographical areas, Energy Awareness Presentations to over 200 Kent school bursars and finance officers - preaching the '5 steps to Energy Awakening', Governor Training event with 16 schools (creating a Green Governor Network) and a 1 day energy awareness course for school caretakers training over 100 caretakers. All Adult Education caretakers also trained.
- Tailored support through site specific energy advice for over 100 schools and KCC buildings, the West Kent Energy Savers and SURCASE initiatives with schools

looking at Carbon Reduction and water reduction through water audits identifying significant water savings.

- Work is ongoing to establish improvements to waste baseline data, a waste minimisation and recycling plan will be developed during 2008 to meet new targets agreed within the revised KCC Environment Policy.
- Kent Car Share - 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.
- Kent Street Car – KCC 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).
- During 2008 a travel carbon footprinting study will be carried out at strategic locations to support the development of travel plans and enable more staff to access sustainable transport options. This work is aligned with the office transformation strategy and will support flexible working.
- Kent fleet vehicles continue to use 5% biodiesel with plans to increase this content when commercially viable. The majority of current fleet vehicles meet EURO4 standard for vehicle emissions, this is coupled with driver training and improved vehicle routing to increase vehicle efficiency and minimise emissions.

Specific savings include:

Energy and CO₂ Reduction – Buildings and Estate

Savings achieved	Savings on target to achieve
Annual savings of over 900 tonnes of carbon and £162,000	By 2010 7800 tonnes CO ₂ and £2m from Energy in Buildings. LED Traffic Lights estimated savings around 778 tonnes over next 5 years and £1.8m.

Energy and CO₂ Reduction – Transport

Savings achieved	Savings on target to achieve
200 tonnes of CO ₂ (2006 - 7)	More than 350 tonnes of CO ₂ per year

Water Efficiency

Savings achieved	Savings on target to achieve
7% savings since 2004	£100k of water saving investments planned for 2008

At County Hall installation of water saving in 2006-7 devices in toilets gave £10k of savings in one year.	
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Waste

Savings achieved	Savings on target to achieve
Over £15,000 of savings made on waste contract due to waste minimisation and increased recycling in 2006-7 Kent Highways Services (KHS) – recycle approximately 90% of their waste, and are looking at the feasibility of moving towards zero waste by 2010.	As waste minimisation programmes are rolled out there will be potential for further annual savings across the KCC Estate.

Measurable Indicator (s)	Jan-Dec 06 Actual	Jan – Dec 07 Actual	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	10% reduction on 2004 levels

Monitoring completed by: Carolyn McKenzie

Date: 11 July 08

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:
Keith Ferrin

Lead Managing Director:
Adam Wilkinson

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, Environment Agency, Highways Agency, Kent Probation Service. Also developed key relationships with the KCC Gypsy and Traveller Unit, Trading Standards, AONB, and Public Rights of Way team, etc.

Progress to date on delivering this Towards 2010 target:

We have undertaken the following actions:

- Secured convictions on six cases (one in Crown Court and five in various Magistrates' Courts). Fines imposed total £3,500. Costs awarded to KCC £4,773.
- A further five cases are awaiting trial within the criminal justice system, (subject to adjournments etc.) and four new cases are at the start of legal process.

- Drafted a Clean Kent enforcement policy.
- Provided an equalities impact statement on the enforcement policy.
- Put in post two additional environmental crime enforcement officers to double the team resource.
- Improved linkages with other partners particularly sharing intelligence with Kent Police on specific cases and development of GIS linked intelligence systems.
- Delivered best practice training to enforcement staff of all district and borough councils, including a week's training course to embed core skills concerning meeting the criminal burden of proof.
- Had one recurrent case featured on BBC Rogue Traders providing a deterrent and leading to prosecution proceedings. (Case set to be heard in October / November 2008 – awaiting Court date - to be set down to be heard).
- Secured 11 legal agreements (out of the 12 districts) for the delegation of functions to KCC to ensure that KCC has the delegated authority to enforce the fly-tipping legislation on behalf of the waste collection authorities.
- Worked with Crown Prosecution Service to establish an environmental impact submission to ensure proportionate sentencing in Court, regarding proceeds of crime, seizure of vehicles etc.
- Provided two off-road vehicles to allow covert surveillance cameras to be readily deployed in woodland and remote locations, and for evidence to be recovered from the scenes of crime.
- Worked on new targets for Clean Kent in Kent Agreement 2.
- Purchased additional cameras and deployed in various hot-spots.
- Reviewed compliance with the requirements of the Regulation of Investigatory Powers Act and good practice from the Office of the Surveillance Commissioners regarding directed covert surveillance.
- Prepared a report for Cabinet Member decision to refresh officers' formal authorisations to enforce legislation thereby ensuring "due process" cannot be challenged in Court.
- Supported KCC's public rights of way team with a focus on target-hardening.
- Put in place press release and publicity arrangements to maximise the impact of prosecutions as a deterrent.
- Out of the original 20 hot spots, nine have been resolved and removed from the list and replaced by a further nine as per table below:

	Top 20 fly-tipping hot-spots in Kent	Status
1	Murston – Three Lakes	Subject to current action
2	Hartley Bottom Road, Ash cum Ridley	Subject to current action
	Shorne Country Park	
3	Springhead Road, Dartford	Subject to current action
4	Primrose Hill, Chartham Hatch	Clear
5	Pilgrims Way, Kemsing	Clear
6	Chelsfield Lane, Shoreham	Clear
7	Great Buckland Road, Luddesdown	Clear
8	West Kingsdown	Clear
9	Commority Road, Vigo	Clear

	Trenley Lane, Cranbrook	
10	Dering Way, Gravesend	Subject to current action
	Pie Factory Road, Dover	
	Roman Villa Road, South Darenth	
11	Coach Drive, Hothfield	Clear
12	Barnfield Park, New Ash Green	Subject to current action
13	Canada Farm Road, Longfield	Clear
	Scragged Oak Road, Detling	
	Collets Hill, Monkton, Thanet	
	Drove Lane, Herne Bay	
14	Cossington Underpass, Bluebell Hill.	Subject to current action
15	St Mary's in the Marsh	Subject to current action
	Pond Lane, Folkestone	
	Bridge Road, Dover	
16	Seasalter Marshes	Subject to current action
17	Lower Queens Farm Road, Shorne Marshes	Subject to current action
18	Badgers Mount, Orpington By pass	Subject to current action
19	Crockenhill, Swanley	Subject to current action
20	Sparepenny Lane, Eynsford	Subject to current action

- Fly-tipping enforcement has been running at approximately 80 enforcement cases a year across the whole SE region. Based on current and projected performance the Clean Kent/KCC enforcement function is set to make a major contribution both in Kent and at regional level.

Work planned between now and 2010:

- Continue to secure increasing numbers and impact of prosecutions to be a significant deterrent across the county with 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 staff and training delivered to staff 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 consistency.
- Develop fly-tipping arrest protocol with the police taking account of the Serious Organised Crime and Police Act 2005.

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: 11 July 2008

Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Adam Wilkinson	Lead Officer: Stuart Gibbons

Status: On course

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

- United Nations (UN)
- Food and Agriculture Organisation
- Lees Court Estate, Badlesmere.

Progress to date on delivering this Towards 2010 target:

We have undertaken the following actions:

- Completed a draft strategic plan which reflects the overall objective to stimulate, promote and sustain a global economy in the farming, processing and use of non-food crops, their products, and the basic and applied natural and social science, that will underpin continued success.
- Produced a summary business plan for 2008 – 2011.
- Registered the domain name www.nonfoodcrops.org as the official web address for the initiative. The website has been designed and populated, and is ready to be uploaded at the appropriate time.
- A project officer has been appointed to focus primarily on this work area.
- The UN is in the process of identifying a temporary CEO. The CEO's role will be to seek out funding for the initiative over a period of three months and is key to future progress.
- Established that the centre will be formed as a UK-based charitable foundation, headed by an Executive Director, accountable to an international Board of Trustees. An International Advisory Council will advise the Trustees on matters of substantive policies and priorities. The charitable foundation and board of trustees have yet to be formally registered and constituted.

Work planned between now and 2010:

- Establish UK- based charitable foundation and board of trustees.
- Appoint temporary CEO to raise funds.
- Identify launch date for website to go live.
- Publish and disseminate strategic plan.

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: Stuart Gibbons

Date: 10 July 2008

Target 45: Protect and enhance Kent’s ancient woodlands and improve access to countryside, coast and heritage		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: Mike Overbeke

Status: On course

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

Dartford BC, Gravesham BC, Medway UC, 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 AONB, private sector developers (e.g. Land Securities), Sport England, Ashford BC, Ashford’s Future, Stour Valley Arts, CPRE, Land Restoration Trust (LRT).

Progress to date on delivering this Towards 2010 target

Protect and enhance Kent’s ancient woodlands

The recommendations of a report into the effects of wood lotting on ancient woodland in Kent (as reported in last year’s Towards 2010 Annual Report) are being taken forward by the Kent Downs AONB, KCC and the Forestry Commission. The Kent Downs AONB made a response to Government’s consultation on Permitted Development Rights to seek that they were reviewed for ancient woodland. This was felt to be an important way to secure the protection of Kent’s ancient woodland from the impact of inappropriate development associated with wood lotting. The remaining regional recommendations of the report have been discussed at a regional woodland summit in February, co-ordinated by KCC and the AONB Unit, leading to regional and national actions going forward on woodland protection in Kent. A series of local actions were recommended and the Kent Downs AONB Unit is seeking to attract funding to support these through a partnership Interreg IVa bid.

An important way to secure the enhancement of Kent’s ancient woodland is to find markets for the products of the coppice industry. The Kent Downs AONB has been active in supporting the development of a wood fuel industry in Kent and has supported small scale projects which utilise wood fuel through wood chip boilers. KCC has been considering the use of wood fuels from local coppice woodland in primary schools.

The KCC Natural Environment and Coasts Team are seeking to avoid harm and encouraging enhancement of woodlands through the planning process in both forward planning and development control.

Small projects supported by the Kent Downs AONB include:

- Access improvements (cycle route) in and around Lyminge forest, a White Cliffs countryside project -Grant value £10,000, total project value £20,000
- Coppicing and clearance around an Oval Barrow in Shrubs Wood near Elmsted - Grant value £2,326, total project value £3,100
- Bredhurst woods access improvements via a contribution to the footpath surfacing at Bredhurst woods - Grant value £1,000, total project value £42,000.

Improve access to countryside and coast

The Kent Countryside Access Improvement Plan has been endorsed and published setting out a clear strategy to protect, manage, enhance and promote access to Kent's countryside.

Some specific improvements include:

- A new community woodland created at Cobham, providing 18km of public access trails and 130,000 new trees.
- Four new promoted walks (with leaflets and website) in partnership with Faversham Enterprise Partnership and Shepherd Neame.
- 13 new 'Great Days Out' itineraries on Explore Kent website.
- New guides for Darent Valley Path, Greensand Way, Medway Valley Walk and Wealdway.
- New cycling itineraries for Canterbury, Tenterden, and Dover.
- 20 information boards in village centres.
- A new bi-lingual leaflet that includes a map of Kent and Nord Pas de Calais showing where the best walks and rides are in each area.
- Numerous KCC website updates and refreshed content.
- Explore Kent calendar 2008,
- Kent's Coastal Week and Kent Goes Wild.

In north Kent, the 'Valley of Visions' in the Lower Medway valley project is led by Kent Downs AONB. Funding has been secured for a three year Heritage Lottery Fund project for improving the landscape, celebrating the natural and historic environment, improving access and reducing vandalism. The 'Greening the Gateway Kent and Medway' (GGKM) initiative is working with partners across the Kent Thames Gateway to improve and develop greenspace and access in the towns and to the countryside, and address wider issues (e.g. flood risk, healthy living).

In east Kent the 'Natural East Kent' (NEK) programme is developing an environment-led approach to regeneration to bring benefits to the rural areas of east Kent, and includes plans to improve access and connectivity, in particular cycling provision, and develop green tourism, heritage-led initiatives and new facilities. In addition to the above partners, NEK is working with the East Kent and Coastal PCT, East Kent Partnership, Canterbury

CC, Thanet DC, Dover DC, English Heritage, private sector, land owner representatives, Internal Drainage Board, and local community groups.

Also in east Kent work is continuing with the RSPB to develop a nationally significant wetland that will provide an important area for wildlife and visitors. Work is also proceeding on the SEEDA-led development of the Betteshanger (Fowlmead) Country Park near Deal. KCC is working with the interim managers and the Land Restoration Trust on plans to ensure this site develops its potential as a major visitor attraction with a focus on cycling and outdoor recreation, with access links to the surrounding countryside.

The East Kent Ploughing and Cropping campaign has been completed, targeting repeat offenders and improving accessibility to the network.

Officers have worked with the Kent Thameside (KTS) Green Grid and Gravesham BC to secure footpath, equestrian and cycling access across a 5km stretch of land in Gravesham where the A2 is being relocated to the south. With the KTS Green Grid partnership, £1.5m has been secured for greenspace and access in north Kent including new access at Shorne Mead Fort, access enhancements at Cobham-Ashenbank, and almost £1m for access improvements to the Darent Valley Path. Swale has developed a Green Grid Strategy and is developing its future plans for project delivery.

The 'Explore Kent' website was nominated for the UK Sustainability Awards by the Institute of Public Rights of Way Management.

Access to heritage

Completed developments include:

- New 'Walking the Walls' tourism trails - Thurnham Castle, Gravesend, and (Bodiam & Winchelsea).
- New accessible heritage trails - Thurnham, Gravesend.
- New interpretation panels at Thurnham Castle.
- Crossfire trail – in north Kent and south Essex encouraging people to visit heritage sites.
- Young archaeological clubs day at Shornemead - opened up the site to young archaeologists.
- New accessibility information delivered via www.fortifications.org to help disabled visitors visit the historic fortifications network sites.
- Gravesham at War leaflet - opening up intellectual access to little known sites in the Gravesham area.
- Educational packs prepared to help school-children study their home town or village.
- 20 outreach talks/workshops were planned for parish councils, local history/archaeology societies and other groups. As of July 2008 30 have been delivered.

Developments in hand or almost complete include:

- Clearance and survey at Fort Shornemead.

- Defence of Kent survey - opening up intellectual access to 20th century military and civil defence sites via the Historic Environment Record (in due course).
- Heritage Conservation web pages completely re-written and improved and being loaded July 2008.
- Thematic pages being edited July 2008 to introduce the past to web users are being edited and finalised.

Heritage conservation staff have also contributed to the ‘Valley of Visions’ project, facilitating training, site clearance and enhanced farm environment plans, and have run the archaeological excavation at Shorne Country Park.

Work planned between now and 2010:

- In north Kent the Thames Gateway has announced its ‘Parklands’ programme, with a share of £35m for improvements to green infrastructure, access and heritage in north Kent. The GGKM initiative is developing a plan to bring about improvements to KTS and Swale under the ‘Parklands’ themes of Thames waterfront (with ambitions to create a continuous access route and improve the environment along the Thames), heritage, landscapes, and corridors (notably improvements to the A2 corridor). Work is continuing on the A2 corridor project, to develop access links from urban areas to the countryside around Cobham, and to create a cycling facility.
- In Ashford the Green and Blue Grid strategy was completed by June 2008. There are plans to develop key greenspace sites and access links in the town and to the surrounding countryside through the Growth Area Funding programme (2008-11).
- In east Kent the NEK initiative is working with local communities on integrated plans for access improvements (to include implementing the aspirations of the Countryside Access Improvement Plan); access improvements (to include both local enhancements and tackling strategic gaps or blockages); also links with visitor facilities, wildlife sites and heritage interpretation. NEK is also supporting the development of the Blean woodland complex near Canterbury.

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 2008

Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Adam Wilkinson	Lead Officer: Alan Turner

Status: On course

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

Environment Agency
South East Water
Folkestone & Dover Water Services
Southern Water Services
Hillreed Homes
Ashford's Future
Ashford Borough Council
Kent Thameside Delivery Team
Waterwise
Consumer Council for Water
SEEDA.

Progress to date on delivering this Towards 2010 target:

Household water use accounts for 75% of the total and the planned housing growth within Kent therefore represents a significant additional pressure on our limited water resources. New water resources infrastructure will be needed in the long-term but more effective solutions such as new reservoirs or desalination plants all require more energy for pumping and treatment. Accommodating the impacts of climate change and housing growth whilst providing secure water supplies, reduced carbon emissions and improved environmental conditions represents a major challenge for Kent. One of the few ways to achieve this is through reducing water wastage and improving the efficiency of water use. KCC is improving its own water use performance (reported in Towards 2010 target 42) and is working in partnership deliver improvements across Kent.

Progress on the specific actions within this target is detailed below:

Action 1: Spotlight on Kent's water companies

- KCC has responded to consultation on water companies' Strategic Direction Statements and has attended relevant stakeholder events.
- During June, July and August 2008 water companies consulted on their draft Water Resource Management Plans (WRMP) for the period 2010 – 2035. KCC is preparing a strong response (in line with our water policy) to each of the five water companies that supply parts of Kent.
- KCC chaired "The Big Water Debate" in June 2008 with local authorities, Medway Council, the Environment Agency and the three water companies that supply most of Kent (Southern Water Services, South East Water and Folkestone & Dover Water Services). Following a key-note address from KCC, the event opened with a joint presentation from the water companies outlining their draft WRMPs. The key water challenges for the future were debated and there was full support for accelerated compulsory water metering and a broad consensus that the efficient use of water is the best way to control the long-term energy demands and carbon emissions of the water industry. A strengthened partnership approach between the public and private sector was seen as the best way to deliver this, linking up with Kent Agreement 2.

Action 2: Lobby for investment in infrastructure

- KCC's Water Policy was adopted in December 2006.

