

**Towards 2010:
Final Report**

September 2010

DRAFT AS AT 2 SEPTEMBER

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Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots		
Lead Cabinet Members: Nick Chard/Sarah Hohler	Lead Managing Directors: Mike Austerberry/Rosalind Turner	Lead Officers: David Hall/Scott Bagshaw

Status: Completed

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

Kent public transport operators, Kent Youth County Council, secondary schools.

Outcomes delivered:

- The Kent Freedom Pass scheme, where for £50 per year young people in academic years 7 to 11 can travel for free on public bus services in Kent, has been delivered and has proved extremely successful. We have worked well with schools and bus operators and the scheme has been effectively administered through the Transport Integration Team. The countywide roll out was completed in June 2009
- The total number of Freedom Passes on issue is over 22,000 (as at March 2010), which exceeded the target set. Term time usage is now running at over 600,000 single trips per month. Approximately 75% of trips are made in the peak period to school and 25% outside of the peak to access other after school opportunities
- The original pilot schemes for students attending schools in Canterbury, Tunbridge Wells and Tonbridge was launched in June 2007. In June 2008 the scheme was extended to schools in Maidstone, Malling, Dover and Shepway. In January 2009 the scheme was launched at schools in Swale and Thanet. In June 2009 the scheme completed its countywide roll out with schools in Ashford, Dartford, Gravesham and Sevenoaks joining. Take up and usage of passes has exceeded the original estimates and the introduction of private schools services within the scheme meant the total cost of the Kent Freedom Pass increased to £8.865m (net) in 2009/10
- The Freedom Pass has been widely publicised with a rolling programme of launch events in each district, plus press releases and school seminars and has proved to be a very positive success story for the County Council.
- Feedback from schools and young people has been extremely positive. We undertook a survey of both parents and students in May 2008 and received over 1,000 responses which gave clear qualitative evidence that young people are benefiting from using Freedom Passes for leisure travel at weekends and during the evenings as well as getting to after school clubs.
- From the application forms some 30% of applicants have stated that the car was previously their main mode of travel to school. Congestion surveys have looked at journey time savings per kilometres travelled. Surveys were undertaken in Tonbridge, Tunbridge Wells, Maidstone, Dover and Canterbury using the Kent Police Automatic Number Plate Recognition (ANPR) system and indicated a 2% to 6% reduction in journey times near schools with a high take up of passes and a big shift from car users shortly after the introduction of the Freedom Pass
- The scheme has been expanded through the roll out period. In 2008 care leavers and home schooled children living within the districts where the scheme had already been launched were included. The scheme was also extended to enable previously 'private'

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school or coach bus services, funded by parents to join. Many of these relatively bespoke private services were charging parents £800 to £900 per year. It has been agreed that the Freedom Pass will reimburse bus operators up to a maximum reimbursement rate. By agreement with KCC operators are then able to charge a top up fee to Freedom Pass holders using these services. For example, in the case of Hugh Christie School, parents using a service to Edenbridge are now paying £250. From April 2010 the scheme was extended to include young people in academic years 7 to 11 living in Kent and attending schools outside of the county.

What more are we going to do?

- We are hoping to be ready to issue Smartcards (similar to the London Oyster Card) to Kent Freedom Pass holders attending schools in Thanet in a pilot of this scheme in partnership with Stagecoach and Eastonways in the autumn. Progress is dependent on Kent bus operators equipping their vehicles with smart card compatible ticket machines. KCC are contributing up to £1,000 per ITSO standard Smartcard ticket machine. It is anticipated that both Arriva and Stagecoach systems will be commissioned by winter 2010. Smartcards will assist with the accurate recording of journeys made and the reimbursement of costs for these journeys
- All passes now on issue run out on 31 August 2010. We are concerned over being able to process such a large number of applications, particularly if the majority are sent in close to the start of the new school year in September. An on line application system has been under development by KCC Information Services Group to automate as many renewals and new applications as possible. Regrettably the project has suffered delays and is now 3 months behind schedule, pushing the go live date back to the 31 July. The cut off for application forms to be with KCC by in order to guarantee passes will be ready for the start of the new school year is 16 July
- A 'back to school' road show is being planned to publicise the scheme and other travel to school initiatives and public transport services for August 2010
- Work is in hand to present options for the Kent Freedom Pass to reduce costs to KCC in the longer term.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of 11-16 year olds issued with a Freedom Pass	New indicator	5,203	13,689	20,000	22,057

Monitoring completed by: David Joyner

Date: June 2010

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Target 31: Pilot staggered school hours to relieve rush-hour congestion		
Lead Cabinet Members: Sarah Hohler/Nick Chard	Lead Managing Directors: Rosalind Turner/Mike Austerberry	Lead Officers: Grahame Ward /Scott Bagshaw

Status: Completed

Governing Bodies of Schools/Academies, public transport providers

Outcomes delivered:

This target is also linked to the county wide roll out of the Kent Freedom Pass (see target 30) to help provide a shift of student travel away from cars to more sustainable forms of transport.

Specific outcomes so far include the following:

- A total of eleven schools/academies are operating a staggered school day of some kind which has affected transport. These schools are Mascalls, East Stour Primary, Longfield Academy, Meopham School, Christchurch, Hillview, St Anselms, Simon Langton School for Girls, Isle of Sheppey Academy, The Abbey and Marlowe Academy. 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
- 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. 474 schools now offer access to breakfast clubs, with a further 44 planned
- Hugh Christie Technology College has also piloted staggered hours for post 16 and some year 11 students.

What more are we going to do?

- Continue to promote the benefits of staggered and extended school hours with all schools in the county by learning from pilot schools
- Continue ongoing work to ensure that all children and young people in Kent can access extended school services by 2010 which will increase the staggering of the arrival and departure of all pupils/students
- Use the full county roll out of Kent Freedom Pass as a mechanism to make it easier for schools to stagger hours and travel to and from school at non standard school hours
- Ensure that staggered hours are considered for every new academy and new build school under the Building Schools for the Future Programme to maximise use of space and resources.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of schools with staggered starting times	New indicator	4	4*	15	11

* Whilst the 2009/10 target has been missed in terms of schools that are staggering their core hours, 474 schools this year are offering a wide range of extended school activities which stagger the arrival and departure of their pupils/students.

NB: In order for a school to change their core hours they must consult with parents and can only begin the change at the beginning of the school year.

Monitoring completed by: Ella Hughes

Date: July 2010

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

Status: Completed

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 and District Engineers Forum

Outcomes delivered:

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

Provide more car parking and remove any unnecessary yellow lines:

Two specific developments have been as follows:

- The feasibility of pulling together on and off-street parking and finding new spaces has been explored with parking providers, with district councils closely involved
- As a result of the appointment of a Kent Parking Manager within Kent Highways Services (KHS), and the changes to parking as a result of the recent Traffic Management Act, the parking agency agreements between KCC and all 12 districts in Kent have been revised to reflect the changes in legislation. Further parking protocols have been drawn up to clarify the division of new responsibilities identified by the Traffic Management Act 2004.

Outcomes include the following:

Ashford area - Parking provision has been reviewed from Ashford town centre outward largely focused on the provision of resident preference schemes, where there had been problems from commuters parking, and the provision of around 200 additional bays across Ashford district. A new off-street car park has been provided in Station Road, Ashford introducing approximately 200 new car parking spaces.

A full review of the Traffic Regulation Order (TRO) in Ashford has been carried out along with a review of parking in Tenterden and the surrounding villages resulting in the introduction of 201 further parking bays in 2009/10.

Canterbury - Parking provision has been under almost constant review in the city. The Canterbury Park Plan is being updated together with studies to determine future levels of parking and parking restrictions which complement efforts to tackle congestion, including a fourth park and ride site to the north west of the city planned for 2012/13.

A new coach park was opened in the city in August 2009 and a new permit scheme was introduced at Canterbury West station to assist commuters when using the High Speed Rail Link.

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

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Canterbury now has 58 of its 61 car parks accredited under the British Parking Association's 'Park Mark' scheme – the highest number of any council in England.

From 31 March 2010, all car parks within Canterbury charge on a linear basis and in April 2009 most city car parks altered their payment terms in order that customers could pay with a credit card. Further improvements introduced in November 2009 mean that both on and off-street car parks accept telephone payments.

Maidstone - Extensive consultation has taken place with over 7,800 letters sent to local residents in relation to the operation of the current residents parking scheme. This has resulted in a number of changes to manage parking demand and increase the level of available on-street parking for residents who live near to the town centre. Continued survey and analysis has provided a clearer picture of levels of occupancy, commercial vehicle used and vehicle migration across all zones both during the day and throughout the evening period. From this data continued development of the residents parking scheme and parking policy will continue throughout 2010.

Thanet - Ongoing progress includes further residents parking schemes and pay and display spaces in central Margate, Westgate, Minnis Bay and Ramsgate. 440 parking spaces will be provided across the Isle of Thanet.

Thanet is investigating the introduction of telephone payment parking for introduction late in 2010 and is currently trialling linear parking charges in eight areas on the island.

Thanet is also running a successful motorcycle enforcement project to ensure efficient enforcement at rural locations and congestion hot spots.

Tonbridge and Malling – A Snodland Local Parking Review has been carried out in the Tonbridge and Malling area. 115 metres of parking restriction lines have been removed in this district and 580 linear metres of parking bays have been introduced.

The 4a Phase of the Parking Action Plan has been completed to ensure all TROs are correct and enforceable. There have been 16 bus stop clearways introduced along with another two enforceable school keep clear markings.

Tunbridge Wells - Tunbridge Wells has removed 22 metres of double yellow lines and 45 metres of single yellow lines and replaced these restrictions with further on-street parking bays. Two further residents parking schemes are currently being investigated. Pay by telephone parking has been introduced and the theory of perpetual parking permits is currently under investigation.

Tunbridge Wells also received ParkMark awards for three of the car parks.

