Agenda

Meeting: **Folkestone and Hythe Joint Transportation Board**
Date: **26 November 2018**
Time: **6.00 pm**
Place: **Boulogne Room - Civic Centre Folkestone**

To: **The members of the Folkestone & Hythe Joint Transportation Board**

The Board will consider the matters listed below at the date, time and place shown above. The meeting is open to the press and public.

Members of the Board who wish to have information on any matter arising on the Agenda which is not fully covered in these papers are requested to give notice prior to the meeting to the Chairman or appropriate officer.

1. **Apologies for absence**

2. **Declarations of interest**

   Members of the Board should declare any discloseable pecuniary interest or any other significant interests in any item/s on this agenda.

3. **Minutes (Pages 3 - 6)**

   To consider and approve the minutes of the meeting held on 17 September 2018.

4. **Proposed Parking Restrictions 2018 (Pages 7 - 18)**

   During the year 2018 parking restrictions have been proposed to the council. Report JTB/18/07 outlines the areas where restrictions would help to improve traffic flow, safety margins and resolve parking problems.

Queries about the agenda? Need a different format?

Contact Kate Clark – Tel: 01303 853267
Email: committee@folkestone-hythe.gov.uk or download from our website
www.folkestone-hythe.gov.uk

Date of Publication: Friday, 16 November 2018

5. **Well-managed Highway Infrastructure - Implementing the Code of Practice (Pages 19 - 46)**

Report JTB/18/04 outlines the County Council's strategy for implementing the new Code of Practice for highway maintenance management which becomes fully effective in October 2018. It is highly unlikely that there will be any material impacts on the volume or cost of highway maintenance works but there will be a greater emphasis on the assessment of risk. Currently, no changes to service standards are proposed however, prior to any changes being made a full evaluation of options would be required followed by approval in accordance with the County Council

6. **Highway Works Programme (Pages 47 - 58)**

Report JTB/18/05 updates members on the identified schemes approved for construction in 2018/19.

7. **Winter Service Plan (Pages 59 - 64)**

Report JTB/18/06 presents the Winter Service Plan for the Folkestone & Hythe District in 2018/19.

*Explanations as to different levels of interest

(a) A member with a discloseable pecuniary interest (DPI) must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares a DPI in relation to any item must leave the meeting for that item (unless a relevant dispensation has been granted).

(b) A member with an other significant interest (OSI) under the local code of conduct relating to items on this agenda must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares an OSI in relation to any item will need to remove him/herself to the public gallery before the debate and not vote on that item (unless a relevant dispensation has been granted). However, prior to leaving, the member may address the meeting in the same way that a member of the public may do so.

(c) Members may make voluntary announcements of other interests which are not required to be disclosed under (a) and (b). These are announcements made for transparency reasons alone, such as:

• membership of outside bodies that have made representations on agenda items, or

• where a member knows a person involved, but does not have a close association with that person, or

• where an item would affect the well-being of a member, relative, close associate, employer, etc. but not his/her financial position.

Voluntary announcements do not prevent the member from participating or voting on the relevant item

Folkestone & Hythe District Council

Minutes

Folkestone and Hythe Joint Transportation Board

Held at:	Boulogne Room - Civic Centre Folkestone
Date	Monday, 17 September 2018
Present	Councillors Mrs Ann Berry, Miss Susan Carey, Tony Hills, Frank Hobbs, Rory Love, Mrs Susan Wallace and Martin Whybrow
Apologies for Absence	Peter Gane, Ms Janet Holben, Dick Pascoe and Stuart Peall
Officers Present:	Kate Clark (Committee Services Officer) and Fred Miller (Transportation Manager) and James Bowen (KCC Highways)
Others Present:	Matthew Arnold (Commercial Director, Stagecoach) and James Carroll (Operations Manager, Stagecoach)

8. **Declarations of interest**

There were no declarations of interest.

9. **Minutes**

The minutes of the meeting held on 2 July 2018 were submitted, approved and signed by the Chairman.

10. **Stagecoach**

Mr Matthew Arnold, Commercial Director and Mr James Carroll, Operations Manager at Stagecoach were welcomed to the meeting. Mr Arnold gave a brief overview of the district's bus services since the timetable changes in June 2018.

Mr Arnold explained that the new timetable is under constant review and monitoring of routes is paramount. He said that changes since June will be implemented by the end of October to improve the services as there had been challenges to overcome with the new routes.

He mentioned that there had been a higher than expected number of visitors to the area over the summer which had resulted in overcrowding on buses. Inconsiderate parking remains an issue which means buses are delayed. Rural services remain challenging and some customers are unhappy with the route changes

Mr Arnold went on to say that the amended services will be circulated shortly, these included reinstating the bus route along New Romney High Street and the Folkestone to Ashford route is now quicker.

The Big Conversation at St Marys Bay held in July 2018 caused a lot of anger amongst residents with regard to the timetable changes and it was asked if the changes since June were in response to this.

Mr Arnold was unaware of this event as it was hosted by Kent County Council and more tailored to their services rather than Stagecoach's. He said Stagecoach is a commercial business and although the company can engage with customers, they do not offer a consultation process. Consultations are with the Kent County Council Passenger Transport Team and this would be to consider funding requirements.

Councillor Tony Hills advised members that he is planning on a twice yearly forum in New Romney with Stagecoach, the town council and high street businesses to engage and find solutions to any ongoing problems with bus services.

Members asked various questions and Mr Arnold responded as follows:

- Bus stop infrastructure. Initially the responsibility of KCC Highways who would consider safety issues.
- Internal lighting on buses. Lighting is constant for health and safety reasons.
- Length of journey time from Folkestone to Ashford. This has been improved by around 15 minutes. There are only a few passengers who make the whole journey and first choice for this route is usually by train.
- Route 91 – the frequency of this service has doubled.
- 'Tap on, tap off' technology. This had been trialled however it did not prove successful and passengers forgot to 'tap off'. Stagecoach use contactless cards along with mobile technology.
- The use of smaller more frequent buses. Again, this was trialled and Mr Arnold advised it did generate growth, however buses were becoming overcrowded and were unsustainable due to extra bus drivers required which means increased costs. Stagecoach have offered to work with KCC with the possibility of trialling smaller buses in rural areas.
- Grebe Crescent reduced service. This service only attracts approximately 20 passengers per day.
- Martello Lakes. At present there is an issue with buses turning and means buses have to reverse within this development. The main road service provides four buses per hour to Hythe and three per hour to Folkestone.

- Bus service 102 is extremely overcrowded. New routes 103 and 104 will provide extra services and compliment route 102.
- Eco-friendly buses. At present some of Stagecoach's buses produce less emissions than a normal sized car. Other variants have been looked at however this is cost prohibitive, for example, electric buses would need a charging structure in place and utility provision. Funding is available through a Government initiative, Green Bus Fund, but this is usually given to areas with poor air quality. Air quality in the district is not considered poor.

Members thanked Matthew Arnold and James Carroll for taking the time to attend this meeting and answer their questions.

11. **Highways Report**

Report JTB/18/03 updated members on the identified schemes approved for construction in 2018/19.

The Chairman asked for any comments on the report.

Councillor Whybrow wanted to know if there was any update available on Cycle Routes Phases 3 and 4. James Bowen, KCC Highways, will check and advise.

Councillor Love asked if there was an update available with regard to the controlled crossing point outside Morrisons. Mr Bowen advised that the lights have been re-erected but not yet operational. An update will be provided.

Members raised a query with regard to the red light enforcement camera at Cherry Garden Avenue and if data is available. An update will be provided.

It was noted that Wards quoted in the Highways report were out of date. An up to date list will be provided to James Bowen. Also, on page17 of the Highways report, the Director of Highways, Transportation and Waste needs to be updated.

In learning that Richard Heaps, Schemes Project Manager, has moved to a different area within the County, Councillor Tony Hills would like to thank him for his help and advice during his time in the district.

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JTB/18/07

Proposed Parking Restrictions 2018

A report by the F&HDC Highway Engineer to the Joint Transportation Board on Monday 26 November 2018. .

1. Introduction

During the year 2018 parking restrictions have been proposed to the council. This report outlines the areas where restrictions would help to improve traffic flow, safety margins and resolve parking problems.

Proposed Parking Restrictions

2. Footway Parking Prohibition

2.1 Complaints have received from residents about parked cars on pavements impeding access. The following areas are proposed for a pavement parking ban to allow free passage for pedestrians particularly visually impaired persons, or those who use wheelchairs, electric scooters, or pushchairs as they are usually obstructed.

- **Horn Street, Hythe [Map 1]**
  Due to the tapered layby vehicles try to squeeze in at the end but park on the footway causing footway users out into the oncoming traffic.
- **Risborough Lane [Map 2]**
  Commercial vehicles collecting from electrical merchants often blocking footway.
- **Tram Road, Folkestone [Map 3]**
  Various reports from CSU and Councillors regarding continued footway parking.

3. Loading/unloading ban

3.1 **Jefferstone Lane/Maple Drive, St Mary's Bay [Map 4]**
A request from the Parish Council as blue badge holders park on the existing double yellow line restrictions on the junction.

4. Disabled Bays

4.1 High Street, New Romney [Map 5]
Changing an existing bay at each end of the High Street, outside no. 24 and 76 to allow limited waiting for blue badge holders – request from New Romney TC.

4.2 Rolfe Lane, New Romney [Map 6]
A new bay located by Fairfield Road recreation ground, a timed bay at the request from New Romney TC.

5. Emergency Service vehicle bays

5.1 Requests from the Police, working with F&HDC CSU as follows

- **High Street, New Romney [Map 7]** outside no.28 (opposite the town hall)
- **High Street, Lydd; [Map 8}** outside no. 30 (opposite town hall)
- **Downs Road**, **Folkestone**, **[Map 9]** outside Hungry Horse public House

6. Parking bays

- **Christ Church Road, Folkestone [Map 12]**
  Remove approximately 8 metres of double yellow line before the junction with Bouverie Road West and extend the existing parking bay.
- **Grace Hill, Folkestone [Map 13]**
  Change existing bays from limited waiting to shared use (permit holders and limited waiting). There are currently no permit bays in this part of the town centre and this proposal will assist residents and businesses.
- **Shellon's Street, Folkestone [Map 14]**
  Change existing bays from limited waiting to shared use (permit holders and limited waiting. There are currently no permit bays in this part of the town centre and this proposal will assist residents and businesses.
- **Manor Road, Folkestone [Map 14A]**
  17m of double yellow line to be changed to parking bays to match the current bays in this road – 8am to 6pm all days, 1 hour, no return in 2 hours except A1 permit holders.

7. School Keep Clear Markings

7.1 Fairfield Road, New Romney [Map 15]
Existing School Keep Clear Markings do not currently have a TRO so not enforceable. Requests from KCC Highways to apply a TRO.

8. Prohibition of waiting

8.1 Craythorne Lane, New Romney [Map 16]
Request from KCC for double yellow line corner protection from the junction with Fairfield Road due to width of road and turning in blind without enough space to wait due to vehicles parked close to junction.

9. Overnight HGV ban

9.1 Cornwallis Avenue Folkestone [Map 17]
Request from Environmental Protection for overnight HGV ban due to lorries parking near residential areas.

10. Recommendations

It is recommended that:

10.1 Traffic Regulation Orders are made or amended for the above proposals in the new financial year (2019/20). Before a TRO is made, the regulations require statutory consultations with all affected persons.

10.2 Any objections to the TROs are reported to the Cabinet Member for Transport to consider and decide on whether a scheme should be progressed.

Paul Thompson
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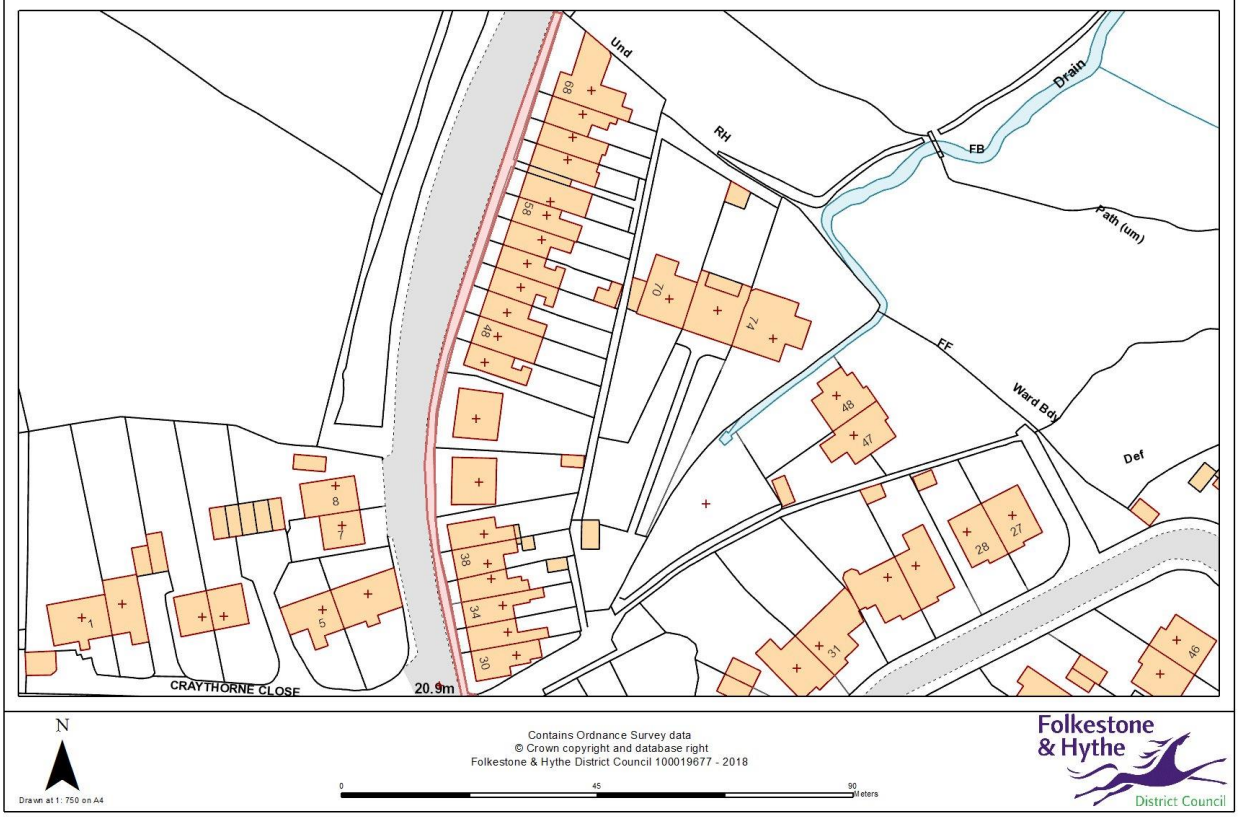
paul.thompson@folkestone-hythe.gov.uk
01303 8532040