- Water infrastructure provision was covered in the SouthEast Plan Sub-regional strategies to which KCC had significant input, including making representation at the Examination in Public.
- Separate meetings have been held with water companies to review progress on new infrastructure and to stress the importance of demand management.
- The Bewl-to-Ashford pipeline is nearing completion of the final section.
- KCC is part of the Steering Group for a Water Cycle Strategy that is being developed for Kent Thameside. Progress with this project has been delayed by difficulties in the release of data to consultants because of the Competition Act, although a final report is now available.
- Within the Ashford growth area KCC is lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. KCC is working with the Environment Agency to model river water quality, identify the infrastructure requirements. As a result of this work Southern Water is now planning to install phosphate removal infrastructure at three upstream wastewater treatment works.
- KCC has successfully lobbied government on the Code for Sustainable Homes, the tightening of Building Regulations in relation to water efficiency and on the future changes to the Water Fitting Regulations. Government has addressed almost all the points in KCC's summary response specifically and positively.
- Through its membership of the SE River Basin District Liaison Panel KCC has been influencing the local application of the EU Water Framework Directive.
- The KCC Waste Development Framework (WDF) is now likely to be merged with the Minerals Development Framework to form a Minerals and Waste Development Framework (MWDF). The waste section will include policies and site allocations for wastewater infrastructure, including wastewater treatment works, sludge treatment and water treatment associated with maintaining the quality of water courses. The Development Scheme for MWDF has been drafted to accommodate new planning regulations effected from 2008. This now needs to be approved by the new Cabinet Member for Regeneration and Supporting Independence but, subject to this approval process, it is expected that it would be submitted to the Government Office for the South East no later than October 2008.
- The Regional Assembly is responsible for the SouthEast Plan, the Regional Spatial Strategy for this region. It includes an implementation plan, prepared with KCC advice, on the major investment planned and necessary to support housing and employment growth, and regeneration. Investment projects are organised into Sub Region Investment Frameworks (SRIF). KCC has produced SRIF's for Kent Thames Gateway, East Kent and Ashford and the remainder of Kent. Two updated SRIF's have been submitted to the Assembly as part of an annual cycle of update. The most recent update was January 2008, and includes known projects for water supply, waste water treatment and flood defence. The importance of this process is increasing with greater reliance by Government on investment projects identified in Regional Spatial Strategies, and the current process to merge these with Regional Economic Strategies, with a single more influential Implementation Plan.

Action 3: Pilot and roll-out water-saving technology

- KCC organised a major seminar held in March 2007 to disseminate results of water-savings demonstration to major housing developers and local authorities.
- KCC is also working with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. This is the first of its kind in the UK and it is progressing well. The demonstration and trial have won several awards and recent results show that per capita water use in this development is 20% below the water company's baseline. As a result of this project the housing developer now installs these water saving measures in all their new homes.
- KCC has set up and, since 2005, has led the Kent Water Demand Management Group. This partnership with key water industry organisations has established itself as a national exemplar and has won a commendation for 'Inspiring Change' under the Environment Agency National Water Efficiency Water Awards for 2007. A review of this group was undertaken in March 2008 and commitment was secured from partners to strengthening the partnership, providing resources for an expanded work programme and linking the group's work to the Kent Agreement 2 through a local target on water demand.

Action 4: Wider use of water-saving technology

- A conference presentation was given on water saving for businesses and commercial users in February 2007.
- KCC is leading a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This is a partnership project with SouthEast Water, Environment Agency, Ashford Borough Council and the Kent Wildlife Trust and it will be promoting simple, free water saving measures to households in the Washford Farm area of Ashford. The project aims to offer a cost effective mechanism for off-setting the additional water use from new homes at the same time as helping local residents to save money on their water bills. Initial take-up by households was disappointing but progress is now being made through existing social networks within the neighbourhood.

Action 5: Water conservation campaigns

- An Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation. This was repeated by the water companies at Bewl Water Visitor Centre in 2007.
- KCC has been working with partners to determine the best approach to public campaigns in the future.
- A focused water conservation campaign is being run as part of the Ashford pilot project described above. This will be focused on the local wildlife benefits of a healthy River Stour.
- As part of the KCC Eco-Schools programme, water saving continues to be promoted to Kent's school children.

Action 6: Reduce KCC's water consumption (cross refers to Towards 2010 target 42)

- £100k of the £1m loan fund (see Target 42) has been allocated for water reduction measures for all KCC's estate.
- Across the whole KCC estate an overall reduction in water use of 7% has been achieved. It is likely that water use may fluctuate from year to year but this already very close to the Towards 2010 target of 7.5%.

Work planned between now and 2010:

- This year is the major opportunity to influence water companies as they are preparing their Water Resource Plans for the period 2010 to 2015. KCC will respond strongly to these plans in line with the KCC Water Policy.
- Over the coming years the EU Water Framework Directive will increasingly exert pressure on the management of the water environment. KCC will engage with this process and lobby to ensure that full benefits are secured for Kent.
- KCC will use its lobbying and influencing role regarding Local Development Frameworks and major development sites to seek adequate attention to the principles of sustainable water management.
- Ashford will continue to be a pressure point for the supply and demand of fresh water and for the disposal of wastewater. KCC will continue to exert its influence to secure sustainable solutions to this challenge.

KCC will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group.

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: Alan Turner

Date: 10 July 2008

Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: Caroline Bruce

Status: On course

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

Progress to date on delivering this Towards 2010 target:

Through a second Public Service Agreement (PSA2) with government, Kent Highways Services (KHS) works with partner agencies, such as the police and other emergency services, to bring forward – to 2007 from 2010 - the government target of reducing the number of people killed and seriously injured (KSIs) on Kent’s roads (including motorways and trunk roads) by 40% compared with the 1994-1998 average. The final

reported figure for 2007 is 723 KSI on roads in Kent including trunk roads which is within 0.5% of the 40% reduction target. The 2007 figure for roads for which KCC is responsible is 586 and is a 41.8% reduction. Rounded to a whole percentage the PSA2 target was achieved and on roads for which KCC is responsible it was exceeded.

KCC's approach to reducing KSIs 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. 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.

During December 2007, in addition to other casualty reduction activities, KHS Road Safety led a combined approach to tackling drinking and driving in the run up to 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.

Other high profile campaigns during the year, that utilised TV and radio advertising, road side posters and press/media editorial, included Grow Up Belt Up (seat belt wearing messages to drivers), Just Drive (messages on the dangers of using mobile phones whilst driving), Cut Your Speed Not Your Licence (how easy it could be for young drivers to lose their licence) and Don't Drive on Drugs (anti-drug drive messages).

Speed awareness courses, that allow motorists detected at up to 39mph in 30mph areas to opt for a training course as an alternative to prosecution, have been provided for over 4,000 drivers during 2007. 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 year.

Beyond PSA2 KCC must stay focused on reducing KSIs over the next three 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.

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.

Work planned between now and 2010:

- Further publicity campaigns and community engagement projects addressing motor cyclist safety, speed, mobile phone, young / novice drivers.
- Continuation of the speed limit review.
- Launch and further development of the CaRE (Casualty Reduction) Partnership, between the Highways Agency, Kent Fire and Rescue Service, Kent Highways Services (for KCC), Kent and Medway Safety Camera Partnership, Kent Police, and Medway Council, aimed at further reduction in road crash casualties through formal partnership arrangements.
- Review of scope for development and opportunities for further reducing casualties to 2018.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Target	2009 Target	2010 Target
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	747	723	699	674	650
Number of road accidents casualties - Killed or seriously injured (excluding Highways Agency roads i.e. Motorways)	559	586	570	554	538

Monitoring completed by: Jo Horton, Ian Procter, Caroline Bruce

Date: 10 July 2008

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By: Keith Ferrin, Cabinet Member for Environment, Highways and Waste
Kevin Lynes, Cabinet Member for Regeneration and Supporting
Independence

To: E&R Policy Overview Committee – 25th September 2008

Subject: Budget Outturn and Outturn Business Plans 2007/08

Classification: Unrestricted

1. Introduction

1.1 In order to support policy led budgeting, this report informs this Committee of the full-year outturn for 2007/08 by division within the Environment & Regeneration Directorate.

2. Recommendations

4.1 Members of the E&R POC are asked to:

- a) note the outturn figures for the Directorate
- b) note the actual performance against targets and PIs
- c) Decide what further information the Committee would like to see as part of the evolving process of improved reporting of delivery against business plans

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Background Documents: Annual Unit Business Plans, 2007/08

E&R - 2007/08 Environment & Waste Operating Plan Outturn Monitoring

1. Revenue/capital budget outturn

	Cash limit £000's	Outturn £000's	Variance £000's	Reason for variance
Revenue				
Waste Management Group	57,288	54,009	-3,279	Less tonnage through Allington and reduced tonnage overall
Environment - Countryside, Heritage, PROW	4,170	4,227	57	Reduced income from country parks (weather related)
Capital				
Waste Management Group	703	412	-291	PRG underspend and slippage on a recycling centre drainage project
Environment - Countryside, Heritage, PROW	2,732	1,487	-1,245	Mainly due to delays on Wetland creation, access road at Shornewood and energy and water fund usage

2. Key Performance Indicators (PI)

Indicator	Actual Performance 2006/07	Target 2007/08	Actual Performance 2007/08
Waste Management			
BVPI 82 a&b: Total tonnage of household waste arisings:			
(a) percentage recycled : (<u>excluding</u> hardcore)	21.79%	23.54%	24.21%
(b) percentage composted	10.64%	11.47%	11.61%
<i>Total</i>	32.43%	35.01%	35.82%
BVPI 82c: Total tonnage of household waste arisings:			
(c) percentage used to recover heat, power and other energy sources	12.09%	39.53%	8.20%
BVPI 82d: Total tonnage of household waste arisings:			
(d) percentage landfilled (<u>excludes</u> hardcore)	55.48%	25.46%	55.97%
BVPI 84: Kg of household waste collected per head: (<u>excludes</u> hardcore)	548 kg	550kg	538.81kg
BVPI 87: Cost of waste disposal per tonne: (Includes hardcore and but <u>excludes</u> all costs for the <u>Abandoned Vehicle service</u>)	£61.23	£69.14	£67.19
BVPI 90 c: Percentage of people expressing satisfaction with Civic Amenity Sites:	88%+	n/a	n/a
Public Rights of Way Service			
BVPI 178: Percentage of network easy to use	67.4%	68.5%	74%
Corporate Indicator			
BVPI 8: Percentage of invoices paid within 30 days	91.4%	97%	92.6%*

+ Survey conducted every 3 years

*Budget managers not achieving 100% are being targeted to see where delays are occurring

3. Projects/developments/key actions

- 39 Projects/developments/key actions with 119 individual tasks/outcomes
- 110 fully delivered in 2007/08
- 9 tasks were not fully delivered:
 1. New Pepperhill Waste site open – not delivered in 2007/8 but opened in Sept 2008
 2. ISO 18001 accreditation achieved for Household Waste Recycling Centre network – insufficient staff resources prevented the achievement of this target, but this will be targeted as part of the E&R Excellence in Everything programme, as the whole directorate moves towards ISO18001
 3. Seek commercial sponsor for editions of Explore Kent (EK) magazine – initial investigations failed to secure a commercial sponsor
 4. Existing Free Tree project extended County-wide with 95% take up of trees - principal funder, Network Rail, was unable to provide sufficient funding to extend the scheme county-wide; but scheme was widened to include more Districts
 5. Habitat change results published – project stopped with agreement of Divisional director
 6. Community sector (recycling/waste minimisation etc) capacity supported and developed - no appetite for this specific approach. New approach is being pursued in 2008/9
 7. Communities directorate to have achieved ISO14001 – full accreditation now programmed to be achieved by December 2008
 8. CFE and Adult Services Directorates to have achieved ISO14001 – full accreditation now programmed to be achieved by December 2008
 9. Specific programme of activities in the Country Parks for Tour de France – project was stopped on both environmental and financial grounds.

4. Summarised user feedback, survey feedback and external evaluation

- The number of complaints received in E&W in 2006/07 was 148 and in 2007/08 was 220

5. Overall summary of achievements

The key achievements over the past year have included:

- Completion of new contracts for 12 Household Waste Recycling Centre operations and Operation CuBIT
- Implementation of improved electronic and electrical goods recycling and disposal services
- Kent was one of a few counties who joined the “Love Food, Hate Waste” campaign to reduce the amount of food thrown away in Kent
- Completion of the condition survey of all PROW in Kent after 4 years of hard work
- Completion of consultation around the Countryside Access Improvement plan and agreement of the final plan by Members – this will guide how the network is managed over the next 10 years
- Kent Coastal Week which saw 35 events held to encourage people to explore and enjoy our coastline

- Division put in a successful application for the award of the Customer Charter Mark
- Launch of project management toolkit for Divisional staff and training of 60+ staff; the tools and training have now been launched directorate-wide and will be further developed in 2008/9 particularly around post-project review

Awards for our services included:

- Quality Service Awards for which many of our teams and staff were nominated, with the Access Development and Promotion team winning the team gold award and Melanie Price gaining the individual silver award.
- The Explore Kent website team received a well-earned nomination for the prestigious eGovernment national award,
- The Green Guardians campaign and the Real Nappy Service were nominated for the UK Green Awards.
- Customer Charter Mark Award

E&R – 2007/08 Kent Highway Services Operating Plan Outturn Monitoring

1. Revenue/capital budget outturn

	Cash limit £000's	Outturn £000's	Variance £000's	Reason for variance
Revenue				
Kent Highway Services	48,710	49,737	1,027	Mainly due to storm, flood and earthquake response works and preliminary work on Borough Green bypass
Public transport	7,044	6,864	-180	Additional income from services to other counties and rural bus routes
Capital				
Highways maintenance	43,194	40,467	-2,727	Slippage on integrated transport schemes, safety camera partnership work and traffic signal replacement
Major schemes	29,528	27,010	-2,518	General slippage
KHS accommodation relocation	10,832	8,279	-2,553	No suitable site found for 2 nd depot

2. Key Performance Indicators (PI)

Key Performance Indicators (KPIs)	Actual Performance 2006/2007	Target 2007/ 2008	Actual Performance 2007/08
Safer Roads and Pavements			
1. % of emergency and hazard repairs attended on time and completed to an appropriate quality (2 hrs for emergency & 3 days for hazards)	99.5%	99%	99.87%
Average number of days taken to repair a street lighting fault (BV215)	15.9	7	7.14
a) KHS Control	38.99	30	55.78
b) EDF Control			
3. Total number of road casualties - % achievement of 2010 national target (BV99 LTP2)			
a) 40% reduction in all Killed or seriously injured casualties (KSI)	-9.77%	-5%	-4.2%
b) 50% reduction in child KSIs	-41.35%	-7%	-17.6%
c) 10% reduction in the rate of Slightly injured casualties	-1.34%	-1%	-0.1%

Improving Journey Times for all			
4. No. of days of temporary traffic controls or road closures on traffic sensitive streets (key routes) per km of traffic sensitive streets (BV100) caused by Utilities and KHS works	0.59	0.5	0.6
5. % of sites passing site audits for safety, signs, traffic management (<i>utilities and KHS works</i>)	73.5%	78%	91.3%
6. Measuring journey times into key hot spot towns or hot spot routes (and that the public recognise as hot spots) & demonstrating improvements (Maidstone/Canterbury town centre)	Methodology and technology to measure this PI still to be determined		
Improving Public Satisfaction			
7. Average net % of users satisfied with the service they have received from KHS (<i>as measured via the contact centre call backs</i>)	62.3%	60%	73%
8. % positive customer feedback – (<i>ratio of complaints and compliments</i>)	77.5%	60%	76%
9. Average net % of positive press coverage about Kent Highway Services	+19%	+15%	21%
10. % of enquiries dealt with to agreed timescales (<i>enquiries received at HQ, Divisions or CC</i>)	57.9%	90%	84%
11. % residents net satisfied with the finished road projects (<i>maintenance or integrated transport schemes</i>) – ‘after’ survey	46%	75%	57%
12. % residents net satisfied with the condition of roads (<i>tracker survey</i>)	+5%	+10%	+19%
13. % residents net satisfied with the condition of pavements (<i>tracker survey</i>)	+4%	+8%	+16%
14. % users of local bus services who are satisfied with the services (BC104u)	34%	65%	30%
15. % users of local train services net satisfied with their journey (<i>tracker survey</i>)	66%	60%	65%
Delivering an efficient and sustainable service			
16. Reduction in Annual highway waste cost (estimated total waste cost £238,500) Changed to “%age of material diverted from landfill”	New	75%	80%
17. Value of ‘efficiency gains’ and number of ‘service innovations’ actually delivered	£5.4m	£7.5m	£5.18m
18. % of projects delivered (actual cost) between 98-102% of the agreed target price	No data available		

Developing motivated staff within a single organisation and culture			
19. % of staff net satisfied with their job (as measured by the staff survey)	33%	50%	78%
20. KHS working days lost through staff sickness per FTE (BV12)	6.7	7	7.76
Better Condition of Roads and Pavements			
21. Length of road resurfaced	KPI deleted		
22. Length of pavement resurfaced	KPI deleted		
23. % defects from random inspection of works on the highway (utilities and KHS works)	7.5%	7%	7.5%
24. Condition of roads			
a) Principal roads - % of network to be considered for maintenance (BV223 was BV96/LTP2)	6%	8%	6%
b) Condition of B&C roads (BV224a was BV97a/LTP2)	10%	13%	9%
c) Condition of unclassified roads (BV224b was BV97b/LTP2)	10%	25%	17.9%
25. % of footways (high use) that are in need of repair (BV187)	23%	26%	25.8%
Shaping development and improving travel choice in Kent			
26. % of workforce of large employers (>200 employees) and schools covered by travel plans	No Data	75%	Awaiting Data
27. Annual investments agreed by others in the highway asset (£ by Developers etc through S278's and S106's etc)	KPI deleted		
28. Local bus passenger journeys made during the year (BV102)	47.1m	48m	51.7m
29. Local train passenger journeys made during the year (South Eastern Train Data)	KPI deleted		
30. Number of children using the free travel pass in Canterbury, Ton and T Wells (T2010)	New	2000	5178
31. Length of unnecessary yellow lines and bus lanes removed (T2010)	New	10,000m	180m
32. Number of additional car parking spaces provided (T2010)	New	200	1115

3. Projects/developments/key actions

Kent Highway Services Business Plan 2007/08 was based around seven strategic objectives as shown below:

Team	Number of Projects, developments and key actions	Number fully delivered (Green)	Number on-going (Amber)	Number not fully delivered (Red)	Task not fully delivered and reason/action being taken for non-delivery
Safer Roads and Pavements	5	4	1	0	<p>Survey Lighting Stock to include all streetlights in the County</p> <p>Pilot carried out to determine best way of collecting data – full completion due Oct 08/09</p>
Improving Journey times for all	8	4	4	0	<p>Review Network Management Plan</p> <p>Reviewed LTP2 progress report – Full review of plan due end of 08/09</p> <p>Replacement of all traffic signals in Kent with new 3G LED signal heads</p> <p>Extensive programme - Completion due March 09</p> <p>Submit Permit Scheme for approval by Secretary of State</p> <p>Lengthy consultation process resulted in delays to programme – Submitted for approval in Oct 08</p> <p>Establish a network hierarchy for Kent</p> <p>Partially completed - Due for completion by end of 08/09</p>
Improving Public Satisfaction	6	4	2	0	<p>Develop the role of the contact centre for customer facing services</p> <p>Part of KHS Transformation – Being resolved through CSM Technology and new SLA</p> <p>Customer Care training for all KHS staff</p> <p>Part of Transformation and new Ways of Working – New Customer Charter being rolled out with sign-up by all Senior Managers</p>

Delivering an efficient and sustainable service	5	4	0	0	<p>Work with Alliance Partners towards achieving accreditation for ISO targets</p> <p>Changes in structure and lack of dedicated resource before now have impinged the progress of the project – Quality Manager now in post within E&R to progress project</p>
Developing Motivated Staff Within a Single Organisation and Culture	3	3	0	0	
Better Condition of Roads and Pavements	3	3	0	0	
Shaping Development and Improving Travel Choice in Kent	3	1	2	0	<p>Promote workplace travel plans and expand benefits to wider community</p> <p>All deliverables under this project have been achieved except the launch of a web based e-forum due to the number of non-web-based Travel Plans in circulation and priority has been to concentrate on improving the service of these plans.</p> <p>Promote School travel plans</p> <p>Again all deliverable have been achieved under this heading, except the expansion of the 'school- run car sharing' initiative due to new seat belt/car seat legislation adversely affecting this proposal. Alternate pilot planned.</p>
Total	34	23	9	0	

4. Summarised user feedback, survey feedback and external evaluation

- The number of complaints received in KHS in 2006/07 was 190 and in 2007/08 was 232

5. Overall summary of achievements

Community Operations

- Order placed for 60 new vans capable of operating with 30% bio-diesel fuel
- Successfully trialled new 'quiet' surfacing on the A26

- Tracker results showing increased levels of net public satisfaction:
 - +19% condition of roads and +16% condition of pavements, and +44% streetlights
- Award from Metropolitan/Kent Police for Tour De France

Technical Services

- Protocol produced for highway managers working in the vicinity of rail over road bridges
- Ramsgate Tunnel lighting improvements producing energy savings
- Replacement of longer life, low maintenance lanterns on A229 Bluebell Hill

Transport and Development

- Successfully established Quality Bus Partnerships in Ashford and Dover
- Launch of free travel for all 11-16 years olds students in Canterbury and Tonbridge/Tunbridge Wells.
- Launch of a 'plus bus' rail ticket initiative
- Transport Authority of the Year & Innovation and Infrastructure awards for Fast Track (UK Bus Awards)

Network Management

- Extensive programme of innovative publicity campaigns to maintain the achievement of PSA2 target and reduce the number of deaths and seriously injured casualties
- Speed awareness courses established with excellent take up. In first year over 5000 people successfully completed the course.
- Successful development of Traffic Management Centre and Kent Traffic and Travel web-site launched
- Draft permit scheme developed for implementation in 2008/09; KCC one of three pilot authorities.
- Replacement LED programme commenced for all traffic signals in Kent – first local authority to commit to this, resulting in reductions in energy and maintenance issues.

Countywide Improvements

- DfT has identified East Kent Access Phase 2 as an exemplar for having good project management in place with regard to major schemes and offered KHS as contact to other promoters to share good practice and experience.
- Incorporation of new technology into scheme design such as 'Zebrite' Belisha Beacons
- Successful implementation of Local Transport and Crash Reduction Schemes

Finance Group / Business, Performance and Communications

- Remodelled highway service using new technology, accommodation and new ways of working
- 7000 no. of calls answered by CC during Tour de France week (average. 3000 calls per week)
- 'Kent on Sunday' newspaper page raising profile of KHS
- Innovative Alliance portal delivered through an intranet - KHSnet
- Achievement of Equality Standard for Local Government level 3

E&R – 2007/08 Regeneration & Economy Operating Plan Outturn Monitoring

1. Revenue/Capital Budget Return

	Cash limit £000's	Outturn £000's	Variance £000's	Reason for variance
Revenue				
Regeneration projects group	3,760	3,563	-197	Slippage on Dover Priory approach road, bio-fuels project and regeneration strategy
Economic Development Group	1,961	1,929	-32	Minor variance
Capital				
Regeneration and economy	8,450	5,774	-2,676	Slippage on a number of projects, mainly the Arts and Business Centre (Folkestone) and the Euro Kent road

2. Key Performance Indicators

Indicator	Actual Performance 2006/07	Target 2007/08	Actual Performance 2007/08
Number of jobs created/safeguarded in Kent (excludes Medway) cumulative since 2005/06	5,729	7,000+	9,068
Number of new companies investing in Kent (excludes Medway) cumulative since 2006/07	111	164	177
Value of on-line bookings made on the Destination Management System (cumulative figures)	New system	£25k ¹	£305,503
Number of jobs in the visitor economy in Kent (full time equivalents)	49,555 (2003 data)	49,870	50,669 (2006 data)
Number of visits to the Visit Kent website	975,000	1,150,000	977,473
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	172	330	339
Percentage of developer contributions sought to agreed (minor sites under 500 units)	82%	80%	82%
Developer contributions secured from minor sites	£4.8m	£3m	£3.7m
Cumulative developer contributions secured from major sites over 500 units	£43.80	£52.8m	£170.2m ²

3. Projects/Developments/Key Actions

- Number of expected outcomes relating to projects/developments/key actions in 2007/08 business plan: 214
- Number of expected outcomes fully delivered in 2007/08: 182
- Percentage of expected outcomes fully delivered in 2007/08: 85%

¹ Low target set to reflect bedding-in period of system.

² Figures includes £110m for Eastern Quarry development of over 6,000 units

Summary and explanation of tasks not fully delivered and action being taken:

Coastal Action Zone

1. Production of a coastal zone evidence baseline redirected into input into SEEDA coastal strategy work.
2. Bid to Learning and Skills re development of South Kent College put on hold whilst college undergoes and internal review of assets and financial position.
3. York Street public realm project now being subsumed into a more ambitious project for wider St Martins Square masterplan.
4. Resolution of consents and funding processes for a new quay at Ramsgate has proved very complex and time consuming. Work needs to continue into 2008/09.
5. Natural East Kent (NEK) coastal and land management strategy has been delayed due to delays in other elements of the programme and mid-year change of approach to make strategy more area-focussed.
6. Development of NEK as a Green Tourism initiative also delayed as project direction dependent on above strategy direction.
7. Establishment of long term framework for estate management at Manston redirected into securing buy-in from current site occupiers to project

Growth Areas

1. Scoping works on Queenborough and Rushenden Community Hub incomplete and is continuing into 2008/09.
2. Securing of funds for hub delayed as depended on outcomes of scoping work above.
3. Although successful at stages 1 and 2 of lottery funding, the Flying Start project was not successful in the final stage in securing funding.
4. Masterplan for Northfleet Embankment to enable planning application delayed by SEEDA and now not expected until August 08 at the earliest.
5. Unable to definitely secure funding for Old Town Hall as planning application was unsuccessful.
6. Unable to fully embed Kent Thameside green grid programme into all Local development frameworks due to lack of staffing resource to influence at key stages of the process.
7. Ashford Rural Impact Study not undertaken as staff resource was redirected into impacts of post office closure proposals and outcomes.
8. Unable to fully embed Ashford blue and green grid programme into all Local development frameworks due to lack of staffing resource to influence at key stages of the process.
9. Ashford ring road phase 2 works delayed due to its rescheduling in the Ashford Delivery Plan.
10. Smartlink bid is prepared but due to funding cycle bids unable to submit until autumn 08.

Business and Skills

1. Development of the Ashford Digital Media Centre delayed until a partner can be found to take on building lease.
2. Although drafted, the final Kent Workspace Strategy is not being finalised until early in the new financial year.
3. eKent conference not held as main funder (SEEDA) re-prioritised funding into direct support.

Rural Regeneration

1. Development of spatial linkages with Kent Rural Delivery Framework not undertaken as staff resource was redirected into impacts of post office closure proposals and outcomes.
2. Strengthened links with PURPLE not undertaken as staff resource was redirected into impacts of post office closure proposals and outcomes.
3. Leader + completion of closedown target incorrectly included in business plan as programme is on calendar year basis with closedown timetabled for December 08.
4. Three Rural Revival targets (evaluation of programme, best practice research and closedown) not completed as GOSE extended programme mid-year to run until June 08.

Kent Wide

1. European Social Fund project for skills development in association with Hadlow College unsuccessful in delivery of project outcomes. Business Support for Kent are reviewing possibility of taking the project forward based on successful model applied at Regional Skills Centre,
2. Conference on (Sustainable) Skills development delayed by project lead (Mid Kent College) to Spring 2008.

4. User And Survey Feedback And External Evaluation

- The number of complaints received in Regeneration & Economy in 2006/07 was 3 and in 2007/08 was 0

5. Overall Summary of Achievements

Coastal Action Zone

- Secured commitment to help close the gap in funding a new quay at Port Ramsgate to facilitate the assembly and construction phase of the world's biggest wind farm off the Kent coast. If construction goes ahead as planned, this will generate 600 short-term jobs and 200 long-term skilled jobs
- Helped secure funding from Network Rail to fund £1.6 gap in the £2.8m Dover Priory Station Approach public realm improvement scheme due to start in March 2008
- KCC is also a leading partner in the development of the Dover Sea Sports Centre, contributing £250,000 from its Regeneration Fund, towards the £2.5m project, which started construction in July 2007
- Provided project management of £680k Dover Priory Station refurbishment completed in 2007
- Exceeded the target figure for bringing empty properties back into occupied use securing over £2m performance reward grant for Kent

Growth Areas

- *Fastrack* and Thanet loop (formally delivered in R&E) won KCC Transport Authority of the Year Award at the Bus National Transport Awards. *Fastrack* also won top prize in the bus category at the National Transport Awards, and the "infrastructure and Innovation" Awards at the UK bus awards
- First phase of Ashford Ring Road restructuring completed and two-way flow in operation. Associated public realm improvements being implemented for completion in Spring 2008
- Agreement reached with Government and local partners on a package of eleven schemes totalling £166m of public and private sector funding to support growth of homes and jobs in Kent Thameside

- £39m DCLG funding drawn down to date for regeneration projects in North Kent and Ashford

Development Investment

- Secured S106 agreements for Eastern Quarry, Dartford, The Bridge, Dartford and Templar Barracks, Ashford, which will bring provide capital funding of £110m, £9.4m and £7m respectively for community infrastructure
- Phase 1 of Kings Hill development nearing completion and implementation of phase 2 planning consent commenced in January

Rural Regeneration

- Launch of Kent Rural Delivery Framework placing Kent in a stronger position for bidding against emerging new rural funding regimes
- Sandwich Rural Action Group overall winner of South East Market Towns Award
- Completion of Kent Downs Rural Advice Service, initiated by KCC. Outcomes are informing a best practice model to roll out county-wide

Tourism

- Launch of the Destination Management System to facilitate on-line booking of accommodation and events supporting Kent's tourism sector
- Over 2 million people lined the streets of Kent to watch the Tour De France. The event generated £37m spend in the Kent economy and considered by the sponsors as one of the most successful stages of the tour
- The Summer's London Campaign generated an additional £40m spend in Kent
- Held first of 5 "big Day Out" events to support Kent's Olympic Strategy. 10,000 people benefited from the event which was supported by over 90 leading tourism attractions and destinations

Kent-wide

- Launch of "Showcased", by Paul Carter, the first of a series of brochures to showcase design excellence in Kent. The first theme was sustainable design and generated over 50 entries
- Successful launch of the Kent Property Market Review at the new Dartford football stadium with attendance of over 200 people from the property industry

E&R – 2007/08 Resources Operating Plan Outturn Monitoring

1. Revenue/capital budget outturn

	Cash limit £000's	Outturn £000's	Variance £000's	Reason for variance
Revenue				
Resources (including strategic & change management)	4,267	5,239	977	Mainly due to a gap on the 07-08 budget being held against this line (offset by Waste underspend)
Capital				
Resources (including strategic & change management)	0	0	0	

2. Key Performance Indicators (KPIs)

Indicator	Actual Performance 2006/07	Target 2007/08	Actual Performance 2007/08
Internal and External Income raised by Analysis and Information Team	161k	197k	376k
To reduce Directorate's outstanding debt in excess of six months old by end of financial year 2008/09	New Target for 08/09	New Target for 08/09	New Target for 08/09
FOI/EIR/DP response times	New Target for 08/09	New Target for 08/09	New Target for 08/09
Achieve ESLG level 3	N/A	Meet Level 3	Level 3 met
Achieve spend profile for E&R Learning and Development activities	220k (100%)	Meet spend profile	226,382
Percentage of project-based secondments filled	75%	75%	60%
Reason for 2007/08 target not being reached for above PI and action being taken: E&R's change group programme provided significant opportunity for all staff to develop outside of their role. This is an objective of the project-based secondment. In addition, some opportunities presented were not suitable for short-term project based secondments and were advertised as full time secondments.			
Percentage of staff completing skills audit	New Target for 08/09	New Target for 08/09	New Target for 08/09
Percentage of requests met from managers asking for coaching support	100%	100%	100%
Number of staff sponsored on formal qualifications and development opportunities	33	30+	31
Number of managers undertaking management development Programmes	23	35+	21
Reason for 2007/08 target not being reached for above PI and action being taken: Other priorities identified by managers, for example bespoke workshops on Managing Performance, Constructive Feedback and Creative Thinking. This resulted in a more effective use of the Learning and Development budget than development programmes alone.			

Indicator	Actual Performance 2006/07	Target 2007/08	Actual Performance 2007/08
100% of new E&R staff attend induction	96%	100%	89%
Reason for 2007/08 target not being reached for above PI and action being taken: 100% of fixed term staff have attended, whilst there has been a slight decrease in the number of permanent staff. It is expected this will be resolved by communication with line managers. These details are now supplied by Personnel.			
E&R staff satisfaction ratings higher compared to 2004 and KCC-wide ratings	No KCC Survey	Above KCC average	KCC average
Reason for 2007/08 target not being reached for above PI and action being taken: A significantly higher proportion of E&R staff completed this survey compared to other directorates. An area for improvement which is lower than then KCC average is that the intention of E&R staff to stay at KCC is below that of KCC overall - high 'don't know' response. This may be due to the types of roles within E&R for example planners, engineers and project managers. Further questions have been included in the 2008 staff survey to understand the detail behind this.			
100% recruitment panels have a diversity trained interviewer	59.52%	75%	89.3%
Reason for 2007/08 target not being reached for above PI and action being taken: 100% target was new for April 2008 and not mandatory during 2007/08. Significant progress made from 06/07 to 07/08. Current figure for E&R for 2008/09 is 100%.			

3. Projects/developments/key actions

- 43 Projects/developments/key actions
- 38 were fully delivered in 2007/08 or are on-going projects/developments/key actions
- 5 tasks were not fully delivered:

1. GIS Infrastructure - many users already updated and the remainder due to be completed autumn 08. Some technical issues with TRP packaging and budget issues have delayed the project.

2. Central address database - AddressPoint now available, the National Land and Property Gazetteer (NLPG) expected September 08 after evaluation of third party software. Delays have been largely due to a longer than expected tender process.

3. Kent Crimeview phase 3 - project not funded.

4. Internet Mapping via kent.gov.uk - this project is ongoing and many links to in house mapping are already in place and fewer new links to MultiMap are being created. It is hoped the new Web Team manager will assist with moving this project forward when they take up their post in late August.

5. Monitoring Climate Change – This involved the Development and management of indicators to monitor Climate Change in Kent. The reason this is red is because the client has not taken this project forward.

4. Summarised user feedback, survey feedback and external evaluation

- Resources did not receive any formal complaints in 2006/07 or 2007/08

5. Overall summary of achievements

- Co-ordinated and delivered MTFP, resolved T2010 targets and indicators, contributed to E&R engagement in CPA and corporate inspection 2008 and led / co-ordinated E&R response to new national 198 indicator set, CAA consultation
- Finance function contributed to achieving 4 out of 4 CPA score for Use of Resources
- Assisted waste management in completion of their PWC VFM review and core part of LATS advisory board
- Undertook corporate review of IS service desk and training and development issues for IS operations board
- Successfully managed the Directorate's responses to 232 requests for FOI and EIR, 33% of the 702 requests received corporately
- Managed and co-ordinated the process of risk identification, assessment, management and control across the Directorate
- Review of KHS Police Liaison protocol and Risk Management
- Review of Health and Safety Risk Assessments across the Directorate
- Continued to lead on design of IOSH Managing Safely course to provide middle manager accredited training in support of potential corporate manslaughter legislation implications
- Ran project to improve local reporting and investigation processes relating to Health and Safety as part of performance indicator monitoring
- Continued to provide self sustaining and popular wellbeing activities as well as organising a Positive Health Day for all Staff at HQ and as a result will be introducing further wellbeing activities
- Re-examined and updated over 1000 pages on Kent.gov.uk (managed under new devolved system under the web publisher group)
- Press and PR – Converted our forward planner to an electronic version which is now used more effectively across E&R
- Addressed media relations capacity gap through the recruitment of a new E&R Press Officer
- Identified management development needs through middle managers event and responded to those needs through follow up activity
- Increased the effectiveness of E&R recruitment panels - over 90% of E&R recruitment panels were diversity trained
- Reviewed our investment in people through three liP health checks including a pilot to challenge E&R beyond the current level
- Achieved a greater understanding of the impact of E&R's work on different groups of people by equality impact assessing over 600 policies
- Brought a robust approach to skills and talent through E&R's first skills audit and talent management activity and subsequent development activity
- Increased the understanding of equalities and diversity across E&R through bridging session, management briefings, on line tool
- The member enquiry process has been streamlined
- Provided executive support on key project work e.g. Direct flights, Waste CPA preparation, International review, HealthWatch
- Kent Retail Survey completed June 2007
- Retail capacity exercise completed January 2008 allowing provision of retail needs assessments to partnering districts and SERA for informing LDF and regional plan

- Development of team to provide Mosaic profiling to corporate users
- Piloting and implementation of Mosaic data in Schools funding formula
- Catchments and use of Post Offices
- Profiling for History Centre bid
- Delivered Mosaic analysis for pathfinder trusts
- Bid and won DCSF project for developing use of mosaic for commissioning school places
- Research projects for CFE: Profiling for clusters, Foster Families, Housing quality, Advice to Healthy Schools programme, Needs and absence, Freedom Pass
- Delivery of the first phase of CrimeView, the replacement system for CADDIE
- Delivery of first phase of KentView MK 1 map browser linked to KNet
- Delivery of first phase of Fly Tipping Monitoring database for Clean Kent

E&R – 2007/08 Strategy & Planning Operating Plan Outturn Monitoring

1. Revenue/Capital Budget Return

	Cash limit £000's	Outturn £000's	Variance £000's	Reason for variance
Revenue				
Planning and Development	1,124	769	-355	Slippage on minerals and waste LDF and on the Lower Thames crossing study
Planning applications	1,112	777	-335	Delays to Shaw Grange remedial works
Transport strategy	558	457	-101	Slippage on CTRL impact study
Capital				
Strategy and planning	0	0	0	

2. Key Performance Indicators

Indicator	Actual Performance 2006/07	Target 2007/08	Actual Performance 2007/08
BVPI 109 - % of planning applications excluding those involving environmental impact assessment determined within 13 weeks	64%	70%	67%
BVPI 111 - % of planning applicants who were satisfied with the service received (collected 3-yearly)	89%	N/A	N/A
BVPI 200 – Plan-making			
a. Did the local planning authority submit the Local Development Scheme (LDS) by 28 March 2005 and thereafter maintain a 3-year rolling programme?	Yes	Yes	Yes
b. Has the authority met the milestones that the current LDS sets out?	Yes	Yes	Yes
c. Did the local planning authority publish an annual monitoring report by December of the last year?	Yes	Yes	Yes
% of housing completions on previously developed land	80.7%	70%	80.7% ³
Local Transport Plan block settlement	£30.3m	£36.7m	£36.7m
% of county matters applications determined within 16 weeks including EIA development	75%	70%	66%
Average time taken to determine all applications for the Council's own development proposals	10	Under 12 weeks	8.04 weeks
% of applications for the Council's own development proposals determined within 13 weeks	78%	65%	86%
% of planning applications acknowledged within 3 working days of receipt	93%	100%	100%
BVPI 8: Percentage of invoices paid within 30 days	93.4%	95%	86.9%

³ Based on 2006/07 data. Data for 2007/08 is available from December 2008.