Shepway - Shepway has removed 80 metres of double yellow line parking restrictions and introduced new parking bays to replace some of these lines.

A new controlled parking zone has been introduced around Folkestone West Station to assist commuter and resident parking with regard to the recent introduction of the High Speed Rail Link. Further schemes are currently under investigation.

Shepway has also introduced cashless parking as an alternative payment method in all car parks across the district.

Dartford - A full review of all parking and waiting restrictions has been completed and all TROs are now available to view on the map based 'Parkmap' system. The parking TRO has

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been consolidated and a new Residents Parking Scheme in Greenhithe is currently being implemented. A further residents' scheme is currently being consulted on with residents of Dartford East.

Sevenoaks - Two major parking reviews have been carried out resulting in the removal of 120 metres of parking restriction lines and the creation of a further 26 new on-street parking bays.

Sevenoaks has also reviewed and improved the enforcement that is carried out outside schools working alongside head teachers and the local police force.

Dover – Cashless payments for parking in car parks has been introduced with on-street parking to be included within 2010. The management of two further off-street car parks has resulted in a provision of a further 117 parking spaces and a new Residents Parking Scheme for Deal is currently under investigation.

Bus lanes

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

Existing Bus Stop Clearways across Kent have been reviewed and have been introduced at sites which required their implementation. A new policy has been put into place to introduce bus stop clearways on a 24 hour operation to bring about commonality across the county.

What more are we going to do?

- Complete the parking review under the new focus of the recently appointed Kent Parking Manager
- Monitor progress as parking schemes are reviewed/introduced
- In partnership with the 12 district councils, continue to review all TROs across Kent on a regular basis. The aim is to identify unnecessary double yellow lines/single yellow lines and those double yellow lines that could become single yellow lines, thus providing further spaces over 24 hours and some spaces that can be used during specified times
- Encourage the use of footways for shared cycle and pedestrian facilities and, where possible, move cycle ways onto the footway in order to provide further parking spaces
- Ensure loading bans are only in place for necessary periods, therefore providing further parking for disabled drivers
- Review existing bus lanes to ensure they operate during times of bus services, releasing further on-road parking outside these hours
- Ensure reviews of roads are carried out when new bypasses are built or roads reclassified i.e. a new bypass may allow further parking to be introduced on the old route
- Undertake further parking reviews within the 12 districts. For example:
 - All 12 district councils have recently reviewed their existing Traffic Regulation Orders (TROs) to ensure that they are fit for purpose and provide the necessary on-street provision that is required to manage congestion and ensure the efficient and expeditious movement of traffic. Now this has been done we will be in a

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better position to establish the volume of unnecessary yellow lines which could be removed. Currently the review suggests that there will be a limited length

- Ashford - As part of Ashford Futures a new Park and Ride service is proposed to be introduced in the town linked to Smartlink (a new dedicated bus service in Ashford linked to the growth of the area and planned for operation in 2012). Three multi-storey car parks are also planned alongside new developments
- Maidstone - The potential for Park and Ride to the north and south of Maidstone linked to new development as well as rail stations is under investigation as part of wider efforts to tackle congestion
- A review of wider parking provision with the aim of a constant improvement in congestion management, parking provision and efficiency of service. Currently several solutions are being considered including additional bays, multi-storey car parks, resident preference parking, potential for Park and Ride schemes and the identification of yellow lines that could be removed or have their waiting status changed at weekends.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of additional public car park spaces (cumulative since 2006/07)	0	1,115	1,515	1,715*	1,901
Length of unnecessary yellow lines removed (metres) (cumulative since 2006/07)	0	180	180	Not set	562

* This target has been increased from 600 which was set originally

Monitoring completed by: Lorna Day

Date: July 2010

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

Status: Completed

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

Utility Companies – individually and through HAUC (Highway Authority Utility Committee), Traffic Managers – regionally and nationally, Department for Transport, neighbouring authorities.

Outcomes delivered:

- A permit scheme designed to keep roadworks to a minimum has been launched in Kent. KCC was one of two authorities to apply to the Secretary of State to introduce a permit scheme for road and street works as a result of the Traffic Management Act (TMA) and following a further, short, round of consultation, KCC's application was submitted in January 2009. The application was given a green light and the introduction of the permit scheme took place on 25 January 2010
- Penalties have been increased for non-compliance, including where work by utility companies (statutory undertakings) causes disruption and/or takes longer than expected. Kent's own work on the highway is subject to the same rules except that the potential penalties are recorded in performance indicators in order to comply with parity as set out in the TMA - this is explicit in the Kent Permit Scheme application
- The Kent Permit Scheme is structured to encourage best practice and minimise unnecessary delays. Kent Highway Services implemented its own work permitting on the 6 July 2009. In essence the Permit Scheme means the Authority can be directive rather than consultative when determining whether road space will be granted
- Where those operating on the highway choose not to improve and deal with issues that arise KCC has the power to levy fines through fixed penalty notices and to refer the case to the Magistrates Court if necessary
- Greater powers to direct and co-ordinate road works (including our own) are possible through the TMA. The permit scheme allows KCC to recover the costs of doing so (for utility works) through a range of charges which are dependant on the scale of the impact of the works. The permit scheme will also allow us to clearly define hours of operation, particularly on traffic sensitive streets, and ultimately reject permits if the controlling conditions are not in place
- The big challenge is to ensure that for KCC's own works, we meet the exacting standards expected of others on Kent's roads. The Department for Transport and all stakeholders will be keenly interested in this. Work continues in Kent Highway Services (KHS) to further improve the programming permitting and control of our own works which in itself is forcing operational efficiencies. An extensive awareness seminar programme has been carried out followed by an extensive training program of Permitting software familiarisation. This has been followed by a monthly review and improvement meeting to drive the improvements forward

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- The KPS started on 25 January 2010 and worked effectively from the start. The results for the first four months of the scheme show that:
 - 38,200 permits were applied for 7,400 of which were of the Full Permit Treatment category
 - Over 99% of all permits were processed on time
 - 1 year 9 months occupation of the highway was saved
 - The average duration of work in each of the work categories has dropped each month
 - There was positive press coverage both in local and professional publications
 - Roadworks complaints have fallen significantly
 - Income recovery for permits has been effective
- The new Roadworks structure to enable operation of the Kent Permit Scheme was fully populated in January 2010 with the majority in place for November 2009 under the management of the Roadworks Manager. The regular programme of seminars and reviews of working practice improving consistency of working practice and increasing the knowledge base continue. Those undertaking work on the highway are now regularly challenged in preparation for the KPS and many new initiatives, such as extended working hours and the appointment of project liaison officers by the work promoters, and innovative ways of working are becoming more common place. The income generation has been very successful with the appointment of the Accounts Officers who manage and chase all income and exceeded the already challenging targets for 2009/10
- 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 and the second event took place on 25 November 2009, again a resounding success with a another significant improvement of standards. The event celebrated the success of contractors who had excelled during the year. This scheme continues to be effective in improving and maintaining safety standards of work on the highway and a high level of performance attracts a discount in the Kent Permit Scheme. Four companies in Kent are performing at the highest standard of safety at which 100% of their sites pass the site safety audit, as a result they qualify for maximum (10%) permit discount
- 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.
- A new indicator showing the number of projects completed to time has been recorded since April 2009 and has consistently shown standards above the 93% except during the severe winter weather which disrupted all work. The End of year 2009/10 was 92.2% which considering the extreme winter weather that delayed all construction work is a good result.

What more are we going to do?

- Continue to operate the KHS Permitting Scheme and maximize the benefits
- Continue improving our own works and benchmark against all permissible works

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- Hold regular co-ordination meetings through KHAUC (Kent East Highway Authority Utility Committee), workshops and seminars
- Continue to deliver high profile press coverage and a communication programme
- Improve advance visibility of road works through the internet, press, and on-site notifications
- Ensure there is a forward programme of co-ordinated road works available for Members, districts, parish councils, community groups and other stake holders and further development of the Traffic Management Centre
- Ensure there is a renewed focus on identifying violations and penalising work promoters where necessary. This has resulted in 355 penalties being issued in the 2009/10 period. (This includes penalties to both KHS and Utilities).

Measurable Indicator (s)	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of Traffic Management Act permit violations (Section 74) and FPNs	*	38**	50	355***

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

** We were able to use Section 74 to help improve utility performance as this part had been enacted already. This was an interim measure until the permit scheme was fully in place in Jan 2010.

*** The 2010/11 position as at August 2010 is 246

Monitoring completed by: David Latham / David Beaver

Date: July 2010

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Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officer:
David Beaver

Status: Completed

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

Police, Alliance Partners, Highways Agency, bus operators, utility companies, car park operators, district councils, other Highway Authorities.