Horn Street Map 1



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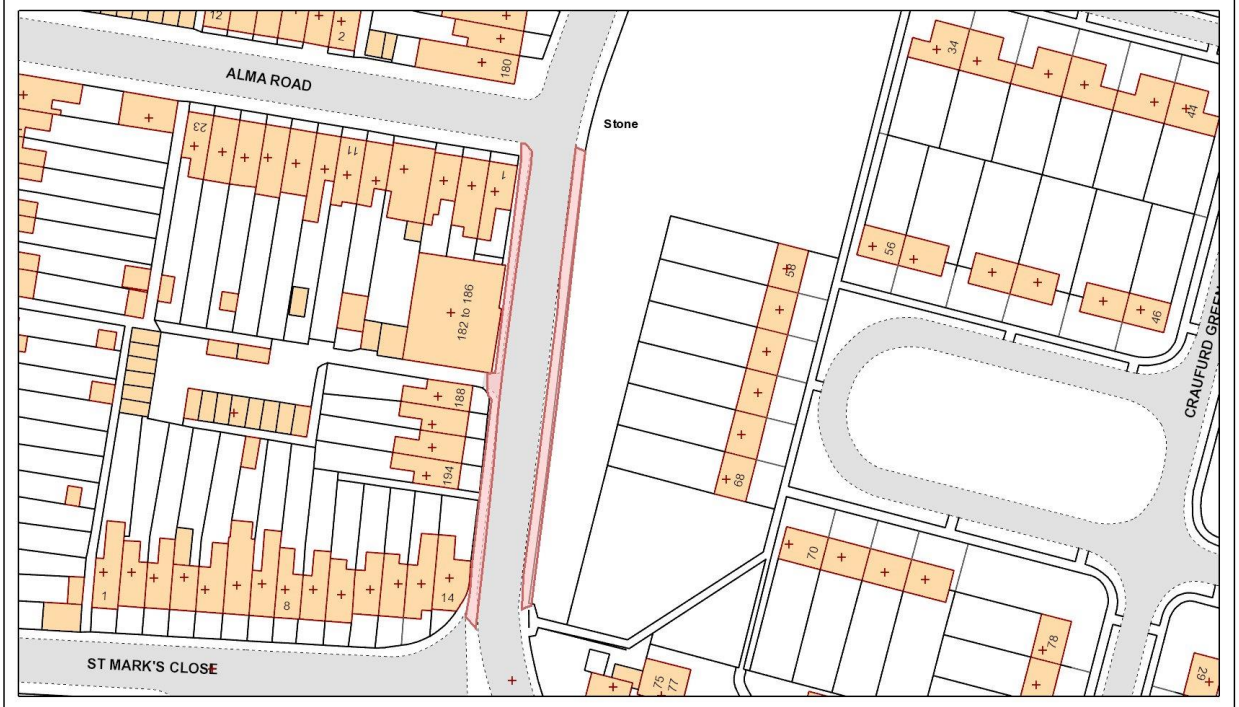
Folkestone & Hythe District Council

Risborough Lane Map 2



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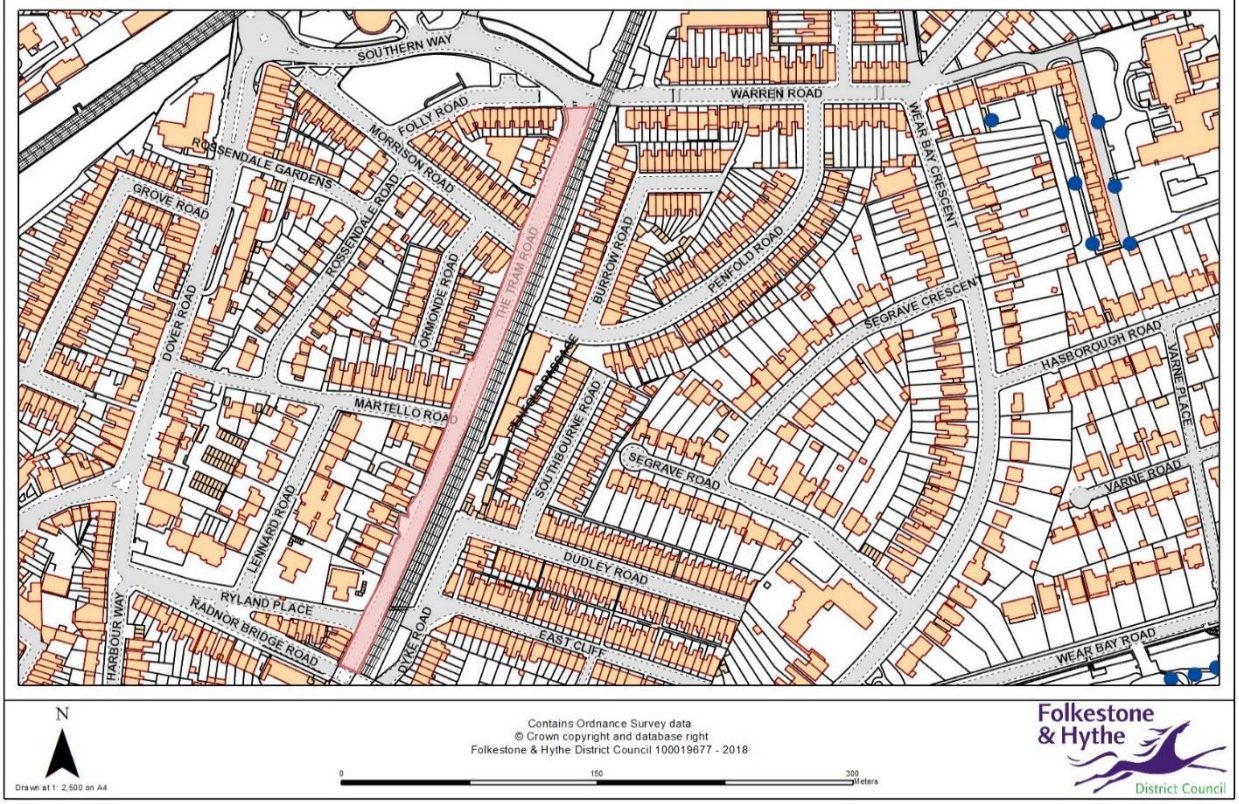
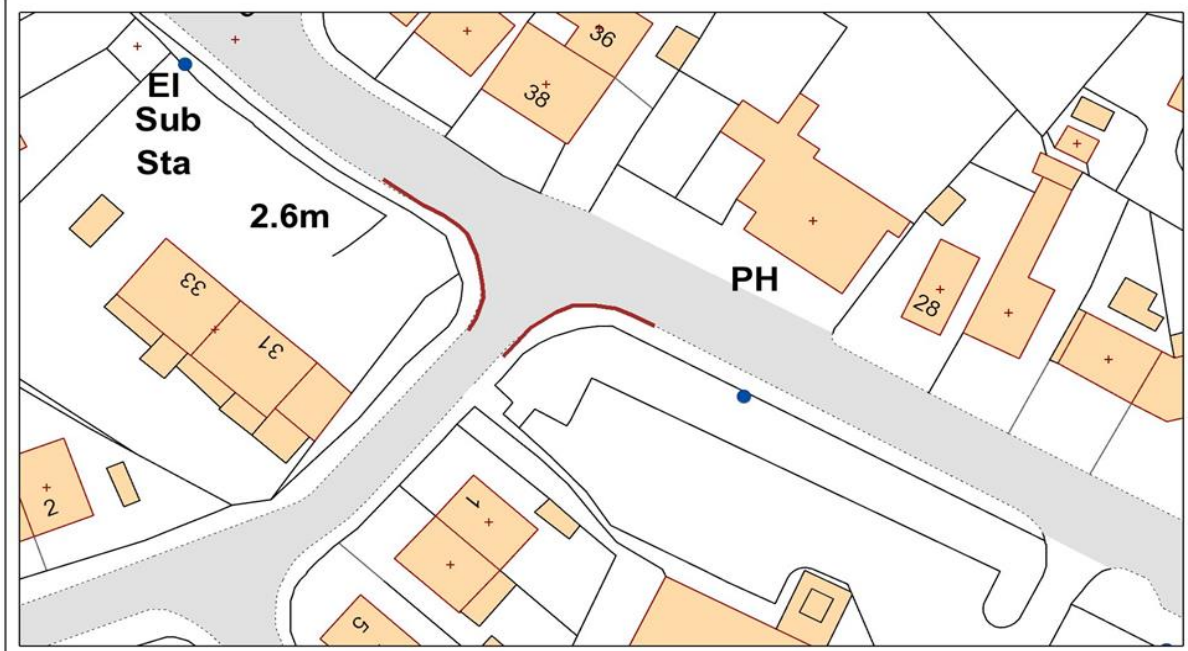
Folkestone & Hythe District Council

