

CABINET

20 APRIL 2010

LOCAL TRANSPORT PLAN 3

Portfolio Holder: Councillor Phil Filmer, Front Line Services
Report from: Robin Cooper, Director of Regeneration, Community and Culture
Author: Steve Hewlett, Head of Integrated Transport

Summary

This report seeks Cabinet approval to the provisional LTP3 Transport Strategy for consultation purposes.

1. Budget and Policy Framework

- 1.1 The Local Transport Plan forms part of the Council's policy framework, as set out in the Constitution, which sets out the process by which the policy framework shall be developed (Chapter 4 Rules, Part 3, paragraph 2.2.)
- 1.2 The LTP has a direct impact on three transport National indicators through the Local Area Agreement (LAA). It also has a direct impact on a further 7 NIs and indirectly on a number of health indicators. The three transport indicators in the LAA are:
 - **LAA target NI 47 Road Safety**
To reduce the number of people killed or seriously injured in road traffic accidents by 3% from a base line figure of 80 in 2006.
 - **LAA target NI 167 Congestion**
No increase in the average journey time measured in minutes per mile using a combination of 6 key strategic routes into Chatham town centre between 7.30 am and 9.30 am, Monday to Friday (baseline of 4 minutes per mile measured using the DfT *Traffic Master* data).
 - **LAA target NI 175 Access to services and facilities**
The percentage of new residential units within developments of 50 units or more accessible by a public transport service (located within 500 metres of the development) that provide links with a frequency of 30 minutes or better to a town centre in Medway during the morning and evening peak periods, Monday to Friday.

2. Background

- 2.1 It is a statutory requirement for Medway Council to produce a Local Transport Plan under the Transport Act 2000, as amended by the Local Transport Act 2008. A new Local Transport Plan (LTP3) is required to be adopted by 1 April 2011. This report considers the provisional Transport Strategy, which is proposed to form part of LTP3. The provisional document is attached as an appendix to this report.
- 2.2 Guidance from Government on LTP3 emphasises the importance of contributing to economic growth, tackling climate change, equality, health and quality of life. The Local Transport Act 2008 removed the requirement to produce a separate bus strategy, but expects that buses will be a key element in LTP3. The guidance requires LTP3 to contain both strategy and implementation plans.
- 2.3 LTP3 was previously considered by Cabinet on 3 November 2009, when the following was agreed:
- Transport Strategy to cover the period 2011 to 2026;
 - Implementation Plans to cover 3 year periods;
 - Support the national Transport Goals but refine to incorporate sub-regional and local objectives;
 - Formation of an LTP3 All Party Cabinet Advisory Group;
 - Programme for the production and consultation of LTP3;
 - Delegated authority for the consultation on the draft Implementation Plan to be granted to the Director of Regeneration, Community and Culture in consultation with the Portfolio Holder for Frontline Services;
 - Consultancy support to produce a Strategic Environmental Assessment (SEA) as part of the LTP3 development.
- 2.4 The All Party Cabinet Advisory Group was formed and has met on 11 February 2010 and 2 March 2010, when the group considered an early draft of the provisional Transport Strategy. Further meetings have been arranged for April and September 2010, when the Implementation Plan and the consultation results will be considered.
- 2.5 Engagement of consultancy support to produce the Strategic Environmental Assessment (SEA) for LTP3 has also taken place. The draft SEA report is near completion, ready for consultation with statutory consultees as part of the LTP3 consultation process.
- 2.6 Since the previous LTP report to Cabinet, there has been close working between the Council and Arriva concerning the reliability of bus services in Medway. This followed the outcome of a recent Traffic Commissioner's Inquiry into the alleged poor level of bus punctuality by services provided by Arriva. The Traffic Commissioner is due to review the case later in the year, to establish if bus punctuality has improved. Depending on the outcome, there could be consequences for the Council such as the suitability to carry out the traffic management functions under the Traffic Management Act. It is therefore essential that addressing bus punctuality is a key priority for LTP3.

- 2.7 DfT published further guidance on LTPs on 12 February 2010. Entitled *Programme and Risk Management - Good Practice Note to support the delivery of Local Transport Plans*, this guidance provides advice on effective LTP delivery. Officers have attended a training seminar on the new guidance, and information gained will be taken into account when developing the Implementation Plan for 2011 - 2014.

3 Key details of the provisional LTP3 Transport Strategy 2011/2026

- 3.1 A key element in the preparation of the Transport Strategy has been the importance placed on demonstrating links with local, sub-regional, regional and national policy including the Medway Council Plan, Medway's Sustainable Community Strategy and the work being undertaken through the Multi-Area Agreement.
- 3.2 The provisional Transport Strategy is set out in the following sections:
- Introduction
 - Developing the plan priorities
 - Our priorities
 - Our framework for delivery
 - Delivering our priorities
 - Measuring success
- 3.3 The attached document is a text only version and will be expanded to include photographs and diagrams to reinforce the text of the document for public consultation.
- 3.4 Whilst government will not formally assess the plan, it will feed into the CAA process and it is likely to influence the level of funding secured during the life of the plan. As a result, both GOSE and the South East England Partnership Board are being engaged during the plan development stage.
- 3.5 In order to robustly support the transport element of the LDF and to assist in the preparation of LTP3, an area-wide transport model has been developed in partnership with the Highways Agency. The model has been used to predict likely highway traffic conditions in 2026, at the end of the LDF / LTP3 period. This predicts the likely impact on the highway network of background traffic growth and planned developments up to 2026, taking into account the impact of known transport projects. Additional travel interventions that form part of LTP3 are being modelled to assess their impact and value for money.

4 Plan priorities and transport objectives

- 4.1 At the heart of the transport strategy are overarching **plan priorities** and **transport objectives**. The plan priorities have been developed from the national Transport Goals contained in the Government's *Delivering a Sustainable Transport Strategy* guidance, refined to incorporate sub-regional and local objectives.
- 4.2 The priorities in Medway's Provisional LTP3 Transport Strategy are:

- To support Medway's regeneration, economic competitiveness and growth by securing a reliable and efficient transport network
- To support a healthier natural environment by contributing to tackling climate change and improving air quality
- To ensure Medway has good quality transport connections to key markets and major conurbations' in Kent and London
- To support equality of opportunity to employment, education, goods and services for all residents in Medway
- To support a safer, healthier and more secure community in Medway by promoting active lifestyles and by reducing the risk of death, injury or ill health or being the victim of crime.

4.3 The following Transport Objectives form the framework for delivery, which collectively contribute to the priorities of the plan:

- **Transport objective 1 - Highway maintenance**

To undertake enhanced maintenance of the highway network in the most sustainable way practical

- **Transport objective 2 - Improving infrastructure capacity**

To respond to regeneration by efficiently and safely managing and improving Medway's road network, including improving road freight movements through Medway

- **Transport objective 3 - Improving public transport**

To respond to the regeneration of Medway by encouraging travel by public transport including improving the quality, reliability, punctuality and efficiency of services

- **Transport objective 4 - Improving personal mobility & health**

To contribute to improving health by promoting and developing transport corridors that encourage personal movement and by improving air quality


- **Transport objective 5 - Improving travel safety**


To reduce casualties on Medway's roads and to encourage changes to travel habits by the implementation of Safer Routes to School projects.

5 Programme for production of LTP3

5.1 The following table sets out the key milestones achieved (shaded in grey) and the programme to complete the plan before the deadline to adopt.

Date	Event	Comment
February 2010	All Party Cabinet Advisory Group	Meeting - 11 February 2010
February 2010	DMT	Meeting - 25 February 2010
February 2010 / March 2010	Internal officer consultation LTP3 Transport Strategy	Undertaken - comments requested by 1 March 2010
March 2010	All Party Cabinet Advisory Group	Meeting – 2 March 2010
March 2010	CMT	10 March 2010
	South East England Partnership Board	11 March 2010 (meeting postponed)
	GOSE	15 March 2010
April 2010	Cabinet	20 April 2010
April – June 2010	Prepare Implementation Plan	
April 2010	Internal officer consultation, All Party Cabinet Advisory Group	<i>20 April 2010</i>
July – Sept 2010	Public consultation	Monday 21 June – Friday 10 September 2010
August 2010	RCC O&S	<i>18 August 2010</i>
September 2010	Finalise document	
September 2010	All Party Cabinet Advisory Group	<i>21 September 2010</i>
October 2010	DMT	<i>23 September 2010</i>
November 2010	CMT	<i>20 October 2010</i>
December 2010	Cabinet	<i>21 December 2010</i>
January 2011	Full Council sign off	<i>13 January 2011</i>
April 2011	Commencement of LTP3	1 April 2011

 Shaded area indicates task completed

 Text in italics - Provisional date

6 Diversity Impact Assessment

- 6.1 The process of developing LTP3 is subject to a Diversity Impact Assessment. On going liaison continues with the Research and Review team as the plan is developed.

7 Risk Management

- 7.1 Risk management is an integral part of good governance. The Council has a responsibility to identify and manage threats and risks to achieve its strategic objectives and enhance the value of services it provides to the community. The following table considers any significant risks arising.

Risk	Description	Action to avoid or mitigate risk													
The new LTP is not adopted by 31 March 2011, when the current plan expires	The adoption and delivery of the LTP is a statutory responsibility.	The mitigation measures that will be required to put in place include: a) Robust project management processes; b) Close working with members, GOSE and the South East England Partnership Board during the development of the plan; c) Service Manager to closely oversee the plan preparation; and d) Close partnership working with both internal and external partners, including linking to the North Kent Transport Strategy developed as part of the North Kent													
LTP not prepared in accordance with guidance provided by government or the plan is not challenging enough.	The consequences if these risks are realised are: - Government assesses delivery as below an acceptable standard; - poor assessment could impact on CAA; and reduced capital funding														
	<p>Description of risk</p> <table border="1" data-bbox="544 1294 1086 1581"> <thead> <tr> <th data-bbox="544 1294 818 1339"><u>Likelihood</u></th> <th data-bbox="818 1294 1086 1339"><u>Impact:</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1339 818 1384">A Very high</td> <td data-bbox="818 1339 1086 1384">1 Catastrophic (Showstopper)</td> </tr> <tr> <td data-bbox="544 1384 818 1429">B High</td> <td data-bbox="818 1384 1086 1429">2 Critical</td> </tr> <tr> <td data-bbox="544 1429 818 1473">C Significant</td> <td data-bbox="818 1429 1086 1473">3 Marginal</td> </tr> <tr> <td data-bbox="544 1473 818 1518">D Low</td> <td data-bbox="818 1473 1086 1518">4 Negligible</td> </tr> <tr> <td data-bbox="544 1518 818 1563">E Very low</td> <td data-bbox="818 1518 1086 1563"></td> </tr> <tr> <td data-bbox="544 1563 818 1581">F Almost impossible</td> <td data-bbox="818 1563 1086 1581"></td> </tr> </tbody> </table> <p data-bbox="544 1581 1086 1711" style="text-align: center;">This risk is rated - D2</p>		<u>Likelihood</u>	<u>Impact:</u>	A Very high	1 Catastrophic (Showstopper)	B High	2 Critical	C Significant	3 Marginal	D Low	4 Negligible	E Very low		F Almost impossible
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C Significant	3 Marginal														
D Low	4 Negligible														
E Very low															
F Almost impossible															

8 Consultation

- 8.1 Between October and December 2009 initial meetings with key stakeholders have taken place, to help shape the provisional plan.
- 8.2 Between July and September 2010 public consultation will be undertaken on the provisional LTP3 Transport Strategy and the Implementation Plan. Details of the nature and extent of the consultation are being developed and link in with LDF processes.

9 Financial and legal implications

9.1 The LTP is an important bidding document to Government for capital funds and competition for future funding will be high. The quality of the new LTP is likely to influence the level of funding secured, which will be split into three categories:

- Integrated transport block – funding for a package of measures including accident reduction measures, traffic management, public transport infrastructure improvements, cycling and walking schemes, and safer routes to schools projects.
- Capital maintenance allocation - funding the maintenance of highway infrastructure.
- Major schemes, relating to projects valued above £5m.

9.2 The financial bid will take account of any indicative financial allocation provided by government.

9.3 The Local Transport Plan process is a statutory function and applies to all local transport authorities in England outside London under the Transport Act 2000, as amended by the Local Transport Act 2008.

10 Recommendations

It is recommended that Cabinet:

10.1 Approves the provisional LTP3 Transport Strategy for consultation purposes;

10.2 Grants delegated authority to the Director of Regeneration, Community and Culture in consultation with the Portfolio Holder for Front Line Services to undertake minor amendments to the provisional LTP3 Transport Strategy and;

10.3 Receives a report on the outcome of the consultation on the provisional LTP3 Transport Strategy and Implementation Plan to Cabinet in December 2010.

11 Suggested reasons for decision

11.1 The recommendations support the production of a Local Transport Plans as a statutory function, which applies, to local transport authorities in England outside London under the Transport Act 2000, as amended by the Local Transport Act 2008.

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Background papers

Local Transport Plan guidance (final) – published July 2009

Appendix

Provisional Local Transport Plan (2011 – 2026)

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Executive Summary

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Glossary
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Local Transport Plan 3

2011 – 2026

Medway - rich heritage, great future

Provisional Document

April 2010

Medway's LTP3 Executive Summary

Medway's third Local Transport Plan (LTP) sets out Medway's transport strategy for the next 15 years, embracing the wider aspirations for Medway to be a City of learning, culture, tourism and enterprise at the heart of the Thames Gateway. In addition, it is a mechanism to obtain significant funding to deliver transport projects – during the five-year LTP2 period £52.8m funding was secured. It forms part of Medway Council's policy framework documents and is a statutory function of Medway Council.

There is a major challenge for the Medway area associated with the increased demand for travel that will arise from being within the Thames Gateway, a nationally designated regeneration area. Furthermore, there is now stronger recognition of how transport influences and adds value to many key priorities including economic growth, the natural environment, connectivity, equality of opportunity and health.

Our priorities

Our LTP3 seeks to address wider social, economic and environmental challenges for the area, based on an analysis from public consultation and work undertaken with our neighbours through a Multi Area Agreement. The transport strategy is closely aligned to Medway's Sustainable Communities Strategy, the emerging Local Development Framework and priorities in the Council Plan. It also conforms to national and regional policy including the Governments *Delivering a Sustainable Transport Strategy*, the South East Plan and the emerging North Kent Transport Strategy. As a result, the ambition of this strategy is to deliver transport interventions that contribute to five overarching priorities that focus on:

Supporting Medway's regeneration, economic competitiveness and growth by securing a reliable and efficient local transport network

Supporting a healthier natural environment by contributing to tackling climate change and improving air quality

Ensuring Medway has good quality transport connections to key markets and major conurbations' in Kent and London

Supporting equality of opportunity to employment, education, goods and services for all residents in Medway

Supporting a safer, healthier and more secure community in Medway by promoting active lifestyles and by reducing the risk of death, injury or ill health or being the victim of crime

What we want to achieve

The Transport Strategy will support Medway's ambitious plans by:

- ensuring highway infrastructure is maintained to the highest possible standard within the available resources
- efficiently managing and improving Medway's local highway network to ensure reliability of journey times
- ensuring public transport becomes a realistic alternative choice to the private car
- contributing to better health by encouraging walking and cycling and by improving accessibility to key services
- ensuring that people can move around safely in Medway

What we will do

The strategy sets out a framework of actions delivered through a set of five *Transport Objectives*. These actions will significantly contribute to the plan priorities. Whilst the strategy includes a wide package of measures, key interventions will focus on:

1. More efficient management of the highway network and car parks, together with highway improvements that focus on congestion and air quality hotspots, thereby improving the reliability and environmental impact of the transport network.
2. Working in partnership both locally and sub-regionally to deliver step change improvements to encourage more people to use public transport. Outputs will focus on delivering better service quality, punctuality and information. Key actions will include the development of *Fastrack* style bus links, expansion of park and ride services and improvements to stations.
3. Effective highway maintenance, including the Medway Tunnel. This is a vital highway asset that supports all the regeneration proposals in the area. There will be a need for further upgrades to the operating systems within the tunnel with the advancements in technology during the life of the plan.
4. Encourage active travel by supporting students to access the learning quarter by sustainable travel modes, expanding the cycle network, improving accessibility to bus services for people with mobility difficulties, improving public rights of way and delivering the Green Grid and coastal Access projects.