Outcomes delivered:

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

- We have helped significantly to reduce journey times on Kent's roads. (See PI table) The reduction of 25% reported in June 2009 to journey times since March 2007 on key radial routes in Maidstone has been maintained as an average throughout 2009/2010. These results are reflected in the feedback we have received from the public and the business community who have reported reduced journey times on some of the key routes and improved reliability of their journey times. As another measure of network performance we are now comparing peak journey times with those achieved overnight
- The Kent Freedom Pass has also had a positive impact on the reduction in journey times (see Towards 2010 target 30). However, nationally it is considered that the recession and fuel prices have led to a reduction in traffic volumes of 9.5%, over the period from March 2007 to March 2010. As the economy recovers the average journey times may start to rise
- The establishment of the Traffic Management Centre (TMC) has enabled improvements in the management of traffic to reduce congestion in Maidstone. Operating the TMC for major events such as the Tour de France in 2007 and Radio One's Big Weekend in 2008 and the annual County Show helped vehicles to pass without undue traffic problems
- Joint working with the Highways Agency's (HA's) Regional Control Centre (RCC) at Godstone is eliminating the artificial boundaries between the trunk and county road networks. Establishing information exchange and co-operating in the management of traffic has reduced the impact on Maidstone town centre of problems on the M20 including extended periods when Operation Stack has been in place. Equally, informing motorway drivers about road conditions in Maidstone has enabled them to avoid adding to congestion in the town centre
- The Network Performance Monitoring (NPM) Project (formerly known as Kent Cordon) is a development between KHS and the HA. It has led to hardware such as Closed Circuit Television (CCTV), variable message signs and Automatic Number Plate Recognition (ANPR) cameras being placed on key strategic routes in Kent to enable joint, live traffic management. Installation of equipment on the M2, M20, A229 and A249 allows real time traffic flow information between the TMC and the RCC as these roads are diversion routes used following motorway incidents. The installation work was completed in the summer of 2009 and all systems are now integrated with the TMC

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- 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
- CCTV coverage available to the TMC operators has been extended, with additional cameras in both Maidstone and Canterbury
- A programme of 'health checks' at key locations in the Maidstone 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. This programme is now being extended to other urban areas as they are equipped with UTMC equipment
- Traffic flow monitoring sites on main roads in Maidstone, Canterbury Dartford and Gravesend provide continuous traffic speed and volume data to the TMC enabling early identification of congestion and monitoring of the impact of traffic diversions. Warnings are being generated when traffic speeds fall below the expected values to give TMC operators an indication that there may be a problem in the vicinity of a particular site
- Updating of the systems operating car park variable message signs in Maidstone and Canterbury has been completed. The work in Canterbury was undertaken in conjunction with the City Council. The existing signs have been replaced and coverage extended to include the other significant car parks in the city. The signs are operated through the TMC with control of the information displayed available locally in Canterbury
- ANPR data from the partnership with Kent Police is now online providing TMC operators early warning of problems on all the radial routes into Maidstone, Canterbury and Gravesend by monitoring journey times and recording progress against targets
- The times of operation of the TMC have increased to 0630 to 1900 Monday to Friday and 0800 to 1700 on Saturdays. These hours are extended in order to cover major events where appropriate, including operation on Sundays during the peak pre-Christmas shopping period
- Working in partnership with the HA, key strategic diversion routes have been agreed for use following motorway incidents at locations throughout the county. Joint management of traffic on the key diversion routes between M2 and M20 will be facilitated by the equipment installed under the NPM Project
- A direct link has been established between the Kent UTMC system and that at the RCC. This allows seamless exchange of information and may be used to exchange control of traffic signals and variable message signs by prior agreement
- Kent's work with the HA led to its selection as demonstrator for the FREEFLOW project established with government backing to develop new techniques for the management of traffic using multiple data sources. The automatic interpretation of data and the associated strategy selection tools are now being installed in the TMC for evaluation. They are expected to enable existing levels of staff resources to monitor and manage traffic across the county
- The TMC now has access to the control and view images from the HA's CCTV cameras on trunk roads throughout the county facilitating provision of information to stakeholders and road users as well as assisting in the management of incidents on the road network
- We have deployed web-based access to the TMC systems for stakeholders, including car park managers, enabling them to access data and to provide details of incidents for access by other users

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- The Kent Traffic and Travel website, providing information obtained from the TMC, proved very successful. Data supplied includes details of planned road works, incidents and accidents and images from CCTV cameras across the county
- We have extended remote monitoring of traffic signals to incorporate the measurement of traffic flows for input to the TMC.

What more are we going to do?

- Complete deployment of Intelligent Transport Systems (ITS) in Canterbury and continue the programmed roll out across Kent, in Dartford, Gravesend and Tunbridge Wells as funds allow
- Develop techniques where the TMC may extend active traffic management to new areas in parallel with ITS deployment. Techniques differ in each area; whereas Maidstone has a significant traffic signal population affording control over flows, Canterbury has few traffic signals, but both can be affected by the impact of traffic diverted from the trunk road network
- Exchange of CCTV images between the TMC and control rooms in Maidstone, Canterbury, Gravesend, Dartford and Tunbridge Wells to improve liaison with local stakeholders and avoid unnecessary duplication of facilities
- Update the Kent Traffic & Travel website to meet the latest corporate guidelines and to enhance its facilities to reflect countywide coverage.

Measurable Indicator(s)	March 2007 Actual	March 2008 Actual	March 2009 Actual	March 2010 Target	March 2010 Actual
Average journey time per vehicle mile on key radial routes in Maidstone (Period and routes consistent with base data) - Morning peak (0730-0930)	4.39 minutes	N/A *	3.51 minutes **	3.95 minutes i.e. 10% lower than 2007/08 value ⁺	3.71 minutes ++

* From March 2007, intermittent monitoring took place until regular monitoring began in December 2008

** This is a 20% reduction and exceeds the target of 10%

⁺ This target has been reconsidered in the light of the 2009 results but remained at 10% as a rise in traffic volumes was anticipated as we come out of the recession

⁺⁺ This month's figure represents a 15% reduction over that for 2007; the average figure for all weekdays in 2009/2010 is 3.29 minutes per mile.

Monitoring completed by: David Beaver

Date: July 2010

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

Status: Good Progress

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

Southeastern Railway, Southern Railway, Eurostar, Network Rail, Arriva, Stagecoach, other bus operators, district councils.

Outcomes delivered:

- KCC continues to lobby Southeastern to improve its performance. Overall 89.7% of Mainline trains arrived within five minutes of their scheduled arrival time in the year ending May 2010, compared with a target of 85.0%. While this performance was lower than in the previous year, the reduction was due to exceptional weather conditions during winter 2009/10. Passenger satisfaction on the railway has recently dropped, with the number of complaints in the 2009/10 second quarter increasing from 8 per 100,000 passenger journeys to 18. This is being monitored closely following the significant timetable changes introduced last December
- Overall, Southeastern is now operating 200 more services which represents a 5% increase in capacity. All major towns in Kent now have more services to and from London with the exception of Maidstone, and although pressure had been put on Southeastern to retain the service to Cannon Street, it was withdrawn when the new timetable was introduced in December 2009
- KCC is pressing Network Rail to improve journey times on the existing rail network. Network Rail has agreed to undertake a study to speed up the line. KCC has contributed £5k to the study which is the first phase in the Rail investment process to make improvements happen
- KCC has consistently supported the CTRL (High Speed 1) scheme mainly because of the regenerative effects it will have in east and north Kent. Full High Speed 1 services started on target in December 2009 following the successful introduction of preview services started between Ashford and St. Pancras via Ebbsfleet in June - six months early
- KCC is particularly keen to improve rail connectivity to Kent International Airport (KIA) at Manston. This requires the journey times to be reduced between Ashford and Thanet via Canterbury West, and ideally a new parkway station to be constructed adjacent to the airport
- We have agreed to set up a strategic Quality Rail Partnership with Network Rail, Southeastern and Southern, to consider the development of station sites and the improvement of station facilities
- KCC has an excellent record of working with bus providers to improve public transport in Kent and this is reflected by year on year increases in the number of people using Kent bus services. There has been a further 6.5% increase in 2009/10 over the figures for the previous year to over 58.8 million journeys. This is down to continuing joint investment in services by bus operators working in partnership with KCC as well as roll out of new initiatives to cut the cost of travel such as the Kent Freedom Pass and improvements to the Concessionary Travel Scheme for over 60s

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- KCC has now seven Quality Bus Partnerships signed up to with local bus operators and district councils in Ashford, Canterbury, Dover, Maidstone, Shepway, Thanet and Tunbridge Wells. These have been instrumental in generating inward investment in the County by bus operators in new buses and higher frequency services to help people access key services and help relieve congestion. Around two thirds of the circa 800 vehicle bus fleet in Kent are now easy access, low floor entry to the benefit of disabled and mobility impaired people
- Real-time electronic displays showing arrival times are being provided at main bus stops to provide bus passengers with better information and certainty over when a bus is due to arrive
- KCC has worked with operators to encourage joint ticketing and a scheme called 'Plus bus' is now available at 26 main railway stations in Kent which enables rail passengers to buy a rail ticket that includes onward travel on local bus services
- The Ashford Station Travel Plan, developed in partnership with Southeastern, Ashford Borough Council and Stagecoach was launched in May 2009. It is aimed at improving integration and enhancing station access by bus, car sharing, cycling and walking. 612 members of the public have signed up as Travel Plan Partners¹. The Ashford Station Travel Plan won the award for Integrated Transport Excellence at the UK Rail Business Awards 2010. It is intended that this will be a model for other stations in Kent
- The Kent Freedom Pass (see Towards 2010 target 30) has proved extremely successful and countywide roll-out was completed in June 2009. Much of the success of Freedom Pass can be attributed to a close working relationship with the Kent bus operators who have increased capacity to ensure a smooth roll out
- KCC provides financial support to around 200 bus services and a network of Kent Karriers across the county. Kent Karriers provide dial-a-ride accessible services to disabled people and those living more than 500m from an existing bus route. A successful re-tendering of around 25% of all bus services supported by KCC has been completed within budget, ensuring services can be sustained during 2010
- KCC is working closely with health authorities to improve public transport services to hospitals and to ensure that information on these services is widely distributed.

What more are we going to do?