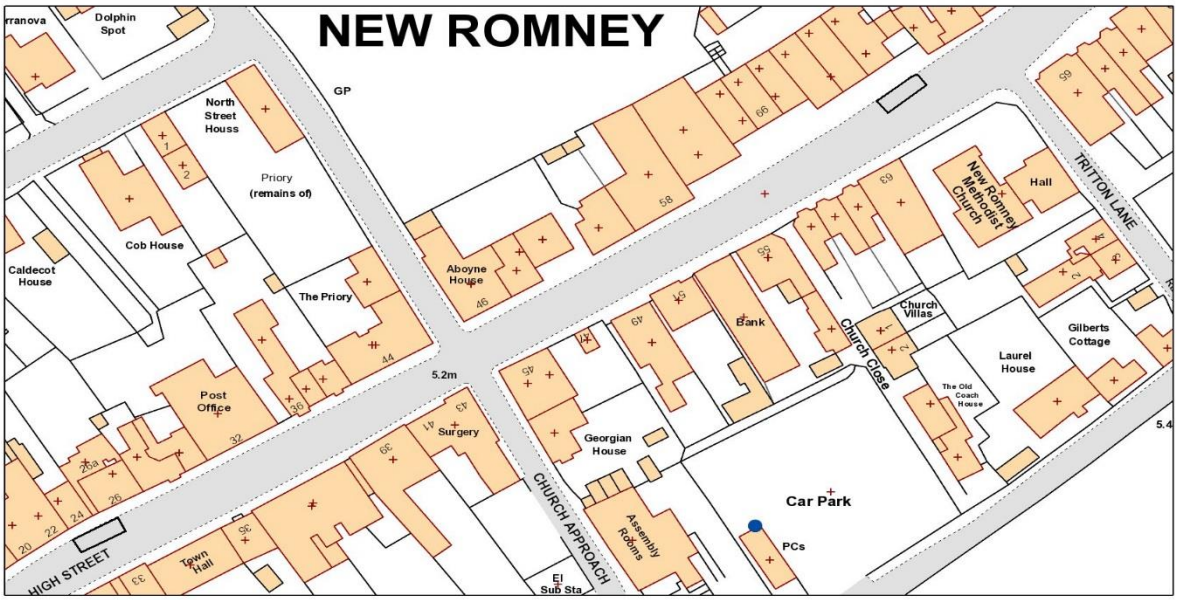
Tram Road Map 3



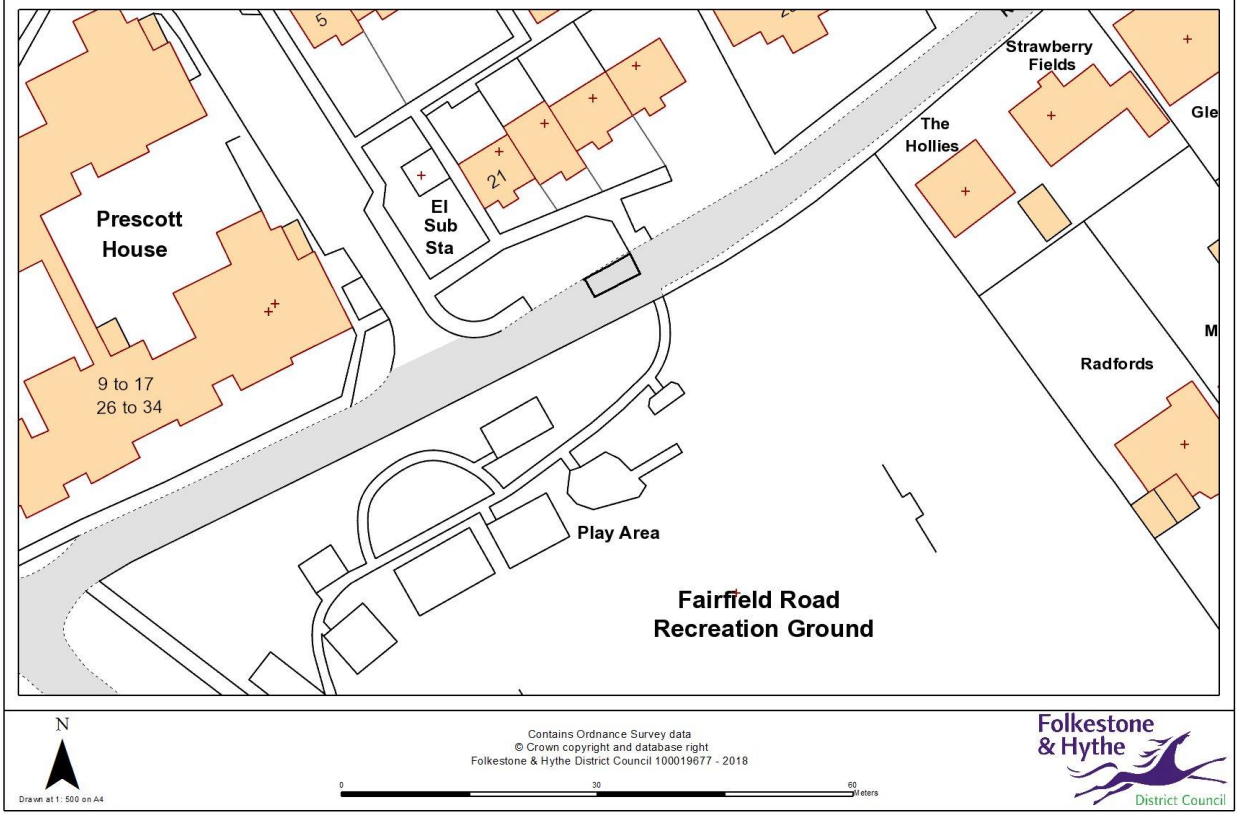
Jefferstone Lane Map 4



High Street New Romney Map 5

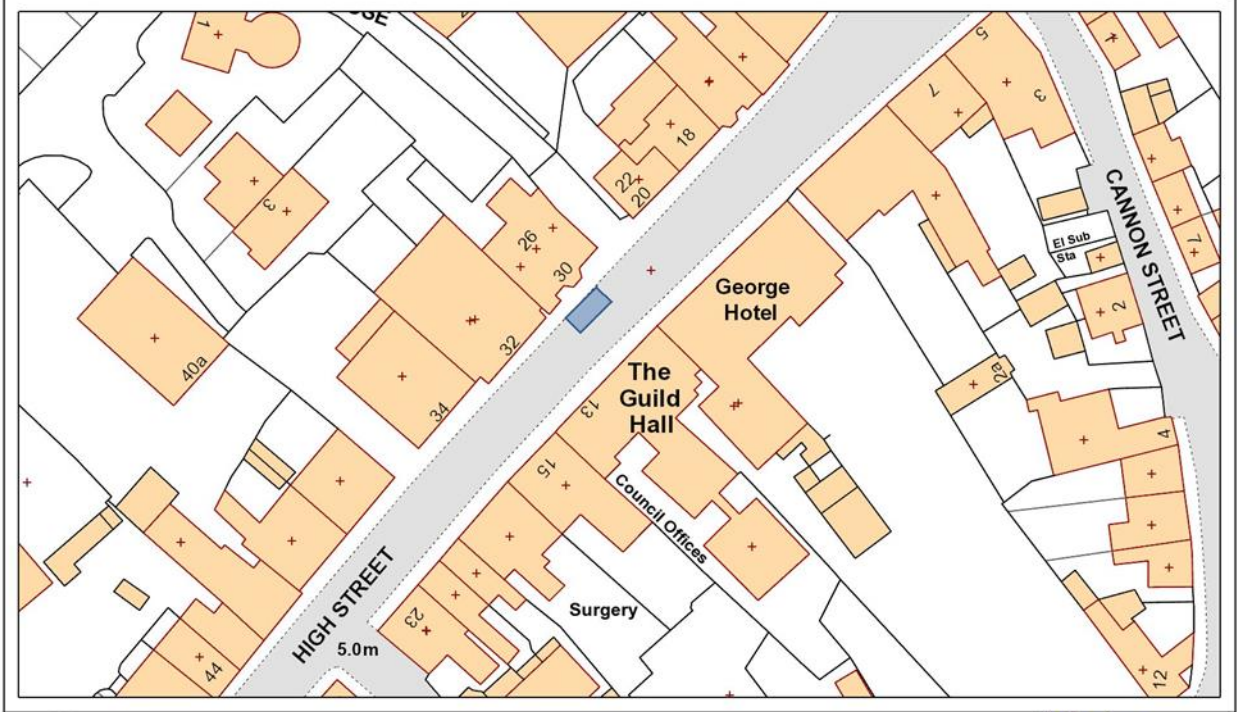


Rolfe Lane Map 6



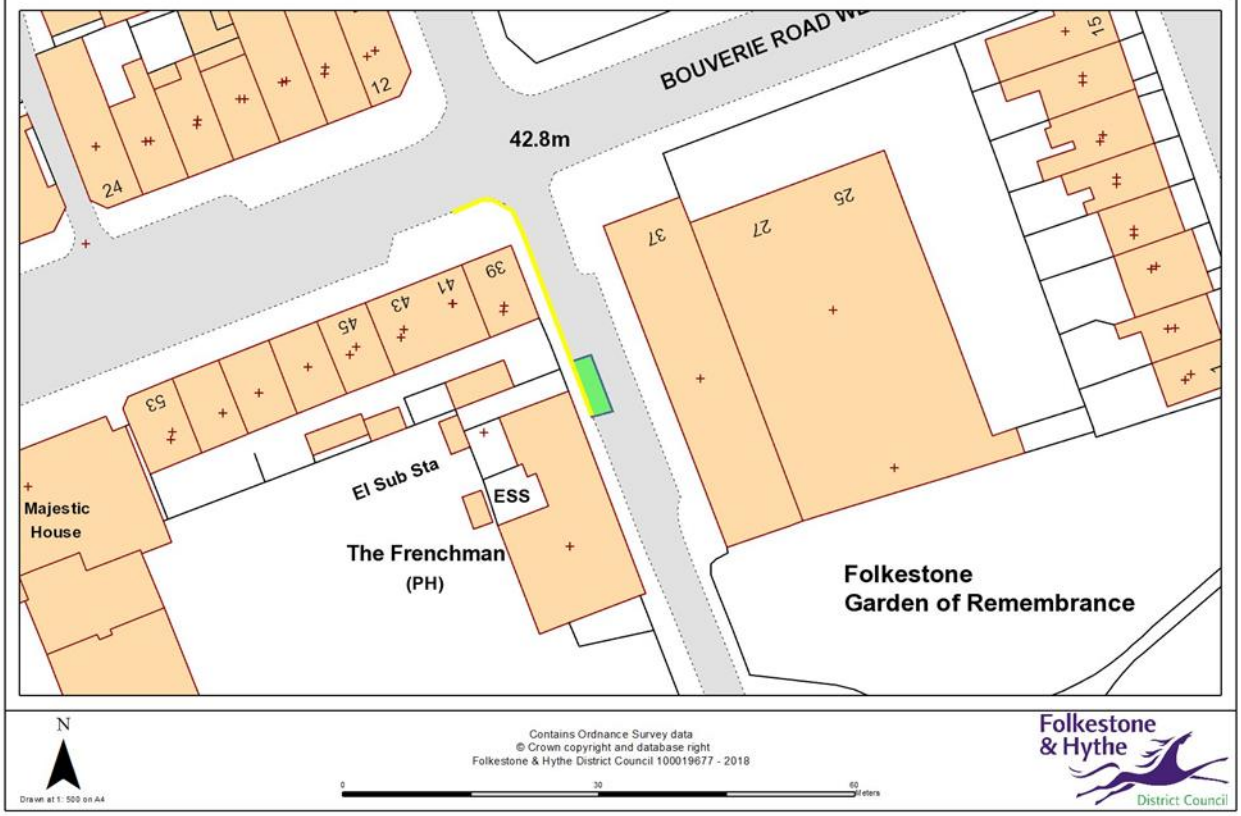
High Street New Romney Map 7

High Street Lydd Map 8

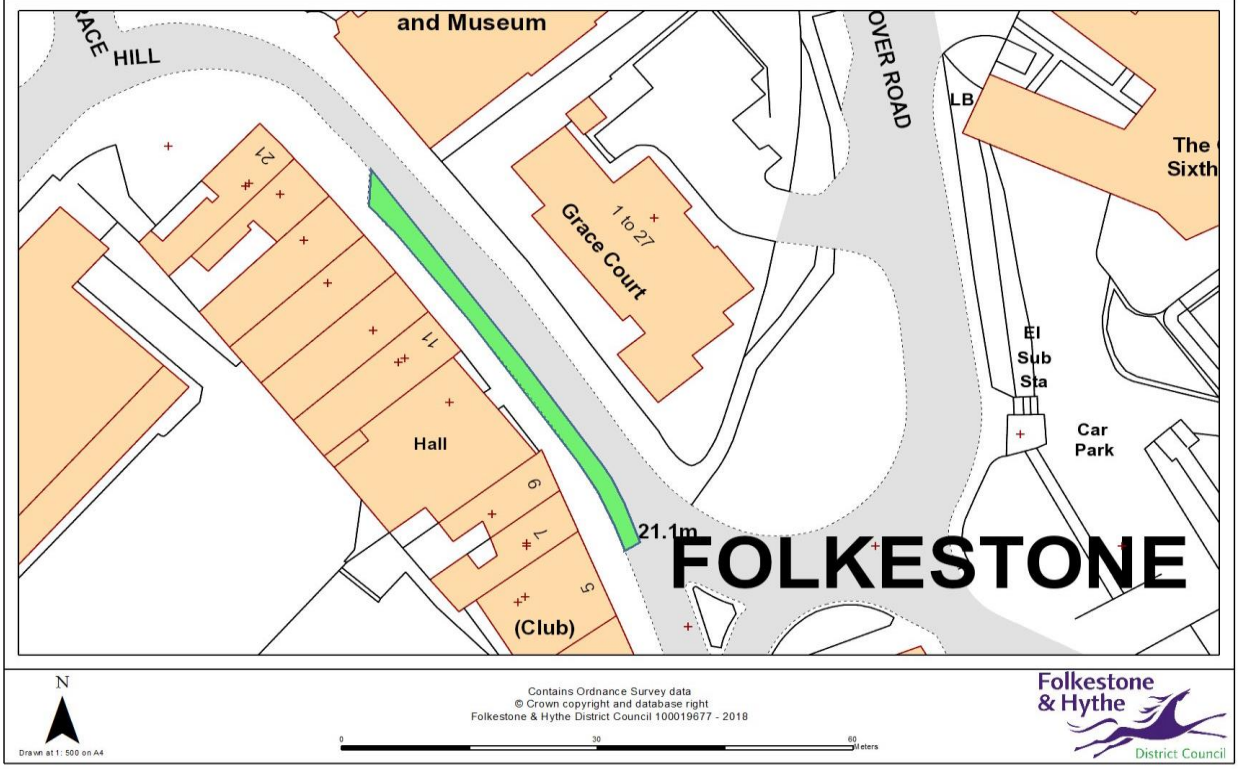


Downs Road Folkestone Map 9

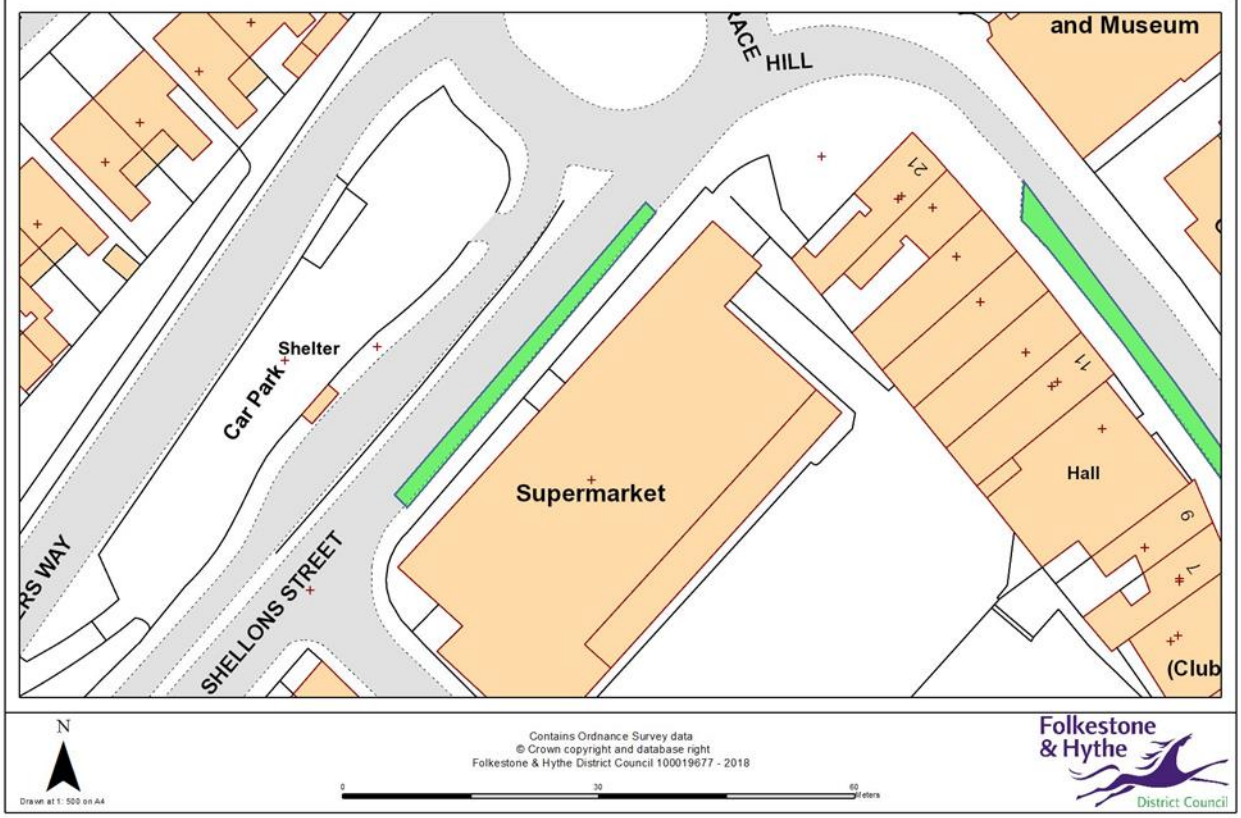
Christ Church Road Map 12



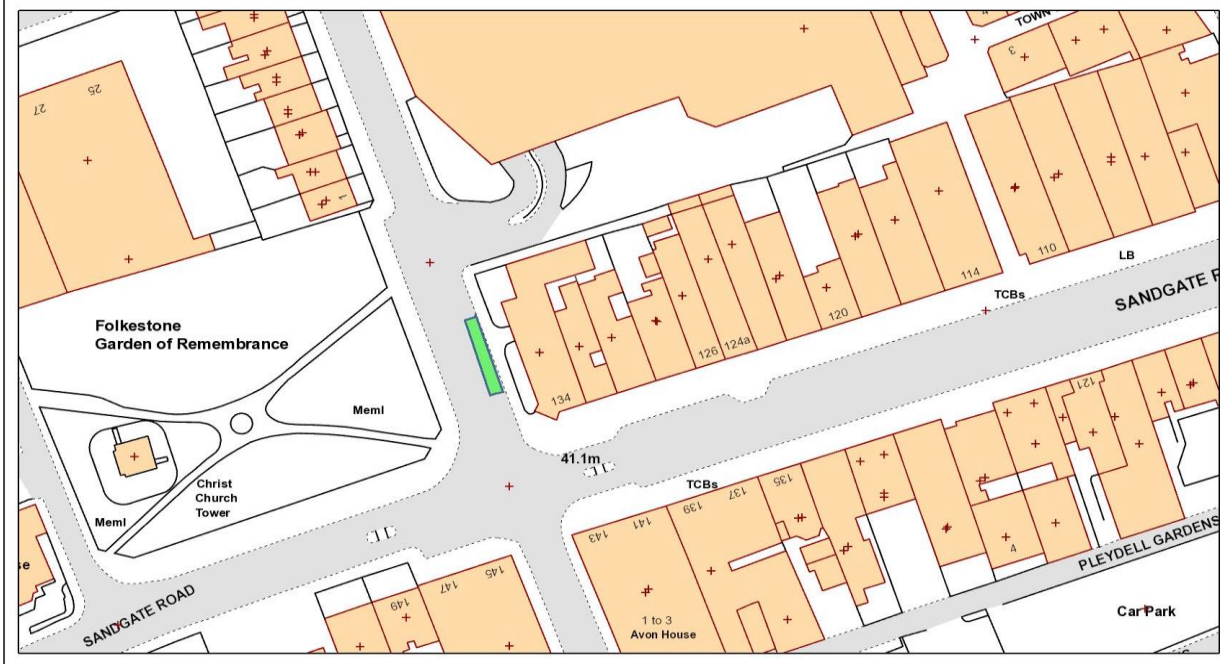
Grace Hill Map 13



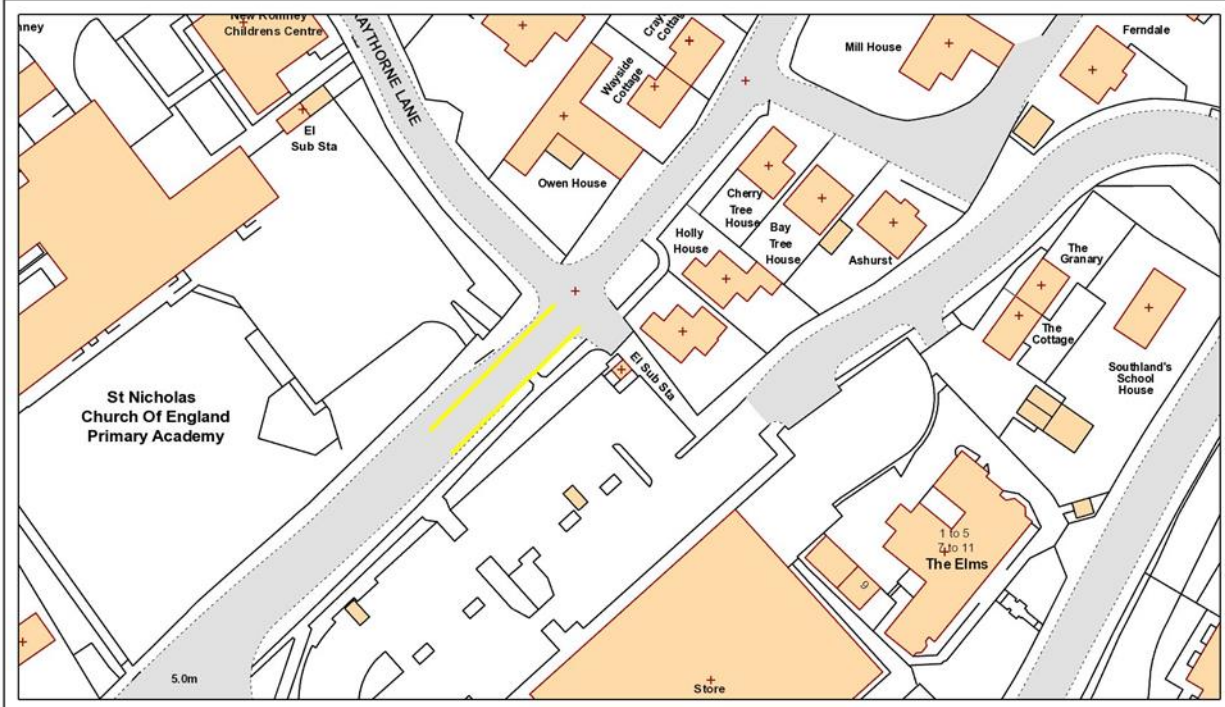
Shellons Street Map 14



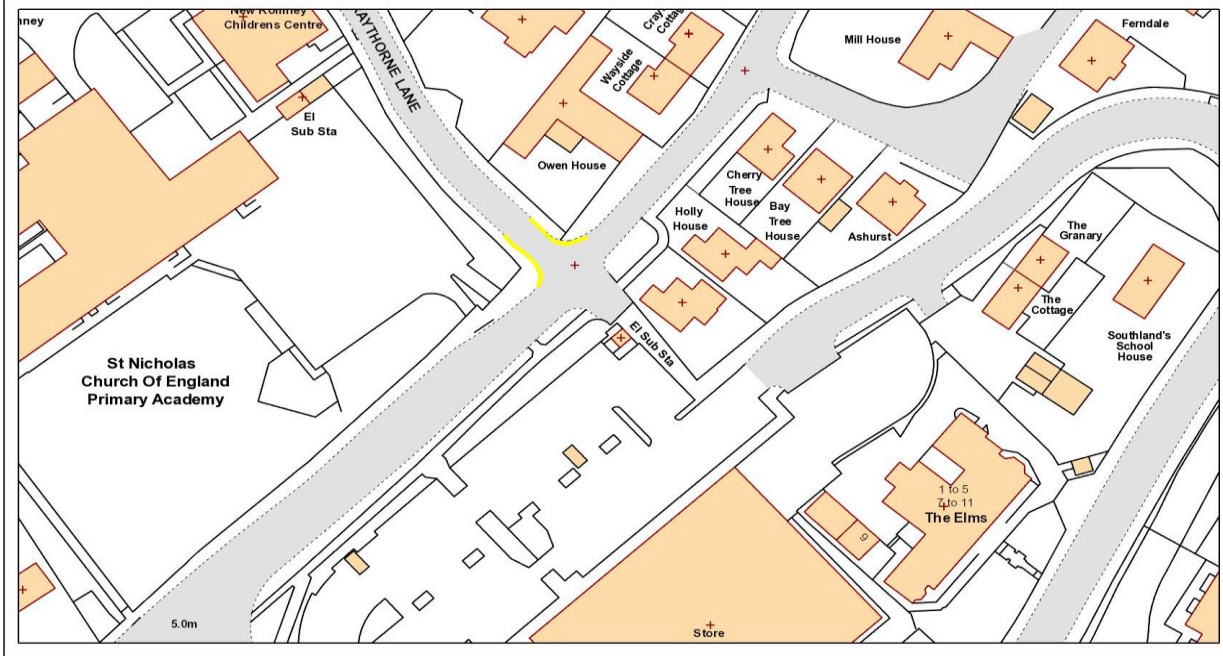
Manor Road Map 14A



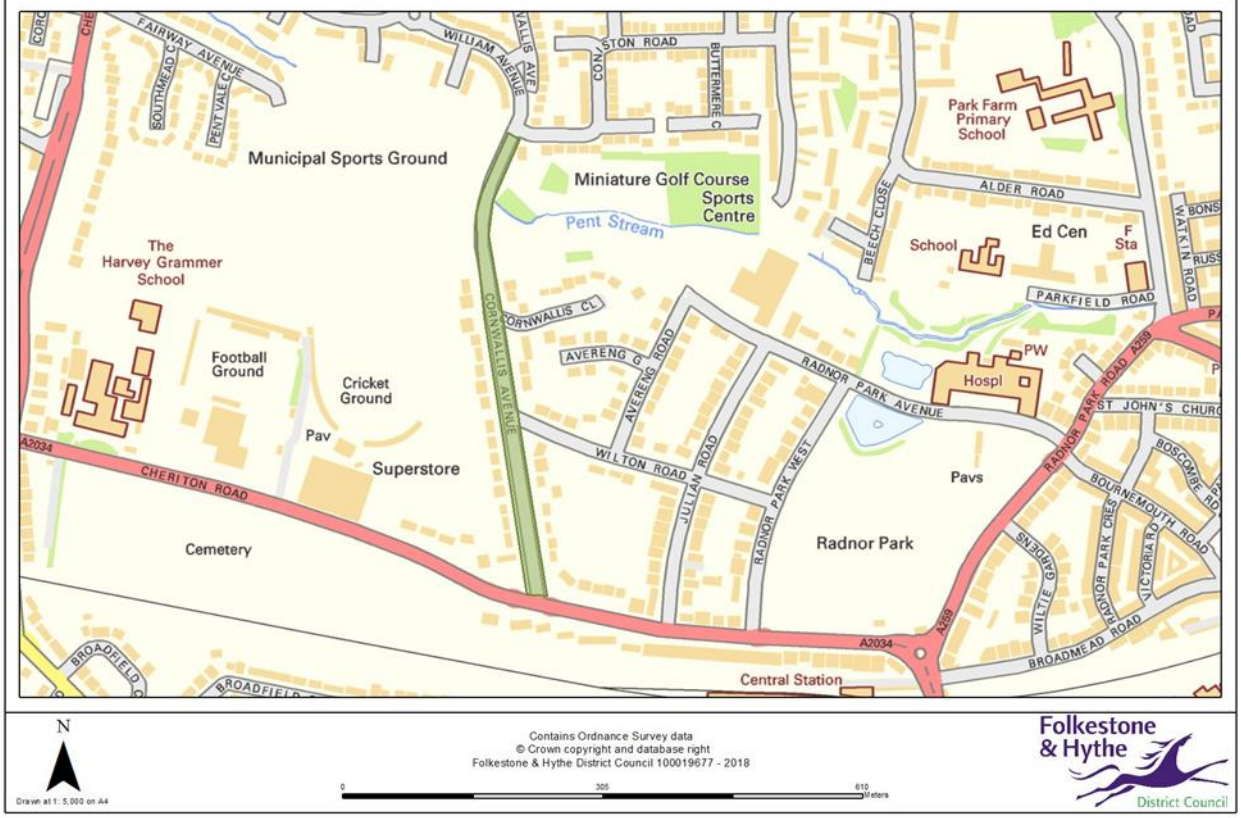
Fairfield Road Map 15



Craythorne Lane Map 16



Cornwallis Avenue Map 17



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From: David Latham - Highway Policy and Inspections Manager
To: Folkestone & Hythe Joint Transportation Board

Date: 26th November 2018

Subject: Well-managed Highway Infrastructure – Implementing the Code of Practice

Classification: For Information

Summary: This paper outlines the County Council's strategy for implementing the new Code of Practice for highway maintenance management which becomes fully effective in October 2018.

It is highly unlikely that there will be any material impacts on the volume or cost of highway maintenance works but there will be a greater emphasis on the assessment of risk. Currently, no changes to service standards are proposed however, prior to any changes being made a full evaluation of options would be required followed by approval in accordance with the County Council Constitution.

1. Introduction

1.1. Well-maintained Highways, the code of practice for highway maintenance management was published in July 2005. It provided local authorities with guidance on highways management and proposed some prescribed investigation levels for highway defects e.g. 50mm depth for carriageway potholes. The Code of Practice formed the basis for the County Council's Highway Safety Inspection Regime and our approach to highway maintenance. Well-maintained Highways was repeatedly deemed to be best practice by the Courts and by adopting the principles of The Code of Practice we have been able to defend claims against the County Council by demonstrating our defence (under Section 58 of the Highways Act 1980) of implementing all reasonable measures and demonstrating we are not a negligent highway authority.

1.2. Well-managed Highway Infrastructure was published in October 2016 and replaces Well-maintained Highways, Well-lit Highways, and Management of Highway Structures in October 2018. Like its predecessors, Well-managed Highway Infrastructure is a national, non-statutory code of practice which sets out a series of general principles for highway maintenance. It is endorsed and recommended by the Department for Transport and its production has been overseen by the UK Roads Liaison Group (UKRLG) and its Roads, Bridges and Lighting Boards. However, the new Code of Practice is less prescriptive and instead promotes the establishment of local levels of service through risk-based assessment.