5. Improve travel safety by road safety interventions, incorporating highway schemes, education, publicity, promotion and enforcement, safer routes to school projects and public safety initiatives.

Measuring our success

Implementation Plans covering a three-year period will be produced setting out planned actions and targets. Our achievements will be measured by outcome and output based indicators, which will assess the combined impact of projects.

Responding to the Report

The council is seeking views from as many people as possible on this report. Your views will inform the preparation of the LTP Transport Strategy over the coming months.

There are a number of ways in which you can give us your views and check progress on the preparation of the LTP Transport Strategy.

- **Email:** ltip@medway.gov.uk
- **Website:** <http://www.medway.gov.uk/ltip>
- **Post:** Integrated Transport, Regeneration, Community and Culture, Medway Council, Gun Wharf, Dock Road, Chatham, Kent ME4 4TR
- **Telephone:** 01634 331254 or 01634 331505

Section 1

Introduction

1.1 Context

1.1.1 Medway's third Local Transport Plan (LTP) sets out Medway's transport strategy for the next 15 years, embracing the wider aspirations for Medway to be a City of learning, culture, tourism and enterprise at the heart of the Thames Gateway. In addition, it is a mechanism to obtain significant funding to deliver transport projects – during the five-year LTP2 period £52.84m funding was secured. It forms part of Medway Council's policy framework documents and is a statutory function of Medway Council.

1.1.2 The strategy firstly sets out the story of place and then develops priorities taking into account local, regional and national policy and guidance. The strategy then sets out a framework for delivery based around a package of transport objectives.

1.1.3 A number of major transport schemes were identified in Medway's LTP2 and these included:

- Major reconfiguration of the Chatham ring road
- Improvements to the A228 between Ropers Lane and Grain
- *Transport for Medway* short term projects
- Public Transport improvement schemes
- Installation of an Urban Traffic Management Control System

1.1.4 It is satisfying to note that all the LTP2 transport schemes identified above have either been delivered or are to be completed in the early stages of LTP3. Furthermore, the majority of the challenging targets in Medway's LTP2 were achieved, including reducing road casualties, increasing public transport patronage and growing cycling. In addition, Medway's LTP2 secured significant funding including:

- £14.35m Integrated transport
- £10.09m highway maintenance
- CIF funded project - £13m A2 strategic public transport corridor
 - £ 9m A228 Ropers Lane to Grain
 - £ 1.5m Gillingham railway station
- £4.9m Medway tunnel

1.1.5 Medway's third LTP not only seeks to continue the success of Medway's previous LTPs, but also contribute to a broader policy context. Firstly, there is a major challenge associated with the increased travel demand arising from being within a nationally designated regeneration area. Furthermore, there is now stronger

recognition of how transport influences and adds value to many key priorities including economic growth, the natural environment, connectivity, equality of opportunity and health.

- 1.1.6 During the 15 year life of this strategy, three-year LTP3 Implementation Plans will be prepared, which will be the overarching programme management tool used to deliver the strategy. Medway's LTP3 Implementation Plans will detail a rolling three year work programme and short term targets that take into account available resources. The three year time period for Implementation Plans links to the Medway Local Area Agreement and Sustainable Community Strategy, and also reflects the three year LTP financial settlement period.
- 1.1.7 Public consultation and stakeholder input has been very important in the development of Medway's LTP and this is referenced throughout this document. Comments received have influenced the local emphasis of the priorities and transport objectives discussed in the plan. The consultation comments have also steered the types of interventions proposed and these are detailed in our Implementation Plan, which delivers this strategy.

1.2 Medway – the location

- 1.2.1 Medway is recognised by the government as a major element of the developing Thames Gateway region, which is a national priority area for regeneration and growth. As a result, Medway plays an important role on the European and global stage.
- 1.2.2 Medway is the largest urban conurbation in the south east outside London. It is located only 30 miles from London and 40 miles from Dover and is surrounded by the administrative area of Kent. At the centre of urban Medway are the five historic towns of Strood, Rochester, Chatham, Gillingham and Rainham. The River Medway is at the heart of this urban conurbation and provides a rich resource for commerce and tourism, and is shaping the area and its business, leisure and growth. Larger villages in the more rural parts of Medway include the Medway Valley villages of Cuxton and Halling and the Hoo Peninsular.
- 1.2.3 The area has excellent access to the national motorway network, being located adjacent to the M2, an identified transport corridor of international significance. The area is also well served by rail networks, with Medway now being served by the High Speed 1 rail commuter service, which significantly reduces the journey time to London.

1.3 Where we are now – Medway the story of place

- 1.3.1 The overall picture of Medway in 2010 is of an area recovering well from the collapse of its traditional economic base in the 1980s, with a strong potential to fulfil its role as a regional economic growth area. At the same time the area still faces many economic, social and environmental challenges.
- 1.3.2 In economic terms Medway has benefited from considerable investment arising from its strategic location within the Thames Gateway Growth Area. A major transformation has taken place around the former naval buildings in Chatham creating the Medway Campus, home to three universities and Mid Kent College. A new community has been created at Chatham Maritime, where £400 million of public and private investment has created a showpiece living and working environment attracting large corporate names such as NatWest Bank and Halifax.
- 1.3.3 Recent investment in infrastructure includes the Medway Tunnel, widening of the M2 and the High Speed Rail Link from the Channel Tunnel to London. As a result, external transport links are excellent and improving. The new bus station and associated Quality Public Transport Corridor works will improve the bus services within Medway. However, there are issues around bus punctuality, public transport integration, accessibility (particularly on the Hoo Peninsula) and traffic congestion.
- 1.3.4 A welcome diversification of the economic base is occurring, towards the creative industries, financial and business services, education, and environmental and energy technologies, adding to Medway's long standing manufacturing strengths. Good progress has been made in raising skill levels, which are growing significantly faster than the regional and national averages. In addition, the unique cluster of universities, the Mid Kent College and the Open College of the Arts at Rochester have contributed greatly to this. These developments are leading to changes in local travel patterns and the need to improve pedestrian, cycle and public transport links.
- 1.3.5 The business start up rate has now improved in line with Medway's LAA target for 'business births', partly due to the establishment of the Medway Enterprise Hub and the Medway Innovation Centre. However, the deficiency in employment space of the right type and in the right place may constrain economic growth. Furthermore, Medway remains a relatively low wage area with high levels of out commuting.
- 1.3.6 The potential for developing Medway as a tourism destination and for improving its image is being tackled in the Medway Regeneration Plan and improving transport services is a key factor in achieving this. The Rochester Destination Benchmarking Study undertaken in

2009 compared Rochester to other national historic towns¹ and established:

- 64% of visitors travel to Rochester by private vehicle compared to a national average of 74%;
- 26% used public transport;
- Travel by train had increased from 13% (2003) to 18% (2006) to 19% (2009) – national average is 13%. The growth in rail trips has been helped by joint tourism promotion with Southeastern Trains, which is now in its 5th year;
- 7% travelled by bus, compared to a national average of only 3%.

1.3.7 In 2012 Great Britain will host one of the most prestigious events in the world, the 2012 Olympics. Medway will be hosting Olympic teams that are training at various venues including the newly refurbished Medway Park sports complex at Gillingham. Good accessibility to facilities is important and this is regularly assessed as part of the Rochester Destination Benchmarking Study, which established in 2009:

- 96% reported having found car parks either quite easy or very easy. An average score for Rochester of 4.68 out of a maximum of 5.00 compares well to the national average of 2.95 for all Historic towns surveyed;
- 73% considered the cost of parking was very reasonable, with a further 22% considering it was quite reasonable. An average score for Rochester of 4.64 compared well to the national average of 2.95 for all Historic towns surveyed.

1.3.8 The population of Medway is around 253,500 and is expected to grow to approximately 280,200 over the period of the plan. The social profile is younger than the national average but it is ageing faster. This profile results in calls for improved travel concessions for young people and improved travel services for the growing number of older people.

1.3.9 The area has higher levels of deprivation than neighbouring local authorities in Kent and the south east. It is ranked as the 150th most deprived local authority out of 354 in England, although at ward level it has some of the most affluent and some of the most deprived areas in the country. This results in the need for socially necessary bus services in these deprived areas where car ownership is statistically lower. The quality of some private housing and their surrounding environment is poor particularly in some of the more deprived areas. As a result the Housing Partnership is embarking on a targeted partnership approach to improving housing in the All Saints and

¹ Included Bath, Chichester, Carlisle, Colchester, Guildford, Lancaster, Oxford, Salisbury and Winchester

Luton ward areas. Neighbourhood engagement at ward level has helped to identify local issues including transport problems.

- 1.3.10 The overall attainment of children and young people at school in Medway is better than similar local authorities in England and has improved consistently in recent years. However, the 'school run' continues to be a problem even though the number of school travel plans in Medway is proportionately high and a number of travel concessions for passenger transport have been introduced. Significant changes in travel patterns occur between school days and non-school days and this leads to journey times improving by up to 50%² during non school days.
- 1.3.11 Mental health services for both young people and adults are a priority for improvement particularly in relation to dementia and people with learning difficulties. A lack of understanding of how to use public transport can be a barrier to independence for people with learning difficulties.
- 1.3.12 Smoking, obesity and diet in Medway are amongst the worst in the south east with average life expectancy lower than the south east and England. At ward level the gap in life expectancy is 6.8 years: significant but well below that seen in some big cities. However, more adults are exercising regularly as a result of improvements to sports and leisure facilities. Encouraging activity through Active Travel initiatives can significantly contribute to these issues.
- 1.3.13 Crime is falling fast and is lower than similar places. Anti social behaviour has also reduced. However the perception of crime lags behind the reality and people remain concerned about safety and the way crime and anti social behaviour is dealt with particularly in the more deprived areas. The transport space and the associated public transport is a large part of the public realm, and therefore transport improvements can contribute to improving personal security.
- 1.3.14 With Environmental and Housing Profile Medway has a diverse natural environment ranging from the marshlands and wetlands of the Hoo Peninsula to the downland in the west of the area, including eight nature conservation areas and three parks with green flags. Improving accessibility and use of these areas is a priority, to encourage more activity and to improve quality of life.
- 1.3.15 Medway has a below average carbon footprint due to the relatively low jobs to workforce ratio in the area though there are still challenging targets to meet.

² Data taken from a comparison of journey times using Automatic Number plate Recognition cameras

1.4 What we want to achieve

1.4.1 We want Medway to develop into a fine and welcoming city: a city where people want to achieve in all aspects of their life, through work, leisure and learning. This reflects the main Council vision:

By 2020 Medway will become a prosperous City of learning, culture, tourism and enterprise.

1.4.2 The ability to move around Medway easily and safely whilst reducing social exclusion and addressing the environmental impacts of transport are key to delivering this vision. The Transport Strategy will also support Medway's ambitious plans, which include:

- Creating a new riverside town centre at Chatham that has a busy night time economy as well as day time through the cultural strategy
- Promoting Chatham Dockyard and its Defences as a World Heritage Site, including improving the accessibility and awareness of the Great Lines Heritage Park, for residents and tourists

1.4.3 The ambition of this strategy is for transport interventions to contribute to five overarching priorities that focus on:

- Regeneration and economic competitiveness
- The natural environment
- Connectivity
- Equality of opportunity
- Safety, security and public health

1.5 What we will do

1.5.1 The Transport Strategy will support Medway's ambitious plans by:

- ensuring highway infrastructure is maintained to the highest possible standard within the available resources
- efficiently managing and improving Medway's local highway network to ensure reliability of journey times
- ensuring public transport becomes a realistic alternative choice to the private car

- contributing to better health by encouraging walking and cycling and by improving accessibility to key services
- ensuring that people can move around safely in Medway

1.5.2 The strategy sets out a framework of actions delivered through a set of five *Transport Objectives*. These actions will significantly contribute to the plan priorities. Whilst the strategy will include a wide package of measures, key interventions will focus on:

1. More efficient management of the highway network and car parks, together with highway improvements that focus on congestion and air quality hotspots, thereby improving the reliability and environmental impact of the transport network.
2. Working in partnership both locally and sub-regionally to deliver step change improvements to encourage more people to use public transport. Outputs will focus on delivering better service quality, punctuality and information. Key actions will include the development of *Fastrack* style bus links, expansion of park and ride services and improvements to stations.
3. Effective highway maintenance, including the Medway Tunnel. This is a vital highway asset that supports all the regeneration proposals in the area. There will be a need for further upgrades to the operating systems within the tunnel with the advancements in technology during the life of the plan.
4. Encourage active travel by supporting students to access the learning quarter by sustainable travel modes, expanding the cycle network, improving accessibility to bus services for people with mobility difficulties, improving public rights of way and delivering the Green Grid and coastal Access projects.
5. Improve travel safety by road safety interventions, incorporating highway schemes, education, publicity, promotion and enforcement, safer routes to school projects and public safety initiatives;

1.6 Our measures of progress and success

1.6.1 Implementation Plans will be produced setting out planned actions and targets. Our achievements will be measured by outcome and output based indicators, which will assess the combined impact of interventions.

1.7 Diversity and equalities statement

1.7.1 A Diversity Impact Assessment has been undertaken and screening concluded that the Local Transport Plan complies with the

requirements of the relevant legislation and there is evidence to show this is the case. The plan has been developed in consultation, including surveys of the key stakeholders living and working in Medway. The strategy covers the whole population of Medway and does not discriminate on grounds of racial groups, disability, gender or other identified groups. As interventions are developed for specific areas, there will be an opportunity for detailed local consultation and further feedback to ensure there is no discrimination.