- KCC, with partners including local MPs, will continue to press for restoration of the proposed cuts of rail services from Maidstone and West Malling (Kings Hill)
- The changes to passenger rail services introduced in December 2009 were extensive and, although generally positive, the overall effects will continue to be closely monitored to see whether there is a need to lobby for modified timetables and fare levels to suit passengers' needs and achieve the desired regeneration effects in east and north Kent. Pressure will be maintained on Network Rail through the Rail Utilisation Strategy (RUS) process to improve rail journey times and reliability as well as the quality of stations. Lobbying for a new parkway station for Thanet close to Kent International Airport with good road access will be maintained
- KCC is part funding new ticket machines for approximately 800 buses across Kent. These machines will be capable of reading smartcards, similar to the London Oyster card. A pilot is under development to issue young people with smart Freedom passes in

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

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Thanet, working with Stagecoach and Eastonways. It is hoped this will be launched in winter 2010. (See also Towards 2010 target 30)

- A Quality Network Partnership is planned for Sevenoaks between the bus and rail operators, the district council and KCC and a multi-operator QBP (using powers under the Local Transport Act 2008) is being developed in Swale
- A new bus stop infrastructure contract was signed in July 2010 with responsibility for maintaining all roadside bus timetable and flags for KCC Services. It is intended that every stop in the County, where appropriate, will be better maintained and provided with an up to date timetable
- Bids were submitted to the Department for Transport in 2009 seeking Kickstart funding for Arriva services 6 and 7 between Maidstone and Tunbridge Wells (via Pembury Hospital) and for the Stagecoach Triangle between Canterbury, Whitstable and Herne Bay. Whilst the bids were successful, Government funding has now been cut and negotiations are being held to see where some improvements can still be secured between KCC and the bus operators
- A new 'invest to save' marketing initiative is being planned on KCC supported services 401/421 in Sevenoaks and 666 between Faversham and Ashford. The County Links brand which includes new liveried buses and improved roadside infrastructure and timetable information is being launched in summer 2010 to increase patronage and potentially lead to these services becoming commercially viable in the short term
- KCC will continue to work with Southeastern and Network Rail to improve access to stations in Kent. We will continue to promote improvements through the Local Transport Plan. We will also work with bus and rail operators to market new services. It is hoped that the launch of the Ashford Station Travel Plan will prove to be a model for other stations in Kent, particularly those benefiting from the new High Speed Rail services
- It is hoped to develop Quality Partnership Schemes (using powers under the Local Transport Act 2008) to support the future expansion of Fastrack in Kent Thameside, for the emerging Smartlink bus network planned for Ashford, and for the Bus Rapid Transit route planned for Dover subject to funding
- Government has announced that the Concessionary Fares scheme for over 60s will become the responsibility of upper tier authorities from April 2011. Work is in hand to prepare for this based on an options paper reported to Cabinet in January
- The Integrated Transport Strategy for Kent sets out proposals to maximise the benefits of rail by building on the high speed services with new stations and reduced journey times on other parts of the network. It also advocates the need for a fully integrated bus system with a network of high quality inter urban coach services, improvements to rural bus networks and further Fastrack and Smartlink type schemes for town centres. Partnership with operators is key to achieving this vision. It is hoped to develop a number of pilot projects over the coming months subject to budgets.

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: David Joyner/Stephen Gasche

Date: June 2010

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Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Mick Sutch

Status: Completed

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

Essex County Council.

Outcomes delivered:

Although the Department for Transport (DfT) announced that it was to commission a study looking at options to increase the capacity of the crossing of the Thames in October 2006, there was no progress until KCC and Essex CC announced that they were going to commission consultants to look at the same issue.

This initiated the Department for Transport (DfT) commissioning their study which started in February 2008 and was completed in April 2009. The study identified three long-term options for crossing the Thames (bridge or tunnel) and to be carried forward for further assessment – at Dartford, between the Swanscombe Peninsula and Tilbury and to the east of Gravesend and Tilbury.

The consultants for KCC and Essex CC have produced a report which identifies the same three options as the Government's.

The Department for Transport, under the previous government, commissioned a DaSTS (Delivering a Sustainable Transport System) study examining further the provision of additional crossing capacity in the Lower Thames. With a new government in place, the timescale for completion of this study is unclear at present.

What more are we going to do?

- Continue to work with Essex CC to make the case for a crossing of the Thames downstream of the Dartford Crossing
- Lobby the Secretary of State for Transport directly at Leader and Cabinet Member Level by way of a 'Kent Transportation Package' summit, which will include case for Lower Thames Crossing
- Pressurise the Secretary of State for Transport to prioritise early implementation of Lower Thames Crossing by offering potential solutions for local delivery.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment and the action is now done and ongoing.

Monitoring completed by: Mick Sutch

Date: July 2010

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Target 37: Improve the way we repair roads and pavements		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Kim Hills

Status: Completed

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

Ringway, Jacobs, KCC Contact Centre.

Outcomes delivered:

The last four years has seen an increase in productivity, but also an increase in service demand. The previous two winters have been the major cause of this increase (winter service, potholes and insurance claims). Despite this challenge, performance and productivity has significantly improved. This has been mainly driven by local teams, operating out of local depots.

Throughout this period we have continued to look at new methods and means of delivery. Small private companies have joined our maintenance contractor in responding to the recent major weather damage.

Wider market testing was introduced for major carriageway resurfacing. Jetpatcher originally provided as a trial in 2008, now forms a major part of our attack on potholes and surface damage.

The main outcomes include the following:

2010:

- Delivery of an external “find & fix” pothole repair contract in response to the severe winter and associated carriageway damage. In the first 2 months of operation over 10,000 potholes and 45,000 m² of patching has been delivered on the minor road network. This has engaged seven Kent based private contractors to deliver this work. Available funding has increased to £6.5m to ensure full completion of this project
- Similar to the above an A & B roads a “find & fix” operation is progressing. This will pick up all relevant defects on this part of the network. It is to be completed by the end of September and is budgeted at £1.5m max.
- In total over 100,000 potholes fixed by KHS in the first 6 months of 2010. That’s nearly 4,000 potholes a week
- Further strides have been made in customer communication. On-line reporting and tracking is now available to all. Between January and June of this year over 12,500 defect reports have been received via the on-line web form
- “My Kent Highways on-line” web site provides Members, Parish and Town Councils with the opportunity to view a range of information relating to their area. Since January 2010 it has been running at approx 800 logins a month.

2009:

- Following success in 2008 a proactive campaign again commenced in January 2009. This peaked at the end of February with 70 crews across the county focused on surface repairs. At the height around 3,000 potholes a week were being fixed
- 2009 saw an increase in major resurfacing which continued through to the end of March 2010. This has been possible due to the availability of both a corporate and directorate

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under spend. Over 1,300,000m2 of resurfacing was completed which was an increase of over 10% on 2008. It should be noted however that the increased coverage has not managed to stop the decline in overall condition.

- Successful Parish Council Seminars were held at the end of November with positive feedback from attendees

2008:

- April 2008 saw a focus campaign on pothole repairs with a “Pothole Blitz” during April /May. A media campaign achieved an increased in reported potholes via the Contact Centre of 500% to a total number in April of 2,669.

Throughout the four years we have been focused on improving our performance against our ‘killer’ PIs. Significant amount of focused work across the KHS partnership has seen major progress in reactive work. The latest figures are as follows:

	Aug 2008	Aug 2009	May 2010	July 2010
Potholes reported by Highways inspectors	897	1,242	1,368	1,010
Potholes reported by members of the public	140	193	1,912	894
Average pothole repair time from call to completion	25 days	17 days	33 days	37.8 days *
Routine faults reported by members of the public	2,426	2,000	6,513	5,223
Routine faults completed in 28 days	56%	76%	57.1%	73%*

* Increased timescale due to ‘Find & Fix’ programme

The Annual Tracker Survey results for 2009 have shown significant improvements across a wide range of services as can be seen from the PI table. This includes customer care and it is clear the public, members and parishes consider that our services have improved. One area which has actually gone down relates to the condition of roads as per the PI table below. This is in contrast to all other aspects. It is considered that this is likely to be due to the considerable damage caused to our roads by the bad weather both at the start and end of the year (snow, frost and heavy rain falls). The data is reviewed and any specific actions required for improvement are taken.

What more are we going to do?

- Continue to drive productivity improvements through market testing and competition
- Focus on performance delivery through local teams and local depots
- Continue the use of ‘Jetpatcher’ to repair minor rural roads in 2010/11
- Revised Winter Service Policy will be introduced for 2010 / 11 winter season
- Build on our customer care interface by continuing close working with Members and parish/town councils through our Community Liaison Officers
- Plan the 3rd annual Parish Seminars in late October 2010.

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

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* Exceeds 2008/09 target of 20% ** Target was increased from 16% set originally

Monitoring completed by: Kim Hills

Date: July 2010

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

Status: Good Progress

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

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

Outcomes delivered:

The proportion of housing development accommodated on previously developed land has risen in recent years from just under 58% in 2002/03 to 82.3% in 2008/09 during a period in which completions were generally rising prior to the onset of the housing market downturn at the end of 2008.

In total, 79% of housing development completed in the five-year period 2004 to 2009 was on previously developed land. In numerical terms this represents 26,082 additional homes out of a total provided over the same period of 33,130. This increase reflects both the sustained pressure to prioritise the use of previously developed land and the character of recent housing development with its strong emphasis on higher density small unit accommodation. Land formerly in business, industrial or institutional use has provided the majority of new housing development on previously developed land.

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

Specific outcomes delivered in relation to this target are as follows:

- KCC continues to review Local Development Framework (LDF) proposals for the priority given to the use of brownfield land and the efficient use of scarce resources of development land. Most recently, this has involved representations on core strategies for Dover, Sevenoaks, Shepway, Thanet and Tunbridge Wells, and site specific allocations in Ashford. Proposals for Dover and Shepway include substantial use of surplus Ministry of Defence land, involving previously developed sites and the Thanet core strategy identifies a number of opportunities for residential development on key regeneration sites in central Margate. Masterplans in the Swale area for Queenborough/Rushenden and Milton Creek, Sittingbourne will take forward strategic allocations involving around 3,000 to 4,000 homes on brownfield sites
- Despite the high level of housing completions on previously developed land the supply of brownfield land to meet development requirements has been continuously ‘topped up’ through new planning permissions or LDF provisions. Total land supply for housing in 2009 was sufficient to support almost 56,000 homes and previously developed land accounts for two thirds of the supply
- KCC has worked with all districts to determine a common approach to strategic housing land availability assessments required under current national policy guidance and a joint protocol for such studies was agreed in December 2008. This provides for the

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examination of urban and brownfield housing capacity, viability considerations and consideration of different land use claims on brownfield land. KCC has participated in a number of local partnerships to determine the approach to and outcome of Strategic Housing Land Availability Assessments to consider the sources and deliverability of housing land. Strategic Housing Land Assessments were completed or reviewed in all but one Kent district in 2009 although the reflection of their findings in detailed Development Plan documents has yet to take place.