1.3. On the 13th July 2018, the County Council's Environment & Transport Cabinet Committee endorsed the adoption and phased implementation of the fundamental principles of the Code of Practice. This decision was subsequently agreed by the Cabinet Member.

1.4. *Well-managed Highway Infrastructure - Implementing the Code of Practice* is published on the County Council's website. It outlines how we will go about applying the principles in the Code of Practice to the way we work and measure our success to ensure continuous improvement and a focus on the County Council's Strategic Outcomes.

2. Discussion

<u>The Highway Network</u>

2.1. Well-managed Highway Infrastructure recommends that the highway network should be considered as an integrated set of assets when developing infrastructure maintenance policies.

2.2. There are several classifications and hierarchies used for the planning and prioritisation of highway inspections, maintenance, renewals, improvements and new installations in Kent. However, residents, communities and businesses do not distinguish between the different categories of road, range of assets or types of work undertaken. They expect the network to be managed and maintained holistically to provide consistent and appropriate levels of service in the context of the County Council's strategic outcomes.

2.3. An integrated network hierarchy is the foundation of a risk-based maintenance strategy and will inform intervention levels, inspection frequencies and response times. It is important that it reflects the actual use of each infrastructure asset and needs to be sufficiently dynamic to respond to the changing nature of the network – the classification of an asset may alter because of short term influences such as seasonal fluctuations or due to longer-term factors such as climate change and development.

2.4. Much of our network hierarchy information is already published including our Resilient Highway Network and Winter Salting Routes. From April 2019, the County Council will publish a series of related hierarchies which include all elements of the highway network. These hierarchies will consider current and expected use, resilience, and local economic and social factors as well as the desirability for continuity of service across administrative boundaries and a consistent approach for walking and cycling.

Risk Based Approach

2.5. Well-managed Highway Infrastructure is underpinned by the fundamental principle that highway authorities should adopt a risk-based approach in accordance with local needs (including safety), priorities and affordability.

2.6. Meaningful risk management is an intrinsic part of the management of our highway infrastructure. Inspections, maintenance, renewals and improvements present extensive choices and therefore it is vital that the impact of implementation and the consequences of failure are fully understood. In addition, there are a variety of external influences which impact on the performance of the highway network. Weather, budget, political direction and demand from other service areas also need to be considered when determining the approach to maintenance and investment.

2.7. Many of our existing inspection regimes and methodologies for prioritising work on the highway already include a consideration of risk. Furthermore, the County Council has already a risk management approach, detailed in the Risk Management Policy & Strategy 2018-21. This approach will now be applied to all aspects for highway infrastructure maintenance. At a strategic level, the management of current and future risks will be embedded within our approach to asset management. At an operational level, a risk-based approach will be used to determine intervention levels, inspection frequencies, response times and investment priorities across all highway assets.

2.8. A case study outlining the practical application of a risk-based approach can be found at Appendix A.

Resilience and Sustainability

2.9. Kent provides key transport links between London and the continent and has some of the most intensively used roads in the country. Any disruption to the network has an immediate impact on

road users, the economy and services. Ensuring these roads are as resilient and sustainable as is practicable must be a priority.

2.10. The County Council has long had robust systems in place to respond effectively to severe weather emergencies, unforeseen events and civil emergencies and we already take a hierarchical approach to the management of our 8,700 km highway network. In September 2017, this approach was enhanced further when The Environment & Transport Cabinet Committee endorsed The Definition for Kent's Resilient Highway Network.

2.11. It is important that the highway network is maintained for future generations. In addition to responding effectively to emergencies and high impact events, it is important that due consideration is given to the impacts of climate change. Furthermore, a balance needs to be sought between providing sustainable growth and a competitive, innovative and resilient economy and protecting and improving our natural and historic assets.

Financial Management, Priorities and Planning

2.12. The way in which investment is prioritised needs to provide sufficient flexibility to deliver value for money. In addition to ensuring effective coordination, an asset management-based approach to managing highway infrastructure requires due consideration of different options and factors that influence their success:

- The differing life expectancies of various treatments and the future implications of these for the balance of capital and revenue funding; for example, renewing a bridge parapet might be more expensive than simply repointing the aging brickwork but doing so could generate a saving with respect to the long-term maintenance.
- The seasonal and weather sensitive nature of many treatments and the service as a whole; for example, renewing a road surface is best done during dry, mild weather as very cold or wet weather can cause the surface to rapidly fail.
- The uncertainties in prediction of out-turn costs for Winter Service, Severe Weather Events and emergencies and the need for financial year-end flexibility

2.13. The County Council has endorsed an asset management based approach to the maintenance and management of highway assets. Part of this approach involves viewing the highway network as a whole rather than as discrete asset groups such as carriageways, drainage, lighting and structures. A cross asset approach will now be taken when developing priorities and programmes and produce a rolling forward works programme that is updated regularly.

Performance Management

2.14. Effective performance monitoring will support the County Council in reviewing progress, performance requirements and works programmes. Our Highway Asset Management Framework establishes mechanisms for performance management, including performance measures and targets, which facilitate the monitoring of delivery with respect to the short, medium and long term strategic direction of the service.

3. Conclusion

3.1. The Code of Practice presents an opportunity for County Councils' to shape the services they provide based on local needs and priorities and does not need to represent a radical change from a customer perspective, particularly in the short term.

3.2. A programme is in place to ensure the timely and effective implementation of the Code of Practice, with a view to having the recommendations largely implemented from April 2019. Information sharing with local representatives and communities form a key part of this programme including planned engagement with Parish Councils via the annual Parish Seminars, "for information" updates to Joint Transportation Boards and enhanced information on the County Council's website.

4. Background Documents

4.1. Link to Well-managed Highway Infrastructure
http://www.ukroadsliaisongroup.org/en/codes/index.cfm

4.2. Well-managed Highway Infrastructure - Applying the Code of Practice in Kent

4.3. Well-managed Highway Infrastructure - Implementing the Code of Practice in Kent 2018 – 2020

5. Contact Details

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Well-managed Highway Infrastructure

Implementing the Code of Practice in Kent
2018 - 2020

Contents

Introduction

Our highway network is the most valuable asset we own. It enables safe and reliable journeys and in doing so supports social and economic prosperity. We are committed to good management of our highway network not only now but also, for future generations.

As the Highway Authority, the County Council has legal obligations to keep adopted highway routes available and safe for the passage of the travelling public. Our statutory duties are outlined in a number of pieces of legislation including the following:

- **The Highways Act 1980** outlines our duty of care to maintain the highway in a safe condition and protect the rights of the travelling public to use the highway.
- **The Traffic Management Act 2004** conveys a network management duty whereby we are required to facilitate and secure the efficient movement of traffic on the highway network.
- **The New Roads & Street Works Act 1991** requires us co-ordinate road works and to make best use of the existing network.
- **The Road Traffic Act 1991** describes our statutory responsibility to promote road safety and take measures to prevent collisions.
- **The Construction (Design and Management) Regulations 2015** details our duties to ensure that the work we do is designed and built competently and that risks to the work force and road users are properly considered and effectively managed. This places particular controls on how and when works are carried out.
- **The Equalities Act 2010** created the public equality duty which requires us to have due regard for advancing equality by removing or minimising disadvantage, encouraging participation and taking steps to meet the needs of all people from protected groups where these are different from the needs of other people.
- **The Wildlife & Countryside Act** 1981 details the environmental legislation that we need to follow to ensure that we minimise our impact on local biodiversity whilst carrying out highway asset maintenance.

In October 2016 the UK Roads Liaison Group (UKRLG) published Well-managed Highway Infrastructure. The Code of Practice is non-statutory however it will be deemed to be guidance of best practice by the courts. The County Council will be required to demonstrate a robust decision-making process, an understanding of the consequences of those decisions, and how the associated risks are managed to ensure highway safety.

The Code of Practice, which is due for implementation by October 2018, is designed to promote the adoption of an integrated asset management approach to highway infrastructure based on the establishment of local levels of service through risk-based assessment. The County's Highway Asset Management Framework develops this approach in three documents: a policy [Our Approach to Asset Management in Highways], and two strategy documents [Implementing Our Approach to Asset Management in Highways and Developing Our Approach to Asset Management in Highways]. These documents demonstrate our commitment to an Asset Management approach and clearly outline the funding required and the wider benefits to be achieved. The Environment and Transport Cabinet Committee have endorsed all three documents, which are published on the County Council's website.

The Code of Practice recognises that the delivery of a safe and well-maintained highway network relies on good evidence and sound engineering judgement. A risk-based approach to highway maintenance needs to be founded on information that is sufficiently robust to enable decisions on levels of service, delivery methods and priorities for improvements can be taken and reviewed over time. Our Asset Information Strategy will detail how information to support a risk-based approach to highway maintenance will be collected, managed and made available in ways that are sustainable, secure, meet statutory obligations and facilitate transparency for network users.

Well-managed Highway Infrastructure provides guidance to support the development of approaches to highway maintenance that are in accordance with local needs, priorities and affordability. In the interest of route consistency for highway users, all authorities, are encouraged to collaborate in determining levels of service, especially across boundaries with neighbours responsible for strategic and local highway networks. Moreover the principles set out in the Well-managed Highway Infrastructure are intended to influence the ongoing development and evolution of the approach taken to asset management in highways. In accordance with asset management principles, the highway network should be considered as an integrated set of assets with due consideration given to the need to balancing the needs and inter dependencies of different asset groups.

Well-managed Highway Infrastructure states that "Where authorities elect in the light of local circumstances to adopt policies or approaches different from those suggested by the Code, it is essential that they are identified, together with the reasoning for such differences, be approved by the authority's Executive and published." However, the County Council's Constitution states that "The Leader and Cabinet Members should…(d) participate in the approval by the full Council of Kent-wide policies and budgets; (e) lead the development of policies for the delivery of services to the whole community of Kent" [Article 2(2)]. Therefore, in addition to approving any deviations from the Code of Practice, the adoption of the principles of the Code of Practice and any fundamental changes to existing policies or service standards will be subject to Executive approval and publication.

Well-managed Highway Infrastructure - Implementing the Code of Practice outlines how we will go about applying the principles in the Code of Practice to the way we work and measure our success to ensure continuous improvement and a focus on the County Council's Strategic Outcomes. Details of our approach will be actively communicated through engagement with stakeholders in setting requirements, making decisions and reporting performance.

The Highway Network

Network Hierarchies

There are several classifications and hierarchies used for the planning and prioritisation of highway inspections, maintenance, renewals, improvements and new installations in Kent:

- **Road Classifications** are administered by the Department for Transport and provide a system to direct motorists towards the most suitable routes for reaching their destination.
- **The Resilient Highway Network** is defined by the County Council as "the portion of our highway network that is vital to maintaining economic activity and access to key services during extreme weather emergencies and other major incidents". The purpose of defining this network is to identify the most critical routes and associated highway assets, such as bridges, so that planned whole asset maintenance on that part of the network may be prioritised. Details of Kent's Resilient Highway Network are published on the County Council's website [http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/highways-asset-management]
- **The Winter Network** is divided into primary and secondary routes and provides a minimum essential service to the public which includes links to the strategic network, access to key facilities and local communities. Precautionary salting of these routes is undertaken in accordance with the Winter Service Policy which is published on the County Council's website [http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/winter-service-policy] and reviewed annually.
- **Flooding Hotspots** are defined as "flood prone sections of the highway network" and are identified using drainage and flooding enquiry data. They are used to prioritise drainage maintenance, renewals and improvement works.
- **The Street Lighting Maintenance Hierarchy** is defined by the County Council and used to prioritise routine maintenance such as night scouting and bollard cleaning.
- **The Maintenance Hierarchy** is defined by the County Council and used to prioritise safety inspections and routine maintenance such as gully cleansing.
- **Critical Highway Infrastructure** is considered to be those assets where failure would result in significant impact to the local, and potentially the national, economy. Critical infrastructure assets form a crucial part of the highway network.

Whilst it is inevitable that different asset types might have their owner hierarchies, all should be related such that each asset type can be considered in relation to others and to the whole highway network.

Network Inventory

Inventory information or "asset registers" are held for most of our major asset groups however the extent of the information varies greatly due to differing business needs. For example, an extensive inventory is needed for street lighting as it is not only used to inform maintenance activities but also the energy bills that run to several millions of pounds. Conversely, the inventory for the highway drainage network is less comprehensive because, whilst it would be nice to know construction information for each of our drainage pipes, the nature of the work we do and the processes that have been implemented do not require this level of detail.

The quality, appropriateness and completeness of asset data is reviewed regularly to ensure that the nature and extent of the network inventory collected is fit for purpose and meets business needs. The sensitivity of information is very limited but where sensitive information is held, it is managed in a security minded way.

Integrated Network Management

Kent's residents, communities and businesses do not distinguish between the different categories of road, range of assets or types of work undertaken on the highway. They expect the network to be managed and maintained holistically to provide consistent and appropriate levels of service. To achieve this, it is vital that the whole highway network is considered and in the context of the County Councils strategic outcomes.

An integrated network hierarchy based on asset function is the foundation of a risk-based maintenance strategy. It is important that it reflects the whole highway network and the needs, priorities and actual use of each infrastructure asset. It therefore also needs to be dynamic and regularly reviewed to reflect the changing nature of the network as a consequence of short term influences such as seasonal fluctuations or longer-term factors such as climate change and development.

The whole highway

It is imperative that all highway assets are considered including traffic management and parking provisions. Moreover, it is important to consider the implications of a maintenance regime or scheme not only now but in the longer term. For example, if a road with defective drainage is resurfaced without also repairing the drainage it will remain in a good condition for a much shorter length of time. Over time standing water will cause the surface to deteriorate, increasing numbers of potholes will form and the overall lifespan of the road will be reduced. Prevention is generally more cost effective than cure and if, for example, the drainage is repaired before the road is resurfaced, efficiencies can be made on the remedial works and further savings achieved as responding to the consequences of flooding is not required.

