

TOWARDS 2010 - ANNUAL REPORT 2009

Environment, Highways & Waste

DRAFT as at 19 August 2009

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

Lead Cabinet Members:
Nick Chard/Sarah Hohler

Lead Managing Directors:
Mike Austerberry/Rosalind Turner

Lead Officers:
David Hall/Ian Craig

Status: Done and ongoing

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

Kent public transport operators
Kent Youth County Council
Secondary Schools

Outcomes delivered so far:

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

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

What more are we going to do?

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

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

Monitoring completed by: David Joyner

Date: June 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

What more are we going to do?:

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

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

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

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

Monitoring completed by: Bjorn Simpole

Date: July 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

Car parking and yellow lines

Two specific developments are as follows:

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

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

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

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

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

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

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

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

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

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

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

Bus lanes

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

What more are we going to do?

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

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

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

*Target has been increased from 600 which was set originally

** Subject to TRO review

Monitoring completed by: Lorna Day

Date: July 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

What more are we going to do?:

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

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

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

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

Monitoring completed by: Ian Lancefield / David Beaver

Date: July 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

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

What more are we going to do?

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

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

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

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

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

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

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

Monitoring completed by: Sue Westwood

Date: July 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

What more are we going to do?

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

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

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

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

Measurable indicators:

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

Monitoring completed by: Mick Sutch/David Joyner

Date: June 2009

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

Status: On course

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

Essex County Council

Outcomes delivered so far:

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

What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: Mick Sutch

Date: July 2009

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

Ringway
Jacobs
TSUK
KCC Contact Centre

Outcomes delivered so far:

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

Specific outcomes so far include the following:

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

What more are we going to do?

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

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

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

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

Monitoring completed by: Kim Hills

Date: July 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

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

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

What more are we going to do?

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

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

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

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

Monitoring completed by: Richard Feasey

Date: July 2009

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

Status: On course

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

District councils in Kent

Outcomes delivered so far:

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

Specific outcomes are as follows:

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

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

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

What more are going to do?

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

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

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

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

** Based on average quarterly performance to December 2008

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2009

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

Lead Cabinet Member:

Nick Chard

Lead Managing Director:

Peter Gilroy/Mike
Austerberry

Lead Officers:

Peter Binnie/Carolyn McKenzie

Status: On course

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

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

Outcomes delivered so far:

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

What more are we going to do?

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

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

*Where BREEAM is applicable.

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

Monitoring completed by: Léonie Harrington

Date: July 2009

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

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officers:
Carolyn McKenzie

Status: More progress needed

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

Outcomes delivered so far:

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

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

Specific savings and achievements include:

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

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

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

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

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

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

What more are we going to do?

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

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

Monitoring completed by: Carolyn McKenzie

Date: July 2009

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

Status: On course

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

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

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

Outcomes delivered so far:

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

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

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

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

What more are we going to do?:

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

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

Measurable indicators:

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

Monitoring completed by: Sue Barton

Date: June 2009

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

Status: On course

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

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

Outcomes delivered so far:

Protect and enhance Kent's ancient woodlands

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

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

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

Improve access to countryside, coast and heritage

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

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

What more are we going to do?

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

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

Measurable indicators:

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

Monitoring completed by: Mike Overbeke

Date: July 2009

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

Status: Done and ongoing

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

Kent Police
Medway Council
HM Courts Service

Kent Fire and Rescue
Highways Agency

Outcomes delivered so far:

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

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

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

What more are we going to do?

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

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

* As per the agreed KA2 targets

Monitoring completed by: Ian Procter

Date: July 2009