Section 2

Developing the plan priorities

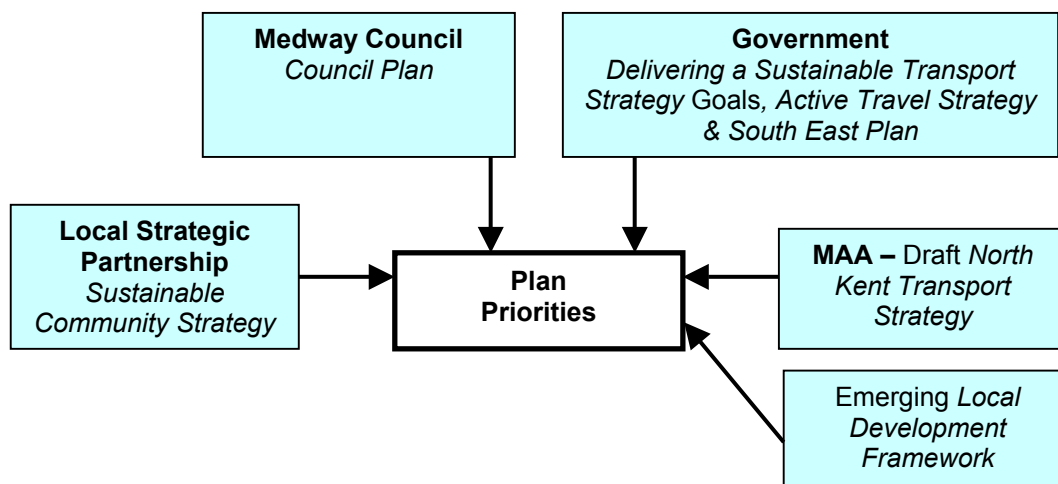
2.1 Introduction

2.1.1 The Local Transport Plan process is a statutory function and applies to all local transport authorities in England outside London under the Transport Act 2000, as amended by the Local Transport Act 2008. The 2008 Act states that LTPs should contain policies and implementation plans. Medway Council has decided that this involves the production of two separate documents covering:

- Long term *Transport Strategy (2011 – 2026)*
- Short term *Implementation Plan (3 years)*

2.1.2 This document is the long term *Transport Strategy* that will help place-shape Medway for the 15 year period of the plan. The strategy will be delivered by short term *Implementation Plans*, which will set out a three-year rolling programme of actions. Medway's three year *Implementation Plans* will link the plan priorities and transport objectives with available financial resources for delivery including the LTP funding allocation from government. To complement the plan priorities, three-year targets will be set in Medway's *Implementation Plans* and the timescale of these targets will be consistent with the Local Area Agreement for the area.

2.1.3 A number of different influences have fed into the development of the plan priorities from a national, regional and local perspective as the flow chart below shows:



2.1.4 Gathering information in preparation for Medway's LTP3 started following the issue by government of draft guidance in December 2008. In order to reduce duplication, combined stakeholder meetings and workshops were organised in 2009 in conjunction with the preparation of the Local Development Framework and the Sustainable Community Strategy. Both strategies have the same time horizon of 2026 as that agreed for Medway's LTP3

2.1.4 This section details the development of the five overarching **strategic priorities** that underpin the plan and how they have been derived from local, sub-regional, regional and national guidance.

2.2 National Guidance

2.2.1 In '*Delivering a Sustainable Transport System*' (DaSTS), the Government continued its commitment to long term transport planning, identifying the priorities for transport investment in England from 2014 across all transport networks. The government considers the biggest challenge to be tackling climate change and associated carbon reduction. There is an expectation from Government that there will be a strong synergy between goals in the DaSTS document and those set out in local authority LTP3's. The main example being measures encouraging a modal shift towards public transport, and this in turn will help tackle congestion and therefore likely to have a positive contribution towards economic growth.

2.2.2 The Climate Change Act 2008 requires greenhouse gas emissions across the UK economy to be reduced by at least 80% on 1990 levels by 2050 and 34% on 1990 levels by 2020. The transport sector represents 21% of the total UK domestic greenhouse gas emissions. The Government's strategy *Low carbon transport: A Greener future* (2009) acknowledges the scale of the challenge for transport. Government considers local authorities are particularly important in leading change, resulting in the expectation that LTP3's make a significant contribution towards mitigating climate change. In addition to putting in measures to reduce greenhouse gas emissions, it is important that local authorities put in place measures to improve the resilience of local transport to the impacts of climate change, such as flooding and deterioration of roads. A target linked to NI 186- **Per capita CO² emissions in the local authority area** has been adopted as part of Medway's LAA to reduce carbon emissions by 13.9% by 2011 compared to a baseline at June 2005. Reducing transport emissions can make a significant contribution to this challenging National Indicator.

2.2.3 Government published their *Active Travel Strategy* in February 2010. This recognises that cycling and walking are a very simple way for people to incorporate more physical activity into their lives and are

very important for increasing access to jobs and services for many people. When replacing trips by car they can also help reduce emissions and ease local congestion. The strategy acknowledges that the UK has some of the lowest rates of cycling in Europe - only 2% of trips in England are cycled. As a result, this strategy places particular emphasis on cycling, declaring that “we want cycling to be the preferred model of local transport in England in the 21st Century”. In addition, the strategy recognises that “in an increasing budget constrained world, local authorities will have to do more with less, focusing on low-cost, high value measures.

2.3 LTP Guidance

2.3.1 Since the inception of the Local Transport Plan process it has brought about change in the way local authorities plan transport in their areas. LTP's are a vital tool to help local authorities work with stakeholders to strengthen its place-shaping role and delivery of services in the most effective way possible for the community.

2.3.2 The Local Transport Act 2008 removes the requirement to produce a separate bus strategy; rather, improvements to bus services are required to be an integral part of the LTP strategy. The guidance expects that buses will be a key element in achieving the five DfT goals and the plan priorities in LTP3, especially those related to supporting economic growth and tackling climate change. Within Medway's Implementation Plan emphasis will be placed on schemes that deliver improvements to bus punctuality to meet the requirements of the Traffic Commissioner¹.

2.4 Potential National and Regional proposals

2.4.1 During the period of the plan if national or regional transport or infrastructure proposals of a significant nature to the Medway area are taken forward by Government², then a review of the plan may need to be carried out. At the time of writing LTP3, it was understood that the Department of Transport had commenced a national study on the Lower Thames Crossing but there were no agreed proposals for the location of a new crossing.

2.4.2 In addition to major infrastructure, this plan has to consider the resilience of the highway network to major growth of external facilities such as the International Gateway ports in the South East³. The continuing increase of freight through these ports especially at Dover and the potential traffic management interventions on the strategic road network could result in the migration of these movements onto

¹ Traffic commissioner has set targets for bus operators to achieve 95% 1min before to 5min after the published schedule timetable.

² Such as a new Lower Thames Crossing or any other significant infrastructure proposal of such a size to affect Medway

³ As defined in the South East Plan

the M2, which may then have detrimental impact on further regeneration within Medway. During 2010 a regional transport study was assessing the impact of growth on the London to Dover Docks transport corridor, which passes through the Medway area.

2.5 Regional and sub-regional strategies

South East Plan

2.5.1 The Regional Spatial Strategy for the South East of England (known as the South East Plan) sets out the long term spatial planning framework for the region from 2006 with the end date of 2026.

2.5.2 The South East Plan includes spatial policies for housing, infrastructure, economy, environment and tackling climate change - all themes that need to be addressed by Medway's LTP3. The South East Plan identifies Chatham as a regional hub and mentions that Chatham centre is to be developed and designated as a city centre within Thames Gateway. In addition the plan considers the potential for attracting new high value activity, or accommodating the expansion of transport, energy, distribution and the manufacturing industry. The plan identifies Thamesport as an International Gateway.

2.5.3 Medway's LTP3 needs to take account of the vision set out in the South East Plan, which states:

Our vision is a high quality transport system to act as a catalyst for continued economic growth and provide for an improved quality of life for all in a sustainable and socially inclusive manner; a regional transport system that progressively reaches the standard of the best in North West Europe

2.5.4 This vision for the South East is translated into a set of regionally specific objectives that integrate spatial and transportation planning at the regional level, these being:

- i. to facilitate urban renaissance and foster social inclusion by re-balancing the structure and use of the transport system. In particular, bringing forward measures that encourage modal shift to more sustainable modes and significantly improve the attractiveness of local public transport services, walking and cycling
- ii. to reduce the wider environmental, health and community impact associated with the transport system, by bringing forward management measures that reduce our reliance on single occupancy car use

- 2.5.5 The Kent Thames Gateway implementation section of the South East Plan states:

The efficient functioning of the Kent Thames Gateway depends on reliable east-west road and public transport routes, and the growth already planned depends entirely on their timely improvement. Efficient north-south movement by public transport and by road will be of increasing importance even with the existing level of planned growth. Regional and international traffic will be affected by congestion on the transport networks serving development in the Growth Area. Therefore, there are regional and national reasons to improve transport capacity.

Thames Gateway Kent Business Plan

- 2.5.6 The Thames Gateway was a planning concept that emerged in the 1980's. It is now Europe's largest regeneration project covering an area from the east and southeast of London along both sides of the River Thames through North Kent as far as Sittingbourne and the Isle of Sheppey and on the north side of the River Thames as far as Southend on Sea.
- 2.5.7 The Thames Gateway Kent Business Plan sets out for Medway to focus on the evolution of a regional riverside city, with cultural, educational, tourism and hi-tech facilities. Grain on the Hoo Peninsula is identified as a national hub for port related activities, energy production, environmental technology and a value added industry. The transport objectives developed for LTP3 need to address the development ambitions in the Thames Gateway Kent Business Plan

North Kent Transport Strategy

- 2.5.8 The Thames Gateway Kent Partnership is made up of representatives from the local authorities located in the area, including Dartford, Gravesham and Swale district councils, Kent County Council and Medway Council. This partnership has agreed a North Kent Multi Area Agreement (NK-MAA) with Government. The NK-MAA helps to facilitate and strengthen partnership working to improve the economic and regeneration of the area through common aims, objectives and targets.
- 2.5.9 The NK-MAA has enabled a North Kent Transport and Connectivity Officer Group to be established, which has developed a draft North Kent Transport Strategy. This sub-regional transport strategy for North Kent sets out five objectives that seek to address wider social, economic and environmental challenges for the area, which put a sub-regional emphasis on the Government's planned future direction for transport at a national and regional level. Developed from the

national DaSTS goals, the North Kent Transport Strategy draft objectives are:

- Economic regeneration and competitiveness
- Natural environment
- Connectivity
- Equality of opportunity and improved quality of life.
- Safety, security and public health

The priorities for Medway's LTP3 seek to develop these sub-regional objectives further, taking account of the local context.

2.6 Key local strategies

Local Development Framework

- 2.6.1 The Planning and Compulsory Purchase Act 2004 established a new approach to spatial planning. As a result, regional planning guidance, structure plans and local plans are being replaced by regional spatial strategies and Local Development Frameworks.
- 2.6.2 Medway Council is responsible for preparing a Local Development Framework (LDF) for its area that will consist of Development Plan Documents (DPD) and other local development documents.
- 2.6.3 The first components of the LDF will comprise a Core Strategy and a Housing and Mixed-use development plan. It is intended that the Core Strategy DPD will contain the overarching spatial policies for Medway, whilst the Housing and Mixed-use DPD will contain site specific housing and mixed-use allocations sufficient to meet the regional housing requirement for the period of the plan also deemed to run to 2026.
- 2.6.4 It is programmed for the formal submission of the Core Strategy to the Secretary of State to take place in March 2011. The priorities and transport objectives of LTP3 need to support the development and regeneration agenda set out in the LDF, by planning for the future predicted additional journeys on a constrained highway network.

Medway Council Plan

- 2.6.5 This plan sets out Medway Council's core values and priorities for the operation of the Council. The core values are:
- Putting our customers at the heart of everything we do
 - Giving value for money

These core values feed into the six main council priorities of:

- A clean and Green environment

- Safer communities
- Children and young people have the best start in life
- Older and vulnerable people maintaining their independence
- People traveling easily and safely in Medway
- Everyone benefiting from the area's regeneration

2.6.6 Medway's LTP3 will be the key strategic policy framework that delivers the Council Plan priority for people to travel easily and safely in Medway. It will also contribute to the core values and the other Council Plan priorities.

The Sustainable Community Strategy

2.6.7 Medway's Sustainable Community Strategy is due to be adopted in the spring 2010, with a similar 2026 year horizon period as LTP3. It is the successor to the Medway Community Plan 2007-10, reflecting recent changes in Medway and its national, regional and global context. It is the overarching strategy for Medway, setting the ambitions for Medway with the key aim for *Medway to have a thriving, diverse and sustainable economy matched by an appropriately skilled workforce supported by a Higher Education Centre of Excellence*

2.6.8 The Medway Local Strategic Partnership has led the development of the strategy in consultation with the community and partner agencies. The strategy takes a longer term view of many of the issues facing the area. Collaborative working has taken place in developing the Sustainable Community Strategy and LTP3, and as a result Medway's LTP3 will significantly contribute to the delivery of the strategy.

Links to other Medway Council strategies and plans

2.6.9 Medway's LTP3 also seeks to closely relate to the delivery of other strategies of Medway Council – some of the relevant strategies are listed below. These strategies are either in place or about to be reviewed.

- Young Peoples Plan 2009 – 2011
- Positive Ageing in Medway - the Older People Strategic Plan and Joint Commissioning Strategy for Health and Social Care 2010-13
- Economic Development Strategy 2009 – 2012
- Medway Rural Action Plan 2004 – 2009
- Cultural Strategy 2009 – 2014
- Medway Wildlife, Countryside and Open Space Strategy 2008 – 2016
- A Social Regeneration Strategy for Medway 2008 – 2016
- Housing Strategy 2008 - 2011

2.7 Links to strategies of other organisations

National Health Service (NHS)

- 2.7.1 The Eastern and Coastal Kent NHS and West Kent NHS Primary Care Trusts produced a report in 2008 entitled 'A strategy for consultation on Tackling Overweight and Obesity Across Kent' this report covered the health of Medway residents. In section 2.5, the report considered the importance of the relationship between transport and health and concluded that a key area of change is required to encourage walking and cycling. Promoting healthier alternatives to the car leading to more exercise for individuals significantly contributes to tackling obesity and in turn reduces traffic congestion, improves air quality and the general health of individuals. Medway's LTP3 can contribute to this initiative by encouraging 'active' travel.

Kent Fire and Rescue service

- 2.7.2 In the Kent Fire and Rescue service Area Performance report (1 April 2008 – 31 March 2009) one of the aims identified was to reduce the number of road traffic collisions. Extensive partnership collaboration to achieve this aim is taking place through various events, advertising and promotions, together with working in partnership with the Police and Medway Council through the Road Safety Partnership and Local Strategic Partnership forum.

Police

- 2.7.3 One of the aims in *Policing Kent 2009/2012* is to make the roads safer by continuing the target to reduce the number of adults and children killed or seriously injured in road traffic collisions.
- 2.7.4 In support of both the Police and the Kent Fire and Rescue service, road traffic collisions need to be considered as a key element of the transport objectives for Medway's LTP3.

2.8 Network assessment

- 2.8.1 In order to provide a robust evidence base to support the transport policies and proposals in both the LDF and LTP3, an area-wide transport model has been developed using SATURN software. The model was developed in partnership with the Highways Agency.

2.8.2 The model has been used to predict likely highway traffic conditions in 2026, at the end of the LDF / LTP3 period. This has been achieved by predicting the likely impact on the highway network predicted traffic growth and the delivery of planned developments up to 2026, taking into account the impact of known transport improvement projects. The modelling work combined with local experience has resulted in critical points in the network being identified where significant congestion is either experienced or predicted during the plan period. The key congestion hotspots are:

- A229 gyratory junction with former Mid Kent College, Horsted
- A2 Corporation Street junctions with The Esplanade & Gas House Road
- A2 junctions and link between Chatham Hill and Canterbury Street junctions
- A2 junction with Canal Road
- A289 link between Four Elm roundabout and Medway Tunnel including Sans Pareil and Anthony's Way roundabouts and exit from Medway City Estate
- A2/A228 Strood town centre
- A228 junction at Darnley Arch Bridge, Strood
- A2 Star Hill junction with A229 City Way roundabout
- A231 Dock Road junction with Wood Street roundabout
- A278 junction with Sharsted Way/Wigmore Road
- A2 junction with Mierscourt Road, Rainham
- A2 junctions with A278 Hoath Way & A289 Ito Way
- B2004 link through Lower Rainham

2.8.3 The modelling work predicts that vehicle demand on the network will increase 27% by 2026 and average journey times during the morning peak hour are likely to increase by around 7-8% for the modelled urban network^{4,5}. Additional transport improvement schemes and interventions have been modelled to assess their impact on journey times, congestion and value for money. Actions have been developed as a result of the modelling work, which are detailed in section 5.