Future Maintenance

The highway network increases in size year on year and as do the number of assets we maintain. The impact on future maintenance can vary dramatically depending on the approach taken. As local government finances become increasingly squeezed it is important that the selection and suitability of assets and their component parts and materials, doesn't place an unnecessary future burden on the Authority. For example, instead of laying a coloured road surface which is costly to maintain, white lining may demark a cycle route just as effectively.

Highway users

Highway maintenance regimes and improvements should consider the needs of all highway users, particularly vulnerable users. There may be opportunities while we carry out maintenance and improvements to minimise disadvantage, encourage participation and incorporate the needs of people from protected groups in accordance with the Public Equality Duty. Depending on the nature of the works, it may be possible to enhance safety, priority, integrity or quality of routes, crossing points, public transport facilities or freight movements and these opportunities should be given due consideration. Furthermore, the expectation of consistency means that consideration needs to be given to the hierarchy of neighbouring authorities for both the local and nationally maintained networks.

Kent County Council will apply these principles and consider the highway network as an integrated set of assets when developing our approach to inspections, maintenance, renewals, improvements and new installations.

<u>Defining our Integrated Highway Network</u>

The system of road classification used by Central Government does not necessarily reflect local needs or actual use now and in the future.

From April 2019, hierarchies will be defined and published for all elements of the local highway network. The inherent links between some asset groups such as signs, lines and the carriageway may mean that these network groupings are subsumed into a single hierarchy. Where asset hierarchies differ, they will all be founded on the principle of highway functionality and the desirability for a consistent approach with a view to achieving a high degree of compatibility.

Specific considerations will be dependent on the nature of the asset type however there will be consistent themes that underpin the hierarchy definition:

- **Importance** – this may include key routes between towns, connecting the strategic road network and main routes to critical infrastructure such as hospitals, schools and power stations

- **Environment** - rural, urban, busy shopping streets, residential streets, country lanes etc.
- **Usage** – this may include factors such as the volume and type of users, designations as traffic sensitive, diversion or ceremonial routes and the character and volume of traffic on the adjoining carriageway
- **Site history** - this may include factors such as historic casualty data, historic flooding data and crime statistics
- **Asset specific considerations** – this may include factors such as height or weight restrictions, historic structures, construction materials or the position with respect to the carriageway, footway or cycleway.

Kent County Council will publish a series of related hierarchies which include all elements of the highway network. They will consider current and expected use, resilience, and local economic and social factors as well as the desirability of continuity and of a consistent approach for walking and cycling.

Risk Based Approach

Context

As an organisation concerned with service provision and the social and economic development of the county, efficient and effective risk management is essential. By implementing sound management of our risks and the consequential threats and opportunities, we will be in a stronger position to deliver our business objectives, services that reflect local needs and achieve better value for money. Risk management is therefore at the heart of good management practice and the County Council's corporate governance arrangements. Our approach to risk management is proactive and enables decisions to be based on properly assessed actions and events that balance risk and reward with a view to ensuring that the right actions are taken at the right time.

It is not possible to eliminate all risk. Whilst some mitigation is often possible, it is important to understand the degree of risk and the potential consequences. These can then be balanced against the cost of reducing or eliminating the risk and the benefits of accommodating the risk.

The County Council has a mandatory approach to risk management called the Risk Management Policy & Strategy 2018-21**.**

Risk Management in Highways

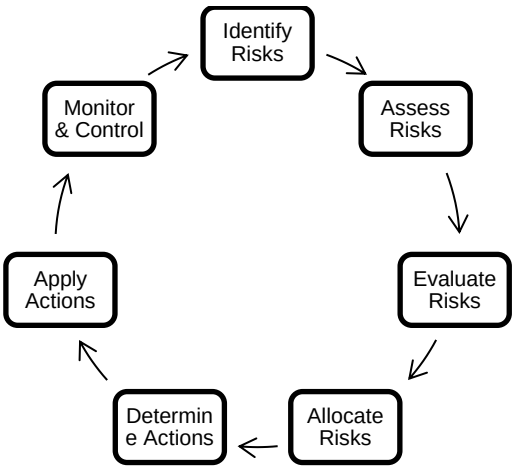
Meaningful risk management is an intrinsic part of the management of our highway infrastructure. Inspections, maintenance, renewals and improvements present extensive choices and therefore it is vital that the impact of implementation and the consequences of failure are fully understood. In addition, there are a variety of external influences which impact on the performance of the highway network. Weather, budget, political direction and demand from other service areas also need to be considered when determining the approach to maintenance and investment.

Adopting a risk-based approach will further facilitate the establishment and implementation of levels of asset condition and service standards that are appropriate to their circumstances.

Kent County Council will adopt a risk-based approach for all aspects for highway infrastructure maintenance, including setting levels of service, inspections, response, resilience, priorities and programmes. The management of current and future risks will be embedded within the approach to asset management and service delivery Strategic, tactical and operational risks will be included as will appropriate mitigation measures.

Risk Management

The County Council has adopted a risk management approach which aligns with the Office of Government Commerce (OGC) recognised best practice guidance – Management of Risk: Guidance for Practitioners. The approach is an iterative process to enable continuous improvement and is summarised below:



Identify Risks

Identifying risks is a crucial opportunity to ensure that risks are visible throughout the organisation. At this point risks are considered in their unmitigated state to allow for later prioritisation. Issues to be considered as part of the risk identification process may include:

- What are the risks to achieving the asset management strategy and levels of service?
- What is the source of each risk?
- What might happen?
- What would the effect be?
- When, where, why and how are these risks likely to occur?
- Who might be involved or impacted?
- What controls presently exist?
- What could cause the control to not have the desired effect on the risk?

A common approach is to commence the risk identification at a high level to obtain an assessment for the level of overall risk exposure. This may then be followed by a detailed assessment of more specific risks where critical assets, critical failure modes and high-risk areas can be defined and analysed in greater detail.

Assess Risks

Having identified the risks it is important to understand the potential consequences, positive or negative, and the likelihood of that impact being realised.

Consequence is the outcome of an event, such as increased journey times, isolation of local communities or a drop in public perception of the service provided. It can have positive or negative effects and can be expressed qualitatively or quantitatively. The consequences associated with an event leading to failure or service reduction may include:

- **Safety** – including fatalities and personal injuries;
- **Functionality** – impact of a loss or reduction in service at route, asset or component level, such as weight restrictions on a bridge;
- **Cost** – increased costs due to bringing forward or delaying work, repair costs, fines or litigation costs and loss of income or income potential;
- **Sustainability** – any impact on future use of highway infrastructure assets.
- **Environment** – environmental impacts, such as pollution caused through traffic delay or contamination from spillages, the sensitivity of the route/area, etc;
- **Reputation** – public confidence in organisational integrity; and
- **Community costs** – damage to property or other third-party losses, which may include business impacts, traffic delays, etc.

Likelihood is the chance of an event such as an asset failure or a fatality on the highway happening. It can be measured objectively, subjectively, qualitatively or quantitatively depending on the level of information available. However, it is measured, there are several issues that need to be considered, including the following:

- Changes in policy and funding;
- Current and historic performance (severity and extent) of the asset;
- Rate of deterioration and/or current age of the asset;
- Asset type, material type, mode of failure, extent of failure, etc;
- Exposure to incidents of all types;
- Human behaviour and workmanship;
- Vulnerability to climate change;
- Quality of asset management approach and systems.

The likelihood of physical failure of an asset is related to the current condition of the asset, hence the importance of accurate condition assessment. The likelihood of natural events is determined less easily but scientific studies are usually available. The likelihood of other events, such as poor work practices or planning issues can be difficult to ascertain. KCC have an established matrix-based approach for determining risk levels.

KCC's Standard for Determining Risk Levels

Risk Rating Matrix			Impact				
			1	2	3	4	5
			Minor	Moderate	Significant	Serious	Major
Likelihood	1	Very Unlikely	1 Low	2 Low	3 Low	4 Low	5 Low
	2	Unlikely	2 Low	4 Low	6 Low	8 Medium	10 Medium
	3	Possible	3 Low	6 Low	9 Medium	12 Medium	15 Medium
	4	Likely	4 Low	8 Medium	12 Medium	16 High	20 High
	5	Very Likely	5 Low	10 Medium	15 Medium	20 High	25 High

The target residual rating for a risk is "medium" or lower; in the event that this is not practicable the risk will be escalated for review.

Evaluate Risks

All identified risks need to be evaluated against the risk appetite and risk tolerance provides an assurance of a consistent approach to the measurement of risk and appropriate management and escalation. The County Council recognises that risk is inherent in delivering and commissioning services, including highways services, and aims to have an open approach to risk, appropriately balancing risk against reward, with risks managed in a proportionate manner.

With increasing spending demands and continued reductions in Government funding, there is a recognition that it is likely that a higher level of risk will need to be accepted in the future. This will require an approach that allows flexibility and support for well-informed and considered risk taking, promoting transparency and effective risk management, while maintaining accountability.

Allocate Risk

It is important that risks are suitably allocated to a stakeholder who is best placed to take ownership and manage them effectively. For example, the risk of a critical asset failure is best allocated to the asset manager who has the level of understanding to determine potential actions and the consequences of those actions, the authority to apply the selected action and the information and knowledge to monitor and control the risk in both the short and longer term.

Determine Actions

Mitigation options need be identified for all risks assessed to be unacceptable and there will often be many options to reduce the likelihood and/or consequence. It is therefore important that a logical approach to determining appropriate, proportionate and viable solutions to eliminate, reduce or control risk and enhance opportunities is established.

Some risks can be addressed more easily and effectively than others and costs may range significantly. Therefore, analysis of the costs of risk reduction against different options will facilitate identification of the optimum solution. It should be noted that in addition to the financial implications, the potential actions need to be considered in the wider context of the County Council's strategic objectives and legal obligations i.e. the most

cost-effective action is not appropriate if it contradicts our strategic objectives, breaches our legal obligations or could significantly damage the Authority's reputation.

Apply Actions

Prior to applying actions, the assessment and evaluation stages need to be revisited to determine the residual risk and therefore the effect of the risk action. Having confirmed that this is satisfactory, the Action Owner is confirmed as are the appropriate reporting arrangements. For example, if the action involves significant service reductions, or significant changes in the way that services are delivered approval by the Cabinet Member; Cabinet or Leader of the County Council will be required. Moreover, if significant service changes are being made due to efficiency, economy or effectivity then formal consultation will be necessary.

Monitor & Control

Risks are not static and external and internal events can alter the likelihood and impact of risks. It is essential to continue reviewing risks and checking that actions to manage them are progressing to plan. All highway risks are routinely reviewed alongside other business management activities such as performance and financial reporting. Moreover, when emerging events or emergencies occur new and existing risks are assessed and responded to.

Inspections and Surveys

Authorities are not statutorily obliged to carry out inspections of all highway elements but are strongly advised to undertake safety inspections in accordance with the principles of Well-managed Highway Infrastructure. Inspection and survey regimes should be planned using a risk-based approach to provide increased levels of scrutiny to areas or assets deemed to be of higher risk.

An effective regime of inspection, survey and recording is the most crucial component of highway infrastructure maintenance and intrinsic to the management of risk. It provides basic information for addressing the core objectives of highway maintenance namely:

- network safety;
- network serviceability;
- network sustainability.

The characteristics of the regime are defined following an assessment of the relative risks associated with potential circumstances of location, agreed level of service and condition. For example, an 80-year-old bridge carrying a main road over a live railway line has greater risks associated with it than a new footbridge over a ditch on a rural footpath. The former may require 2 yearly visual inspections and 6 yearly detailed inspections supported by detailed reporting to reflect the complex nature of the structure. For the latter, it may be sufficient to carry out 2 yearly visual inspections with a "check list" style report and no detailed inspections if the simplistic nature of the structure means that all components are easily accessed and visible. Regardless of the specifics of the regime, it is crucial that they are applied systematically and consistently. Moreover, it is important to recognise that all information recorded, even if not primarily intended for network safety purposes, may have implications for safety and may therefore be relevant to legal proceedings and may have to be made available for public inspection and reference.

The County Council undertake a range of inspections and surveys with respect to the highway and its components:

Safety Inspections

The safety inspection regime forms a key aspect of an authority's approach to managing liabilities and risks. A countywide team of inspectors are tasked with the identification of all defects likely to create danger or serious inconvenience to users of the network or the wider community. The risk of danger is assessed on site and the defect identified with an appropriate priority response. The regime has been developed using a risk-based

approach and provides a practical and reasonable approach to the risks and potential consequences identified. Moreover, it takes account of potential risks to all users, and in particular the most vulnerable.

The processes and standards that underpin this regime are detailed in the Highway Inspectors Manual and are reviewed annually.

Service Inspections

The inspection requirements of different asset groups can vary significantly due to their composition and the way in which they function. Service inspections are tailored to the requirements of specific highway assets and elements to ensure that they meet requirements for serviceability. Examples of these type of inspections include electrical testing of lit signs and structural testing of street lighting columns. These inspections also include inspections for network integrity and for regulatory purposes, including NRSWA, intended to maintain network availability and reliability.

Condition Surveys

Condition surveys are primarily intended to identify defects which, if untreated, are likely to adversely affect long term performance, serviceability and safety. The data collected can be used to forecast life expectancy, to determine when intervention may be appropriate, to model the impact of different intervention strategies and to compare the likely costs. In addition, the information collected informs national government indicators and the annual valuation of the highway network.

Kent County Council will continue to implement asset condition surveys based on asset management need and in accordance with our statutory reporting requirements.

Structural Assessments

Structural Assessments are carried out on a targeted basis to determine the capacity of a structure to carry the loads which are imposed upon it, and increases that may be reasonably expected in the foreseeable future.

Reactive Inspections

The County Council proactively encourages our customers to report highway defects via our Online Fault Reporting Tool and a dedicated highways line to our Contact Point.