What more are we going to do?

- KCC will continue to build and use evidence on the contribution of previously developed land for housing. This has assumed greater importance in the wake of current national planning policy guidance (PPS3) which downgrades the role of, and allowance for, sites that are granted planning permission (but which have not been previously identified in plans) in assessments of future housing land supply. Such sites overwhelmingly involve brownfield sites. This sits alongside pressures to increase overall housing supply in response to national objectives to increase housing delivery over the medium and longer terms and beyond the current housing market downturn. This approach calls for close examination and identification of prospective brownfield sites for housing to ensure that the current levels of achievement are not diluted. The target for the proportionate contribution of previously developed land to housing development sits within a context of a rising planned rate of housing completions in Kent. The average annual rate of housing provision for Kent has risen from 5,485 per annum (2001-2016) under the former Structure Plan to 6,160 per annum (2006-2026) under the South East Plan approved in 2009
- Through its representations on LDFs and strategically significant planning applications KCC will continue to review local planning proposals for the role expected of brownfield land. During 2010 a number of district LDF core strategies are due for consultation including Canterbury, Dartford, Gravesham, Thanet, Sevenoaks, Shepway and Maidstone
- The needs of commercial development as well as housing will need to be balanced in this and account taken of the nature of significant future public sector land disposals. Land formerly in business/commercial use has accounted for more than a third of all new housing development in recent years. Preparation of any planning advice sought by the South East England Partnership Board testing the impacts of further increases of housing provision in the region and in Kent will pay close regard to these factors
- The volume of new homes provided on brownfield sites may reduce in the short term as a result of:
 - the overall downturn in the housing market experienced since the end of 2008
 - the impact of the market downturn on the viability of certain brownfield sites where there is a commitment in planning terms to development but where abnormal development costs are involved
 - changes to the character of housing schemes – particularly a reduced emphasis on higher density apartment schemes
 - wider objectives to secure a greater element of housing, including family sized housing rather than flats /apartments in the make up of new development
 - safeguarding of land opportunities for important economic development uses

These considerations will need to be balanced in plan making and consideration of individual schemes alongside a continuing emphasis on the role of brownfield land.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of housing completions on previously developed land	80.7%	78.0%	82.3%	70%	*

* Available late autumn 2010

Monitoring completed by: Richard Feasey

Date: June 2010

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

Status: Good progress

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

District councils in Kent, Medway Council, Kent Economic Board, Kent Housing Group

Outcomes delivered:

KCC is working with key partners including Kent Economic Board Housing Task Group, Medway Council and all Kent districts to develop a 'fit for purpose' Housing Strategy for Kent and Medway that provides strategic direction, innovation and action as a response to the huge diversity of housing need and opportunities across the area. It will in part examine innovative ways of bringing forward housing development of different tenures. The strategy should be completed in autumn 2011. Funding has been secured from the Regeneration Fund to extend the project to facilitate the implementation stage of the Kent and Medway Housing Strategy. As part of the current work, we are working with Thanet District Council to develop an operational model for the acquisition and re-use of empty properties in the Margate Central and Cliftonville West wards of Thanet.

Following a recent invitation by Government, KCC submitted proposals to be included in any pilot of proposed Accelerated Development Zones, by which 'Tax Incremental Financing' of infrastructure to support development would be brought forward. This is a practice used in countries such as the US. Under such a pilot scheme, increased revenues generated once development has been occupied would be ring-fenced and dedicated to paying back infrastructure which had been financed through bonds raised or other similar mechanisms.

The current review of 'What Price Growth?' maintains KCC's commitment to assess the level and scale of infrastructure required to address the housing growth in Kent and the financial and investment implications. In this context an Integrated Infrastructure and Finance model has been commissioned to provide supporting evidence to inform a revised document. The work will also be used to underpin KCC's approach to plan for and manage sustainable housing growth and plan for needs of forecast demographic changes across Kent to 2026 and to feed into district Local Development Frameworks. This work is expected to complete in October 2010. A funding and delivery mechanisms paper is also being developed as part of this commission and a first draft was received in July 2010.

Other specific outcomes are as follows:

- The success of this Towards 2010 target requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, the district councils and therefore we work with district councils to ensure requirements for KCC services are included in Local Development Frameworks (LDFs) giving us the policy base from which to deliver. This is increasingly important given the greater emphasis now given to infrastructure planning as part of the preparation and testing of LDFs and the introduction of local tariffs. In partnership with Tunbridge Wells Borough Council and the Planning Advisory Service we are participating in a national pilot programme to

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apply a systematic approach to infrastructure planning to support the requirements now placed on the preparation of Local Development Frameworks

- A corporate officer group has been established to co-ordinate KCC's input into district LDFs. The infrastructure and KCC service requirements are established by each of the service directorates and a co-ordinated response for KCC is put forward to the district councils on infrastructure and service delivery matters. To date LDF Core Strategies have been adopted in Ashford, Dover, Tonbridge and Malling and Tunbridge Wells. The core strategy for Sevenoaks has been submitted and initial policies and proposals published for Shepway and Thanet. Through representations and, where appropriate, participation in Public Examinations of these plans KCC has pressed the case for clear and robust recognition in policies and Infrastructure Delivery plans of the demands on county services and the type and form of new housing arising from development and other structural changes (for example, demographic change). KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery and negotiations on other district LDFs continue. During 2010/11, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Shepway, Thanet and Maidstone
- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. This work was reported to KCC's Cabinet in early 2009. Formal consultation commenced in December 2009, the results of which will be reported to Cabinet in 2010 with a view to adoption of the statements as supplementary planning guidance
- We have contributed to strategic housing market assessments (HMAs) 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. Housing Market Assessments have been completed for West Kent, East Kent and Dartford and a North Kent HMA is well advanced. Under the Kent Housing Strategy, a Kentwide Strategic Housing Management Assessment has been produced reviewing evidence on housing need and mix in terms of type
- With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs
- Over the period of this Towards 2010 target, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure
- Homes also need to be well designed, adaptable and fit for purpose. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent including promotion of standards such as Lifetime Homes and Code for Sustainable

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Homes. The Kent Design Guide has been adopted by all but three districts as Supplementary Guidance

- The governance of the KDI has changed and has renewed direction with the establishment of new Chairs for its Project Management Group (decision-making body that reports to the Kent Planning Officers Group), now led by Stephen Gaimster (Assistant Director of Development, Economy & Transport, Medway Council), and Robert Huxford (Director of the Urban Design Group) for the Steering Group, which represents both the public and private sectors
- The KDI is also producing, in collaboration with some of the district councils, through its newly established working groups, new technical appendices and planning policy documents on specific key themes on matters of county-wide significance. Current examples include:
 - formal consultation processes have been carried out to update two existing technical appendices, namely sustainable construction and energy solutions
 - the commission (phase 1) with Jacobs UK Ltd (part funded by KHS) to develop a framework for a maintenance and management protocol/toolkit for the public realm on principal streets within town centres. A number of successful workshops were undertaken to develop the framework for this commission
 - supporting the development of design guidelines for historic farmsteads (with English Heritage and the Kent Downs AONB Unit) – a workshop with key stakeholders will inform the emerging draft
 - developing high level design policy for Inclusive Design, in collaboration with SEEDA's & KAC's *Teamwork* checklist
 - developing evidence based policy to establish Kent wide Residential Space Standards building on the HCA's emerging national policy
 - setting up a team to take forward the approach of the CABE bid (October 2009) to assist with the development of the planning for crime prevention guidance (with Kent Police, the University of Kent and 3 of Kent's Districts)
- We have successfully completed the KDI District Roadshow, with all 13 Districts within Kent, and the 2009/10 Kent Design Awards were presented at a dinner for the industry in March 2010. The standard of design for a range of categories has been outstanding especially for the housing (single dwellings and major residential sites). For the first time an overall prize for project of the year was awarded. The Bruce-Lockhart award, named in memory of the late Lord Sandy Bruce-Lockhart, former Leader of KCC, was given to the superb restoration of the Darnley Mausoleum at Cobham
- The Bridge Learning and Community campus is a KCC freehold building housing under one roof the following services all situated around a central reception - primary school, nursery school, library access point, health consulting room, police/information/voluntary organisation point, Adult Social Services, Children's Social Services, youth centre and a community meeting room. The school includes many innovative environmental and energy conservation features including a central atrium to maximise daylight and rainwater harvesting. The building is fully DDA compliant.

What more are going to do?