2.9 Achievements during LTP2

2.9.1 The achievements during LTP2 need to be taken into account when developing LTP3. Following government advice, Medway's LTP2 eventually contained 23 targets covering a broad range of interventions. Medway has been successful in achieving or exceeding all but two of the targets, which by March 2010 has resulted in:

- Growth of bus patronage by 10.2 % since 2004

⁴ Some links experiencing greater journey time increases

⁵ Medway LDF Transport Issues and Preliminary Options Report Phase 1 April 2009

- Reduce the child killed and seriously injured by over 50%, killed and seriously injured overall by over 40% since 1994-98.
- 325 bus stops now have raised kerbs installed. 54% of high frequency bus stops now have raised kerbs to improve access to bus services.
- Over 110km of cycle routes have been installed, together with 18 permanent continuous cycle counters. These have recorded over 12,000 cycle movements per week during the summer months.
- 100 out of 117 (85%) schools in Medway have active school travel plans.
- Major accessibility schemes improving access to local shops and services in Hoo, and Lords Wood.
- Expansion of commuter coach park and ride site at Wigmore to support commuter coach services from the south of the authority area.
- Agreement with NHS Medway to fund active travel co-ordinator to promote walking, cycling and general improvements to health.
- Excellent partnership working with Arriva to continue quality bus partnership agreement including promotion of all bus services via area wide timetable book, and online.
- Partnership working with Network Rail, and Southeastern to progress with solutions for Medway's other mainline rail stations- Strood, Rochester, and Chatham. Rochester is in the South East RUS programme.

2.9.2 In the last year of LTP2 (2010/11) the following projects are expected to be completed or have commenced.

- Gillingham railway station forecourt area modernized and upgraded as part of £1.5m Community Infrastructure Fund (CIF) investment from Government.
- Investment in new dynamic bus facility in Chatham town centre replacing old bus station.
- £13 CIF funding for Medway's UTMC system and quality public transport corridor including new bus shelters and real time info displays.
- Improvements to A228 on the Hoo Peninsula to Grain including the construction of a new bridge over a railway crossing, and the construction of a new roundabout on a notorious bend at Fenn Corner. Projects to be funded by CIF funding and £5.375m developer contribution from National Grid with regard to a new business park development at Grain.

2.9.3 The complete list of Medway's LTP2 targets is contained in Appendix XX. This shows that status of each target, with a red, amber, green assessment. 21 of the 23 targets have been achieved.

2.10 Development of LTP3 – consideration of high level options

2.10.1 In developing Medway’s LTP3 and the transport strategy that supports Medway’s LDF, four high level options were considered:

- do minimum
- predict and provide – predict the likely growth in traffic and fully accommodate the growth by building more roads.
- high quality public transport, including:
 - improve bus journey times, reliability, quality of service, accessibility, journey information and smart ticketing
 - improve rail services through station improvements and lobbying for network improvements
- sustainable transport – package of integrated transport and land-use planning measures, including:
 - enabling more sustainable transport choices, through improving and promoting public transport, walking and cycling networks
 - improving the efficiency of the existing transport networks;
 - tackling congestion hotspots;
 - ensuring new development has high accessibility to public transport services;
 - encouraging mixed use development.

2.10.2 Table 2.1 assesses the transport strategy options against the delivery of national DaSTS transport goals. For greater detail see the Strategic Environmental Assessment. This simple assessment demonstrates that, in terms of policy fit, the high quality public transport and the sustainable transport package approaches are the favoured options, with the ‘do minimum’ and ‘predict & provide’ options being contrary to national policy.

	Transport strategy options			
	Do minimum	Predict & provide	High quality PT	Sustainable transport
National transport goals:				
Support economic growth	X	✓	✓	✓
Reduce carbon emissions	X	X	✓	✓
Promote equality of opportunity	X	X	✓	✓
Contribute to better safety, security and health	X	X	✓	✓
Improve quality of life and a healthy natural environment	X	X	✓	✓

2.10.3 Furthermore, the delivery of major infrastructure (such as a new relief road) would have significant challenges for the following reasons:

- very unlikely to attract government major scheme funding in the current funding climate;
- unlikely to be affordable from developer contributions;
- increased carbon emissions from new trips;
- likely to have high level of detriment to environmental issues.

2.10.4 The do minimum option would be likely to lead to worsening congestion and increased journey times resulting in:

- reduced competitiveness of the area and a deterrent to future inward investment;
- increased air quality problems leading to worsening health;
- increased carbon emissions.

2.10.5 Taking into account policy fit, funding availability and contribution to the overarching priorities of Medway Council and its partners, the favoured transport policy option for Medway's LTP3 is a sustainable transport approach combined with an improved, high quality public transport service, which collectively will aim to manage travel demand.

2.11 Appraisal of transport objectives

2.11.1 In accordance with the LTP guidance, appraisal of the plan priorities is carried out in the form of a Sustainable Environmental Assessment (SEA) and this forms a separate document prepared as part of the LTP process.

Section 3

Our priorities

3.1 Plan priorities

3.1.1 Our LTP3 plan priorities seek to address wider social, economic and environmental challenges for the area, whilst taking into account national and regional policy, the developing North Kent Transport Strategy, the emerging LDF and the priorities of Medway Council and its partners. Links to these key policy drivers has been explained in section 2 and as a result, Medway's plan priorities for LTP3 focus on:

- **Regeneration and economic competitiveness**
- **The natural environment**
- **Connectivity**
- **Equality of opportunity**
- **Safety, security and public health**

3.1.2 The ambition is for Medway's LTP3 to deliver a package of transport actions that contribute to achieving these overarching priorities.

3.1.3 Appendix **xx** demonstrates the links from the five **Priorities** to local, sub-regional, regional and national policies and strategies, including:

- Medway Council Plan
- Sustainable Community Strategy
- Regeneration Strategy
- Economic Development Strategy
- LDF Infrastructure Delivery Plan
- Strategic Land Availability Assessment
- North Kent MAA
- South East Plan

3.1.4 The following paragraphs provide details of each plan priority. Key actions are identified for each priority – some actions are duplicated where they significantly contribute to more than one priority. Key indicators are identified for each priority, which will enable the level of success to be reported.

3.2 Regeneration and economic competitiveness

Priority 1 - To support Medway's regeneration, economic competitiveness and growth by securing a reliable and efficient local transport network

3.2.1 A combination of the successful regeneration of Medway and background traffic growth to 2026 is likely to have a significant impact on the efficiency of the highway network. Actions are required to avoid increased congestion from the increased movements predicted.

3.2.2 Key actions will include:

- more efficient management of the highway network and car parks;
- improvements to the strategic road network focusing on congestion hotspots;
- improving the quality of bus services, including the development of *Fastrack* style bus links and smart ticketing;
- better management of freight, including improved access to the International Gateway at Grain;
- encouraging walking and cycling for short journeys;
- investigating river transport and additional river crossings.

3.2.3 Key indicators will include:

- journey times on key transport corridors;
- resilience of the transport network to cope with incidents;
- satisfaction with bus services;
- reliability of bus services.

3.3 Natural environment

Priority 2 - To support a healthier natural environment by contributing to tackling climate change and improving air quality

3.3.1 Nationally and locally there is a desire to reduce the potential negative impact of transport on the natural environment. The plan will support measures that reduce transport's emissions of carbon dioxide and other greenhouse gases and pollutants.

3.3.2 Key actions will include:

- encouraging alternatives to the private car by:
 - improving the quality of bus services, including the development of *Fastrack* style bus links;
 - encouraging walking and cycling for short journeys.
- more efficient management of the highway network including air quality traffic management schemes and tackling congestion hotspots.

3.3.3 Key indicators will include:

- bus patronage;
- number of cyclists on the strategic network;
- journey times on key transport corridors.

3.4 Connectivity

Priority 3 - To ensure Medway has good quality transport connections to key markets and major conurbations' in Kent and London

3.4.1 The plan will support measures that enhance inter- and intra-regional connectivity to and from Medway, including major regeneration sites.

3.4.2 Key actions will include:

- improved sub-regional public transport services and facilities to connect Medway with key business centres and labour markets, including improvements to rail stations;
- longer distance trips into Medway captured by park and ride services to reduce town centre traffic;
- more coordinated sub-regional highway network management by working in partnership with the Highways Agency and Kent County Council;
- encouraging commuters to cycle to railway stations as part of their outward journey to work;
- development of sub-regional cycle routes.

3.4.3 Key indicators will include:

- accessibility to key business centres and labour markets;
- park and ride usage;
- number of commuters cycling to stations;
- satisfaction with bus and rail services.

3.5 Equality of opportunity

Priority 4 - To support equality of opportunity to employment, education, goods and services for all residents in Medway

3.5.1 The plan will support measures that enhance accessibility to key destinations. The inability to access employment, education, goods and services is closely linked to social exclusion; improving access to transport networks will provide people with more equal opportunities. This priority will be delivered through the integration of services, thereby creating new opportunities for all.

3.6.1 Good design in new developments in terms of layout and effective integration of modes can significantly contribute towards improving accessibility to local services.

3.5.2 Key actions will include:

- improving accessibility to bus services for people with mobility difficulties;
- supporting students to access the learning quarter by public transport, walking and cycling;
- supporting independence by maintaining socially necessary bus services and providing transport services to day services;
- revised design guidance for new developments that supports improved accessibility by walking, cycling and public transport;
- community transport schemes.

3.5.3 Indicators will include:

- number of students walking, cycling or using public transport to access the learning quarter;
- accessibility to public transport from new development;
- patronage on supported bus services;
- number of cyclists on the strategic network.

3.6 Safety, security and public health

Priority 5 - To support a safer, healthier and more secure community in Medway by promoting active lifestyles and by reducing the risk of death, injury or ill health or being the victim of crime

3.6.1 Increasing the frequency and distance that people walk and cycle has health benefits in terms of tackling obesity and related illness. Furthermore, deteriorating road safety should not be seen as an acceptable consequence of any increase in demand for travel.

3.6.2 Key actions will include:

- road safety interventions incorporating highway schemes, education, publicity, promotion and enforcement;
- safer routes to school initiatives;
- encouraging cycling;
- improved pedestrian access to local facilities;
- development of Green Grid and the coastal Access initiatives, and improving public rights of way;
- public safety initiatives;
- effective highway maintenance, including footways and cycleways.

3.6.3 Indicators will include:

- number of road traffic accidents;
- number of cyclists on the strategic cycle network;
- number of students travelling to school by car.

3.7 Planned actions

3.7.1 Section 4 details the Transport Objectives and long term aims, which will be used as a framework to deliver the plan actions.

3.7.2 Section 5 sets out by Transport Objective the high level actions that will be developed and implemented during the 15 year plan period. These actions will be developed in the Implementation Plans, which will incorporate short term targets.

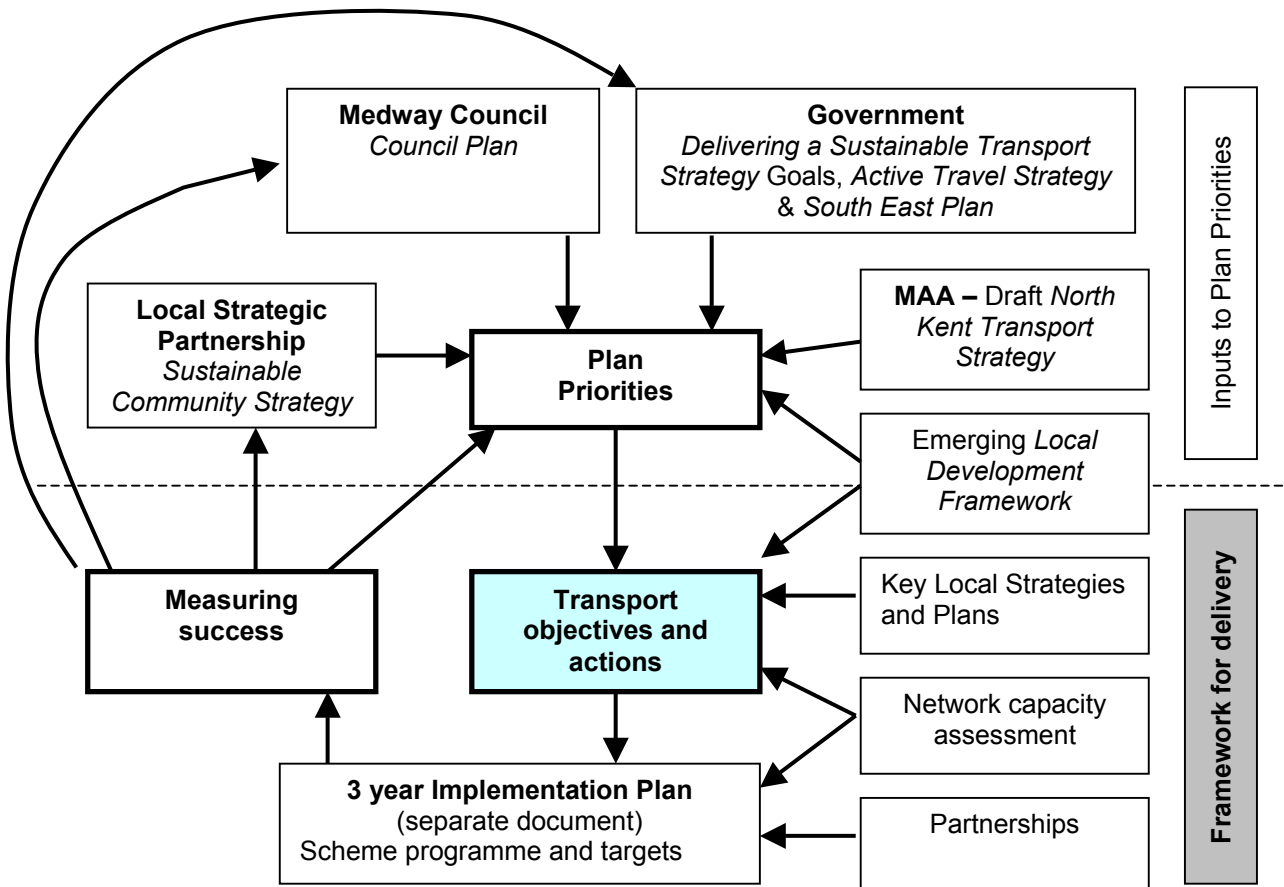
Section 4

Our framework for delivery

4.1 Introduction

4.1.1 The basis for the LTP3 plan priorities has been demonstrated in section 3. This section details our framework for delivery, which include our long-term transport objectives. These underpin the plan priorities and form the framework for the development of the three-year Implementation Plans.

4.1.2 The chart below is expanded from the flowchart shown previously in section 2. The chart shows the framework for delivery, including the transport objectives and actions, and the interplay between a number of key mechanisms and partnerships. An important element of the whole process is “measuring success” which will feed back to the Local Strategic Partnership, Medway Council’s Local Plan and the LTP3 priorities.



4.1.3 The transport objectives span the period of the plan and can demonstrate continuity from the objectives previously set out in LTP2. The challenge is to deliver transport objectives that strike the

right balance between the five overarching priorities of the plan and meet the sometimes conflicting aspirations of residents, businesses and employees.