Reports from members of the public provide a further source of knowledge on the condition of the highway network. To maximise the value of this information, appropriate quality assurance measures are needed. As such, a regime of reactive inspections is in place to support the validation of reports, ensure duplicate reports are identified and combined, and to maintain auditability of information. It is not always necessary to inspect a defect to determine the required response but the decision to inspect or not, and the outcome of any inspection should be recorded systematically and consistently.

Kent County Council will develop and implement a risk-based approach to inspections for all asset groups.

Defect Recording and Repair

All defects observed during service, safety, condition and reactive inspections, need to be recorded and the type and speed of response determined on the basis of a risk assessment.

Defects that require urgent attention should be corrected or made safe at the time of the inspection, if reasonably practicable. In this context, making an asset safe may constitute displaying warning notices, coning off or fencing off to protect the public from the defect. If it is not possible to correct or make safe the defect at the time of inspection, repairs of a permanent or temporary nature should be carried out as soon as possible. If temporary repairs have been used, permanent repair should be carried out within a reasonable period.

Defects that do not represent an immediate or imminent hazard or risk of short term structural deterioration may have safety implications, although of far less significance than those which are considered to require urgent attention. They are more likely to have serviceability or sustainability implications. If repairs are to be undertaken these are likely to be within a planned programme of works with their priority determined by risk assessment. For example defects in highway trees may be identified during condition inspections and if the defect does not present an immediate safety threat, works will be ordered to reduce the risk of failure, eliminate the hazard or improve life expectancy of the tree. Access requirements, other works on the network, traffic levels, and the desirability of efficient traffic management, should also be considered as part of prioritising and scheduling the works.

Kent County Council will develop and implement a risk-based defect repair regime for all highway assets.

Managing the safety and wide range of other risks associated with the delivery of highway infrastructure maintenance requires effective and co-ordinated information systems to record inspections, defect reports, condition assessment and activity. The efficiency, accuracy and quality of information recorded is crucial both to the effective management of the service and to demonstrating that the County Council are a competent highway authority.

All information obtained from inspections and surveys, together with the nature of response, including nil returns, should be recorded consistently. It is important that the data from inspections and surveys can be reviewed and analysed both independently and in conjunction with other information to enable a holistic understanding of the likely future maintenance need, asset condition and trends related to network characteristics and use.

Kent County Council will develop and implement mechanisms for recording all inspections and subsequent activities to justify decisions made, inform future decision making and protect the authority from unjustified or fraudulent claims.

Competence and Training

To ensure that inspections, risk assessments and the analysis of the resulting information is meaningful and valid, appropriate competencies for all staff are required. Continued professional development is key to this and should be embedded in the annual Learning and Development cycle.

Kent County Council will ensure that the appropriate competency required for asset maintenance and management is identified and that training is provided where necessary.

Resilience and Sustainability

Kent, which provides key transport links between the capital and the continent, has some of the most intensively used roads in the country. Any disruption to the network has an immediate impact on road users, the economy and services. Ensuring these roads are as resilient and sustainable as is practicable must be a priority.

Managing Highways for Resilience

Resilience as defined by the Cabinet Office is the "ability of the community, services, are or infrastructure, to detect, prevent and if necessary to withstand, handle and recover from disruptive challenges". Resilience in the context of highway infrastructure is the ability of a road network to withstand not only the impacts of extreme weather (snow, ice or flooding) but also industrial action, major incidents and other local risks. The level of resilience sought for any length of road needs to be commensurate with its intensity of use, economic or social importance and the availability of alternatives. The more intensively used and economically or socially important a route is, the shorter the disruption that is acceptable.

Kent County Council has long had robust systems in place to respond effectively to severe weather emergencies and we already take a hierarchical approach to the management of our 8,700 km highway network. In September 2017, this approach was enhanced further when The Environment & Transport Cabinet Committee endorsed The Definition for Kent's Resilient Highway Network.

The overarching aims of Kent's Resilient Highway Network are;

- to protect economic activity in and through the county;
- to protect access to key services; and
- to protect access to key infrastructure.

To achieve this, the following criteria have been used to identify and map a network of our most critical routes and highway assets;

- roads connecting main towns in the County of Kent with a population of 20,000 and above,
- roads connecting main towns with Highway England's Strategic Road Network,
- roads connecting main towns with main employment sites,
- roads connecting with key operational services requiring emergency public access, such as hospitals with Accident and Emergency facilities,
- roads connecting with key infrastructure, such as power stations and main transport facilities.

The resulting network is used to inform intervention levels, prioritisation of maintenance and the case for investment in renewals and improvements to reduce the risk of asset failure.

Our Resilient Highway Network is reviewed at least every two years and after any major event to ensure it remains relevant as lessons are learnt and services and businesses within the County change.

In addition to the physical resilience of highway infrastructure, the management of disruption and speed of recovery are also key. There are several potential situations which could have a significant effect on the highway including inclement weather, subsidence, landslip or collapses, oil spills or local events such as Operation Stack.

Kent County Council have operational plans and procedures are in place with respect to winter service, severe weather events, unforeseen events and civil emergencies. These plans have been developed in consultation with partner organisations and include roles, responsibilities and contingency plans and procedures to enable timely and effective response. Clear communication plans are also in place to ensure that weather and flood forecasts are received by operational teams and disseminated to staff, contractors and our customers.

Responses to severe weather, emergency exercises and actual response are used to identify training opportunities and potential improvements to operational plans and procedures. Where appropriate, reviews are

carried out in consultation with multiple parts of the County Council and other responding organisations impacted by the event.

Climate Change and Adaptation

The Climate Change Act 2008 established a statutory framework for adaptation and set in place a five-year cycle for Government to report on the risk to the UK of climate change and to publish a programme setting out how these impacts will be addressed. The Government released the first National Adaptation Programme in 2013 containing a series of objectives and associated actions. Most notably with regards to highway infrastructure, these actions included:

- To ensure infrastructure is located, planned, designed and maintained to be resilient to climate change, including extreme weather events.
- To better understand the vulnerabilities facing local infrastructure from extreme weather and long-term climate change to determine actions to address the risks.

As such, it is important that due consideration is given to how the impacts of climate change, such as intense or prolonged rainfall, hotter temperatures and higher windspeed will impact on the types of highway assets that they manage. Some of the risks may have the potential to be reduced my mitigation action and options for mitigating the greatest risks should be explored with a view to prioritising those measures that will provide the greatest return on investment in terms of reduced risk.

Kent County Council will assess the risk of extreme weather events on highway infrastructure and identify ways to mitigate the impacts.

Sustainability

The County Council has an important role in ensuring Kent's residents and businesses benefit from sustainable growth and a competitive, innovative and resilient economy. This should be balanced with protecting and improving our natural and historic assets, for their unique value and positive impact on our society, economy, health and wellbeing. Materials and treatments used for highway maintenance can have a positive contribution to the public realm. There are a wide range of options, some of which are obligatory, but many of which provide for sympathetic application in particular circumstances. For example the selection of appropriate vegetation and trees during the planning stage of new schemes can bring environmental, drainage and social benefits.

Kent County Council will endeavour to balance the character of the area as well as whole life cost, environmental impact and sustainability when determining materials, products and treatments.

The management and maintenance of highway infrastructure have an inevitable impact on the environment and we therefore have a responsibility to make sure environmental risks and opportunities are managed positively and our use of natural resources is minimised for the benefit of future generations. The County Council's Environmental Policy outlines the actions and objectives that underpin our approach. In accordance with this policy statement highway verges, trees and landscaped areas are managed with regards to their nature conservation value and biodiversity principles as well highway safety and serviceability.

Financial Management, Priorities and Programming

Financial Planning and Budgeting Principles

It is essential that financial plans are linked to our Highway Asset Management Framework with respect to both short term activities such as routine maintenance, and for medium and long-term activities such as preventive maintenance and asset replacement. Our Highway Asset Management Framework describes how lifecycle planning principles are used to review funding levels, support investment decisions and substantiate the need for appropriate and sustainable long-term investment.

The way in which investment is prioritised needs to provide sufficient flexibility to deliver value for money. In addition to ensuring effective coordination, an asset management-based approach to managing highway infrastructure requires due consideration of different options and factors that influence their success:

- The differing life expectancies of various treatments and the future implications of these for the balance of capital and revenue funding; for example, renewing a bridge parapet might be more expensive than simply repointing the aging brickwork but doing so could generate a saving with respect to the long-term maintenance.
- The seasonal and weather sensitive nature of many treatments and the service as a whole; for example, renewing a road surface is best done during dry, mild weather as very cold or wet weather can cause the surface to rapidly fail.
- The uncertainties in prediction of out-turn costs for Winter Service, Severe Weather Events and emergencies and the need for financial year-end flexibility

Priorities and Programming

The County Council has endorsed an asset management based approach to the maintenance and management of highway assets. Part of this approach involves viewing the highway network as a whole rather than as discrete asset groups such as carriageways, drainage, lighting and structures. By sharing and coordinating both short and longer-term programmes of work efficiencies can be made, and the level of disruption caused can be reduced.

Kent County Council will take a cross asset approach when developing priorities and programmes and produce a rolling forward works programme that is updated regularly.

Performance Management

Effective performance monitoring will support the County Council in reviewing progress, performance requirements and works programmes. Our Highway Asset Management Framework establishes mechanisms for performance management, including performance measures and targets, which facilitate the monitoring of delivery with respect to the short, medium and long term strategic direction of the service.

Performance Measures and Targets

Information and data arising from implementation and delivery of asset management are used to identify actions for continual improvement of the approach, including delivery of the overall service. This enables relevant processes and practices to be assessed and form the basis for continuous improvement. Moreover, it ensures that critical performance issues are identified and addressed in a timely manner.

Performance Reviews

Regular reviews complement performance monitoring and reporting to support continuous improvement and input into the identification of opportunities for improvement. In more significant cases, these improvements should be formally documented with details of the expected outcomes, specific actions to be taken, the owner, the resources needed to deliver them and timescales. In doing so, focus is maintained, and benefit is maximised.

Benchmarking

Finally, benchmarking is a systematic process of collecting information and data to enable comparisons with the aim of improving performance, both absolutely and in relation to others. Through effective benchmarking and information sharing with neighbouring authorities and those authorities with a similar composition of highway network, the County Council can validate the approach taken and ensure that highway users' reasonable expectation for consistency is considered when developing the approach to highway infrastructure maintenance.

Highways Asset Management

Applying the Well-managed Highway Infrastructure in Kent

Introduction

Kent County Council (KCC) maintains 8,700km (5,400 miles) of highway network and associated “assets”.

Our roads, footways, street lights, street furniture, traffic signals, gullies and drains, trees, grass verges, signs, road markings, bridges and other structures are all different types of highway asset. These assets help to ensure that journeys around and through the County are safe and reliable.

The County Council has statutory obligations under the Highways Act 1980 to maintain the highway in a safe condition and appropriately safe and functioning state. In addition, the Traffic Management Act 2004 requires us to facilitate and secure the efficient movement of traffic on our highway network. Furthermore, the Climate Change Act 2008 obliges us reduce greenhouse gas emissions and prepare to adapt to longer term climate change. Finally, in 2011 the public sector equality duty (the equality duty) came into force. The equality duty was created under the Equality Act 2010 which explains that having due regard for advancing equality involves removing or minimising disadvantage, encouraging participation and taking steps to meet the needs of all people from protected groups where these are different from the needs of other people.

In October 2016 the UK Roads Liaison Group (UKRLG) published Well Managed Highway Infrastructure. The Code of Practice, which is due for implementation by October 2018, is designed to promote the adoption of an integrated asset management approach to highway infrastructure based on the establishment of local levels of service through risk-based assessment. In the interest of route consistency for highway users, all authorities are encouraged to collaborate in determining levels of service, especially across boundaries with neighbours responsible for strategic and local highway networks

KCC has adopted the principles set out in the Code of Practice and this document outlines how these principles are shaping the services we deliver in a way that supports and achieves the County Council’s priorities.

Our Vision

The County Council has a five year strategic statement called “Increasing Opportunities, Improving Outcomes” and this sets out the following vision:

Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent’s residents, communities and businesses

Funding to maintain the highway network is finite and investment decisions need to balance the competing needs and interdependencies of highway users, local communities, businesses and our highway assets themselves. Adopting an informed and holistic risk based approach enables integrated asset management and supports a principle of spending the right amount of money at the right time to keep our highway network safe and our assets working properly to meet the needs of Kent’s people, businesses and visitors now and in the future.

Our Strategic Outcomes

The County Council is committed to achieving its vision through three strategic outcomes which provide a simple and effective focus for everything we do.

Effective risk management and integrated highway asset management is vital in supporting the delivery of the County Council's three strategic outcomes:

Children and young people in Kent get the best start in life

Managing risk and applying asset management principles to create a safe and resilient highway network enables reliable journeys. These journeys enable Kent's young people to access work, education and training opportunities, supporting them to achieve their potential through academic and vocational education.

Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality life

Creating a highway network that is resilient is key to economic prosperity. As well as connecting the County's towns and villages, Kent highways also provide a key strategic link between the Capital and ferry, air and rail services to mainland Europe.

Older and vulnerable residents are safe and supported with choices to live independently.

Safe and reliable highways provide valuable access to services, amenities and social activities for older and vulnerable people supporting them to live with greater independence.

The demands of an aging population and the potential barriers to independent living need to be recognised and inform decisions we make about levels of service and maintenance priorities.

Our Approach to Asset Management in Highways

KCC has adopted an approach to highway service delivery which is underpinned by asset management principles. Our Approach to Asset Management in Highways was approved by the Environment and Transport Cabinet Committee in January 2017.

Implementing Our Approach to Asset Management in Highways is our strategy document which outlines how we are embedding asset management principles, including effective risk management, in the way that we deliver highway services.