3. Projects/developments/key actions

- Number of Projects/developments/key actions in 2007/08 business plan: 53⁴
- Number of expected outcomes fully delivered in 2007/08: 43
- Percentage of expected outcomes fully delivered in 2007/08: 81%

Summary and explanation of tasks not fully delivered and action being taken:

- Input to SEEDA SE Coastal Strategy not delivered as resource was redirected towards production of the Regeneration Strategy
- Similarly outcomes including production of action plan and updating of annual headline indicators for Kent Prospects have been delayed to focus resource on the Regeneration Strategy
- Progress on Kent Environment Plan consultation, final document and launch has been delayed as Division was unable to successfully recruit to key post leading this work. Recruitment is now being addressed as part of the directorate restructure.
- Following KCC's decision to adopt a revised approach to production of the Minerals Development Framework, the expected public inquiry on the framework was cancelled.
- Consultation on the Waste Development Framework was cancelled for the same reason.
- Web access to planning applications system has been delayed and now being taken forward within the IT procurement process to replace the MVM system in 2008/09.

4. Summarised user feedback, survey feedback and external evaluation

- Strategy & Planning did not receive any formal complaints in 2006/07 and only received 1 in 2007/08

5. Overall summary of achievements

Planning Applications

- Determination of number of proposals to support government policy to divert waste from landfill
- Successfully defended against composting facilities application for Little Bayhall Farm, Tunbridge Wells
- Successfully claimed back KCC costs against Southern Water Services in respect of their decision to withdraw appeal for improvements to Aylesford Works on day Inquiry documents were to be exchanged
- Successfully defended an enforcement appeal relating to extensive importation, deposit and burning of waste at Raspberry Hill, Iwade
- Determined number of applications for improved educational, sport and children's facilities.

Transport

- Supported and facilitated the completion of CTRL and Ebbsfleet Station to unlock potential regeneration and job opportunities for people living and working in Kent
- Joint work with Southeastern on the impact of High Speed 1 commuter services has been presented to Cabinet Members, and further analysis commissioned by KCC is underway

⁴ Excludes 6 outcomes as expected Government response on South East Plan was not received

- Completion of AS / A282 Dartford Improvement scheme
- Continuing improvements in rail services in respect of punctuality and reliability

Planning Development

- Recognition given to Kent case in report of S E Plan Examination Panel including outturn on housing provision and recommendations on the economic and employment content of the Plan and thrust of sub regional strategies
- KCC's submission to the Regional Assembly of infrastructure projects needed to implement the South East Plan is regarded by them as a model
- Facilitation of Kent wide advice to SEERA involving all Kent authorities on options for the future provision of gypsy and traveler accommodation and its acceptance by the Assembly
- Successful outcome to Kent submissions to planning inquiries - rail freight interchange at Howbury Park ; London Array wind farm

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By: Richard Hallett, Directorate Finance Manager, Environment & Regeneration

To: Environment & Regeneration Policy Overview Committee – 25 September 2008

Subject: Financial Monitoring Update 2008/09

Classification: Unrestricted

Summary: To update the Committee on the financial position in the current year.

Recommendation:

The Committee is asked to note and comment on the report

Introduction

1. The 1st quarter financial monitoring which has been reported to Cabinet is included with the papers for this meeting. Significant variations since this report was made are set out below:

Revenue

2. In EH&W the overall forecast remains at breakeven but behind this, there has been a further significant underspend of £0.9m predicted on Waste. This is partly due to increased income from recyclable materials and partly due to the Allington waste to energy plant being offline for some of July and August. This underspend is offset by an intention to increase the invest to save proposals (outlined in the full monitoring report attached) by £0.9m to produce savings and efficiencies to help with next year's inflation pressures
3. There has been no significant movement on the RS&I portfolio

Capital

4. There has been no significant movement on capital forecasts since the attached monitoring report.

Recommendation

5. Members of this committee are invited to note and comment upon this report.

Contact Officer:

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ENVIRONMENT & REGENERATION DIRECTORATE SUMMARY

JULY 2008-09 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" ie 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 a number of technical adjustments to budget; a virement of £0.250m from the underspending on debt charges within the Finance portfolio towards the development costs of the A2 outdoor activity centre and park and ride scheme; the addition of £2.045m of roll forward from 2007-08, as agreed by Cabinet on 16 June 2008 and the allocation of £3.288m of the contingency set aside from the 2007-08 rolled forward underspend for the impact of the current economic situation as agreed by Cabinet on 4 August.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 2 to 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	59,540	-6,306	53,234	1,400	0	1,400	Invest to save proposals
Public Transport Contracts	14,524	-669	13,855	0	0	0	
Waste Management	66,760	-1,158	65,602	-1,600	0	-1,600	Diversion to landfill while Allington off-line and reduced tonnage
Environmental Group	8,140	-4,000	4,140	200	0	200	Country parks
Transport Strategy	617	0	617	0	0	0	
Strategic Management, Finance, Performance & Information & Analysis Group	6,801	-462	6,339	0	0	0	
Total E, H & W	156,382	-12,595	143,787	0	0	0	
Regeneration & Supporting Independence portfolio							
Regeneration & Projects	6,540	-1,118	5,422	0	0	0	
Economic Development	3,147	-991	2,156	0	0	0	
Planning & Development	1,100	-46	1,054	0	0	0	
Planning Applications	1,477	-468	1,009	0	0	0	
Total Regen & SI	12,264	-2,623	9,641	0	0	0	
Total Directorate Controllable	168,646	-15,218	153,428	0	0	0	
Assumed Management Action:							
- EH&W portfolio						0	
- R&SI portfolio						0	
Forecast after Mgmt Action				0	0	0	

1.1.3 Major Reasons for Variance:

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

Environment, Highways & Waste portfolio:

1.1.3.1 Waste Management:

- Waste is experiencing higher than expected inflation largely due to fuel and gas oil increases. This has now been addressed for 2008-09 by allocation from the corporate contingency set aside from the 2007-08 underspending for the impact of the current economic conditions but will be an ongoing issue for the MTP.
- There is a one-off saving of £1.1m from the waste to energy plant at Allington not being operational during the first few months of the financial year. This saving results from 73,000 tonnes of waste at approximately £16 per tonne being diverted to landfill (which is currently a cheaper option but not sustainable in the long run due to increasing landfill taxes and restrictions in the allowances).
- Further waste savings of £0.5m are likely to be achieved through reduction in waste tonnage (as discussed in the July Cabinet exception report) because April to July figures are down on the previous year.

1.1.3.2 Country Parks have an inherent budget problem of about £0.2m. This has been brought about by under investment in an adequate maintenance programme (leading to health and safety issues) and taking on Lullingstone park and the loss-making Canterbury environment centre from CFE. The Country Parks service is currently reviewing all of its activity and looking to make efficiencies where possible. They are also trying to increase income generation but without some capital investment, this strategy is limited. An MTP capital bid will be submitted in order to invest in facilities that will encourage people to attend the parks and to spend money while they are there.

1.1.3.3 After offsetting the £0.2m pressure on Country Parks against the £1.6m one-off waste saving, there is a residual underspend of £1.4m. It is proposed to use this one-off money to fund invest to save schemes within KHS, which will be needed to help address the MTP inflation issues within the portfolio (for waste, highways maintenance, energy and transport inflation). Current schemes under investigation are streetlighting and paying off coastal protection loans to save on interest payments. The savings expected to be generated from these projects over the medium term will be reported once these schemes have been developed sufficiently, and formal virement of the funding from Waste to KHS will be requested.

1.1.3.4 KHS is also currently experiencing much higher inflation than was anticipated when setting the medium term financial plan last year. This is mainly due to increases in fuel prices, aggregates, electricity and oil related products such as coated roadstone. The Baxter index used to measure price pressures in the road maintenance industry was expected to be about 5.5% when the MTP was set. The index is currently running at 9.3% on a year on year basis and is expected to rise further, topping 10%. This means that the original KHS budget was short by about £0.984m to maintain the current programme, however this has been addressed for 2008-09 by a one-off allocation from the corporate contingency set aside from the 2007-08 underspending for the impact of the current economic conditions, but will be an ongoing issue for the MTP.

1.1.3.5 The other major difficulty for KHS is the renewal of the electricity contract with LASER from October of this year. The MTP has zero allowance for an electricity rise based on the existing price KHS was paying for its electricity under the previous contract and the market conditions at the time of setting the MTP. The situation has changed dramatically since then and the latest quote for the renewal will be a 52% rise. On the £4.8m budget, this equates to £1.248m for the six months to March 2009 (£2.496m for the full year effect). This has now also been addressed for 2008-09 by allocation from the corporate contingency set aside from the 2007-08 underspending for the impact of the current economic conditions, but will be an ongoing issue for the MTP.

Regeneration & Supporting Independence portfolio:

1.1.3.6 There are no issues on this portfolio at this stage

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	Invest to save schemes within KHS to address MTP issues	+1,400	EHW	Diversion to landfill while Allington waste to energy plant off-line	-1,100
EHW	Country parks	+200	EHW	Reduced waste tonnage	-500
		+1,600			-1,600

1.1.4 Actions required to achieve this position:

N/A

1.1.5 Implications for MTP:

Although the inflation issues affecting KHS, Public Transport and Waste have been met through allocation from the one-off corporate contingency for 2008-09, these will need to be addressed in the base budget for the 2009-12 MTP. There will be a double impact on the MTP price allocations, firstly to address the base shortfall from 2008-09 and secondly to top up the allowances to take account of the difference between the existing MTP inflation estimates and those that are now prevalent. This will cause significant additional pressures on the EH&W portfolio of over £6m in 2009-10 in order to maintain current service levels.

It is proposed to invest the remaining waste underspend after offsetting the pressure on the Country Parks budget, to produce future savings to assist with meeting the MTP inflation pressures. Current projects under consideration are streetlighting and paying off coastal protection loans to save on interest payments, both within KHS. Once these schemes have been developed sufficiently we will come back to Cabinet with further details and to request formal virement of funds from the Waste underspend to KHS.

1.1.6 Details of re-phasing of revenue projects:

N/A

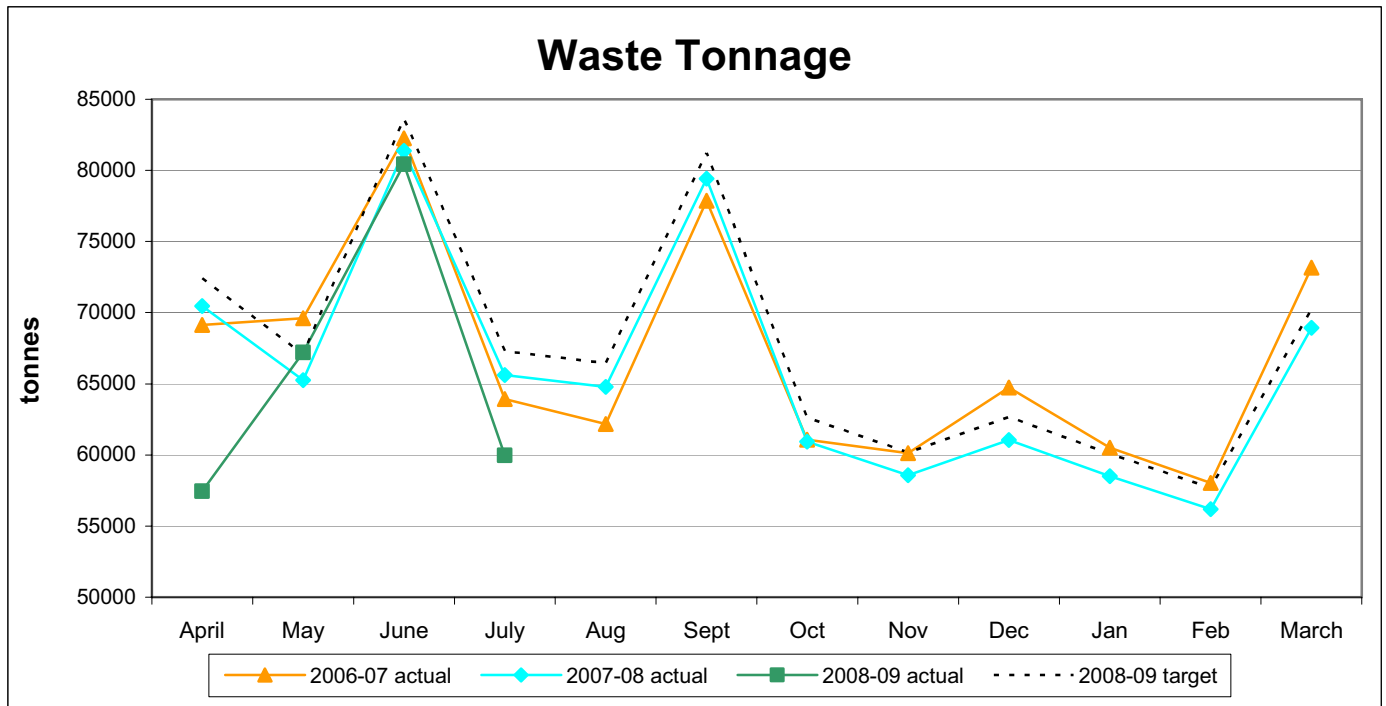
1.1.7 Details of proposals for residual variance: *[eg roll forward proposals; mgmt action outstanding]*

N/A

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Waste Tonnage:

	2006-07	2007-08	2008-09	
	Waste Tonnage	Waste Tonnage	Waste Tonnage	Target
April	69,137	70,458	57,448	72,411
May	69,606	65,256	67,201	67,056
June	82,244	81,377	80,425	83,622
July	63,942	65,618	59,968	67,275
August	62,181	64,779		66,459
September	77,871	79,418		81,212
October	61,066	60,949		62,630
November	60,124	58,574		60,180
December	64,734	61,041		62,669
January	60,519	58,515		60,073
February	58,036	56,194		57,679
March	73,171	68,936		70,234
TOTAL	802,631	791,115	265,042	811,500



Comments:

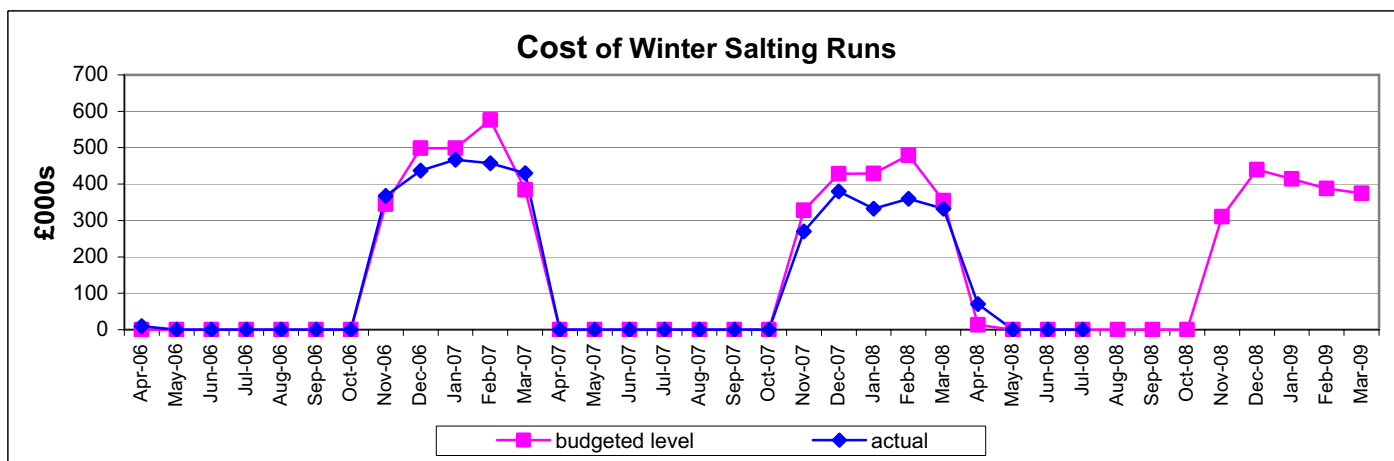
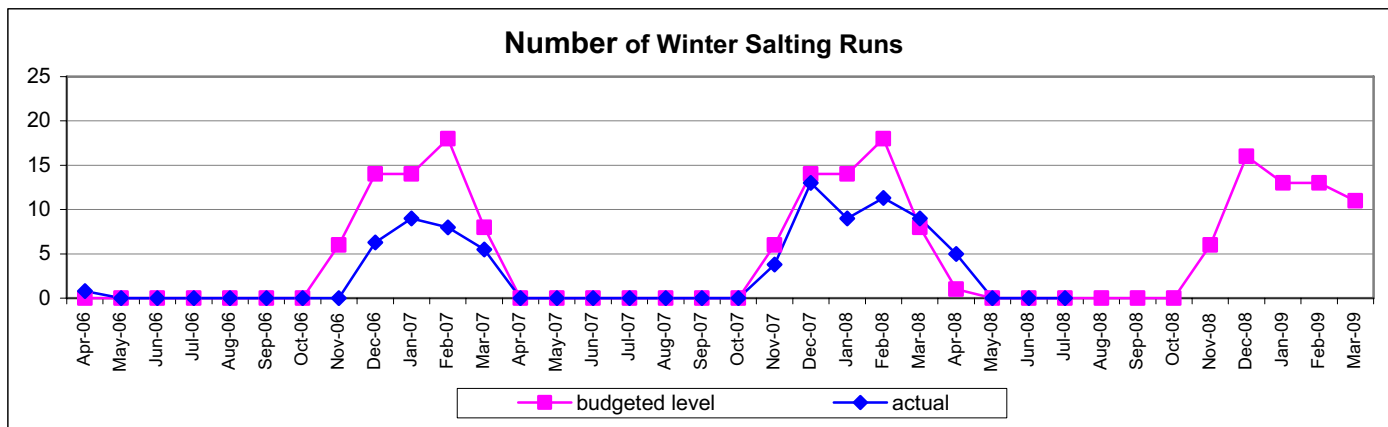
- April tonnage is significantly down on previous years but May and June and similar to expectations. The reduced April figure may be partly attributable to Easter being in March this year or possibly a reflection of a downturn in consumption. However, waste statistics in previous years have not followed this pattern and waste tonnage continues to be very difficult to predict accurately. The July tonnage is also down on the previous year, but this may change as it includes estimates for some districts.