- We will complete and publish the Kent Housing Strategy by Autumn 2010. Begin work to implement the "step change" proposals and interventions being identified in the emerging strategy

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- Development of detailed proposals and regulations that will govern developer contributions following the changes to the planning system to be proposed by the Coalition Government will be monitored. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent
- 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
- Alongside consideration of and advocacy for other funding streams, we will continue to consider where appropriate, a balanced case for development contributions arising from significant housing developments as they come forward for planning permission. More innovative solutions are to be considered for the KCC development contributions guide which is being revised in light of the Regeneration Framework and ‘What Price Growth 2’ policies
- The KDI will continue to roll out the guidance and policy notes, to develop further those key themes referred to above, especially Sustainable Construction: a cross-Directorate approach to assess practical and pragmatic approaches to energy efficiency, climate change adaptation and the use of renewables where possible for new housing and retrofit. Other work will include infill development for smaller sites of fewer than 20 houses
- The KDI will develop and launch its new website building on the recently updated KCC and R&E websites, as this will act as a new platform and communication hub for the Kent Design network
- The KDI will continue to promote skills development through bespoke training programmes, capacity raising events, seminars, exhibitions and study tours for key stakeholders including local authority officers, council members and the development industry. These will harness, improve and develop existing and new design capacity and expertise throughout Kent between professional disciplines and sectors
- The KDI will develop and build upon an evidence based approach to inform the development of design policy – ‘live’ examples with a research element include the KHS post-occupancy surveys and the key themes relating to Residential Space Standards and Crime Prevention & the Built Environment on major housing estates.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Section 106 developer contributions achieved as a percentage of those sought for minor applications (up to 500 units)	82%	82%	89%	80%	84.6%

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2010

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

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officers:
Carolyn McKenzie/ Peter Binnie

Status: Completed

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

SEEDA, Arts Council, Kent Archive Centre, Improvement and Efficiency South East (IESE), Chartered Institute of Building (CIOB), BREEAM, joint working with districts on projects such as The Beaney and the Marlowe Theatre.

Outcomes delivered:

- New build projects that KCC's Property Group is responsible for managing are now all designed to the BREEAM 'very good' standard as can be seen from the PI table
- To ensure a consistent approach for all new KCC buildings a Sustainable Construction Policy has been developed which outlines the key elements to sustainable construction and the issues that must be considered during the planning, design and construction phases for all KCC projects
- The cross-directorate Sustainable Estates Taskforce (SET) is now in its third year and continues to address the issues of sustainable construction as well as identifying opportunities for further progress. Completion of this Towards 2010 target has been monitored through SET which reports to KCC's Environment Board
- Property Group includes a sustainability section in its tender documents and terms and conditions for contracts. This helps ensure environmental issues are given proper consideration during the procurement process as well as raising awareness among consultants and contractors of KCC's environmental objectives and the part they play in meeting these
- A ground source heat pump has been installed at the site of the new Turner Contemporary Gallery in Margate (see Towards 2010 target 27) and this will produce renewable energy when the building is operational
- Oakwood House has had a ground source heat pump and solar panels retro-fitted to provide heating and hot water to the bedroom accommodation. Additional loft insulation has also been installed to all roof areas
- A case study has been compiled for the ground source heat pump and solar panel installations at Oakwood House and findings have been shared
- Environmental work categories e.g. solar panel installation, have been added to KCC's Select List of Approved Contractors to encourage contractors specialising in these types of work to apply to join the list and make it easier for KCC site managers and schools to commission contractors for environmental projects.

What more are we going to do?

- Continue to ensure that the designs deliver sustainable buildings which are energy and water efficient, incorporate built-to-last materials and minimise waste

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- Continue to follow best practice with regard to site waste management plans in order to prevent, reduce and recycle waste created as a result of construction work
- Regularly review the Kent Design Guide and technical annexes to ensure that opportunities for resource efficiency savings and climate change future proofing are fully integrated
- KCC Property Group and Laser will continue to work together to identify where opportunities exist for renewable and sustainable technologies to be funded for inclusion in new build projects
- Review a selection of completed construction projects to determine the benefits of different environmental elements in practice. This will help build upon existing knowledge and develop best practice
- Hold a bespoke sustainable construction workshop for key staff from all directorates to improve knowledge about sustainable construction techniques, renewable energy technologies and life cycle costing.

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

*Where BREEAM is applicable

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

Monitoring completed by: Léonie Harrington

Date: July 2010

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Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of biofuels and other new technologies		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officers: Carolyn McKenzie

Status: Good progress

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

LASER energy buying group; Carbon Trust; Creative Environment Networks.

Outcomes delivered so far:

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

This Towards 2010 target has focused on buildings. We are also monitoring carbon emissions from the production of energy that street lighting and traffic controls consume; business travel and Kent fleet mileage. Targets to reduce carbon emissions from business travel are set annually.

KCC has had a stated target to reduce carbon dioxide emissions by 10% by 2010 but this has not been achieved, as can be seen from the PI table, due to increases in emissions from the estate in certain areas, in particular schools which account for almost 80% of carbon emissions from our buildings. There has been a 50% increase in electricity use in the schools estate. This is as a result of increased use of ICT and extended opening hours, which is also a priority. Therefore, delivery of this target is unfortunately hampered by good progress against another.

However, assessment against the Carbon Trust Standard last year, which takes account of growth in the estate, indicated a 6% like for like reduction compared to the previous two years of data.

Good progress is being made in reducing the energy used for heating as gas and oil use is decreasing. Electricity use has increased and this is now the focus of the majority of energy saving projects and the continued programmes to encourage staff and pupils to reduce wasted energy by switching off lights and equipment.

Specific savings and achievements include:

- All KCC directorates are accredited to the international standard for environmental management, ISO1400, one of only a very few councils to achieve this, and certainly the largest. This includes a comprehensive staff engagement programme targeting office best practice and staff travel behaviours
- KCC was awarded the Carbon Trust Standard in January 2009. This is a recognised accreditation of Energy Management practices and processes based on a detailed assessment of policy, actions and performance
- 64 renewable energy, energy and water efficiency projects have been completed giving estimated lifetime savings of £1.9m and 14,961 tonnes of CO₂ from an investment of £1m. A more than 2:1 return on investment

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- Approximately 20 renewable energy initiatives have been delivered including installation of 10 solar and four biomass boilers, attracting half a million pounds of external grants
- We have invested in Oakwood House refurbishment, including solar water heating, a ground source heat pump, improved heating system and more energy efficient lighting
- We should complete another six renewable energy projects this financial year making 26 projects in total. These six projects should make 19,968 kg of carbon dioxide saving each year
- Kent Highways Services will save £1.8 million by using low-energy light emitting diodes in all of Kent's traffic lights
- SMART electricity meters have been installed in all our monthly billed premises to ensure better energy management and this could lead to further savings (Carbon Trust estimate 5% can be achieved)
- We have delivered a 2% reduction in total business miles for 2008/09. A further 3.5% reduction in 2009/2010 which saved 228 tonnes of carbon dioxide and £277,000
- We launched the BT MeetMe teleconferencing service in October 2009 aimed to reduce meeting related travel with estimated savings to date of £57,000
- We have a 50% recycling rate at County Hall and we have introduced mixed recycling collections. Recycling facilities continue to be extended to more premises across our estate
- New schools waste contracts are being implemented to include mixed recycling and battery recycling. A school food waste trial has been completed, and the feasibility study of extending this service will be completed in 2010
- We have carried out travel surveys and sustainable travel promotions at all our larger office premises
- We have expanded the County Hall Streetcar 'pay-as-you-go' low emission car scheme to 3 cars
- We have promoted the Kent-wide, secure car sharing network, relaunched this year as Kent JourneyShare. This is enabling business and public sector organisations to contribute to reducing congestion on Kent's roads and reduce carbon footprint. The scheme has saved over 3 million car journeys and 1,000 metric tonnes of carbon this year
- Three quarters of Kent schools have a school travel plan and more than 13,000 young people have a Kent Freedom Pass contributing to a 1 per cent rise in the use of more sustainable ways of travel
- Over 300 Green Guardians have been recruited within KCC and the network continues to expand. Their role is to encourage staff make small changes, which contribute to larger savings in energy, waste and travel. They also support campaigns such as 'Switch it off' to reduce wasted energy in council buildings
- We have employed five Green Gap Year students, providing direct experience for the Kent students
- Cross-KCC training programmes including a successful 'Good Deeds Grow' training and networking event in February 2009 involving schools and internal green guardians which attracted over 100 participants. The next event is planned for autumn 2010

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- Of the 400 Kent state schools, 300 have an Eco School award and 50 have achieved Green Flag status – pupils at these schools are working hard to improve their environment and reduce energy, water and waste

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

- Continuing to utilise the Energy and Water Investment Fund (EWIF) and ensuring it is integrated with both KCC's ongoing asset management programme and the results of the Display Energy Certificate Surveys and action plans for all KCC buildings of 1,000m² or above. The fund focuses on water, energy efficiency and renewable energy through loans and grants. There are many more projects underway including lighting controls and using voltage reduction/optimization to reduce electricity use and many water saving projects. Kent Fund 1 should save 4,800 tonnes of CO₂, and £638,296.57 over the lifetime projects already implemented. Kent Fund 2 should save 13,266 tonnes and £2,069,224.62 over the lifetime of the projects completed and in the pipeline for completion this financial year
- Promoting Kent Journey Share including the new Walk and Cycle BUDI schemes
- Continuing to promote ways to reduce car travel such as flexible working and continuing to promote teleconferencing and web based technology solutions.

Biofuels:

Since the Towards 2010 targets were published four years ago the situation on biofuels has changed. Until the picture is clearer with regard to the negative impacts of these fuels, KCC will continue to only use the 5% fuel mix. The majority of current fleet vehicles meet the EURO4 standard for vehicle emissions, and this is coupled with driver training and improved vehicle routing to increase vehicle efficiency and minimise emissions.

What more are we going to do?

- Develop a new policy framework, linked to Kent Design, to ensure new construction, refurbishment, asset replacement and maintenance of the estate is focused on reducing energy, water and waste and incorporates key design features particularly renewable energy solutions where practicable
- Continue to install SMART electricity meters in KCC buildings and schools, which will allow much closer monitoring of electricity use. Data collected is made available to schools online
- Invest in low carbon technologies and measures in the KCC estate will continue, including a specific focus on schools with resources directed to schools that consume the most energy but have a poor energy efficiency rating
- Investigate a new funding mechanism which will allow a step change approach in the level of funding available for installing invest to save energy efficiency measures and harness the potential of the Feed In Tarriff scheme, enabling the use of more renewables in the estate
- Reduce electricity consumption of our ICT infrastructure through server virtualization, improved printing hardware and provision of mobile working technology
- Introduce more videoconferencing facilities across our strategic office locations
- Introduce eco-driver training in conjunction with the Energy Savings Trust, which could result in 10% savings in fuel for each driver
- Review the feasibility of introducing new locations for siting Streetcar vehicles

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- Establish more travel plans at our larger office locations.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage reduction in CO2 from energy use in KCC buildings and schools since 2004	1% reduction	7.2% increase	8.7% increase	10% reduction	7.8% increase*

NB Current progress against the Towards 2010 10% carbon reduction target is not on target. However, assessment against the Carbon Trust Standard in 2008, which accounts for growth in the estate, indicated a 6% reduction on the previous two years of data.