4.1.4 Each transport objective has a specific focus and seeks to deliver improvements towards the plan priorities, together with contributing to other agendas of Medway Council and its partner organisations. The transport objectives for Medway are:

- Highway maintenance
- Improving transport infrastructure capacity
- Improving public transport
- Encouraging active travel and improving health
- Improving travel safety

These transport objectives form a framework for developing actions that improve moving around Medway as well as influencing travel sub-regionally.

4.1.5 The following paragraphs detail each transport objective and demonstrate how they contribute to the plan priorities. The ambition is to develop transport objectives that not only link to more than one LTP priority, but also contribute to delivering a collection of wide-ranging strategies covering other agendas within the Medway area. These Medway wide strategies seek to deliver a series of improvements and change across a range of economic, environmental and social issues.

4.1.6 The transport objectives will be delivered in partnership with others. Arrangements are detailed under each objective that focus on delivering added value by:

- Recognising the interdependences with other organisations
- Joint funded projects
- Better coordination of services

4.1.7 Where appropriate, developer contributions will be sought towards the delivery of the transport objectives.

4.1.8 The transport objectives have been developed from the initial comments received through consultation. This included stakeholder workshops that took place in conjunction with consultation on the development of the LDF and Sustainable Community Plan. A complete list of the groups and workshops attended along with more detail on the issues raised is at Appendix xx. A summary of the key issues raised by the public is detailed under each of the transport objectives.

4.2 Transport objective 1 - Highway maintenance

4.2.1 Principle of objective:

To undertake enhanced maintenance of the highway network in the most sustainable way practical

4.2.2 The ambition is for Highway Infrastructure to be maintained to the highest possible standard within the available resources.

4.2.3 The table below demonstrates how this transport objective contributes to the plan priorities:

LTP priority	Contribution from this transport objective
Regeneration & economic competitiveness	<ul style="list-style-type: none">• effective maintenance of strategic links, including the Medway Tunnel• well maintained highway network
Natural environment	Not applicable
Connectivity	<ul style="list-style-type: none">• effective maintenance of strategic links, which provide links to the sub-region
Equality of opportunity	<ul style="list-style-type: none">• effective maintenance of footways and cycleways, providing accessibility to key services for people without access to a car
Safety, security & public health	<ul style="list-style-type: none">• maintenance of highway network to a standard to avoid incidents and collisions• maintenance and improvement of public rights of way, footpaths and cycleway, which encourages walking and cycling• effective winter maintenance strategy

4.2.3 This objective links to the Highways Act 1980 and the maintenance of highway infrastructure and public rights of way. It enables safe and reliable movement around Medway. A key link with this objective is the Economic Development Strategy because maintaining an effective infrastructure allows economic movement for business.

4.2.4 This objective ensures the efficient operation of Medway's highway network through coordination with utility companies and the Police.

4.2.5 Through the various workshops and public meetings during the development of the plan, key responses received regarding highway maintenance covered the following areas:

- *Repair potholes in roads and damaged kerbs*
- *Change traffic lights so more time for people to cross*

4.2.6 The objective seeks to contribute to addressing the following issues:

- Maintaining public highways to a satisfactory standard is a legal requirement
- Tackling the decline in structural condition of a proportion of Medway's roads

4.3 Transport objective 2 - Improving infrastructure capacity

4.3.1 Principle of objective:

To respond to regeneration by efficiently and safely managing and improving Medway's road network, including improving road freight movements through Medway

4.3.2 The ambition is to efficiently manage and improve Medway's local highway network to ensure reliability of journey times.

4.3.3 The table below demonstrates how this transport objective contributes to the plan priorities:

LTP priority	Contribution from this transport objective
Regeneration & economic competitiveness	<ul style="list-style-type: none"> • more reliable and efficient road network • more punctual bus services • better car parking offer • more efficient freight network
Natural environment	<ul style="list-style-type: none"> • reduced emissions from private car use by more efficient highway network
Connectivity	<ul style="list-style-type: none"> • improved sub-regional network management and freight management by working in partnership with the Highways Agency and Kent County Council
Equality of opportunity	<ul style="list-style-type: none"> • reduced barriers to movement for pedestrians and cyclists by tackling congestion hotspots
Safety, security & public health	<ul style="list-style-type: none"> • improvements to road safety as a result of better network management

4.3.3 This objective links to the Traffic Management Act. Furthermore, it contributes to the Local Development Framework, the South East

Plan, Medway's Young Peoples Plan and Medway's Economic Development and Regeneration Strategies.

4.3.4 The established coordination between Medway Council, the Highways Agency and Kent County Council enable sub-regional strategic traffic management to be effectively delivered. Furthermore, Medway Council works with Kent County Council and Network Rail to strategically manage freight.

4.3.5 Developer contributions will be sought for:

- Tackling congestion hotspots
- Traffic management schemes
- Strategic car park management

4.3.6 Through the various workshops and public meetings during the development of the plan, key responses received regarding improving infrastructure capacity covered the following areas:

- *Less congested roads and traffic flow improvements*
- *Road capacity has got to keep up with development*
- *Ensure that buses run on time*
- *Parking regulations enforced*
- *There is lots of parking but it is in the wrong place*
- *More river crossing facilities required*

4.3.7 The objective seeks to contribute to addressing the following issues:

- 16,300 new dwellings are planned in Medway by 2026, with the population predicted to increase by 26,700 over the same period. This major growth in population will place additional travel demands on Medway's road network.
- Planned local job creation is predicted to increase local journey to work movements; at present 41% of the work force out commute to jobs.
- New CTRL domestic services commenced in December 2009 serving Medway has started to change travel patterns, with increased pressure on some town centre car parks.
- Medway has three declared Air Quality Management Areas due to traffic conditions.
- Traffic in Medway is growing above the national average; traffic growth in Medway increased by 0.5% above the national average between 1998 and 2008¹.

¹ Source: Source: Department for Transport's National Road Traffic Survey. Medway growth in traffic km from 1998-2008 was 10.94%, England 10.45%

- Growth in car ownership in Medway - it grew by more than 24 % between 1991 and 2001 to stand at around 120,000 vehicles, and is expected to show more growth in the 2011 Census data.
- Medway has higher than average 16 to 74 year olds in employment leading to proportionately higher travel to work peak hour demand.

4.4 Transport objective 3 - Improving public transport

4.4.1 Principle of objective:

To respond to the regeneration of Medway by encouraging travel by public transport including improving the quality, reliability, punctuality and efficiency of services

4.4.2 The ambition is to ensure public transport becomes a realistic alternative choice to the private car.

4.4.3 The table below demonstrates how this transport objective contributes to the plan priorities:

LTP priority	Contribution from this transport objective
Regeneration & economic competitiveness	<ul style="list-style-type: none"> • improved quality of bus and rail services • more reliable, punctual and efficient bus services • reduced demand on the road network by transfer of journeys from private car to bus • reduced need for long-stay town centre car parking
Natural environment	<ul style="list-style-type: none"> • reduced emissions by encouraging modal shift from private car to bus
Connectivity	<ul style="list-style-type: none"> • improved sub-regional transport network by rail, coach and bus
Equality of opportunity	<ul style="list-style-type: none"> • improved accessibility to services by community transport schemes, better public transport and smart ticketing
Safety, security & public health	<ul style="list-style-type: none"> • promotes more active lifestyle • improves security on public transport

4.4.3 This objective links to the Transport Act 2000 and 2008. Furthermore, it contributes to the Local Development Framework, the South East Plan, the Kent Route Utilisation Strategy, and Medway's Social Regeneration and Housing Strategies.

4.4.4 This objective recognises the interdependences between public services and commercial transport operators. It will contribute to sub-regional and local improvements to public transport through established partnership working arrangements with Network Rail, Southeastern Trains, bus operators and MAA partners.

4.4.5 Developer contributions will be sought for:

- Improvements to bus services and infrastructure
- Developing and operating Park & Ride services.

4.4.6 Through the various workshops and public meetings during the development of the plan, key responses received regarding improving public transport covered the following areas:

- *Efficient, reasonably-priced, well-linked and timely public bus service from early morning to late evening*
- *Improvements in bus driver behaviour to passengers*
- *Ensure that buses run on time*
- *No through service e.g. Gravesend to Rainham, it's a slow process having to go via Chatham to change*
- *Electronic bus display times should reflect the times of the buses arriving*
- *More buses at peak times*
- *The need for more park and ride locations*
- *Safety of taxi drivers*
- *Better access across the river*

4.4.7 Bus services and public transport information have improved as part of the ongoing work through LTP2 but more needs to be done. The objective seeks to contribute to addressing the following issues:

- Encourage more people to travel by public transport. 16,300 new dwellings are planned in Medway by 2026, with the population predicted to increase by 26,700 over the same period. In addition, planned local job creation is predicted to increase local journey to work movements; at present 41% of the work force out commute to jobs. This major growth in trip making will place additional travel demands on Medway's road network unless a significant shift to bus from car is achieved.
- Bus punctuality needs improvement to improve the quality of the service. The Traffic Commissioner, who requires at least 95% of local bus services to be punctual, has highlighted this problem.
- Poor quality of main line rail stations at Rochester, Strood and Chatham creates a poor gateway to Medway.

- Low bus patronage compared with other similar sized local authority areas, brings the potential to grow passenger numbers from a low base.
- Consultees generally consider more use should be made of the river as a transport corridor.

4.5 **Transport objective 4 – Encouraging active travel and improving health**

4.5.1 Principle of objective:

To contribute to improving health by promoting and developing transport corridors that encourage personal movement and by improving air quality

4.5.2 The ambition is to contribute to better health by encouraging walking and cycling and by improving accessibility to key services.

4.5.3 The table below demonstrates how this transport objective contributes to the plan priorities:

LTP priority	Contribution from this transport objective
Regeneration & economic competitiveness	<ul style="list-style-type: none"> • encouraging walking and cycling for short trips, reducing car trips for local journeys • improved pedestrian access to bus services • travel plans reduce travel demand on the road network
Natural environment	<ul style="list-style-type: none"> • encouraging walking and cycling, resulting in reduced emissions from private car use • local interventions improve air quality
Connectivity	<ul style="list-style-type: none"> • development of sub-regional cycling and walking routes
Equality of opportunity	<ul style="list-style-type: none"> • improved accessibility for people with mobility difficulties to bus services • enhanced accessibility to key services from existing and new developments
Safety, security & public health	<ul style="list-style-type: none"> • promotes more active lifestyle by encouraging walking and cycling for utility and recreational trips

4.5.3 This objectives links to air quality legislation, the national Coastal Access Strategy and Medway’s Accessibility Strategy. Furthermore, it contributes to the Local Development Framework, the South East Plan, Medway’s Rural Action Plan and Medway’s Social Regeneration and Housing Strategies, Medway PCT’s “A Healthy

Medway” strategy. Encouraging activity also links to green initiatives such as the Medway Wildlife, Countryside and Open Space Strategy.

4.5.4 As well as delivering actions locally, this objective will add value to sub-regional improvements to pedestrian and cycle networks, through joint funded initiatives such as the Greening the Gateway Kent and Medway project. These will be delivered through established partnerships with MAA partners, Sustrans and voluntary groups.

4.5.5 Developer contributions will be sought for improvements that:

- Encourage walking and cycling
- Result in better accessibility to bus services
- Contribute to improving air quality where the pollution has a traffic source.

Developers will also be required to implement travel plans through planning conditions.

4.5.6 Through the various workshops and public meetings during the development of the plan, key responses received regarding improving personal mobility and health covered the following areas:

- *Accessible buses for the mobility impaired and people with pushchairs*
- *More access to the riverside and better riverside walks*
- *More cycle paths and cycle parking*
- *Considering the number of students now in Medway, cycling through Medway Tunnel is needed*
- *Buses need to have the ability to carry cycles through the Medway Tunnel*
- *Access guides to town Centres*
- *Develop a buddy and mentoring scheme for people with learning difficulties*
- *Expand the villager bus scheme*
- *Change traffic lights so more time for people to cross*

4.5.7 The objective seeks to contribute to addressing the following issues:

- Social exclusion – People in Medway without access to a car make eight times fewer trips. 23% of households in Medway do not have access to a car and in some wards the figure rises to 36% (Chatham Central). Three localities in Medway are within the most deprived 20% in England, where likely incidence of obesity, risk of mental health illness and smoking behaviour are much higher

- Residents of Medway are living longer compared to ten years ago. This results in higher demands for access to services by means other than the car.
- People with mobility difficulties have trouble using public transport.
- Obesity levels in Medway are above the national average, Of the 67 Local Authorities in the South East, Medway has the sixth highest percentage of people that are obese.²
- 10% of all outpatient appointments are missed as a result of transport problems.
- Public transport information needs to be more accessible, particularly as ethnic groups in Medway make up 5.4% of the population and include several groups whose first language is not English.

4.6 Transport objective 5 - Improving travel safety

4.6.1 Principle of objective:

To reduce casualties on Medway's roads and to encourage changes to travel habits by the implementation of Safer Routes to School projects

4.6.2 The ambition is to ensure that people can move around safely in Medway.

4.6.3 The table below demonstrates how this transport objective contributes to the plan priorities:

LTP priority	Contribution from this transport objective
Regeneration & economic competitiveness	<ul style="list-style-type: none"> • more reliable and efficient road network by focused enforcement • reduced cost to the local economy by reducing collisions • public safety initiatives such as the SOS bus encourage the night-time economy
Natural environment	<ul style="list-style-type: none"> • Safer routes to school projects encourage walking and cycling, resulting in reduced emissions from private car use
Connectivity	<ul style="list-style-type: none"> • application of initiatives consistently across the sub-region, such as the Kent and Medway Safety Camera Partnership
Equality of	<ul style="list-style-type: none"> • reduced barriers to pedestrian and cycle

² NHS Medway/Medway Council Joint Strategic Needs Assessment Annual Public Health Report 2008/09

opportunity	movement by road safety schemes
Safety, security & public health	<ul style="list-style-type: none"> • road safety including road improvements, education, training, awareness & enforcement • public safety initiatives such as the SOS bus

4.6.3 This objective links to the national indicators on road safety and it is a key Sustainable Community Plan aspiration to support the safer routes to school programme in Medway. Furthermore, it contributes to the Local Development Framework, the South East Plan and the Young Peoples Plan. Improving travel safety also contributes to the Social Regeneration Strategy for Medway by education and promotion to further reduce and prevent incidents on the highway network. This objective operates at a local level.

4.6.4 Established partnership working arrangements contribute to delivering this objective. For example, effective partnerships operate with the emergency services, KCC and local schools. These joint funded interventions deliver projects such as the Kent and Medway Walking Bus Initiative and the Kent and Medway Safety Camera Partnership.

4.6.5 Developer contributions will be sought for:

- Road safety schemes
- Safer routes to school projects

4.6.6 Through the various workshops and public meetings during the development of the plan, key responses received regarding improving travel safety covered the following areas:

- *Medway to be a safe place to travel*
- *More safe facilities for parking cars*
- *Speeding regulations enforced*
- *Expand the SOS bus community safety scheme*

4.6.7 This objective seeks to contribute to addressing the following issues:

- Reducing road casualties
- Addressing road user behaviour and attitudes
- Developing road user skills in children by encouraging walking and cycling to school. By promoting sustainability in the way children travel we are changing hearts and minds in our future adults and encouraging a healthier life style

4.7 Summary of contribution to plan priorities

- 4.7.1 This section has demonstrated how the transport objectives contribute to the plan priorities, together with identifying issues for each objective to address. A more detailed assessment is contained in section 4, which takes account of the various actions under each objective.