2.2 Number and Cost of winter salting runs:

	2006-07				2007-08				2008-09			
	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 ² £000s	Budgeted Level £000s	Actual £000s	Budgeted Level £000s	Actual £000s	Budgeted Level £000s	Actual £000s	Budgeted Level ² £000s	Actual	Budgeted level	Actual £000s	Budgeted Level ² £000s
April	0.8 ¹	-	10	-	-	-	-	-	5	1	70	13
November	-	6	368	345	3.8	6	270	328		6		310
December	6.3	14	437	499	13.0	14	380	428		16		440
January	9.0	14	467	499	9.0	14	332	429		13		414
February	8.0	18	457	576	11.3	18	360	479		13		388
March	5.5	8	430	384	9.0	8	332	354		11		375
TOTAL	29.6	60	2,169	2,303	46.1	60	1,674	2,018	5	60	70	1,940

Note ¹: only part of the Kent Highways Network required salting

Note ²: the 2007-08 & 2008-09 budgets exclude overheads, as these are now charged centrally.



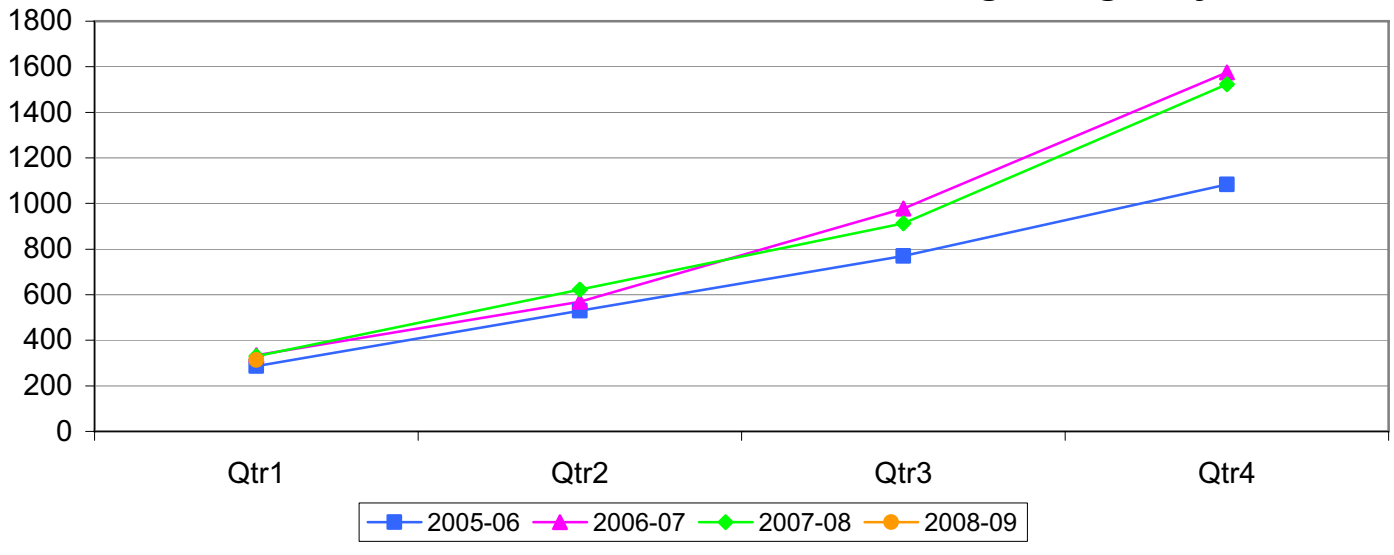
Comment:

- 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 salting period.
- In setting the 2008-09 Budget, a reassessment of the overheads and mobilisation element of the costs of the service has enabled a slightly lower budget to be set.

2.3 **Number of insurance claims arising related to Highways with accident dates during these periods:**

	2005-06	2006-07	2007-08	2008-09
Accident Date	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
April – June	286	335	330	313
July – September	530	569	622	
October – December	770	978	913	
January - March	1,083	1,575	1,523	

Cumulative Number of insurance claims relating to Highways



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 19 August 2008.
- Quarter 1 figures for 2008-09 are currently slightly down on the previous two years, however it is highly likely that we will receive further claims over the next few months and years which will increase this figure.
- 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 80%.

By: Keith Ferrin, Cabinet Member Environment, Highways & Waste

To: E&R Policy Overview Committee, 25 September 2008

Subject: High Weald and Kent Downs Area of Outstanding Natural Beauty Management Plans – response to consultation

Classification: Unrestricted

Summary: Over the summer consultation has taken place on the Kent Downs and High Weald Area of Outstanding Natural Beauty Management Plans. This paper provides a briefing on the draft management plans and KCC's response to the consultation, in advance of adoption of the plans in autumn/winter 2008.

Recommendation: Members are asked to note the response to the consultation.

Overview of AONB Management Plans

1. The Kent Downs and High Weald were designated as Areas of Outstanding Natural Beauty (AONB) in 1968 and 1983 respectively. The purpose of an AONB designation is primarily to conserve and enhance natural beauty. Natural beauty is defined as "...not just the look of the landscape, but includes landform and geology, plants and animals, landscape features and the rich history of human settlement over the centuries."¹
2. The Countryside and Rights of Way (CRoW) Act 2000 places a statutory requirement on all local authorities with AONBs in their area, to produce and revise an AONB Management Plan. In the case of the High Weald AONB and Kent Downs AONB, the responsibility for the development of the management plan is delegated to the respective AONB units. These plans are then adopted by the relevant local authorities.
3. In 2004 both AONB units produced a management plan, which set the policy and action framework partners. In particular, for local authorities, this aimed to influence and determine decision-making, advice and resource allocation for all their relevant functions in, and affecting, the AONB. Five years on, the units have now undertaken a review of these plans to reflect new challenges, changing circumstances, new government agendas and the introduction of Natural England².
4. Over the summer consultation on these draft management plans has taken place and, following finalisation, the plans will be put to the relevant local authorities for adoption in the autumn. The plans' policies are of most relevance to the district

¹ Areas of Outstanding Natural Beauty: A guide for AONB partnership members, Countryside Agency, CA24, November 2001

² Natural England was formed by bringing together English Nature, the landscape, access and recreation elements of the Countryside Agency and the environmental land management functions of the Rural Development Service.

councils, as operators at the local level but there are still contributions to be made from the county level. KCC will therefore be asked to adopt the revised plan.

5. Both management plans present a 20 year vision (appended to this paper). It is this vision that has determined the aims and associated policies set by the plan.

KCC response to consultation

6. KCC has welcomed the opportunity to comment on the two draft plans and has largely agreed with revised policies. This paper highlights some key comments provided on the plans.

7. Both plans have paid more attention to the effects of climate change, identifying policies/targets that can assist the AONB to mitigate and adapt to climate change impacts. This addition has been welcomed by KCC. However, it is felt that the High Weald AONB objective "*to maintain as far as possible the desirable prevailing climatic conditions in the face of climate change which may damage the natural beauty of the High Weald particularly habitats and features vulnerable to changing microclimates*" may be outside the control of the partners. It has therefore been suggested that this objective should be focussing on what it can do to mitigate and adapt in the face of a changing climate.

8. The Kent Downs AONB management plan provides a strong vision and coherent policies for biodiversity, yet the High Weald plan does not address this directly within the plan nor does it give it sufficient consideration throughout the other sections focussing on the AONB features. Using the Kent Downs plan as an example, KCC have recommended that biodiversity be identified as a feature by the plan and have associated objectives and targets for its conservation and enhancement. At the very least, policies for it be strengthened throughout the existing plan sections.

9. KCC has also suggested that the issue of waste and litter be addressed through appropriate policy/targets within the plans, as currently it does not feature.

10. The Kent Downs' vision for vibrant local communities makes reference to local people actively choosing more sustainable methods of transport however this is not reflected in the sustainable development and travel vision and associated policies. KCC has therefore recommended that this vision be appropriately strengthened.

Taking the plan to adoption

11. Following the end of the consultation period, both plans will be revised accordingly and finalised as management plans for adoption. The first stage will be approval of the plans by the AONB Joint Advisory Committees (JAC) in October.

12. Once approved by the JAC, the relevant authorities, including KCC, will be asked to adopt the plans.

13. Assuming the finalisation of the plans remains to programme, it is intended that the plans will be put to KCC Cabinet for adoption in December. Prior to this a further

paper will be submitted to POC in November, to provide an overview of the finalised plans and seek support for their endorsement and adoption.

Recommendations

Members are asked to note the response to the consultation.

Case Officer: Linda Davies
Tel No: 01622 221500
Email: linda.davies@kent.gov.uk

Background Information:

- Kent Downs Area of Outstanding Natural Beauty Management Plan - First Revision 2009-2014. Consultation Draft, May 2008. See <http://www.kentdowns.org.uk/Management%20Plan%20Review.htm>
- The High Weald AONB Management Plan 2004 - a 20-year strategy. Consultation Draft, June 2008. See <http://www.highweald.org/text.asp?PageId=290>
- Areas of Outstanding Natural Beauty: A guide for AONB partnership members, Countryside Agency, CA24, November 2001

Copies of the draft Plans are available for Members inspection in the Members' Lounge

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KENT DOWNS AONB MANAGEMENT PLAN VISION FOR 2029

- In 2029... **the Kent Downs AONB is recognised and valued.** It is a landscape that is cherished and held in the highest esteem as a national and local asset by those who have influence in its future and those who live, work and visit it. Residents and visitors know where the AONB is and they understand and support the purpose of its designation. The Kent Downs AONB partnership is acknowledged and supported as the main advocate and champion for the AONB; organisations delivering positive action on the ground are strongly engaged in the partnership and management planning and operate in a coordinated way through the management plan. The partnership is open to all opinions about the conservation and management of the AONB and is adaptive to the consequences of short and long-term changes such as climate change.
- In 2029... **the rich diversity of landscape character and qualities distinctive to the Kent Downs are protected, enhanced and managed** to the highest standards in a co-ordinated and continual programme. The essential components of natural beauty, including the underlying geology, landform and views, as well as its special characteristics, are recognised and strengthened and landscape character is at the heart of decisions on land use, responses to climate change and development.
- In 2029... **the rich tapestry of distinctive wildlife habitats are in favourable condition and individual species flourish.** A matrix of wildlife habitats span the AONB with functional connectivity as well as interconnecting field margins and ponds, hedgerows, headlands, road verges and ditches across the farmed and wooded landscape. These allow both rare and common and widespread animals and plants to expand, prosper and support resilience to the impacts of climate change. The extent and quality of chalk grassland in favourable management has significantly increased, forming corridors along the escarpment and the main dry valleys, grazed by a range of livestock. Policy and funding regimes recognise and support the distinctive and special characteristics of the AONB landscape.
- In 2029... **the Kent Downs AONB is a place where agriculture is appreciated** for its pivotal role in the conservation of natural beauty and landscape character. Sustainable farming is the predominant land-use of the AONB and the heritage of mixed farming (of arable, livestock and horticulture) is retained. There is a greater understanding of the role of farming and more opportunities to visit and understand farming systems. Despite the volatility of agricultural markets and production a broad range of crops are produced that are suited to the increasing extremes of climate, local conditions and market forces. Pasture is well managed by grazing and orchards and hop gardens retain a vital role in the landscape. The high quality products of the Kent Downs are available locally and high environmental quality is a market advantage.
- In 2029... **the network of ancient and new woodland is conserved and enhanced** for its landscape, wildlife and historic value and its extent is intact. Woodland products supply buoyant local markets for timber, coppice products and wood fuel, and woodlands, managed on a whole woodland scale, can also provide well-used and well-managed places for leisure, country pursuits and recreation.

- In 2029... **the rich heritage of historic buildings, settlements and sites** that characterise the Kent Downs' historic and cultural fabric are maintained in favourable condition and are enhanced to reflect their local character. The environmental performance of historic buildings is enhanced in a way that is sensitive to landscape character. They are understood and cherished by local people and visitors alike for their intrinsic value and for their important contribution to quality of life and rural economy. Vibrant and exciting cultural interpretation and celebration of the Kent Downs is strongly supported.
- In 2029... **great care is taken by farmers, landowners and managers to conserve and manage** the natural resources of the environment particularly soil, ground and river water. Many communities, both inside and outside the AONB have reduced their ecological footprint and have energy fuelled by products from the Kent Downs, particularly wood fuels and other renewal energy sources appropriate to the landscape. Important areas of tranquillity have been identified, protected and expanded and provide 'oases of calm' away from increased traffic volumes. Worked out quarry sites have been restored to enhance local landscape character.
- In 2029... **local people are involved and are central** to the significant processes that care for the Kent Downs, and have a clear sense of ownership and belonging within the AONB. They have a strong and influential say in development within their communities through proactive consultation and engagement processes and are involved through their work and voluntary activity in the conservation and enhancement of the Kent Downs. People choose to buy goods and services locally because of the quality, value and benefit to the environment and local economy. They also actively choose to travel using effective public transport networks, as well as by walking and cycling.
In 2029... **new development within the AONB and restoration and conversion work** to existing buildings, reinforce and enhance the character and distinctiveness of the settlements and landscape of their settings. High quality, carbon neutral modern design fits neatly and complements the traditions of the past. As the surrounding urban areas have expanded considerably, innovative management techniques successfully address the increasing pressure on the AONB as a place for outdoor recreation and leisure, as a rural place in which to live and from which to commute. There is now greater awareness, celebration and involvement in the Kent Downs by people from the surrounding towns and a positive exchange of goods and services between the town and countryside. Development adjacent to the AONB minimises its impact on views in and out of the AONB and its setting. Opportunities have been taken to reduce and remove the impact of unsightly development and infrastructure on the beauty and tranquil qualities of the landscape. The net result of development has been to enhance the special and distinctive characteristics of the Kent Downs.
- In 2029... **the Kent Downs AONB is a place where there is opportunity and access for all people** and they feel welcome to participate in quiet recreation for relaxation, enjoyment, understanding, and for cultural and artistic expression which does not detract from the natural beauty. Improved management ensures that the Public Rights of Way and much of the highway network is safe, quiet and convenient for walkers, cyclists and horse riders. Maintenance of the Public Rights of Way and highway network will be sympathetic to biodiversity and landscape character. The landscapes of the Kent Downs are places of increasing tranquillity because the importance of this vital element is recognised and

decisions and actions have improved rather than detracted from this valuable resource. The Kent Downs AONB is recognised, valued and celebrated by residents, and by those who do not live there but may visit or those who can simply delight in the fact that it is there.

- In 2029... **the impacts of Climate Change are being felt but the adaptive responses taken to this major challenge are carefully chosen** and enhance the qualities and distinctiveness of the landscape rather than detracting from it. The functions and services that the Kent Downs landscape provides to people, the recreational opportunities, solace, food and fuel remain intact and important to a larger population as well as supporting climate change mitigation efforts.

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APPENDIX 2

HIGH WEALD AONB MANAGEMENT PLAN 20 YEAR VISION

By 2024 the High Weald will be:

- Valued by those living, working and visiting the area as a nationally important protected landscape. They support the purpose of AONB designation and the High Weald AONB partnership as advocates for the area.
- A significant and increasing proportion of the landscape will be maintained under 'traditional' land management practices, carried out by people connected to the land through work, lifestyle and leisure and who are living predominantly local lives.
- The landscape will demonstrably show the benefits of appropriate management in its ancient woodland cover, extent of meadows and heathland, the condition of its routeways, sandrock and river systems, and the integrity of landscape features that combine to create its qualities of Natural Beauty.
- The adoption of river restoration policies maximising opportunities for natural processes to take place has expanded the functional flood plains along rivers and demonstrated reduction in flooding and increases in biodiversity, water quality, and amenity value.
- An increasing number of households has been accommodated without compromising the characteristic historic settlement pattern. Strong planning policies and a sound understanding of the dynamics of sustainable communities have influenced development. Environmental building technologies have improved the construction of buildings and the High Weald now supports 'green' modern designs using local materials.
- In woodland, local markets for wood to support conservation management, coupled with rising demand for wood fuel and an increasingly skilled workforce, have led to improved confidence in growing high-quality timber. Land is managed through diverse activities that are supported and nurtured where they deliver public benefits. Remaining full-time farmers specialise in high-quality products valued by local people. Part time farmers with a second income manage much of the land and support a contracting industry skilled in conservation management. There is a thriving population of small-holders and co-operatives who graze livestock or grow mostly specialist crops.
- The links between people, their communities and businesses, and the land has strengthened. The landscape now provides a range of ecosystem goods and services. Many residents grow their own food; are involved in small-scale production; have joined community land management initiatives; are employed in small businesses utilising products from the local landscape; and buy local products. Most residents and visitors enjoy informal and sensitive open-air use of the AONB and benefit from a rich, protected, well-understood and celebrated cultural heritage.