* Based on data from LASER up to December 2009 (latest available data).

Monitoring completed by: Deborah Kapaj

Date: July 2010

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

Status: Completed

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

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

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

Outcomes delivered:

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

- Numbers prosecuted: Since the last report, Clean Kent has secured further criminal convictions against six offenders, making a total of 27 criminal convictions (3 in Kent Crown Court and 24 in various Kent Magistrates' Courts)
- Prosecution fines: Regarding the recent six convictions, additional fines imposed by the courts amounted to £1,700 bringing the total to £14,962. Additional costs awarded for prosecution and clear up amounted to £3,927, bring the total to date as £14,127 including victim surcharge. Encouragingly, £575 compensation was also awarded to a private landowner recently. Additionally, three of the above defendants were each made subject of a 100 hour Community Service Order, reflecting the increasingly serious view the courts are taking on defendants convicted of environmental crime. Clean Kent is supporting national lobbying and campaigns for increased penalties on conviction
- Cases waiting to be heard: Three further cases are within the criminal justice system awaiting trial, including a cross border offender from London committing multiple offences in Kent and another cross border offender from Essex committing multiple offences in New Romney. A number of re-active investigations are currently underway with further potential prosecutions anticipated in the coming months
- Fly-tipping investigations: There is a major investigation at Swale currently being undertaken with partnership assistance, namely numerous incidents of fly tipping being evidenced by covert surveillance, one repeat offender committing 7 offences. Clean Kent has successfully deployed covert surveillance recently at sites in Sevenoaks, Swale and Gravesham, with positive results, converting to further prosecutions
- Regional expertise and centre of excellence: Fly-tipping enforcement activity across the south east region (66 local authorities located within eight counties) is in the order of only 150 cases per year. Based on current and projected performance the Clean Kent/KCC enforcement function is making a major contribution both in Kent and it makes one of the biggest impacts at a regional level. The team's specialist expertise is being sought in respect of fly-tipping cases nationally
- Hot spot resolution: The top 20 fly-tipping hot spots continue to be a dynamic list, with sites being taken off as action is taken to tackle the issues. Once problems at a site are under control, new sites are added from a waiting list, such that the top 20 does not reflect the total workload. Out of the previously reported hot spots, four have been

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resolved and are no longer the subject of fly tipping. They have therefore been removed from the list and replaced as others come to light. The current list is as follows:

	Current Top 20 fly-tipping hot-spots in Kent	Status (Note – current action may be undisclosed / or reporting delayed, to prevent compromise of the investigation)
1	Murston – Three Lakes	Partnership working to resolve. Extensive fly tipping on site. Two investigations pending, with prosecutions to follow.
2	Hartley Bottom Road, Ash cum Ridley	Fly tipping has recurred and this locality is reinstated on list.
3	Springhead Road, Gravesend	Six successful prosecutions to date, fly tipping decreased but site being monitored.
4	Primrose Hill, Canterbury	Previous hot spot again subject of extensive fly tipping.
5	Pilgrims Way, Kemsing	Monitoring, infrequent reports of fly tipping. One completed investigation, with prosecution pending.
6	Chelsfield Lane/Redmans Lane Shoreham	Regular reports of flytipping. This is a focal point for offenders from London. Signage and preventative measures in place. Surveillance deployed and prosecutions pending. Partnership working.
7	Great Buckland Road, Luddesdown Road, Luddesdown	Subject of investigation/pending prosecution re recent multi fly tipping of building waste. Offending dramatically decreased but being monitored.
8	Batts Road, Cobham	Currently fly-tipping ceased. Heavily fly tipped with building waste. Partnership investigation with North Kent Police, prosecution pending. Area being monitored.
9	Commority Road, Vigo	Monitoring, sporadic fly tipping/littering. Working with GBC for resolution.
10	Dering Way, Gravesend	One recent prosecution. Monitoring, sporadic fly tipping/littering. Working with GBC for resolution.
11	Crown Quay Lane, Sittingbourne.	Subject to extensive fly tipping and under investigation. Prosecutions pending
12	Barnfield Park, New Ash Green	Subject to extensive fly tipping on approach road, and is under investigation. Prosecutions pending.
13	Chilham	Working with PROW, two locations, subject of monitoring.
14	Cossington Underpass/Hill Road, Bluebell Hill.	Subject of current action, one successful prosecution. Sporadic reports. Monitoring.
15	St Mary's in the Marsh	Extensive fly tipping of tyres and some asbestos. A prosecution is awaiting trial, others being undertaken.
16	Manor Way, Swanscombe.	Extensive fly tipping, subject of investigation, joint working with DBC.

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	Current Top 20 fly-tipping hot-spots in Kent	Status (Note – current action may be undisclosed / or reporting delayed, to prevent compromise of the investigation)
17	Ifield Road, Shorne	Sporadic reports of fly tipping, one live investigation involving offenders from London.
18	Crabble Lane, Dover	Subject to current action, three prosecutions by Dover DC. Fly tipping ceased- Resolved - Being monitored for repeat offending.
19	Crockenhill, Swanley and Sparepenny Lane, Eynsford	Sporadic fly tipping, subject of recent enforcement by Kent Police based on Clean Kent surveillance. Being monitored.
20	Crete Road East, Folkestone	Subject to current action, three Fixed Penalty Notices plus a warning by Shepway DC. Being monitored for repeat offending.

What more are we going to do?

- Continue to secure increasing numbers of prosecutions as a significant deterrent across the county with widespread publicity of cases, presenting robust evidence to the Courts
- Maximise fines, costs awarded and compensation by providing strong evidence e.g. of clear up costs and environmental damage
- Continue to develop enforcement capacity with additional training delivered to officers of partner authorities. Making linkages with street enforcement officers on issues such as fixed penalty notices for litter offences
- Improve intelligence handling, analytical support and use of GIS to improve effectiveness of targeting resources – new CAMS Fly tipping module data base enables analysis and prioritisation
- Review compliance with the Regulation of Investigatory Powers Act 2000, working with Trading Standards to ensure robust, standardised working practice meeting OSC requirements
- Consolidate existing fly-tipping arrest protocol with the police taking account of the Serious Organised Crime and Police Act 2005
- Develop improved cross-border intelligence sharing with other counties authorities – e.g. Essex/Bucks etc.
- Ensure intelligence flow/joint investigations with Environment Agency on unregulated waste companies/illegal waste sites
- Ensure joint-working/training with KCC wardens/PCSO's to improve data gathering, intelligence and prompt response times
- Integrate Towards 2010 target 43 with the Cabinet decision on the Policy on Household Waste Recycling Centres to prevent fly-tipping by traders at KCC facilities. Integration with the work of two Trade Waste Officers and development of their roles
- Make use of 'Smartwater' technology to support criminal evidence

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- Improve photographic technology to improve quality of images, camera range and remote operation. Working with the photography and surveillance industries to develop leading edge technology. Deployment of high performance surveillance equipment and utilise new technology such as body cameras, to enhance evidence gathering capability
- Undertake ‘target-hardening’ to reduce the scope for off-road tipping by providing bollards and physical obstructions
- Provide evidence to the police of other offences such as drug dealing which have occurred during environmental crime surveillance
- Focus on the risks of recurrent offending, increasing the emphasis on dealing with the proceeds of crime/seizure of vehicles
- Continue to champion DNA recording nationally in respect of criminals convicted of fly-tipping
- Work with the media to raise the profile and unacceptability of environmental crime. Timely press releases to support the deterrent effect.

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: July 2010

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

Status: Completed

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

Dartford BC, Gravesham BC, Medway Council, Swale BC, GOSE, SEEDA, 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, National Farmers Union, Kent Downs Area of Outstanding Natural Beauty (AONB) unit, private sector developers (e.g. Land Securities), Sport England, Ashford BC, Ashford's Future, Stour Valley Arts, CPRE, Land Restoration Trust (LRT), Kent High Weald AONB, Kent's Countryside Management Partnerships.