4.8 Planned actions

- 4.8.1 This section has demonstrated the importance of the long-term objectives and aims, and the linkage back to the LTP3 plan priorities and other strategies and plans. Section 5 sets out the actions that are planned to deliver the objectives and section 6 details how the success of the plan will be measured.

Section 5

Delivering our priorities

5.1 Introduction

5.1.1 Section 4 demonstrated how the transport objectives contribute to delivering the five overarching plan priorities. Section 5 details the actions required to deliver the long-term aims of each of the transport objectives. To allow funding for large one-off projects to be effectively targeted during the 15-year period of the strategy, some interventions are prioritised for short, medium and long-term delivery. These periods are defined as:

- Short term: April 2011 to March 2016
- Medium term: April 2016 to March 2021
- Long term: April 2021 to March 2026

Other projects will be ongoing through the plan period.

5.2 Transport objective 1: Highway Maintenance

Objective: To undertake enhanced maintenance of the highway network in the most sustainable way practical.

5.2.1 As a Highway Authority, Medway Council maintains 840km of adopted highway and 293km of Public Rights of Way.

5.2.2 Medway Council will actively manage and co-ordinate maintenance works on the highway to ensure minimum disruption for all road users. The programming of highway works on bus routes will be undertaken to minimise disruption to bus services as a priority action. Where incidents do occur on the network, Medway Council will have processes in place to ensure they are dealt with quickly and effectively. This objective will be delivered by the following ongoing actions:

- Management of highway assets
- Medway Tunnel upgrade (medium term)
- Structural infrastructure maintenance
- Carriageway maintenance
- Footway and cycle track maintenance
- Public rights of way maintenance

Management of highway assets

- 5.2.3 During LTP2 a new asset management system was developed called CONFIRM. It is a computer based information system that manages and maintains a portfolio of asset and infrastructure information. It enables the ability to plan, maintain and make strategic investment decisions about the highway assets. An updating procedure has been developed to ensure the data is maintained up to date and this will continue to provide an invaluable tool for LTP3. Medway's highway asset management system is being used to reduce street clutter and maximise efficiency. Actions include improvements to street lighting, traffic signals and highway drainage.
- 5.2.4 Street lighting asset data is held in CONFIRM. Maintenance is generally routine including testing, bulk lamp changes, cleaning and fault repairs. Medway are keen to investigate innovative ways of minimising street lighting energy consumption and this will be continued in LTP3. During LTP2 extensive traffic signal lantern changes have taken place, with LED low voltage type lights being installed. All new installations being installed to the latest energy saving specifications.
- 5.2.5 New planned maintenance regimes were instigated in LTP2 for Highway drainage with digitised mapping, this has given positive effects by reducing reactive incidents and will continue in LTP3.

Medway Tunnel upgrade

- 5.2.6 On the A289, the Medway Tunnel is the most important highway asset that falls under the jurisdiction of Medway Council as highway authority. Since its completion in 1996 the tunnel has become a strategically important link under the River Medway that has enabled the extensive regeneration of the Chatham Maritime area. The tunnel is also closely co-located to the Medway City Estate and as a result has supported transport and logistics to 680 businesses. Currently the tunnel is under going an upgrade of operating and control systems, but a further upgrade will be required to maintain operations within 15 years.

Structural infrastructure maintenance

- 5.2.7 The structures inventory is well documented and maintenance generally occurs in accordance with the Code of Practice. Medway Council works in partnership with KCC to accommodate the structures requirements including the Bridge Condition Indices (BCI's). A specialist consultant is employed to carry out this work.

Carriageway maintenance

Based on the Code of Practice for highways, details of responsive and routine maintenance procedures are clearly detailed together with plans for how carriageway condition is assessed and monitored. The carriageway maintenance regime incorporates a number of condition surveys to enable programmed maintenance to be more effective, especially on unclassified roads. Condition surveys include UKPMS (UK Pavement Management System), visual, community feedback, traffic patterns and volumes.

Footway and cycle track maintenance

Medway Council footways and on-highway cycle tracks are inspected in accordance with UKPMS, which incorporates frequency of usage and location on the network. Routine and planned maintenance relies on inspector reports. Whilst the requirement for footway surveys became non-mandatory during LTP2 period, Medway Council considered it was good practice for UKPMS surveys to be continued for footways. This enables an independent and accredited audit of condition to be maintained. UKPMS surveys would be continued and extended for footways. Volunteers in the Sustrans cycle ranger scheme supplement the inspection of cycle tracks by reporting observed defects. Responsive repairs and annual planned programme maintenance are carried out as a result of these inspections.

Public Rights of Way maintenance

Public Rights of Way (PROW) are inspected yearly and form part of the inspection regimes for the Highways Inspectors. The majority of PROW are programmed to be inspected in April / May but there are a few that are inspected at the end of the Summer period. Each Inspector completes a PROW Condition Survey after inspecting a PROW and these are scanned and linked to the site of the PROW in CONFIRM. Any issues relating to PROW are followed up. In addition, our PROW officers and the Highway Inspectors visit PROW on a reactive basis to deal with new enquiries and complaints.

Table 5.1 demonstrates the contribution objective 1 makes to the plan priorities

Table 5.1 Contribution to plan priorities – Objective 1 – Highway maintenance					
=Actions	Plan priorities				
	Economic regeneration & competitiveness	Natural environment	Connectivity	Equality of opportunity & improved quality of life	Safety, security & public health
Management of highway assets	✓ ✓	✓	✓ ✓		✓ ✓
Medway Tunnel upgrade	✓ ✓		✓ ✓		✓ ✓
Structural infrastructure maintenance	✓ ✓		✓ ✓		✓ ✓
Carriageway maintenance	✓ ✓		✓ ✓		✓ ✓
Footway / cycle track maintenance		✓ ✓		✓ ✓	✓ ✓
Public rights of way maintenance		✓		✓ ✓	✓ ✓
Key					
Significant contribution	✓ ✓				
Slight contribution	✓				

5.3 Transport objective 2: Improving infrastructure capacity

Objective: To respond to regeneration by efficiently and safely managing and improving Medway's road network, including improving road freight movements through Medway.

5.3.1 This transport objective will be delivered by the following ongoing actions:

- Network management
- Operation of Urban Traffic Management and Control
- Tackling congestion hotspots (programme detailed in table 5.2)
- Strategic car park management
- Management of freight

Network management

5.3.2 Medway Council manages the road network under the requirements of the Traffic Management Act 2004. Medway's Network Management Plan 2009 - 2011 sets out how the highway network will be managed. Given the significant demands on the network that are anticipated, it is proposed to review the Network Management Plan to compliment the LTP3 Implementation plans.

Operation of Urban Traffic Management and Control

5.3.3 Medway Council secured significant government funding to install a contemporary Urban Traffic Management and Control system

(UTMC) that incorporates some advanced features related to bus priority and air quality assessment. Medway Council will operate this system to proactively to:

- improve the operational efficiency of the highway network;
- provide real time travel and parking information to drivers;
- respond to incidents on the network;
- enable bus routes to be more punctual and reliable with improved journey times;
- measure traffic related air quality and mitigate pollution episodes where possible;
- link to neighbouring local authorities and the Highway Agency to enable sub regional traffic management.

Tackling congestion hotspots

5.3.4 As a result of extensive transport modelling and utilising local experience, congestion points in the network have been identified, as detailed in Table 5.2. Medway Council will seek to improve the efficiency of the transport network during the life of the plan by reducing local capacity constraints at identified congestion hotspots, resulting in journey times being more reliable.

Location (link or junction)	Programme period	Justification of programme position
A229 gyratory junction with former Mid Kent College, Horsted	Short	To be delivered as part of the P&R upgrade
A289 link between Four Elms roundabout and Medway Tunnel including Sans Pareil and Anthony's Way roundabouts and exit from Medway City Estate.	Short / medium	Phased intervention to link to the development of Lodge Hill, Chattenden development. Currently under investigation
A2 Corporation Street junctions with The Esplanade & Gas House Road	Short / medium	Works to be delivered as part of the CIF 2 funded bus priority scheme
A2 junction with Canal Road	Short / medium	Delivery timeframe dependant on the completion of the A2 Corporation street works
A2 junctions and link between Chatham Hill and Canterbury Street junctions	Medium	Significant localised congestion. Major intervention required to tackle problem
A2/A228 links through Strood town centre	Medium	Delivery timeframe dependant on the completion of the Darnley Arch bridge widening. Scheme to be developed
A228 junction at Darnley Arch Bridge, Strood	Medium	Delivery timeframe dependant on the completion of the Darnley Arch bridge widening

A2 Star Hill junction with A229 City Way roundabout	Medium	Delivery timeframe linked to the development of Rochester Riverside and the completion of the A2 Corporation street works
A231 Dock Road junction with Wood Street roundabout	Medium	Transport modelling indicates this position in programme
A278 junction with Sharsted Way/Wigmore Road	Medium	Transport model results indicate this level of priority
A2 junction with Mierscourt Road, Rainham	Medium	Significant localised congestion. Major intervention required
A2 junctions with A278 Hoath Way & A289 Ito Way	Long	Transport modelling indicates this position in programme
B2004 link through Lower Rainham	Long	Transport modelling indicates this position in programme

5.3.5 The localities on key strategic corridors listed in table 5.2 will be assessed for opportunities to increase traffic flow and improve bus operations. Key actions will include:

- Development of traffic management schemes to improve the operational efficiency of the highway network.
- Working in partnership with public transport operators to develop bus priority schemes to improve reliability and operational efficiencies through congestion hotspots to allow reinvestment into service improvements.
- The use of new technologies to mitigate physical constraints on the network.

5.3.6 Bus routes with operational difficulties caused by congestion on distributor roads (rather than on the key strategic corridors detailed in table 5.2) will also be targeted for improvement.

5.3.7 Additional actions will include:

- Working in partnership with the Highways Agency, to understand the impact of traffic growth on M2 junctions 1 and 3 arising from regeneration along the London to Dover corridor;
- Encouraging the transportation of freight using the rail network.

Strategic car park management

5.3.8 During LTP3 the strategic management of public car parking will be extended. Actions will focus on:

- Efficient use of Chatham centre car park provision including the rationalisation of existing spaces and the development of three strategically located car parks.
- The review of parking charges to discourage long stay parking in identified locations (this action to be delivered in conjunction with the expansion of Park and Ride facilities);
- Review the overall parking provision in centres of regeneration. This will be based on an assessment of projected parking

demand associated to the new development and the overall existing town centre demand with due regards to Parking standards.

- Develop a robust process to secure developer contributions towards the provision and operation of town centre parking and Park and Ride sites.
- Operate real-time monitoring and display of car parking availability, to reduce driver search patterns and provide an improved visitor experience.

Management of Freight

5.3.9 Medway Council will work with key strategic partners including Kent County Council and Network Rail to seek to:

- Continue to improve the A228 to Grain.
- Improve the Thamesport freight line, including Hoo junction.
- Improve the efficiency of road based freight movements through Medway, with HGV traffic being directed away from unsuitable roads.
- Ensure major freight traffic generating development provide access to the rail network for freight movements.
- Encourage freight movements to use rail and river transport.
- Monitor growth in freight movements originating from International Gateways throughout Kent and work sub-regionally to mitigate negative consequences.
- Investigate the provision of faster and more reliable highway linkages from business, storage and distribution sites to the strategic highway network supporting wider connectivity.

5.3.10 Table 5.3 demonstrates the contribution objective 2 makes to the plan priorities.

Table 5.3 Contribution to plan priorities - Objective 2 – Improving infrastructure capacity					
Actions	Plan priorities				
	Economic regeneration & competitiveness	Natural environment	Connectivity	Equality of opportunity & improved quality of life	Safety, security & public health
Network management	✓ ✓	✓ ✓	✓		✓
Urban Traffic Management Control	✓ ✓	✓ ✓			✓
Tackling congestion hotspots	✓ ✓	✓ ✓		✓	✓
Strategic car park management	✓ ✓	✓	✓		
Management of Freight	✓ ✓		✓		
Key					
Significant contribution	✓ ✓				
Slight contribution	✓				

5.4 Transport objective 3: Improving Public Transport

Objective: To respond to the regeneration of Medway by encouraging travel by public transport including improving the quality, reliability, punctuality and efficiency of services.

5.4.1 Building on the success of interventions delivered during LTP2, this transport objective will be delivered by the following ongoing actions:

- Improving travel by bus and taxi
- Developing Park and Ride
- Improving travel by train
- Coach travel
- Community transport
- River transport and river crossings

Improving travel by bus and taxi

5.4.2 Encouraging travel by bus can significantly contribute to reducing congestion, which is key to delivering economic regeneration and improved competitiveness in Medway. The action also supports the environmental priority and contributes to improving equality of opportunity. Working in partnership with bus operators, Medway Council successfully bid for a number of CIF funded opportunities which facilitated:

- The development of quality bus corridors to support bus service reliability.
- The replacement of the Pentagon bus station in Chatham to improve operations and raise the perception of public transport in Medway.

5.4.3 Taxis provide a flexible transport solution, which can be especially important for the elderly and disabled users.

5.4.4 Future actions will focus on:

- Development of *Fastrack* style bus links to Chattenden and other major development sites.
- The development of new Park & Ride sites together with supporting routes and infrastructure.
- Expansion of Quality Public Transport Corridors routes to support service
- Development of traffic management schemes that contribute to more reliable bus journey times;
- Expansion of the real-time information system and/or text messaging service to all stops across the bus network

- Development of sub-regional bus services in partnership with operators and neighbouring authorities.
- Improved ticketing and fares initiatives, including investigating the introduction of Smartcard technology potentially in partnerships with neighbouring authorities.
- Continued support for initiatives that encourage young people to use bus services.
- Improved promotion of bus services, in particular through workplace and residential travel plans and personalised travel planning;
- Enhanced promotion of bus services through all forms of media.
- Review of taxi rank locations and waiting facilities for accessibility and personnel safety
- Investigate the provision of CCTV in all taxis operating in Medway.
- Investigate the opportunities for concessions to use travel credits in taxis or buses using a smartcard based system
- Investigate the potential for a new river crossing to support public transport, walking and cycling.
- Improved partnership working with operators to identify opportunities to improve the operational environment for public transport.
- Improved customer care training for front line staff, including considerate driving skills and supporting vulnerable user groups.
- The introduction of bus stop improvements, which aid accessibility for passengers whilst assisting in reducing layover times at bus stops.
- The use of on-bus CCTV parking enforcement to ensure bus priority routes remain congestion free

Developing Park and Ride

5.4.5 A network of Park & Rides sites serving key destinations will be identified with key stakeholders and implemented to support:

- The economic regeneration of Medway, by the release of valuable town centre land for development.
- The development of a sustainable integrated public transport system.
- A reduction in the potential for congestion supporting the effective management of the highway network.

5.4.6 Actions to deliver the provision of a Park and Ride service include:

- Expansion of existing Park & Ride site at Horsted.
- New Park & Ride site at Whitewall Creek (developer funded).
- New Park & Ride sites to be identified near Strood.
- New Park & Ride site to be identified to the east of Gillingham, possibly located on or close to Gillingham Business Park.

- Quality Public Transport Corridors linking Park & Ride sites to key destinations.
- Operation of bus services between Park & Ride sites and key destinations.
- Implementation of town centre parking strategy to reduce long stay car parking spaces in town centres.

Improving travel by train

5.4.7 Improving travel by train can significantly contribute to improving connectivity to and from Medway. Encouraging travel by train also contributes to reducing congestion and economic regeneration at a sub regional level. However, it could result in additional burdens on the local transport network and town centre long stay car parking provision due to increased rail heading.