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By: Keith Ferrin, Cabinet Member for Environment, Highways and Waste
Kevin Lynes, Cabinet Member for Regeneration and Supporting
Independence

To: E&R Policy Overview Committee – 25th September 2008

Subject: E&R Annual Complaints 2008

Classification: Unrestricted

For Decision

1. Introduction

1.1 This report informs this Committee of the user feedback received by the Environment & Regeneration Directorate during 2006/07 and 2007/08.

2. Recommendations

2.1 Members of the E&R 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

Contact:

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Directorate Business Manager
01622 696836

Background Documents: E&R Customer Feedback Reports

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Summarised User Feedback:

Complaints

- The number of complaints received in E&R in 2006/07 was 341 and in 2007/08 was 660
- These complaints were received as follows:

Method of Contact	2006/07	2007/08
Comments Card	24 (7%)	75 (11%)
Email	104 (30%)	213 (32%)
Fax	1	2
Kent Website	2 (1%)	6 (1%)
Kent Messaging System (KMS)	12 (3%)	29 (4%)
Letter	133 (39%)	215 (33%)
Telephone	60 (18%)	119 (18%)
Face to face	3 (1%)	1
Unknown	2 (1%)	0

- In 2006/07 309 (91%) were acknowledged within 5 working days and 330 (97%) were responded to within 20 working days. In 2007/08 616 (93%) were acknowledged within 5 working days and 638 (97%) were responded to in full within 20 working days.
- The reasons for these complaints being received were as follows:

Method of Contact	2006/07	2007/08
Staff Conduct	26 (8%)	25 (4%)
Claim for compensation	6 (2%)	2
Contact Problems	1	15 (2%)
Disputed Decision	31 (9%)	23 (3%)
Information/Progress update	12 (4%)	10 (2%)
Lack of action/delay	144 (41%)	133 (20%)
Quality of service provided	92 (27%)	333 (51%)
Other	29 (9%)	119 (18%)

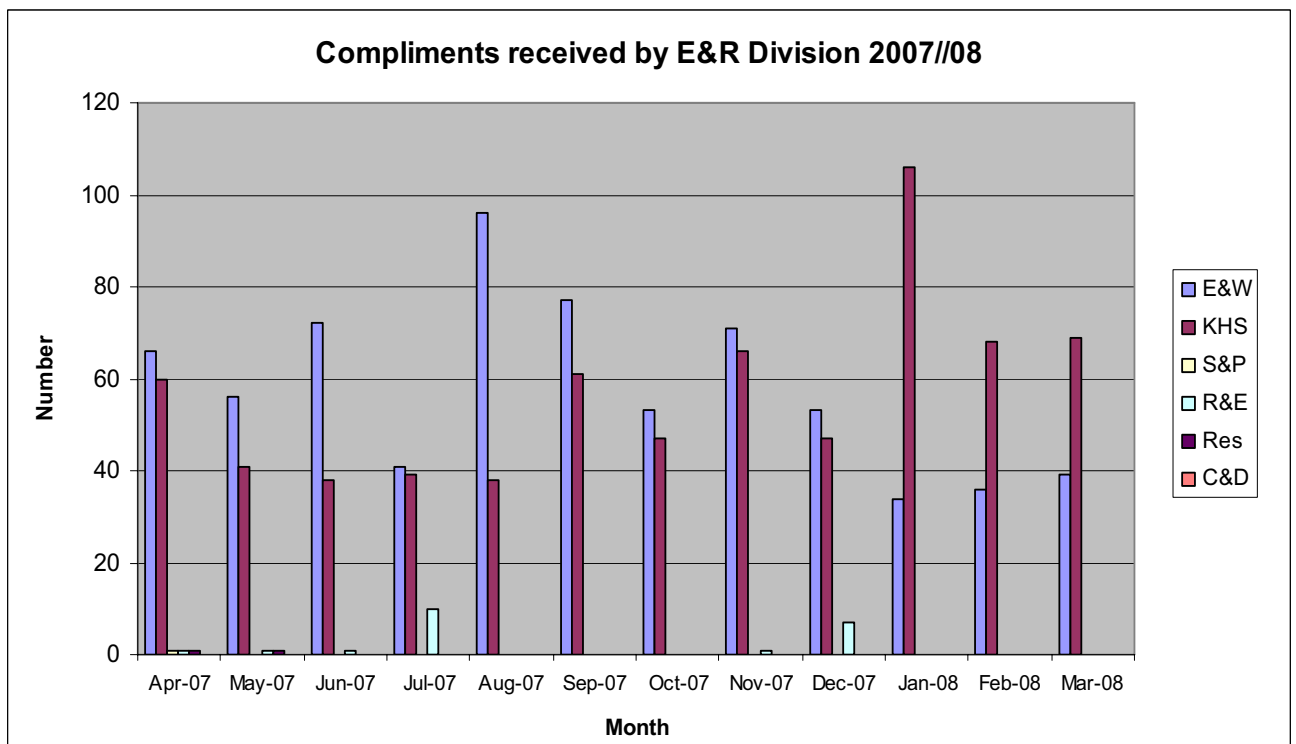
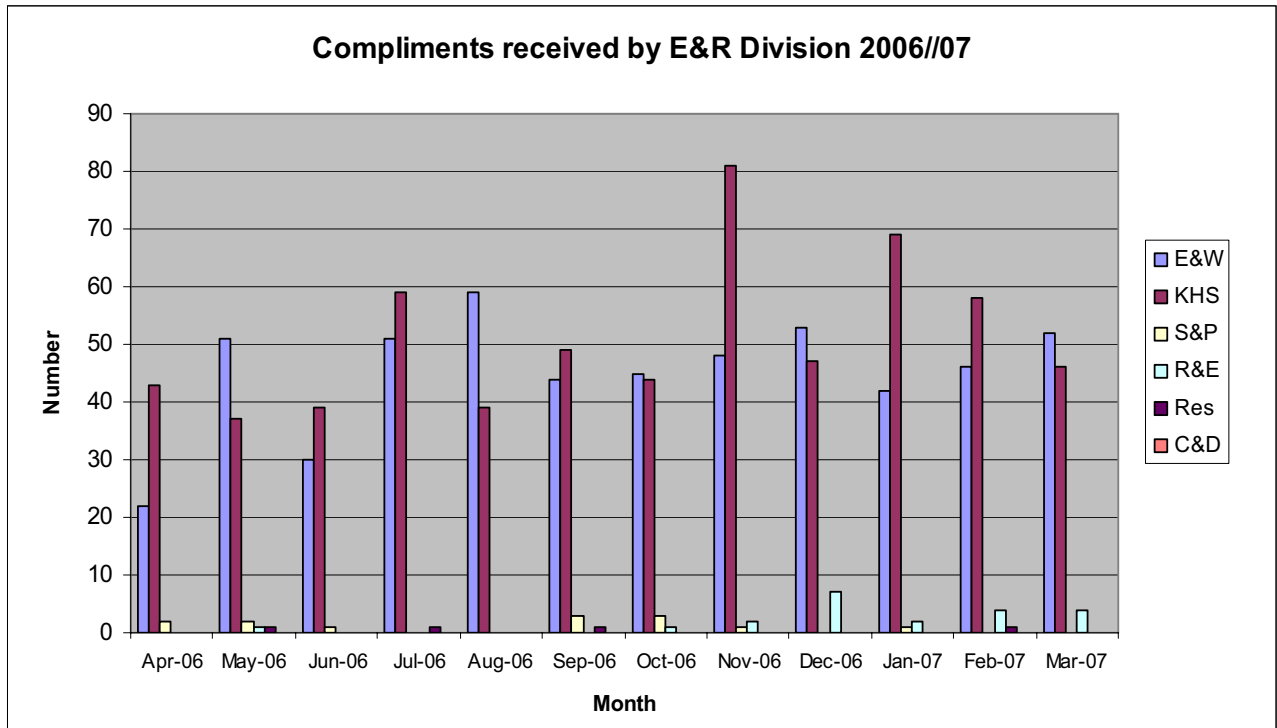
- As our two frontline services Kent Highway Services (KHS) and Environment & Waste (E&W) receive the majority if not all our complaints on a monthly basis. As such these two Divisions have learnt and changed/improved areas as follows:
 - Kent Highway Services (KHS) has now produced Service Plans for each of the seven areas of the business, which will cover the period 2008-2011. Part of the plan is a Customer Charter with detail actions to improve dealing with customer feedback, analysing data and recommending new and improved ways of working with more focus on the customer. Within the Business, Performance and Communications service plan an action for reviewing service standards to improve response times is detailed, with measures and expected outcomes.
 - In addition, all complaints are now monitored centrally, with actions being sent directly to the Heads of Service. A monthly report on complaints is sent to the KHS Senior Management Team which highlights key areas of concern. KHS are

also in the process of rewriting their guide to handling customer feedback which will be distributed to all KHS staff and they are looking to rollout additional customer care training later in the year.

- KHS has also implemented an action plan for improving letter response times across the organisation.
- E&W achieved Charter Mark (customer service) accreditation in March 2008 and is using the framework as a tool for continual improvement in its customer focus.
- E&W has conducted customer surveys and mystery shopping at a number of Household Waste Recycling Centres and Customers Surveys at some Country Parks. E&W is using the findings to provide customer led services and as a benchmark to monitor customer satisfaction.
- E&W has been more proactive this year in ensuring its customers can offer feedback by a number of methods e.g. Country Park Comments Cards, Explore Kent website and customer surveys.

Compliments

- In total, 1192 compliments were received by E&R between April 2006 & March 2007 and 1398 between April 2007 & March 2008. Once again the majority of these were received by KHS (51%) and E&W (46%).
- Copies of all external compliments are filed and provided to the Managing Director of E&R on a quarterly basis



Compliments/feedback

“Just a quick email to say a BIG THANK YOU for you and the contractors who arranged for the rail to be refitted on such short notice” *(Received by E&W Countryside Access)*

“Please thank all the others who were involved with the treasure hunt organisers for their honesty and integrity in conducting their affairs, which has given me the trust and confidence in entering future events, and we thank them all” *(Received by E&W Countryside Access)*

“I would like to praise the way the workmen worked during the summer to ensure that the bridge opened on time for the start of the new school year. The supervisor kept me informed throughout the summer as to the progress the project was making” *(Received by KHS – East Kent)*

“A big thank you for the quick response and a wonderful job done, very impressed with the speed it was attended, a big thank you to everyone involved” *(Received by KHS – West Kent)*

“It is seldom that people say kind words concerning visits from officials but it does seem that people who filled in evidence forms for additional footpaths and have so far been interviewed by Mrs McLauchlan have taken her to their hearts and admire the friendly and professional way in which she carried out these duties... you (Chris Wade), Laura Mortlock and of course Maria McLauchlan have been a pleasure to deal with...” *(Received by E&W Countryside Access)*

“...Australian friends think that it is the best of its kind that they have ever seen...in the case of these walks and similar publications, and the support you generally give to access to the countryside, you have done an excellent job.” *(Received by E&W Countryside Access)*

“To everyone involved with Tour de France...”well done you did Kent proud, everything was superb. A day to be remembered for many years.” *(Received by KHS HQ)*

“Thank you for taking the time to come to a site meeting to discuss solution to drainage problem. Meeting very helpful and much appreciated by the Parish Council and the residents.” *(Received by KHS East Kent)*

“...it was unanimous we had all learnt something. The course was well run and well structured.” *(Received by KHS HQ for the Speed Awareness Workshop).*

“...I would just like to commend the young man working there...who was really helpful. I didn't have to ask for assistance, he was over to help as soon as I lifted the boot. Service like this is really appreciated and this young man a great credit to you.” *(Received by Waste Management).*

“Lovely site very varied park facilities for everyone. Lovely new building – very impressed by environmental considerations...” *(Received by Shorne Wood Country Park).*

By: Cabinet Working Group on Climate Change (Alex King (Chairman), Keith Ferrin & Kevin Lynes)
 Managing Director for Environment and Regeneration

To: Environment & Regeneration Policy Overview Committee – 25 September 2008

Subject: A summary of progress towards delivering Kent County Council's Climate Change Action Plan (which implements Select Committee on Climate Change recommendations as adopted by Council in January 2007) and other environmental performance objectives. An overview of next steps for Environment and Regeneration Directorate (E&R).

Classification: Unrestricted

Summary: The Select Committee on Climate Change published its recommendations in October 2006. Kent County Council produced its first response in January 2007 in which it committed to a series of actions since drawn together in a Climate Change Action Plan, overseen by the Cabinet Working Group on Climate Change.

An interim progress update was received by this Committee on 31 January 2008. This report provides a further update on progress and outlines next steps for E&R to contribute to the next phase of the programme.

Recommendation: that Members:

- a. Note progress made to date;
- b. Agree proposed next steps for E&R (see 3.3, 4.3, 5.6 and 6.2);
- c. Invite E&R officers to report back further progress to the POC at six-monthly intervals.

1. Introduction

- 1.1. The Select Committee on Climate Change published wide-ranging and ambitious recommendations in October 2006. The Council approved action in response to the 12 sets of recommendations in January 2007. This action was a first response to the recommendations, focused on immediate priorities and on bringing together several existing areas of work into a coherent strategy.
- 1.2. An interim progress update was received for information by this Committee on 31 January 2008.
- 1.3. The climate change agenda continues to move rapidly. A reconvened review meeting of the Select Committee on Climate Change in March 2008 recognised that significant progress had been made and identified the next phase of work

now needed in each Directorate in KCC, which has been further supplemented by an independent review from Climate South East and the outcomes of KCC's recent CPA review.

- 1.4. In response, the Cabinet Working Group on Climate Change has asked that each Policy Overview Committee considers a next set of activities for their respective Directorate, in order to further raise awareness of opportunities to embed next steps.

2. An overview of KCC's Climate Change Action Plan

- 2.1. As the Committee will recall from previous discussion on 31 January 2008, KCC's Climate Change Action Plan is currently coordinated by the Corporate Policy Unit, Chief Executive's Department. This is in recognition of the broader cross-cutting approach needed to embed action across the organisation, with close working relationships with E&R colleagues. The Plan is grouped into three workstreams as defined in the Nottingham Declaration Action Pack (this is the definitive source of good practice for local government on tackling climate change to which KCC signed up in 2001), underpinned by cross-cutting leadership, governance and communication.

- 2.2. Further information is attached in case of interest:

- **Annex 1** summarises current KCC policy on climate change.
- **Annex 2** summarises the Climate Change Action Plan, some successes so far, and next steps as identified by the Select Committee on Climate Change, an independent review by Climate South East and the emerging regulatory framework on climate change.

The remainder of this paper focuses on action within E&R.

3. Specific action owned directly by E&R

- 3.1. E&R takes a specific and joint lead in delivery of several of the Select Committee on Climate Change actions; including Recommendations 3 (flood risk, water resources), 4 (schools, community projects and external funding), 7 (Kent travel planning), and 8 (planning policy and Kent Design Guide).
- 3.2. Significant progress has been made in many areas but there is more to do. This Committee received a comprehensive progress update on 31 January 2008, therefore **Annex 3** focuses on further progress since then.
- 3.3. The next set of opportunities are:
 - a. To continue leading work in KCC and across Kent (through the Kent Resilience Forum and the new flood risk indicator in the Kent Agreement 2) to manage **flood risk** from all sources in Kent. This includes coordinating implementation of the Select Committee on Flood Risk recommendations which supplement those identified in the Climate Change Action Plan;

- b. On **water demand and resources**, to continue influencing water companies during the remainder of the Periodic Review 2009 and business planning process for 2010-15;
- c. To continue **Eco-Schools** and **sustainable schools** initiatives, including launch of the Kent Schools Climate Change Action Pack next month and gaining further support from CFE to take work forward (also raised as a key action at the CFE Policy Overview Committee);
- d. To continue ongoing work to secure additional **external funding and income generation**, including through Interreg VI;
- e. To work with the Climate Change programme, as part of delivery of the Kent Agreement 2 carbon reduction target, to extend current **low carbon community** work.
- f. With the help of the corporate Sustainable Travel and Transport Working Group, to lead rollout of a pilot staff travel survey, enabling better measurement of KCC's carbon footprint associated with **business and commuter travel**, and to play a leading role in implementing policies to reduce this;
- g. Applying PPS1 and other relevant guidance to ensure that climate change is fully reflected in Kent **planning** decisions, in particular the Local Development Frameworks. To ensure the Kent Design Guide is updated as appropriate to reflect latest zero-carbon and climate change adaptation targets;
- h. Following on from the BRANCH project, to lead further work on climate change adaptation for the natural environment in Kent.

4. Mitigation and carbon management in E&R

- 4.1. E&R provides secretariat functions and has lead representatives on the KCC Environment Board, which has agreed a prioritised strategic action plan on environmental performance for KCC. The Directorate also hosts the Corporate Environmental Performance Group and leads a range of cross-Directorate sub-groups.
- 4.2. E&R is leading the way in KCC in tackling all aspects of environmental performance, becoming an exemplar and benchmark for the rest of the organisation. Since becoming the first Directorate to achieve ISO 14001 environmental management system accreditation, it has set a series of increasingly challenging environmental performance targets. In 2008-09 E&R became the first Directorate to set a specific business mileage reduction target of 10%. The Kent Alliance became the first part of KCC to begin conversations with their supply chain about monitoring and reducing the carbon footprint of outsourced functions and services.
- 4.3. Looking forward to March 2009 and beyond, the next set of opportunities for E&R are:

- a. To continue to **lead by example** to demonstrate what is possible in terms of reducing Directorate carbon emissions from E&R's estate, business travel and outsourced operations;
- b. To **invest-to-save** in further carbon-saving and energy-saving measures across the Directorate, taking advantage of high energy prices and increasingly attractive payback periods. This includes, but is not limited to, making full use of the corporately-funded Energy Loan Fund and of upcoming Energy Performance of Buildings analysis where feasible;
- c. To further develop understanding of the impacts of the Carbon Reduction Commitment on the Directorate.