Outcomes delivered:

Protect and enhance Kent's ancient woodlands:

- In 2006 the Kent Downs AONB commissioned a study by consultants, Land Use Consultants (LUC), with financial contributions from KCC and other partners, to investigate the extent of wood lotting in Kent, the positive and negative impacts, and to identify best practice in terms of management and controls. The survey stated that of the 47,719 hectares of woodland in Kent, 3.7% (1,774 hectares) had been identified as lotted, being lotted, or potentially lotted. The action plan resulted in a project to provide specialist advice to woodland owners in the Kent Downs Area of Outstanding Natural Beauty to bring woodlands back into management. It also focuses on ancient woodland sites with plantation species on them. The project has already succeeded in getting over 600Ha of woodland in management, with a new management plan or grant put in place, and will continue for a further two years, working with targeted landowners to improve woodland management for general and specific biodiversity and landscape character. Landowners will be helped to develop site management plans and woodland grant applications and to ensure action on the ground. Events will be held on specific woodland management issues for woodland owners and the general public. This project has also provided an enhanced rate of Forestry Commission grant for woodland in the entire Kent Downs AONB
- The Countryside Access Team and Mid Kent Downs project have been very active in helping the Bredhurst Woods Action Group to secure the integrity of Bredhurst Woods, a highly valuable site but which is in multiple ownership, and has suffered abuse. This has included deploying an Experimental Traffic Regulation Order to manage the access by off road vehicles more sensitively
- Government has taken the decision not to pursue the Kent International Gateway (KIG) development on the North Downs near Maidstone. KCC made very vociferous objections to this development going ahead which would have had a huge environmental impact on the countryside
- The partnership-funded Countryside Management projects are working with woodland owners to improve woodland management, develop management plans, taking practical action to improve access and understanding – for example, working with woodland lot owners in Old Park Wood and Combwell Woods, and many other projects

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- The Kent Downs AONB Unit and Kentish Stour Countryside project have been part of a partnership led by Butterfly Conservation which focuses on woodlands in the Denge area of the Kent Downs AONB. The project is hosted with the AONB Unit and has achieved 33 woodlands in management (with an management plan and grant in place) this covers 1,500Ha of woodland and so far £216K of woodland management grant has been achieved
- The High Weald AONB unit has developed the Weald and Downs Ancient Woodland Survey project, which revises the existing ancient woodland inventory and includes woodlands under 2.5ha (not currently included in the previous inventory). To date surveys have been completed for Tunbridge Wells, Ashford and Tonbridge & Malling. Surveys for Sevenoaks, Canterbury and Maidstone commenced in April this year and are due for completion by summer 2012
- The Medway Valley Countryside Partnership has undertaken surveys in ancient woodland owned by Maidstone Borough Council, working with them to review their Local Biodiversity Action Plan. This is currently going through the process of adoption at the council. Part of this process is to establish priority sites for positive conservation management such as ancient woodland sites at Dove Hill and Five Wents
- The Free Trees scheme started as a very local scheme but in 2009 was extended to the whole of Kent (and Bexley) and involved planting over 42,000 trees last year. Residents can order up to 25 native trees, appropriate to their area of Kent to plant in their gardens and in other places. The trees are helping to combat global warming by absorbing carbon dioxide in the atmosphere. By planting 25 trees, up to 7 tonnes of CO₂ could be absorbed during their lifetime – almost a year's worth of emissions from the average household. This scheme will also encourage people to value the trees around them.

Improve access to countryside, coast and heritage:

- The Kent Countryside Access Improvement Plan, published in 2008, set out a clear strategy for protecting, managing, enhancing and promoting access to Kent's countryside and was nationally acclaimed. Many improvements and enhancements to the network have been delivered as a result of this plan
- Around 2,000 stiles have been removed from Public Rights of Way over the last four years to enable better access for users
- New design standards to improve the quality of the furniture on the PROW network (gates, stiles, bridges etc) were introduced in 2009, with the standards recognised as leading the way nationally in improving access to the countryside
- As part of encouraging people to access the countryside for health and recreation, Explore Kent has produced many new guides to trails and footpaths; iPod walks; cycling itineraries; circular walks; and many enhancements to the popular Explore Kent website
- The Countryside Access Service also secured funding from the East Kent and Coast PCT to work with local GPs to develop projects to help reduce obesity levels. They ran a campaign in Thanet to get people walking and many families joined in who would not have considered walking together for health and leisure before. This year Explore Kent are linking with the Change 4 Life campaign, providing ideas for active days out and for living a healthy lifestyle
- Naturally Active is a project to improve access and health in Dartford and Gravesham, particularly targeting ethnic minority groups. It is being delivered with the PCT, the two Local Authorities and a variety of partners on the ground including MIND; Re-Think; Dartford Sikh Temple; Dartford Living Well Centre; Oakfield Surgery; and the Chances for Change programme. The project has been awarded Beacon Status by NHS Social Marketing

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- Welly Walks is a creation of 6 school welly walks, circular walks from the school gate, with local landscape information and using the PROW network, to encourage children to get out into the countryside
- Kent's Coastal Week and Kent Goes Wild events have been running now for four years and each year sees increased numbers of events and participants learning more about the natural environment whilst having fun. In 2009, Kent's Coastal Week saw over 8,000 people visiting the coast based events across the week long programme. Kent Goes Wild event saw further children signing up to become Junior Wildlife Recorders, which encourages children and their families to explore Kent and record the wildlife they see. Both events provide free activities for residents and visitors to Kent's coast and countryside in these difficult economic times
- The Randall Manor community archaeology project started in July 2006, providing an opportunity for schools, young people's groups and the public to learn about their local history whilst being involved in an archaeological dig. It was held initially for one week, but its popularity has grown and last year it was held over 3 weeks in July. A final season of HLF funded excavation took place in July 2010 for the whole month
- Training opportunities in archaeology, geophysics and woodland survey have been provided through the 'Valley of Visions' Heritage Lottery Fund (HLF) project
- By June 2010 ten thousand people had visited the exhibition in Sittingbourne run by Anglo-Saxon Conservation Science Investigations. This gave the public an opportunity to see some of the amazing finds from the previously unknown cemetery uncovered by work on a housing development in the town
- A very successful programme of community talks and a three week long community excavation has been carried out for the archaeological work for East Kent Access. 91 volunteers worked on the community dig.

What more are we going to do?

There is still much work to do to protect and enhance Kent's ancient woodlands. There remains the need to build local demand for woodland products from sustainably managed woodland, including wood fuel, but also may include fencing materials, building materials and paper supply. There is a need to ensure that the landscape of woodland is well managed and the wildlife and heritage in woodland is conserved and enhanced. Many people love to visit woods and managing woodlands for access is as important as ever. As woodland ownership patterns change, there is an increasing need to make sure that all woodland owners manage their woodlands sustainably. New threats are appearing too and careful management of the deer population will be required to ensure the future of our coppice woodlands.

Work to achieve the aims of this target will continue and in addition to projects already outlined above we will:

- Improve the surface and condition of the Rights of Way network to ensure it continues to provide safe access to the countryside
- Continue to remove stiles and other barriers on PROW to enable access for all to the network
- Work closely with Natural England on a study and detailed analysis of the potential new access to the English coast trail around Kent's coast (Marine Act)
- Continue to promote the Free Trees scheme across Kent
- Seek funding to develop an Archaeological Resource Centre for Kent to complement the funding allocated by KCC.

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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 2010

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

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

Kent Police, Kent Fire and Rescue, Medway Council, HM Courts Service, Highways Agency.

Outcomes delivered:

Through our second Public Service Agreement (PSA2) with government, Kent Highways Services (KHS) worked with partner agencies, such as the police and other emergency services, to deliver the government target of reducing the number of people killed and seriously injured (KSI) on Kent's roads (including motorways and trunk roads) by 40% compared with the 1994-1998 average.

The final reported figure for 2009 was 629 KSI casualties on roads in Kent and represents a 47% reduction in casualties compared with the 1994-98 average. This exceeds both the national target reduction of 40% and the 45% local target that KHS has set itself to stretch our performance. The 2008 KSI figure of 627 was exceptionally low; despite this the 2009 figure has remained comparable at 629.

This level of KSI needs to be at least maintained and hopefully further reduced, but indications are that the casualty figures are levelling out, therefore a concentrated focus on means and measures to reduce casualties needs to be continued to maintain our current progress.

Compared with 2008 there is a 3% increase in the 2009 KSI casualties on the road network which Kent is responsible for. However as stated above 2008 was an exceptionally low year and the 2009 figure of 534 is still lower than the 582 figure of 2007, representing an 8% reduction compared with 2007.

Specific work related to delivering this target is as follows:

- Working with Kent Police, Kent Fire and Rescue, the Highways Agency and Medway Council we have identified shared priorities and have worked on joint initiatives. This approach has enabled the consolidation of the work of all the agencies involved in reducing road casualties, culminating in the formal establishment of the CaRe (Casualty Reduction) group in December 2009. The CaRe group provides added value by ensuring that the resources of all the agencies are effectively marshalled through a structured approach that will include strategic, tactical and operational levels
- KCC's approach to reducing KSIs has been to integrate the known benefits of education, enforcement, engineering and evaluation, and a programme of countywide publicity campaigns, proactive press features and public engagement projects using road safety officers which has proved effective. In addition to other casualty reduction activities, The KHS Road Safety team led a programme of high profile campaigns that utilised a range of innovative approaches from the internet through to locally targeted activities. This was in addition to TV and radio advertising, road side posters and press/media editorial. This programme of work raised awareness and improved road user choices in key areas of concern. These included seat belt wearing messages to vehicle occupants, messages on the dangers of using mobile phones whilst driving, how easy it could be for

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young drivers to lose their licence and anti-driver impairment messages dealing with both alcohol and drug use

- Speed awareness courses, that allow motorists detected at up to 39mph in 30mph areas to opt for a training course as an alternative to prosecution, have been provided for over 5,000 drivers during the period. National Driver Improvement Scheme courses provide an alternative to prosecution for drivers reported driving ‘without due care and attention’, providing courses for around 400 drivers during the year. Both these courses are run through a formal partnership agreement that includes Kent Police, KHS and Medway Council.

What more are we going to do?

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

Future funding of Road Safety Operations:

- Within 2010, government has cut in year capital and revenue grant funding, equal to around £1.1m. This has led to the suspension of the county wide speed limit review and for the Kent and Medway Safety Camera to operate at reduced cost through less marketing and campaigning and reducing the level of safety camera enforcement
- DfT has indicated that the Capital grant will cease entirely after this financial year, this normally funds vehicle activated speed signs and other speed indicator devices. Further to this DfT have informed local authorities that the revenue support will also be reviewed, this grant has been reduced from £2.281m to £1.683m. This funding has been used to operate the Kent and Medway Safety Camera Partnership, Road Safety education, publicity and training, clearly without the future revenue the County Council will need to carefully consider how or whether to fund these activities.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Target
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	747	723	627	629	650*
Number of road accidents casualties - Killed or seriously injured (excluding Highways Agency roads i.e. Motorways)	588	582	519	534	538*

* Agreed KA2 targets

Monitoring completed by: Ian Procter/David Beaver

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