5.4.8 Medway Council has developed an excellent working relationship with the rail industry, which has already resulted in a £3 million scheme to substantially upgrade Gillingham station entrances and forecourt area. Medway Council will continue to work in partnership with Network Rail and Southeastern Trains to:

- Pursue major station improvements, including:
 - reconstruction and possible relocation of Rochester station (identified in Kent RUS, 2010);
 - reconstruction of Strood station;
 - reconstruction and reconfiguration of Chatham station to support regeneration and improve the gateway to the town centre.
- Deliver accessibility improvements to stations, including forecourt improvements at Rainham station;
- Seek capacity improvements at Rochester bridge junction as part of East Kent resignalling (identified in Kent RUS, 2010);
- Improved transport interchange opportunities at key mainline stations;
- Encourage cycling to stations by improved cycle links and more secure cycle parking at stations.

Coach travel

5.4.9 In response to the high level of out commuting from Medway to London, Medway Council worked in partnership with the Kings Ferry Travel Group in the development of a Park and Ride site to support services whilst maintaining local residential amenity. In addition, an hourly National Express Service from Dover to London stops at the Hempstead Valley Shopping Centre on route. A Gatwick express coach service also runs two-hourly from Chatham, which is supported by the operators of Gatwick Airport.

- 5.4.10 Working with coach bus operators, future priorities will focus on improving coach park and ride.

Community transport

- 5.4.11 Community Transport services can complement commercial and supported bus services. *The Villager* was established in Medway in 2006 as a community transport project that tackled social exclusion in rural areas. *The Villager* initiative runs two 16 seater accessible minibuses, with the service supported by a number of volunteer drivers. Over 300 individuals and 45 groups are members of the scheme and there are over 300 trips per year.

- 5.4.12 Working with the voluntary sector, future priorities will focus on developing *The Villager* as a community transport service in Medway.

River transport and river crossings

- 5.4.13 The River Medway represents an asset as a transport corridor. The river is used by commercial and leisure traffic, but also does offer some potential for utility passenger traffic. Short links from Chatham town centre to Medway City Estate, and from the proposed Park & Ride at Whitewall Creek to Chatham Maritime would improve accessibility. Furthermore, the development of a river taxi and other innovative transport solutions could support the existing tourist attractions situated along the river. The introduction of a new river crossing could encourage movement across the river by more sustainable means and mitigate the restrictions that apply for pedestrians and cyclists who are currently unable to use the Medway tunnel. Future actions will focus on:

- Maintaining and developing a comprehensive network of piers that could support a river taxi and other leisure related services.
- Seeking a partner to operate a river taxi or possibly an amphibious vehicle.
- Investigate the potential for a new river crossing for pedestrians, cyclists and public transport.

- 5.4.14 Table 5.4 demonstrates the contribution objective 3 makes to the plan priorities.

Table 5.4 Contribution to plan priorities - Objective 3 – Improving public transport					
Actions	Plan priorities				
	Economic regeneration & competitiveness	Natural environment	Connectivity	Equality of opportunity & improved quality of life	Safety, security & public health
Improving travel by bus and taxi	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓
Developing Park and Ride	✓ ✓	✓ ✓			✓
Improving travel by train	✓ ✓	✓ ✓	✓ ✓	✓	✓
Coach travel	✓	✓	✓ ✓		
Community transport				✓ ✓	✓
River transport and river crossings	✓ ✓	✓		✓ ✓	
Key					
Significant contribution	✓ ✓				
Slight contribution	✓				

5.5 Transport objective 4: Encouraging active travel and improving health

Objective: To contribute to improving health by promoting and developing transport corridors that encourage personal movement and by improving air quality

5.5.1 Building on the success of interventions delivered during LTP2, this transport objective will be delivered by the following ongoing actions:

- Accessibility to bus services
- Encouraging walking
- Encouraging cycling
- Green Grid
- Improving air quality
- Design guidance for new developments
- Travel Plans

Accessibility to bus services

5.5.2 During LTP2 a programme of accessibility improvements to bus services was undertaken in partnership with bus operators. These works improved access for people with mobility difficulties by the widespread provision of raised kerbs at bus stops together with the operation of low floor buses. The works focused on high frequency bus corridors due to value for money considerations and at the end of the LTP2 period it is anticipated that at least 60% of bus stops on the high frequency network are accessible.

5.5.3 Improving accessibility to bus services will be continued during LTP3 by:

- Programme of bus stop improvements, building on a network where 60% of the high frequency bus stops are accessible.
- Alterations to bus stops to increase patron's feelings of safety whilst waiting for services including the introduction of CCTV.
- Investigation of measures to allow those with learning disabilities to undertake independent travel.
- Partnership working with operators to investigate opportunities to reduce costs for operators and utilise savings in the reduction of fares and /or increased frequency of services.

Encouraging walking

5.5.4 Working in partnership, a number of initiatives were delivered during LTP2 that encouraged walking including:

- Engineering schemes that improved pedestrian accessibility for people with mobility difficulties to facilities, such as local shops, shopping centres and amenities.
- Annual walking festival organised in partnership with environmental and walking groups.
- Adopted and commenced implementing a Public Rights of Way Improvement Plan.
- GP exercise referral scheme – physical activity and weight management programme to which GPs, physiotherapists, and dieticians refer clients.
- Medway Health Walks – scheme that supports the establishment of walking groups and encourages use of local greenspaces.

5.5.5 Encouraging walking throughout the LTP3 period will contribute to improving public health, tackling obesity and reducing carbon emissions. The future priorities will include:

- Development of schemes that allow easy access to local shopping facilities and amenities with priority given to those in areas of socio-economic deprivation.
- Improving accessibility to public rights of way through network and waymarking improvements, including making more of the network accessible to people with mobility difficulties.
- Participation in the regional Coastal Access project and sub-regional Valley of Visions project.
- Ensure new development provides adequate facilities to access facilities by foot.
- Expand the walking bus initiative detailed in objective 4.
- Increase opportunities to access play and park facilities as a pedestrian by the co-ordination of works.

- Develop schemes that remove barriers to pedestrian movement including a programme of installing drop kerbs at junction

Encouraging cycling

5.5.6 During LTP2 the length of cycle network in Medway increased to 110km, with a high number of the busy, strategic corridors having off road segregated cycle routes. In addition, there are a number of popular recreational routes in country parks and on quiet lanes, which enables less confident cyclists to safely develop their skills. *Bikeability* is offered to all year 6 students and the cycle network is promoted through a regularly updated cycle map. A group of volunteers provide additional inspection of the network through the Sustrans cycle ranger scheme. The LTP2 target to increase the level of cycling on the strategic cycle network by 5% by 2010/11 compared to 2003/04 levels has been exceeded, with five key routes showing growth of 65%¹.

5.5.7 Achieving further growth in utility and recreational cycling will contribute to improving public health, tackling obesity and reducing carbon emissions. Working in partnership with key stakeholders, the future priorities include:

- Participation in the development of a sub-regional cycle network and enhancement of the National Cycle Routes.
- Promotion of the cycle facilities and the health benefits of cycling.
- Organised cycling activities.
- Ensuring new development provides adequate facilities for cyclists, including off-site cycle links.
- Support the Sustrans cycle ranger scheme.
- Enhancing the existing routes, by improved maintenance and minor improvements.
- Increasing and improving secure cycle parking.
- Creating new opportunities for recreational cycling, by developing more facilities off-road and on quiet roads.
- Expanding the existing utility cycle network by infilling gaps and making linkages to key destinations.

Green Grid

5.5.8 The *Green Grid* project has been developed during LTP2, building on work undertaken during LTP1 period. The *Green Grid* initiative focuses on delivering a strategically informed functional open space network, taking account of the North Kent Greening the Gateway strategy. It complements regeneration initiatives, integrating high quality open space and countryside with functional pedestrian and cycle access routes to amenities.

¹ Total of 5 key routes in 2003 from 7am-7pm one-day manual surveys recorded 308 cyclists. Comparable survey in 2009 recorded 508 cyclist, indicating an increase of 65%

5.5.9 Medway Council is an active partner in the Greening the Gateway Kent and Medway project which has the aim of improving the green infrastructure in urban area, and conserving, restoring and enhancing the quality and accessibility of the adjacent natural environment. A key element of the project is the development of cluster studies. These are a vision for future development on areas of intensive regeneration and change where there are superb opportunities to create strategically important new greenspaces, which will raise expectations, add value to existing investment and create high quality green infrastructure for future development. Medway has cluster studies for the Hoo peninsula, Capstone Valley, sections of the Thames and Medway Canal, and Shorne to Shore cluster studies.

5.5.10 Working in partnership with key stakeholders, the future priorities include:

- Delivering the transport elements of the Green Grid Strategy
- Ensuring major new development links to the *Green Grid* where practical

Improving air quality

5.5.11 Long-term exposure to pollutants could have a detrimental affect on health. Following detailed analysis of air quality in Medway, Air Quality Management Areas (AQMAs) were declared for areas within Medway in 2005. Interventions that seek to change travel habits have been implemented during LTP2 period, but AQMAs that result from traffic pollutants still remain.

5.5.12 Working in partnership with key stakeholders, the future priorities include:

- Development of AQMA traffic management schemes with the key objective of improving local air quality
- Development of operational protocols, to enable UTMC to respond to episodes of poor air quality.
- Supporting interventions that contribute to tackling poor local air quality.
- Working with Network Rail to widen Darnley Arches, which have been identified as a significant point of constriction on the network associated to poor air quality.
- Investigate opportunities to disseminate high-resolution air quality data to hospitals and doctors surgeries to assist patients with respiratory illnesses.

Design guidance for developments

- 5.5.13 The way a new development is used by its occupiers can be significantly influenced by layout. The location of key services in relation to residential areas can significantly encourage walking and cycling, and reduce the need for car use.
- 5.5.14 Medway Council will seek to improve the quality of new development by:
- Taking account of new design guidance when considering estate layouts, for example *Manual for Streets*.
 - Updating current design standards and parking standards.
 - Reviewing and publishing a highways adoption manual.
 - The use of shared space at selected locations.

Travel plans

- 5.5.15 Travel plans will be developed through the planning process and partnership working with key stakeholders and employers to encourage modal shift. Travel plan outcomes will focus on:
- Increasing active travel by encouraging walking and cycling.
 - Promoting public transport use.
 - Improving accessibility to goods, services and employment for people without access to a car.
 - Reducing the need to travel, particularly during peak periods.
 - Proactively monitoring the success of travel plans associated with new development and seeking additional measures if targets are not achieved.
- 5.5.16 Following the success of travel plans initiated during LTP2, the development of new travel plans during LTP3 will focus on the following major traffic generators:
- Existing and new schools without an active travel plan (developed in conjunction with the Safer Routes to School initiative in objective 5).
 - Significant employers or areas of employment.
 - Major new residential developments.
 - Further and Higher education establishments.
- 5.5.17 Table 5.5 demonstrates the contribution objective 4 makes to the plan priorities.

Table 5.5 Contribution to plan priorities – Objective 4 – Improving personal mobility and health					
Actions	Plan priorities				
	Economic regeneration & competitiveness	Natural environment	Connectivity	Equality of opportunity & improved quality of life	Safety, security & public health
Accessibility to bus services	✓			✓ ✓	
Encouraging walking	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
Encouraging cycling	✓	✓ ✓	✓ ✓	✓	✓ ✓
Green Grid		✓ ✓	✓ ✓	✓	✓ ✓
Improving air quality		✓ ✓		✓	✓
Design guidance for developments	✓	✓		✓ ✓	✓
Travel plans	✓ ✓	✓ ✓		✓	✓ ✓
Key					
Significant contribution	✓ ✓				
Slight contribution	✓				

5.6 Transport objective 5: Improving travel safety

Objective: To reduce casualties on Medway's roads and to encourage changes to travel habits by the implementation of Safer Routes to School interventions.

5.6.1 There has been excellent progress in reducing the overall numbers of casualties through local safety schemes, education, and enforcement, with partners pressing for even more challenging targets up to 2011 through the Local Strategic Partnership. Given the predicted growth in travel demands arising from the regeneration of the area, it will be a challenge to maintain the current level of casualties arising from road traffic collisions during the life of the strategy. Furthermore, rat running may increase as pressure on the strategic highway network increases, resulting in the potential for increased traffic on unsuitable roads.

5.6.2 Building on the success of interventions delivered during LTP2, this transport objective will focus on:

- Identifying safety-weak areas.
- Continuing to reduce road casualty figures in Medway to as low as possible through a combination of education, engineering, and enforcement.
- Ensuring new development does not introduce significant new hazards to highway safety.
- Potential to reduce transport related crime and anti-social behaviour through improved safety and security measures

5.6.3 This objective will be delivered by the following ongoing actions:

- Road safety schemes
- Road safety education and training
- Road safety publicity and promotion
- Road safety enforcement
- Safer routes to school projects
- Community safety initiatives

Road safety schemes

5.6.4 Identified through a combination of data analysis and stakeholder engagement, road safety schemes will include:

- Alterations to the road environment to modify road user behaviour
- Alterations to the road layout (on a varying scale) to control vehicle movements at various locations, examples include the B2000.
- Additional on-street parking restrictions in locations where road safety is compromised

Road safety education and training

5.6.5 Medway Council will be proactive in the delivery of education initiatives to improve road safety. Actions will include:

- Continuing *Bikeability* cycle training for school students.
- Practical pedestrian training.
- Monitoring and training school crossing patrols.
- Working with schools to deliver the correct road safety message to the correct age group.
- Educational Resources are loaned to schools.
- Working with partners to focus on vulnerable road users including young drivers and moped riders.
- Extend the Junior Road Safety Officer scheme.

Road safety publicity and promotion

5.6.7 Medway Council linked with national Government and partners will continue to prepare publicity material and promotions covering road safety message and campaigns that focus on:

- Drink and drug driving.
- Distractions in collision causation.
- Being visible on the highway network.
- Walk to School schemes throughout the year.

Road safety enforcement

5.6.8 Improvements to road safety during LTP2 have been achieved in part by focused traffic enforcement, including the introduction of two mobile parking enforcement camera vehicles and additional static safety cameras including installing an average speed SPEC system on the A228 to Grain to maintain the speed limit of the road.

5.6.9 During LTP3 it is anticipated that enforcement of traffic and parking offences will be undertaken by:

- Static safety cameras.
- Operation of static and mobile safety cameras by the Kent and Medway Safety Camera Partnership.
- Integrated parking enforcement team, including the operation of camera enforcement vehicles.

Safer routes to school

5.6.10 This initiative builds on the success in delivering safer routes to school projects during LTP2. Working in partnership with schools, the future priorities include:

- Improvements to key pedestrian routes from key catchment areas to schools.
- Expanding the existing walking bus initiative.
- Appropriate highway infrastructure and focused parking enforcement in the vicinity of school entrances.
- Campaigns and initiatives.
- Information and education on safer walking.
- Providing bus safety education.
- Encouraging schools to work with neighbouring schools so that joint initiatives can reflect any wider issues within the area .

Community safety initiatives

5.6.11 During LTP2 the concept of a safe haven “SOS bus” to administer first aid, advice on sexual health, counselling and practical help was delivered in partnership with the Police. This service is operated from a converted single decker bus staffed by volunteers that operates in Rochester on a Friday and Saturday night. The facility is able to prevent the need for an ambulance to be called and saving valuable resources should a major incident occur. This helps to develop the night time economy, by making visitors feel more safe and secure. At other times the bus is also used for community initiatives by various services for promotion activities.