5. Service adaptation and resilience in E&R

- 5.1. KCC is taking a risk-based approach to identifying vulnerabilities and opportunities for its services arising from the changing climate. A standard methodology has been developed based on national good practice, which the corporate Climate Change team has been using successfully to engage both senior managers and frontline staff across service areas, often as a supplement to the standard business planning process.
- 5.2. The method reveals some interesting relationships between the changing climate, service delivery and the resilience of wider "receptors", for example patterns in service demand, impacts on staff and customers, implications for all long-term policies, strategies and decisions, implications for local budget structures, insurance, logistics and management structures. These are often subtle, but are critical to understand and respond to on a risk-based basis in order to maintain high standards of service delivery, not least when it is critical to retain continuity of service during extreme weather events. In many cases, business models are not yet optimally adapted to the current climate, let alone any future changes.
- 5.3. Extreme weather events, nested within longer-term trends, cause the most disruption and economic impact. An innovative initiative is being taken forward by Kent partners to develop a Kent Local Climate Impacts Profile, with support from the UK Climate Impacts Programme and a national network of pilot projects. This quantifies the impacts of recent extreme weather events on services, communities and businesses in Kent, establishes thresholds, and combines these with predicted climate and weather trends in order to improve decision-making about what adaptive response is appropriate. Products from this will continue to inform the risk-based approach.
- 5.4. The KCC Climate Change Action Plan as agreed by Cabinet requires each Directorate service area to demonstrate an understanding of climate change impacts and begin to deliver appropriate adaptive responses from 08-09 business plans onwards. Some further information about the analysis process, including more possible impacts and adaptive responses for E&R is at **Annex 4**.
- 5.5. Some highlights to date in E&R are:

- a. E&R held an initial adaptation workshop for senior managers in 2007 that raised awareness of how to assess climate change impacts to inform the 2008-09 business planning process.
- b. Building on initial results from the pilot Kent Local Climate Impacts Profile project (in which roads were identified as the most-frequently impacted receptor of extreme weather events in Kent), the Kent Alliance also hosted a successful climate change adaptation conference in early 2008 that shared latest research, risks and good practice in terms of adapting Kent's road network to the changing climate.
- c. "Climate-proofing" and an understanding of climate impacts is already well embedded into many other E&R service areas, including flood risk and water policy, biodiversity and coastal work. There is a further opportunity to align agendas through the forthcoming KCC Regeneration Strategy.

5.6. The next set of opportunities are:

- a. Further work to develop a more comprehensive climate change adaptation strategy across all E&R service areas;
- b. To participate fully in the development of the Kent **Local Climate Impacts Profile** upon request, in terms of data input from a range of service areas, and also to explore the possibility of analytical support from the Analysis and Information Team, eventually aligned to Kent View;
- c. In line with the KCC Environment Policy, to continue to build capacity for applying a clear approach within the Directorate for "**climate-proofing**" all decision-making and policy work.

6. **E&R's community leadership role**

6.1 E&R has a particularly important role to play in terms of influencing external partners, businesses and citizens across Kent. The new climate change carbon reduction and adaptation targets are hosted under the Environmental Excellence and Economic Success theme strands of the Kent Agreement 2, both of which are led by E&R officers. E&R has also been instrumental in establishing a functional Kent (Local Authority) Environment Directors Group envisaged to have an important role to play on climate change within the revised Kent Partnership governance structures to implement the Kent Agreement 2.

6.2 The next set of opportunities are:

- a. To continue to work closely with the Climate Change team towards **delivery of Kent Agreement 2 targets** on carbon reduction and adaptation, including leadership of some specific projects;
- b. To continue to take a strong **influencing** role with partners across Kent, in particular through the revised Kent Partnership governance structures;

- c. To use the forthcoming KCC Regeneration Strategy to take forward the climate change agenda;
- d. To continue to take opportunities to **raise awareness** and **incentivise behaviour change** through a range of channels including planning policy, sustainable schools, extended low carbon community work, country parks, and wider Greening Kent work.

7. Conclusion

- 7.1. Kent County Council has made good progress towards delivery of the Climate Change Action Plan in the last 18 months. However, as the economic, regulatory, public opinion and scientific drivers become stronger, E&R will wish to demonstrate a further significant contribution towards the next phase of the Action Plan as outlined above, both by leading by example internally and supporting delivery of Kent-wide targets on carbon reduction and climate change adaptation under Kent Agreement 2.

8. Recommendations

8.1 Members are asked to:

- a. Note progress to date and the general shape of the Climate Change Action Plan going forward;
- b. Agree the proposed next steps for E&R, in particular as outlined at **3.3, 4.3, 5.6 and 6.2** above;
- c. Invite E&R officers to report back progress to the POC at six-monthly intervals starting March 2009.

Lead officer contacts:

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Annex 1: Summary of current KCC policy on climate change

Kent County Council recognises that climate change is happening and that KCC has a critical role in helping Kent's businesses, communities and individuals understand and prepare for the impacts of climate change, as well as playing their part in reducing those impacts. Some climate change is already unavoidable and will require us to adapt to the inevitable as well as reducing emissions to minimise future climate change.¹

- KCC has been signatory to the *Nottingham Declaration on Climate Change* since 2001 (now signed by most local authorities in the UK, including most in Kent)².
- The implications of climate change cut across all work areas of KCC's work and services, and as such require a corporate, organisation-wide response across the themes below³. KCC will ensure staff are aware of the relevance of climate change for all its services and activities⁴.
- KCC's vision, as stated in the KCC Environment Policy¹, is to stabilise and progressively reduce the Council's environmental footprint; to progressively reduce carbon dioxide emissions and make sure the KCC estate and services are adapted to the future impacts and opportunities of climate change. KCC will 'climate proof' decisions to ensure it reduces its contribution to climate change and help to prepare for the impacts and opportunities of unavoidable climate change.
- Tackling climate change has been identified as a priority for 2008-09 in KCC's Annual Plan⁴.

Climate change mitigation & carbon management within KCC

- Through implementation of the KCC Environment Policy and the ISO 14001 environmental management system, KCC will make continuous improvements in reducing the impact of KCC's buildings, vehicles and operations on the environment⁵.
- KCC has a special responsibility to lead by example and will ensure that carbon emissions arising directly from the delivery of its services are minimised. KCC is committed to reducing carbon emissions arising from its own estate by 10% by 2010 and 20% by 2015 (from a 2004 baseline), in line with current Government targets towards 60% by 2050⁶.
- KCC is extending its carbon reduction work to include emissions from arising from business travel, commuter travel, outsourced services and other sources, in line with the approach in the *Cabinet Paper on KCC Energy Reduction Targets (2007)* and the new Government national indicator on carbon emissions from local authorities.
- These will be real reductions arising from increased energy efficiency and use of on-site renewable energy. Carbon offsetting will only be considered as a last resort when all other options have been explored – e.g. for some essential car use⁶.
- KCC is committed to continuing the Energy Loan Fund (which funds capital investment for energy-saving, water-saving and renewable energy measures across the KCC estate)^{5,6}.
- KCC is preparing for the impact of the Carbon Reduction Commitment on KCC from 2010 onwards by joining the Local Government Information Unit (LGIU's)

innovative *Carbon Trading Councils* scheme for 2008-2009. This stimulates the idea of operating within carbon budgets and trading with other councils⁴.

- Towards 2010 Target 41: KCC will ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying an evidence-based approach to sustainability using energy-efficient, robust and built to last materials⁵.

Climate change adaptation and resilience

- KCC will ensure that the impacts of climate change on all KCC work areas and services are understood and that appropriate adaptive responses are identified in business planning from 2008 onwards³.
- KCC is committed to continuing development of a Kent Local Climate Impacts Profile in order to inform a risk-based approach⁴.

Community leadership

- KCC will develop plans and projects with its partners and local communities to progressively address the causes and impacts of climate change, according to local priorities and securing maximum benefit for communities.
- KCC will lead work through the Kent Partnership and Kent Public Service Board to deliver the Vision for Kent, which contains a goal to reduce Kent's contribution to climate change by reducing energy use and increasing energy efficiency and to prepare for its impacts⁷.
- Specifically, KCC will continue to lead activities under the *Kent Agreement 2* to help the county to reduce carbon emissions and adapt to the changing climate, moving towards creation of a low-carbon and climate change resilient economy⁴.
- On Kent-wide carbon reduction, KCC will play its part towards achieving an 11.2% ($\pm 2.5\%$) reduction in per capita CO₂ emissions across Kent by 2011 in line with National Indicator 186⁸.
- KCC will play its part towards planning to adapt to climate change across Kent by 2011 in line with National Indicator 188⁸.

Energy policy⁹

- KCC will take an evidence-based, case-by-case approach to influencing decisions about the future energy mix in the UK, following the energy hierarchy⁹:
 1. *Reduce*: We will support energy efficiency measures thereby reducing the need for new power stations and sources;
 2. *Renewables*: We will support new opportunities for renewable energy sources where practical and in the best interests of the people of Kent;
 3. *Rethink*: Where there is a need, for the best interests of the people of Kent, to build new fossil fuel / nuclear power stations as part of the energy mix, we will support the most efficient technologies possible.

Biomass and biofuels⁹

- KCC is exploring opportunities for using biomass and biodiesel.
- It is important that the source of biofuels and biomass is sustainable and each proposal will be considered on a case-by-case basis with the aim of balancing locally-sourced sustainable supply and demand for biofuels.

- KCC recognises that there are opportunities in Kent to make better commercial use of our own available biomass, notably coppiced woodlands. KCC supports such schemes where they are of benefit to the people of Kent.

Water policy³

- KCC recognises that supporting efforts to ensure the maintenance of a healthy water environment is central to its community leadership role.
- KCC will adopt and adhere to a *water policy hierarchy* based on an evidence-based, case-by-case approach:
 1. *Reduce*: We will support a reduction in the use of water and leakages thereby minimising the need for the development of new resources
 2. *Rethink*: Where there is a business need for recycling water or developing new resources we will call for further work to compare the feasibility and sustainability of options and support those which offer the best practicable environmental outcome.

Climate Change Programme | Corporate Policy Unit Correct as at 1 September 2008

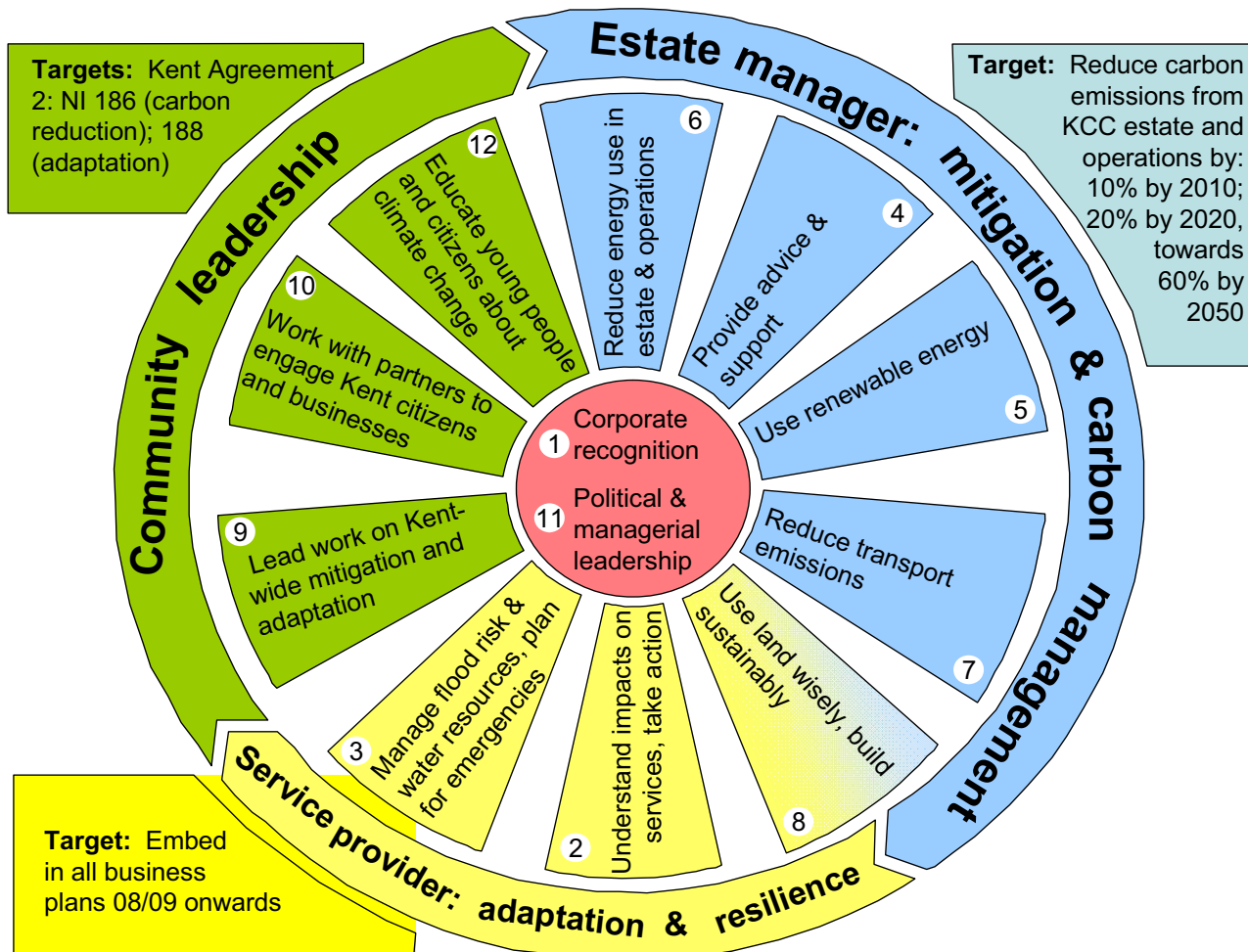
1. Revised KCC Environment Policy (2007)
2. KCC's Nottingham Declaration on Climate Change commitment (2001)
3. Council response to Select Committee on Climate Change Report (2007)
4. KCC Annual Plan 2008-2009
5. Towards 2010 targets (2007 update)
6. Cabinet paper on KCC energy reduction targets (2007)
7. Vision for Kent (2006)
8. Kent Agreement 2 (2008)
9. Agreed by Cabinet Working Group on Climate Change (2008)


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Annex 2: KCC Climate Change Action Plan overview

Overview

The following diagram shows the Select Committee recommendations grouped into 3 strands of action, together with the high-level targets for each strand:



 = Workstream number

 = Select Committee Recommendation reference number

Benchmarking

An independent assessment of the KCC Climate Change Action Plan by Climate South East in February 2008 concluded that:

- Full implementation of all the outcomes intended by the Select Committee on Climate Change would position KCC at Level 5 on a scale of 1 to 6, and therefore amongst the leading public and private sector organisations responding to climate change.
- Significant progress has been made in the first phase of the Climate Change Action Plan; a strong foundation upon which to build. KCC is now averaging Level 3, with some leading edges into Level 4.

- Implementation of next steps identified above and in the full range of papers going to all Directorate POCs will enable KCC to make significant further progress towards Level 5 and even beyond.

Several of our Climate Change Action Plan projects and initiatives are now being held up as exemplars across the South East, the UK as a whole and internationally.

Highlights to date and next steps

The full plan runs to some 30 pages. Some brief highlights only are listed here.

Some selected highlights	Important next steps ¹
Corporate leadership	
<ul style="list-style-type: none"> ▪ Governance arrangements established, including Cabinet Working Group on Climate Change ▪ Programme team established ▪ Programme funding baselined ▪ New KCC Environment Policy ▪ Energy-saving measures for Directorates embedded into ISO 14001 accreditation programme ▪ Targets embedded in Towards 2010, business plans, Annual Plan ▪ New sustainability appraisal for decisions ▪ KCC climate change officers are leading and actively participating in several regional and national good-practice networks 	<ul style="list-style-type: none"> ▪ Stronger Directorate-led ownership of next steps through Policy Overview Committees* ▪ Further corporate improvement on climate change and sustainability through CPA Improvement Plan and linked to audit processes* ▪ New internal “hearts and minds” engagement on climate change and environmental issues, including staff training, regular written briefing for Members, Kent Graduate Programme project on climate change autumn 2008 (with Carbon Trust funding)* ▪ New external and internal webpages on climate change autumn 2008 ▪ New “breakthrough” projects to be scoped around which to focus staff development, testing what is possible: Better Workplaces and Building Schools for the Future projects*
Estate manager: mitigation & carbon management	
<ul style="list-style-type: none"> ▪ Carbon reduction targets agreed by Cabinet ▪ Carbon emissions reduced by ~3% so far ▪ Energy Loan Fund extended, achieving significant carbon savings ▪ Set of working groups established to drive progress in estates, travel & transport etc. ▪ Participating in Carbon Trading Councils initiative 2007-08 to help prepare for Carbon Reduction Commitment (mandatory cap and trade scheme from 2010) 	<ul style="list-style-type: none"> ▪ New drive for energy efficiency and take up of renewable energy across KCC directorates (due to energy price rises, improved progress towards carbon targets, “early action” credit for Carbon Reduction Commitment, regulatory requirements under Energy Performance of Buildings legislation*) ▪ Develop and implement (as opportunities arise) expanded breadth of KCC’s measured carbon footprint to include all forms of travel, IT, operations, outsourced services, procured goods (also CAA

¹ Those steps that are **asterisked*** were identified or re-emphasised in the 12-month review of progress by the Select Committee on Climate Change in March 2008.

Some selected highlights	Important next steps¹
<ul style="list-style-type: none"> ▪ Commitment in principle to BREEAM “very good” design standard for KCC buildings. Government now requires all new buildings to be “excellent / zero carbon” by 2019. ▪ Ongoing training programmes for energy management for facilities managers, school caretakers etc. ▪ KCC commercial fleet now runs on 5% biodiesel. ▪ Most schools now have travel plans. ▪ Switch to low-energy traffic signals, streetlighting pilot. 	<ul style="list-style-type: none"> requirement). Review and extend KCC’s internal carbon targets in line with this* ▪ Develop and implement sustainable procurement strand (an outline sustainable procurement action plan has now been agreed that starts with a few pilot projects across KCC spend areas, including ways to incorporate carbon management into assessment criteria)* ▪ Travel and transport remains about 40% of KCC’s carbon footprint. New drive to reduce emissions / costs of transport and travel across KCC, new policies to be implemented by March 09*
Service provider: adaptation & resilience	
<ul style="list-style-type: none"> ▪ All 2008-09 business unit operating plans had some initial reference to developing an understanding of how the changing climate will impact service delivery and what action to take in response. ▪ KCC-specific methodology (based on good practice) established for all service areas to use to climate-proof their services. Now an exemplar. ▪ Report published and implementation in progress about impacts of climate change in Kent on biodiversity. ▪ Separate Select Committee on Flood Risk convened summer 2007, recommendations adopted by Council March 2008 (together with Pitt Review actions). Significant work now being taken forward in KHS, Kent Resilience Forum and elsewhere. ▪ Water policy adopted by KCC in 2007. 	<ul style="list-style-type: none"> ▪ Significant further work to be completed during 2008-09 to support each service area in developing a comprehensive climate change adaptation plan. ▪ Now that PPS1 (climate change) and other guidance is available, a new focus is needed in KCC to ensure planning decisions in Kent are “climate-proof”, including district LDFs.* ▪ Ensure sufficient up-to-date guidance available for new development and retro-fitting, including updating Kent Design Guide if needed* ▪ Further work on Kent flood risk management ▪ Further work to influence water company plans including re. balancing supply and demand, water efficiency, carbon emissions arising from water treatment
Community leadership	
<ul style="list-style-type: none"> ▪ Climate change mitigation and adaptation targets for the county agreed under the Kent Agreement 2 (2008-11), under both the Environmental and Economic themes. Comprehensive yet pragmatic delivery plans created, opportunities for drawing in external funding being pursued. 	<ul style="list-style-type: none"> ▪ Secure extension of Energy Loan Fund to support Kent district councils too as far as possible* ▪ Programme of workshops and activity to share good practice between and further support action in district councils ▪ To provide further advice to parish councils

Some selected highlights	Important next steps¹
<ul style="list-style-type: none"> ▪ Initial pilot Kent Local Climate Impacts Profile project a significant success and best practice exemplar ▪ Kent Low Carbon Communities pilot project has created significant public interest, has the potential to make real carbon savings, and has produced what is probably the most comprehensive and practical community toolkit currently available ▪ Kent Schools Climate Change Action Pack completed and will be published October 2008. ▪ Work has started with several district councils to help them develop their climate change programmes 	<ul style="list-style-type: none"> ▪ Extension of Kent Low Carbon Communities pilot project (wider reach of resources into other communities, revision of toolkit, Kent-wide challenge fund and related activity) ▪ Broader citizen and business-focused engagement, communication and support (with other Kent partners) ▪ Kent-wide Local Climate Impacts Profile next phase project involving range of key partners. Preparation for release and use of new UK climate scenarios to be issued November 2008 ▪ To improve how Local Boards can continue to support Kent-wide climate change objectives.* ▪ To continue work and engagement with young people in Kent* ▪ To consider how best to apply the Sustainable Communities Act to deliver Kent Agreement 2 climate change objectives.

Annex 3: Action for which E&R has specific joint responsibility

Progress updated to best of knowledge as at 28 August 2008, focusing on further progress since previous paper

Recommendation “KCC should...”	Council response “KCC will....”	✓ Progress to date → Next steps
Recommendation 3: Manage flood risk & water resources		
Flood risk management 1. Strongly support the Environment Agency’s efforts to promote sustainable approaches to flood risk management, to restrict building in areas at high risk of flooding and to ensure that flood resilience is built in to new development. 2. Ensure that where development in the indicative flood plain goes ahead it is concentrated in well-defended areas at higher densities. 3. Ensure that development pressure is not simply transferred from high flood risk areas to lower risk areas which may face other environmental constraints, climate-related or otherwise.	We will work closely with the Environment Agency to promote greater understanding of the challenges ahead and explore with them the scope for new initiatives to tackle them. This will include pressing government to fund and build the flood defences required for the Thames Gateway programme. We will work with our partners to ensure that Local Development Frameworks adequately reflect these recommendations.	Flood risk management ✓ Select Committee on Flood Risk recommendations adopted by Council in March 2008, together with actions arising from the Pitt Review. ✓ Work ongoing through the Environment Agency, Kent Resilience Forum Severe Weather Working Group and Kent Highways Services to develop better understanding of vulnerable infrastructure, communities and property to different sources of flood risk in Kent (including flash flooding and groundwater flooding). ✓ New indicator on sustainable flood risk management, focusing on awareness-raising for citizens and businesses at risk of flooding about action they can take, under Kent Agreement 2. ✓ Significant range of new planning policy, construction and other national and regional guidance and support now available. ✓ Work is ongoing (due for completion October 2008) to develop a specific checklist on climate change-related issues to support KCC influence on Kent district council LDFs (see also Recommendation 8).
Water resource management 4. Adopt a new statement of water policy, emphasising the importance of demand management and reflecting current concerns about water	A revised statement of water policy addressing the need for a climate conscious approach will be put before Council for approval on 14 December. We will convene a follow-up	Water resource management ✓ New water policy approved and published (see also Annex 1). Now being delivered through mechanisms ranging from responses to external consultations through to practical, KCC led, delivery projects. Towards 2010 Target 46 (lobby to ensure house-building does not threaten Kent’s water supplies) provides focus for specific outputs. ✓ Target to reduce KCC’s own water use by 7.5% by 2010 on track ✓ Several successful water efficiency demonstration projects for

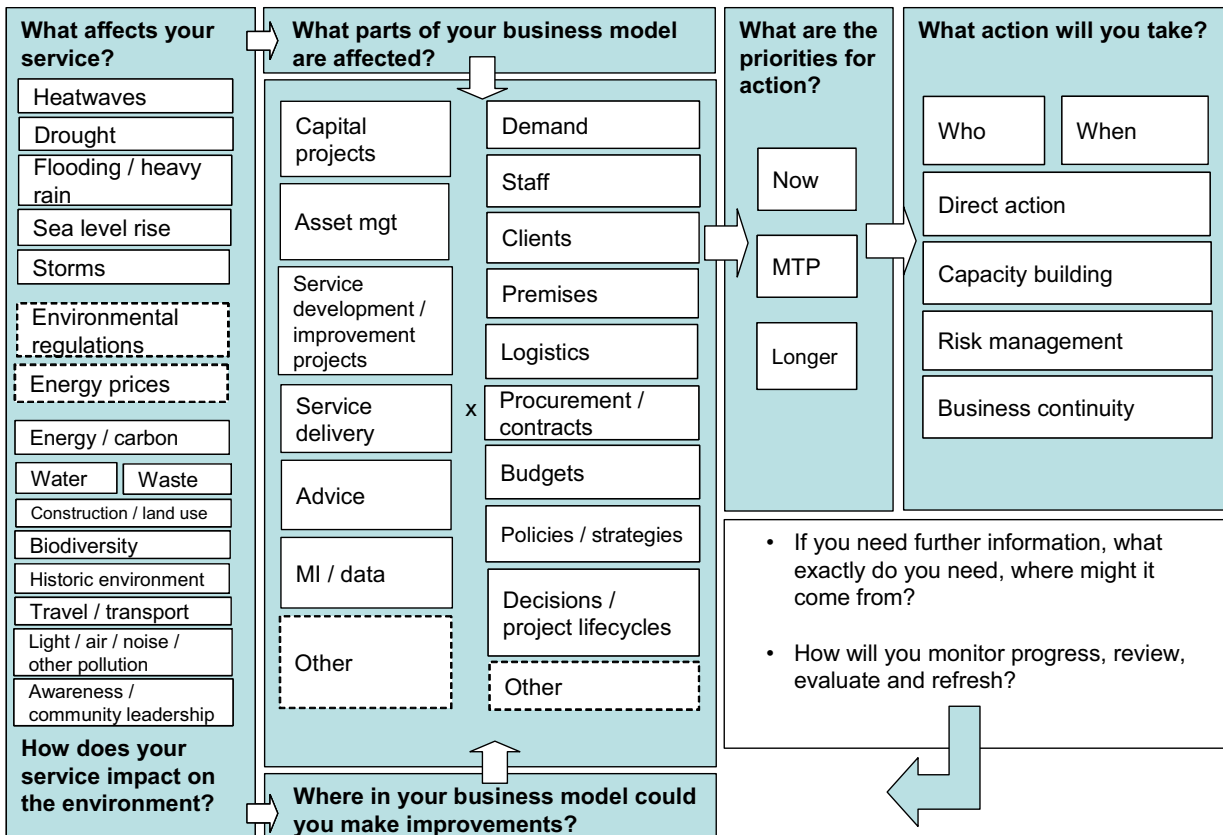
<p>Recommendation “KCC should...”</p> <p>resources and long-term concerns about climate-change impacts.</p>	<p>Council response “KCC will...”</p> <p>submit with water companies.</p>	<p>✓ Progress to date</p> <p>→ Next steps</p> <p>new and existing housing, working with a range of Kent partners. ✓ KCC has set up and, since 2005, has led the Kent Water Demand Management Group. This partnership with key water industry organisations has established itself as a national exemplar. ✓ KCC, in partnership with Southern Water, South East Water and Folkestone and Dover Water <i>The Big Water Debate: Future Water Challenges</i> in June 2008. This enabled KCC to engage with the water companies and discuss future implications of climate change, in particular in relation to the Periodic Review 09. A paper was taken to Cabinet in August outlining proposed next steps for influencing this process.</p>
<p>Recommendation 4: Provide energy advice and support</p>		
<p>1. Offer funding to energy advice centres such as Creative Environmental Networks (“CEN”) to extend promotion and delivery of their free energy advice service and the projects indicated below.</p> <p>2. Endorse and advertise this service prominently and aggressively through KCC publications and the kent.gov.uk website.</p> <p>3. In conjunction with the project provider, consider creating a specific fund for the retro-fitting of domestic energy efficiency measures to achieve carbon dioxide emission reductions, with the wider aim of promoting the impacts of climate change.</p> <p>4. Partner with the Kent ECO-Schools team and other</p>	<p>As a first step, we will ask officers to:</p> <ul style="list-style-type: none"> • identify opportunities to access appropriate EU funding streams for energy efficiency projects (e.g. Interreg IVA and new Objective II SE Competitiveness Programme which include headings on energy efficiency) • Partner with the Kent Eco-Schools team (E&R) and other stakeholders to produce a county-wide “school pack” on climate change. 	<p>Energy Advice and Support</p> <p>✓ Funding opportunities identified in principle (e.g. Interreg IV, Kent Improvement Partnership) for several parts of this action plan (not just limited to sustainable energy advice).</p> <p>→ KCC has funded Low Carbon Communities pilot project in 2007-08, working with CEN, and aims to continue this.</p> <p>✓ Priorities for KCC involvement in Interreg projects for climate change objectives have been agreed.</p> <p>→ Advanced discussions now ongoing on a range of climate-change-related projects under Interreg IV, with an emphasis on behaviour change.</p> <p>→ Work ongoing to secure additional funding for climate change work and in-kind support from the new Energy Saving Advice Centre for Kent and the Kent Improvement and Efficiency Partnership.</p> <p>✓ Central Government sent a general climate change pack to all schools in 2007 which initially met this requirement.</p> <p>✓ Several Big Green Fairs have been held to engage schools about climate change.</p> <p>→ More recently, Kent schools requested a more specific pack about the local Kent context aligned to the new curriculum changes. This has now been prepared by the Eco Schools team</p>

Recommendation “KCC should...”	Council response “KCC will....”	✓ Progress to date → Next steps
stakeholders to produce a county-wide “school pack” on climate change.		and will be launched in October 2008.
Recommendation 7: Reduce transport emissions		
<p>The Select Committee recommends KCC:</p> <ol style="list-style-type: none"> 1. Review its approach to transport policy to put reduction of greenhouse gas emissions from transport as a foremost objective. 2. Re-prioritise transport schemes within its Local Transport Plan to bring forward those which are likely to deliver absolute reductions in emissions. 3. Lead Kent’s residents and businesses to a better understanding of the total costs of transport and use its influence as planning and highways authority to deliver real reductions in emissions. 4. Lobby central and regional government about the current and future contribution of transport to climate change and the need for national and regional solutions where local ones alone will not work. 5. Raise the existing target to increase commuting by KCC staff by public transport, walking 	<p>Transport is one of the most challenging areas: while it is clear that overall emissions from transport make a significant contribution to the problem, we cannot ignore that it is difficult to provide low carbon solutions to meet all travel needs in a widely dispersed county like Kent. Our vision for transport in Kent – as set out in the Local Transport Plan published in March 2006 – is: <i>“To provide good accessibility to jobs and services for all sections of the community in Kent and to improve the environment by reducing congestion and pollution, widening the choice of transport available and by developing public transport, walking and cycling.”</i></p> <p>Several Towards 2010 objectives will help relieve congestion and thereby reduce carbon emissions.</p> <p>We already have a Travel Plan for KCC staff at County Hall and have recently introduced a Car Club (car pool/leasing scheme)</p>	<p>Reduce transport emission</p> <ul style="list-style-type: none"> ✓ Green Transport week 2007 promoted range of available sustainable travel options for KCC (e.g. Kent car share, Streetcar etc) although lasting impact was low ✓ Cross-cutting Sustainable Travel and Transport working group now established and has commissioned in-depth KCC travel carbon footprint study (pilot begins autumn 2008) to improve baseline data, prioritise and take forward a range of further actions. ✓ Switch to low energy traffic signals completed by spring 2008; streetlights subject to outcome of pilot testing ✓ KCC Streetcar fleet now VW Polo Blue Motions (low emission vehicles) <p>→ Carbon emissions from KCC travel and transport are about 40% of our carbon footprint, this remains a difficult area. However, there is renewed corporate appetite for exploring solutions, supported by the Chief Executive, including through Resource Directors and COG.</p> <p>→ Further work (after footprint study) to incorporate KCC travel emissions into carbon emissions for 2008/09 (action agreed by Cabinet March 2007)</p> <p>→ Kent-wide action through delivery of Kent Agreement 2 and continuous improvement of Local Transport Plan. Freedom Pass is one example of county-wide measure with associated carbon savings.</p>

Recommendation “KCC should...”	Council response “KCC will....”	✓ Progress to date → Next steps
<p>and cycling, and set a new target to reduce overall business mileage travelled by KCC Members and Staff.</p> <p>6. Review the lease car scheme for KCC staff to prioritise the use of low carbon dioxide emissions vehicles and eliminate the option to select vehicles with high carbon emissions.</p>	<p>which is also open to other Maidstone town centre employers and residents in the ME14 postcode area on evenings and weekends.</p>	
Recommendation 8: Use land wisely, build sustainably		
<p>The Select Committee recommends that KCC's development control function give high priority to climate change.</p>	<p>We will ask officers to consider how best to take this forward in collaboration with the district councils.</p> <p>We will continue to look for opportunities to reiterate our concerns about the impacts of a large volume of new development, both in contributing to climate change and also in exacerbating the difficulties we face in adapting to the effects of the unavoidable climate change already with us</p> <p>We will invite the Biodiversity Action Plan partnership to submit a scoping report (including advice on synergy with current research work being carried out by English Nature) in the Spring 2007.</p>	<p>Use land wisely build sustainably</p> <ul style="list-style-type: none"> ✓ KCC submitted responses to consultations including on PPS on climate change (which has now been published in final form). ✓ High-level training sessions provided to S&P colleagues on climate change ✓ Scoping report and recommendations published on impacts of climate change on biodiversity <p>→ Work ongoing to complete a checklist for KCC engagement on climate change issues through the Local Development Framework consultation process (due for completion autumn 2008).</p> <p>→ Further work to review existing range of national and regional guidance, including updates to Kent Design Guide to ensure it is fit for purpose for both climate change mitigation and adaptation.</p> <p>→ Further work to support a spatial network and connectivity approach to enabling the natural environment to adapt to climate change, and to provide us with important ecosystem services (building on and applying BRANCH project approach)</p>

Annex 4: Climate change and environmental performance in E&R: analysing service impacts

A simple flowchart aligned to business planning:



Some further selected climate change adaptation opportunities and challenges for E&R:

Impacts on biodiversity with a squeeze on 'climate space' for some and an expansion for others, including invasive species	Re-link and de-fragment habitats and create green corridors to help species adapt and migrate
Increased risks/costs of maintaining historic buildings, changes to character of parks, additional water requirements of gardens	Development of new, proactive management approaches
Waste will decay faster in higher summer temperatures	Review waste storage facilities and collection schedules
Higher summer temperatures and higher, more intense winter rainfall may affect landfill	Review design and operation of sites to reflect climate change impacts
Range of issues for highways construction and maintenance	Review design standards and maintenance regime

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By: Overview, Scrutiny and Localism Manager

To: Environment and Regeneration Policy Overview Committee
25 September 2008

Subject: Select Committees – Update

Classification: Unrestricted

Summary: This report updates Members on the Select Committee Topic Review programme.

Select Committee: Accessing Democracy

1. This Select Committee under the Chairmanship of Mrs Angell has produced its report which was considered by Cabinet on 15 September 2008. For copies of the Executive Summary and/or the report please contact Angela Evans on 01622 221876 or email angela.evans@kent.gov.uk

Select Committee: Future Rail Services in Kent

2. The Select Committee for Future Rail Services in Kent under the Chairmanship of Miss S Carey is currently gathering evidence. The work of this Committee will be concluded in December.

Policy Overview Co-ordinating Committee

3. The Policy Overview Co-ordinating Committee met on 10 September 2008 to discuss the topic review programme and other issues including, publishing and launching Select Committee topic review reports and programming of POCs in 2009. The outcomes from this meeting were:-.

- (a) A draft protocol for publicising Select Committee Topic reviews was approved this will be submitted to Selection and Member Services for approval to pass it to the County Council so that it can be embedded in the Constitution.
- (b) A suggested process for launching Select Committee topic reviews via County Council was agreed and is to be discussed with the Chairman of the County Council and Cabinet prior to consideration at Selection and Member Services Committee.
- (c) The Chairman and Spokesmen agreed to meet informally to discuss Member capacity to cover the number of ad-hoc Member Committees and Select Committees which were not part of the agreed work programme and report back to the February 2009 meeting of the Policy Overview Co-ordinating Committee.

Recommendation

4. Recommended that the update be noted.

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Background Information: *Nil*