5.6.12 During the life of plan it is anticipated that further public safety initiatives will be developed, including:

- Partnership working with the police and community groups to identify areas accessibility to services is compromised by the environment of the area.
- Introduction of low energy street lighting solutions at significant shops and services to improve feelings of security for patrons.
- Introduction of CCTV coverage at significant shops and services to improve feelings of security for patrons

5.6.13 Table 5.6 demonstrates the contribution objective 5 makes to the plan priorities

Table 5.6					
Contribution to plan priorities -					
Objective 5 – Improving travel safety					
Actions	Plan priorities				
	Economic regeneration & competitiveness	Natural environment	Connectivity	Equality of opportunity & improved quality of life	Safety, security & public health
Road safety schemes	✓			✓	✓ ✓
Road safety education	✓			✓	✓ ✓
Road safety publicity & promotion	✓			✓	✓ ✓
Road safety enforcement	✓ ✓		✓ ✓		✓ ✓
Safer Routes to School	✓	✓ ✓		✓	✓ ✓
Community safety initiatives	✓				✓ ✓
Key					
Significant contribution	✓ ✓				
Slight contribution	✓				

Section 6

Measuring Success

6.1 Introduction

- 6.1.1 This section details how the plan priorities and the transport objectives will be monitored and measured over the life of the plan.
- 6.1.2 The 15 year transport strategy will be delivered through Implementation Plans, which will detail schemes to be delivered over their three-year life. Scheme lists will be reviewed annually on a rolling three-year basis.
- 6.1.3 Implementation Plans will incorporate targets that take into account the three-year financial settlement from Government and other funding including Section 106 contributions and will complement the Council's Local Area Agreement. The Implementation Plans will also demonstrate how schemes will contribute to the LTP3 priorities.

6.2 Monitoring performance

- 6.2.1 Monitoring LTP3 will be carried out throughout the period of the plan in a number of ways, including:
- Consultation through the Local Strategic Partnership network
 - Reviewing targets in Local Area Agreements every three years
 - Reviewing actions with partners through Multi-Area agreements
 - Reviewing progress with bus operators through Quality Bus Partnerships
 - Annual public consultation through the council's citizen panel

Previous performance would be reviewed through Implementation Plans.

- 6.2.2 The following paragraphs detail key indicators mentioned in section 3 that will be used to measure the success of delivering the LTP3 priorities. During the three period, targets for the indicators will be set to complement the Local Area Agreement and the National Indicators set.

6.3 Priority 1 - Regeneration and economic competitiveness

- 6.3.1 Key indicators for measuring this priority will include:
- Journey times on key transport corridors;
 - Resilience of the transport network to cope with incidents;
 - Satisfaction with bus services;
 - Reliability of bus services.

Journey times on key transport corridors

6.3.2 Indicator:

- Average journey time along six strategic transport corridors into Chatham measured in minutes per mile Monday to Friday in the morning peak 7.30am – 9.30am inbound to Chatham.
- Data reported annually, with proxy data reported quarterly

6.3.3 This indicator measures congestion on the strategic road network and relates to National Indicator NI167.

6.3.4 Annually, the DfT send each local authority data relating to journey time measurements for each section of the road network. This journey time information has been collated by the DfT from various vehicle fleets taking part in the *Traffic Master* project. Using the traffic data provided by the DfT, it has been possible to measure average journey times along six strategic corridors into Chatham.

6.3.5 Data from a set of Automatic Number Plate Recognition cameras have been linked so that hourly journey times on key transport corridors can be monitored as a proxy for the data provided by the DfT. This data is collected in partnership with the Police and is collected daily.

6.3.6 During 2009/10 and 2010/11 the results from this monitoring was compared with the Local Area Agreement congestion target, so that traffic journey time trends could be established on a monthly basis.

Resilience of the transport network to cope with incidents

6.3.7 Indicator:

- Comparison of daily radio traffic reports
- Data reported quarterly

6.3.8 At a similar time each weekday during the morning peak local radio traffic information broadcasts are monitored and analysed to compare the number of times Medway roads are mentioned against other routes within the Southeast Region.

Satisfaction with bus services

6.3.9 Indicator:

- Percentage of passengers satisfied with bus services
- Data to be reported at least annually

6.3.10 Throughout the plan period bus satisfaction surveys will be carried out on a regular basis and compared with the findings used to direct scheme interventions that address concerns raised by the public on bus services.

Reliability of bus services

6.3.11 Indicator:

- Percentage of bus services running on time
- Data to be reported at least annually

6.3.12 This indicator measures the punctuality of bus services in Medway and relates to National Indicator NI178. The Traffic Commissioner requires 95% of bus services to operate within punctuality limits.

6.3.13 Assessment of bus reliability is currently measured by roadside surveys. It is anticipated that the data quality will be significantly improved by using output from the UTMC system, which can track the progress of buses.

6.4 Priority 2 - Natural environment

6.4.1 Key indicators for measuring this priority will include:

- Bus patronage
- Number of cyclists on the strategic network
- Journey times on key transport corridors (see Priority 1 for details)

Bus patronage

6.4.2 Indicator:

- Number of local bus passenger journeys originating in the Medway area
- Provisional data to be reported quarterly

6.4.3 Bus patronage will be assessed by measuring the number of local bus passenger journeys originating in the Medway area. Local bus operators will provide data.

Number of cyclists on the strategic network

6.4.4 Indicator:

- Number of cyclists using the strategic cycle network
- Data to be reported quarterly

6.4.5 During LTP2 eighteen permanent cycle counter sites were installed on the strategic cycle network and these are monitored on a monthly

basis to demonstrate numbers of cycles on the network. As the cycle network expands further cycle counter sites will be installed.

6.5 Priority 3 – Connectivity

6.5.1 Key indicators for measuring this priority will include:

- Accessibility to key business centres and labour markets;
- Park and ride usage;
- Number of commuters cycling to stations;
- Satisfaction with public transport (see Priority 1 for details)

Accessibility to key business centres and labour markets

6.5.2 Indicators:

- Working age people with access to employment by public transport
- Data will be reported annually

6.5.3 This indicator measures the ability to access employment opportunities. It relates to National Indicator NI 176.

Park and ride usage

6.5.4 Indicator:

- Number of people using, or number of vehicles parked at, operational Park & Ride sites
- Data will be reported quarterly

6.5.5 As schemes are constructed and become operational throughout the period of the plan, usage of each Park and Ride site will be monitored.

Number of commuters cycling to stations

6.5.6 Indicator:

- Number of cycles stored at the main railway stations
- Data to be reported quarterly

6.5.7 Monitoring of commuters cycling to the railway stations commenced prior to LTP2 and the monitoring indicates on average a continued increase. This is recorded by recording the number of cycles parked at all Medway railway stations on a monthly basis.

6.6 Priority 4 - Equality of opportunity

6.6.1 Key indicators for this priority will include:

- Number of students walking, cycling or using public transport to access the learning quarter
- Accessibility to public transport from new development
- Patronage on supported bus services
- Number of cyclists on the strategic network (see Priority 2 for details)

Number of students walking, cycling or using public transport to access the learning quarter

6.6.2 Indicator:

- Number of students walking, cycling or using public transport to access Universities and further education
- Data to be reported annually

6.6.3 During LTP2 links have been achieved with the various University Travel Coordinators and these will continue to enable feedback from the increasing student population in the area so interventions can be designed to address any concerns and increase from a base figure developed during the last year of LTP2.

Accessibility to public transport from new development

6.6.4 Indicator:

- The percentage of new residential units within developments of 50 units or more accessible by a public transport service (located within 500 metres of the development) that provide links with a frequency of 30 minutes or better to a town centre in Medway during the morning and evening peak periods, Monday to Friday.
- Data to be reported quarterly, based on planning applications determined in the previous quarter

6.6.5 This indicator relates to NI 175.

Patronage on supported bus services

6.6.6 Indicator:

- Number of people using bus services financially supported by Medway Council
- Data to be reported quarterly

6.6.7 Medway Council fund a number of socially necessary bus services outside the core commercially funded bus routes. Number of people using these services is recorded so that services can be tailored for the needs of the community.

6.7 Priority 5 - Safety, security and public health

6.7.1 Key indicators for measuring this priority will include:

- Number of road traffic accidents
- Number of students travelling to school by car
- Number of cyclists on the strategic cycle network (see Priority 2 for details)

Number of road traffic accidents

6.7.2 Indicators:

- Number of people killed or seriously injured
- Number of children killed or seriously injured
- Data to be reported quarterly

6.7.3 These indicators link to the following national indicator sets:

- NI47 - people killed and seriously injured
- NI48 - Children killed and seriously injured will be monitored.

6.7.4 During LTP2 Medway Council has been very successful in reducing these incidents to figures below the Government targets. Road safety campaigns will continue using up to date technology and themes during LTP3.

Number of students travelling to school by car

6.7.5 Indicator:

- Percentage of students traveling to school by car
- Data reported annually

6.7.6 During LTP2 the travel mode students used for travelling to school was monitored and this will be continued during LTP3 through the annual school census. This indicator links to National Indicator NI 198 – Children traveling to school.

6.8 Transport Objective 1 - Highway Maintenance

6.8.1 Key indicators for measuring this objective will include:

- Management of highway assets

- Medway Tunnel upgrade
- Structural infrastructure maintenance
- Carriageway maintenance
- Footway and cycle track maintenance
- Public rights of way maintenance

Management of highway assets

6.8.2 This will be achieved through the maintenance of the asset register, updated as each new scheme intervention is complete.

Medway Tunnel upgrade

6.8.3 The tunnel is one of the most important highway assets within the highway network, while a major refit is currently underway at the end of LTP2 it is expected that during the life of LTP3 a further refit will be required. Successful upgrades to the tunnel will be reported.

Structural infrastructure maintenance, carriageway maintenance, and footway and cycle track maintenance

6.8.4 All three areas of maintenance are monitored through:

- NI 168 - Principal roads maintenance
- NI 169 - Non-Principal maintenance

Public rights of way maintenance.

6.8.5 This will be monitored through the percentage of public rights of way that are accessible, calculated through annual inspections

6.9 Transport objective 2 - Improving infrastructure capacity

6.9.1 Key indicators for measuring this objective will include:

- Network management
- Operation of UTMC
- Tackling congestion hotspots
- Strategic car park management
- Management of freight

6.9.2 Medway's Traffic Management Plan will set out the arrangements for the day to day operation of the network. This is undertaken under the requirements of the Traffic Management Act 2004.

Network management, operation of UTMC and tackling congestion hotspots

- 6.9.3 The outcome of actions under these areas of the transport objective will be monitored through:
- Journey times on key transport corridors including reliability of bus services;
 - Resilience of the transport network to cope with incidents; and
 - Road traffic reports.

Strategic car park management

- 6.9.4 This will be monitored through the number of car parking spaces available, the number of car parks per town centre and the usage of each car park.

Management of freight

- 6.9.5 This will be monitored by annual traffic surveys which will record the levels of HGV vehicles on the road network.

6.10 Transport objective 3 - Improving Public Transport

- 6.10.1 Key indicators for this transport objective will focus on:

- Improving travel by bus and taxi
- Developing Park and Ride
- Improving travel by train
- Coach travel
- Community transport
- River transport and river crossings

Improving travel by bus and taxi

- 6.10.2 Through out LTP3 satisfaction with bus services and satisfaction with taxi services will be measured through satisfaction surveys and bus punctuality assessments.

Developing Park and Ride

- 6.10.3 As more Park and Ride site become operational during LTP3 the usage of the sites will be monitored.

Improving travel by train

- 6.10.4 This will be monitored through the published reports detailing train punctuality issued by the train operating company.

Coach travel

- 6.10.5 The main coach and ride car park is situated in Wigmore near junction 4 of the M2 and this will be monitored by the number of

vehicles observed parked at the coach Park & Ride site on a typical weekday, surveyed on a quarterly basis.

Community transport

- 6.10.6 During LTP2 two mini buses termed the Villagers became operational, usage of the service has risen throughout LTP2. During LTP3 the usage will continued to be monitored and consideration for expanding the number of vehicles will also be explored.

River transport and river crossings

- 6.10.7 This will be monitored through the production of feasibility appraisals to assess the feasibility of a river taxi and further crossings of the Medway. In addition, planning applications will be monitored to explore with developers on planning conditions for riverside developments to impose delivery of a percentage of material by river.

6.11 Transport objective 4 - Encouraging active travel and improving health

- 6.11.1 Key indicators for this transport objective will focus on:

- Accessibility to bus services
- Encouraging walking
- Encouraging cycling
- Green Grid
- Improving air quality
- Design guidance for new developments
- Travel Plans

Accessibility to bus services

- 6.11.2 Monitoring will take place through:

- NI175- Access to services by public transport
- NI176- Working age people with access to employment by public transport
- Number of accessibility improvements to bus stops
- Accessibility to public transport from new development.

Encouraging walking

- 6.11.3 Through the links made during LTP2 and shared officer time between teams in the council and PCT, this invention will be monitored through the number active volunteers trained as walk leaders.

Encouraging cycling

6.11.4 Indicators will include:

- Number of cyclists on the strategic network
- Number of commuters cycling to stations
- Length of the cycle network.

Green Grid

6.11.5 Indicators will include:

- Satisfaction surveys
- Level of usage of network
- Length of Green Grid network provided

Improving air quality

6.11.6 Through the implementation of air quality equipment in LTP2 and monitoring through ANPR cameras, levels of pollution will be assessed linked to number of vehicles using the network.

Design guidance for new developments

6.11.7 This will be monitored through the publication and impact of producing new local design guidance. This will be based on design guidance issued by Government.

Travel Plans

6.11.8 This will be monitored through partnership working with schools, employers, developers, and higher and further education establishments. School travel plans will be monitored for the number and percentage of schools with travel plans and the impact of each school travel plan.

6.11.9 Through partnership working with the travel coordinators for Higher and Further Education establishments and the Universities the number of students walking, cycling or using public transport to access the learning quarter will be monitored.

6.12 Objective 5 - Improving travel safety

6.12.1 Key indicators for this transport objective will focus on:

- Road safety schemes
- Road safety education and training
- Road safety publicity and promotion
- Road safety enforcement
- Safer routes to school projects
- Community safety initiatives

Road safety schemes; Road safety education and training; Road safety publicity and promotion; Road safety enforcement

6.12.2 These interventions will be monitored through the number of road traffic accidents, using the following National Indicators:

- NI47- people Killed and Seriously Injured
- NI48- Children KSI on the highway network.

Safer routes to school projects

6.12.3 Interventions implemented that affect the number of students travelling to school by car will be monitored through NI198- Children travelling to school.

Community safety initiatives

6.12.4 This will be measured through estimated savings to the community per year as a result of interventions delivered. For example, the reduced number of ambulance emergency callouts as part of the projects such as the Safe Haven bus project (SOS bus) instigated in LTP2.

6.13 Public Consultation

6.13.1 A major part of the development of LTP3 has been the continued public consultation. Appendix ... outlines the various key stakeholders and public consultations that have taken place in the development of the plan. Consultation will continue as each Implementation plan is prepared, so they represent the views received as the impact of interventions take effect.

6.14 Partnership working

6.14.1 Partnership working with the various professional organisations and the associated collaborative forms of working are seen as the only way to successfully implement the LTP3 strategy.

6.14.2 Demonstrations of the types of partnership all ready in operation have been mentioned in Section 4. These partnerships will be complemented by working with the voluntary sector on schemes and projects that cover 'soft' measures.