Understanding the Assets We Manage

The highway network is made up of a diverse range of assets with an estimated value in excess of £25bn. Understanding our highway assets is intrinsic to effective risk management, integrated asset management and informed decision making.

Boundaries and changes in road hierarchy are not usually apparent to highway users and significant differences in maintenance standards are unlikely to be desirable. Whilst a main road will inevitably present a different risk profile to a minor road and different authorities will generate different outcomes, understanding these variances and being able to justify corresponding levels of service will be key.

Developing Maintenance Plans and Forward Works Programmes

Understanding the lifecycle of each asset group, the impact of current service levels, our statutory obligations, strategic objectives and public expectations all contribute to a meaningful assessment of risk and consequence.

Our first priority is always to maintain highway safety but there are a range of ways we can do this. There are often several ways we can respond to a highway defect and each of these comes with a cost, an implication for other asset groups and consequence for local communities. Local knowledge, historic evidence and engineering judgement can enable these consequences to be understood and taken account of. With limited resources at our disposal it is also paramount that the action taken is proportionate to the risk.

Measuring Success

It is important that we record and demonstrate the outcomes of our maintenance strategies and investment decisions. Clear performance measures and targets ensure that we are continuously improving the way we work and provide an opportunity to identify areas for further development. By empowering staff to analyse and understand the outcomes of different actions, informed and balanced asset management based decisions about future maintenance, repairs and improvements can be made.

Through bench marking, collaboration and engagement with National Forums, best practice can be shared and captured, service standards can be aligned and we can ensure that we remain focused on the needs of Kent's residents, businesses, visitors and communities.

Preparing For the Future

Critical Infrastructure refers to routes and assets where failure would result in a significant impact to the local, and potentially the national, economy. There are many potential risks and threats to the function of critical infrastructure and we need to ensure that they are managed effectively to maximise resilience now and in the future.

In an industry that is constantly changing and developing, the adoption of new ideas, methods of working and innovation can driver greater efficiency. Through effective working with our delivery partners, industry working groups and other authority's opportunities for improvement can be identified and maximised for the future benefit of the County.

Developing Our Approach to Asset Management in Highways 2018/19 – 2020/21, describes the current condition of asset groups and condition/outcome trends going forward based on current resource levels. It includes areas that we want to develop in future as we implement the Code of Practice, strive to further enhance service delivery and ensure continuous improvement.

Implementing Well-managed Highway Infrastructure

Details of how the County Council intends to implement the Code of Practice in their delivery of highway maintenance will be outlined in “Implementing Well-managed Highway Infrastructure”.

Case Study: Well-managed Highway Infrastructure – A practical application

Routine Enquiries – A carriageway pothole

The current approach

The current Code of Practice, Well Maintained Highways, prescribes that we use locally set intervention levels with respect to carriageway and footway defects in Kent those intervention levels are 50mm depth for carriageway potholes and 20mm depth for footway potholes.

For example, a highway steward identifies 8 potholes over a 20m stretch of a road.

Assuming that the location is not a pedestrian crossing point, those potholes exceed 50mm deep, an emergency order will be raised regardless of the location or usage of that road. If the potholes are 40mm deep and likely to deteriorate then a 7 day or 28 day order will be raised for the repair. If the potholes are 20mm deep, they will either be assessed as "intervention level not met" and then no further action would be taken until the next highway inspection or repairs will be incorporated into a longer term scheme.

The new approach

The new Code of Practice, Well-managed Highway Infrastructure removes the prescriptive service standards. This does not mean the County Council cannot continue to use them as the basis for inspections and repairs, but it does give greater flexibility.

Consider the previous example, a highway steward identifies 8 potholes over a 20m stretch of a road. The removal of prescriptive standards mean that the highway steward can now consider the context, the risk posed by the potholes and make an informed judgement about the timescale and nature of repairs.

If the potholes are 35mm deep, in the wheel track and the road is a high trafficked, 50mph road, a 7 day repair could be deemed necessary on the basis that the volume and speed of traffic means that there is a greater risk to safety.

Equally, if the potholes are 55mm deep but at the edge of a minor road used by farm traffic and a handful of vehicles, the risk is considerably lower and therefore temporary signs warning of the hazard and a 90 day repair could be deemed appropriate.

In summary, there are no material impacts on the volume or cost of pothole repairs, just a greater emphasis on the assessment of risk.

So, how and when would the Code of Practice have implications for service standards?

The Code of Practice promotes an integrated, asset management based approach to highway maintenance i.e. we need to consider and balance the needs of all asset groups.

In the context of the risk-based approach, this means that if we are not meeting with our statutory obligations or are at risk of failing to meet with our statutory obligations due to under investment, then we need to consider how this is overcome. There are several options that would be considered:

- Additional investment from a new source;
- A change of approach e.g. taking a more cost effective, planned approach so that more can be done with the existing budget; - one Highway Authority has made a conscious decision to maintain some roads to a lower standard and sign them accordingly
- A reduction in one service to fund the enhancement of another service

Currently no changes to service standards are proposed however, prior to any changes being made, a full evaluation of all the options would need to be undertaken and any notable changes would be subject to engagement, consultation and approval in accordance with the County Council's constitution.

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To: Folkestone & Hythe Joint Transportation Board

By: KCC Highways and Transportation

Date: 26th November 2018

Subject: Highway Works Programme 18/19

Classification: Information Only

Summary: This report updates Members on the identified schemes approved for construction in 2018/19

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1. Introduction

This report provides an update and summarises schemes that have been programmed for delivery in 2018/19

Footway and Carriageway Improvement Schemes – see Appendix A

Drainage Repairs & Improvements – see Appendix B

Street Lighting – see Appendix C

Transportation and Safety Schemes – see Appendix D

- **Integrated Transport Schemes –** Appendix D1
- **Local Growth Fund –** Appendix D2
- **Casualty Reduction Measures –** Appendix D3

Developer Funded Works – Appendix E

PROW – see Appendix F

Bridge Works – see Appendix G

Traffic Systems – see Appendix H

Street Works – see Appendix I

Combined Member Grant – see Appendix J

Conclusion

1. This report is for Members information.

Contact Officers:

The following contact officers can be contacted on **03000 41 81 81**

Toby Howe	Highway Manager (East)
Pauline Rockett	Folkestone &Hythe District Manager
Alan Casson	Road and Footway Asset Manager
Earl Bourner	Acting Drainage Manager
Sue Kinsella	Street Lighting Manager
Toby Butler	Intelligent Transport Systems Manager
Andrew Hutchinson	PROW
Earl Bourner	Acting Interim Structures Manager
Jamie Hare	Development Agreement Manager
Nikola Floodgate	Schemes Planning & Delivery Manager
Alison Hews	Street Works Manager (East)

Appendix A – Footway and Carriageway Improvement Schemes

The delivery of these schemes is weather dependent; should it prove not possible to carry out these works on the planned dates, new dates will be arranged and the residents will be informed by a letter drop to their homes.

Machine Resurfacing – *Contact Officer Byron Lovell*			
Road Name	**Parish**	**Extent of Works**	**Current Status**
A259 East Street	Hythe	Roundabout at East Street through to Twiss Road	Completed
A259 Lydd Road	New Romney	East of Romney Road outside Cobb House Farm	Completed
B2068 Stone Street / Hempton Hill	Stanford	Pilgrims Way for 300m towards Canterbury/Farthing Common	Completed
A260 Hill Road	Folkestone	Canterbury Road Roundabout to Hill Road Roundabout	Completed
Station Road	Hythe	Between East Street Roundabout and North Street	Completed
Castle Hill Avenue	Folkestone	Kingsnorth Gardens to Castle Hill Avenue	Completed
Stanford Intersection	Stanford	Retexturing Circulatory of roundabout at M20 J11	Completed
Dover Hill	Folkestone	Retexturing Between dual carriageway' part at bottom of hill, both sides for approximately 500m	Completed

Surface Treatments - *Contact Officer Clive Lambourne*			
Micro Surfacing			
Road Name	**Parish**	**Extent And Description Of Works**	**Current Status**
Bartholomew Lane	Hythe	From Brockhill Road to Barrack Hill	Completed
Canterbury Road	Folkstone	A259 to A260	Completed
Eastbridge Road	Dymchurch And Burmarsh	From St Annes Road to A259 (including Mill Road)	Completed
Five Vents Lane	Old Romney	From A259 to Ashford Road	Completed
Buttermere Close	Folkstone	Whole Length from Coniston Road	Completed
Brabourne Lane	Stowting	Whole Length	Completed

Appendix B – Drainage Repairs & Improvements

Drainage Repairs & Improvements - *Contact Officer Earl Bourner*			
Road Name	**Parish**	**Description of Works**	**Current Status**
Bunkers Hill	Wigmore	Drainage system replacement across a farm field to the Nail Borne	Completed

Appendix C – Street Lighting

Structural testing of KCC owned street lights has identified the following as requiring replacement. A status of complete identifies that the column replacement has been carried out. Programme dates are identified for those still requiring replacement.

Street Lighting Column Replacement – *Contact Officer Sue Kinsella*			
Road Name	**Parish/Ward**	**Description of Works**	**Status**
Warren close	Folkestone Harbour	Replacement of 1 no street light	Completed
Main Road, Sellindge	North Downs West	Replacement of 56 no street lights	Completed
Wear Bay Road	Folkestone East	Replacement of 5 no street light	Completed
Tyson road	Folkestone East	Replacement of 1 no street light	Completed
The Leas	Folkestone Harvey West	Replacement of 1 no street light	Completed
The Corniche	Folkestone Sandgate	Replacement of 2 no street light	Completed
Southbourne road	Folkestone Harbour	Replacement of 1 no street light	Completed
Shepway close	Folkestone Foord	Replacement of 1 no street light	Completed
Sandwich close	Folkestone Sandgate	Replacement of 1 no street light	Completed
Romney avenue	Folkestone Sandgate	Replacement of 1 no street light	Completed
Radnor Cliff Crescent	Folkestone Harvey West	Replacement of 1 no street light	Completed
Radnor Cliff	Folkestone Sandgate	Replacement of 1 no street light	Completed
Radnor Bridge road	Folkestone	Replacement of 1 no street light	Completed

	Harbour		
Peter street	Folkestone Harbour	Replacement of 1 no street light	Completed
Park view	Folkestone East	Replacement of 3 no street light	Completed
Oxenden road	Folkestone Sandgate	Replacement of 1 no street light	Completed
Military road	Folkestone Sandgate	Replacement of 5 no street light	1 column to replace Works Programmed for completion by end of December 2018
Meadowbrook	Folkestone Sandgate	Replacement of 1 no street light	Completed
Metropole road West	Folkestone Harvey West	Replacement of 1 no street light	Completed
Radnor park avenue	Folkestone Park	Replacement of 1 no street light	Completed
Leonard road	Lydd	Replacement of 1 no street light	Completed
Prospect road	Hythe Central	Replacement of 1 no street light	Completed
Learoyd road	New Romney Town	Replacement of 1 no street light	Completed
Lawrence court	Folkestone East	Replacement of 1 no street light	Completed
Langhorne gardens	Folkestone Harvey Central	Replacement of 1 no street light	Works Programmed for completion by end of December 2018
Ivy way	Folkestone East	Replacement of 1 no street light	Completed
Eversley way	Folkestone Sandgate	Replacement of 1 no street light	Completed
Dowle close	Romney Marsh	Replacement of 1 no street light	Completed

Dover road	Folkestone East	Replacement of 4 no street light	1 column to replace Works Programmed for completion by end of December 2018
Coolinge lane	Folkestone Harvey West	Replacement of 1 no street light	Completed
Castle hill avenue	Folkestone Harvey Central	Replacement of 1 no street light	Works Programmed for completion by end of December 2018
Calgary crescent	Folkestone East	Replacement of 2 no street light	Completed
Bouverie place	Folkestone Harvey Central	Replacement of 1 no street light	Completed
Marine terrace	Folkestone Harvey Central	Replacement of 1 no street light	Works Programmed for completion by end of December 2018
Sugarloaf walk	Folkestone East	Replacement of 1 no street light	Completed
Dental street	Hythe Central	Replacement of 1 no street light	Works Programmed for completion by end of December 2018

Appendix D – Transportation and Safety Schemes

Appendix D1 – Integrated Transport Schemes

Integrated Transport Schemes – *Contact Officer Darren Hickman*			
Location	**Parish**	**Description of Works**	**Current Status**
Sandgate Road	Folkestone	Provision of new zebra crossing	Works complete

Appendix D2 – Local Growth Fund

Local Growth Funded Works (also Section 106 Agreement contribution)- ***Contact Officer Jamie Watson***

Scheme Name	Parish	Description of Works	Current Status
Folkestone and Hythe Cycle Route – Phase 3 (The Green)	Hythe	Cycle route	Awaiting village green application to be processed and resolved prior to receiving agreement to construct the shared pedestrian/cycle route
Folkestone and Hythe Cycle Route – Phase 4 (Reachfields to Nichols Quarry)	Hythe	Cycle route	Currently out to consultation (15/10/18 – 04/11/18). Once this has closed the responses will be reviewed and the scheme progressed as appropriate
Harvey Grammar School to Seafront	Folkestone	Cycle facility improvements along Earl's Avenue, under railway line to Cornwallis Avenue, along Cheriton Road to junction with Beachborough Road / Cherry Garden Avenue	Works complete
Rolfe Lane	New Romney	Upgrade of pedestrian links between the school and new housing development on Cockreed Lane	Design underway following consultation. Estimated delivery in early 2019
Church Road	Cheriton	New dropped kerb pedestrian crossing and junction re-alignment outside school	Order for waiting restrictions sealed on 9 August. Works for changes to junction alignment provisionally programmed for October

Appendix D3 – Casualty Reduction Measures

Identified to address a known history of personal injury crashes.
The sites below are from the 2016 crash cluster sites.

Casualty Reduction Schemes – *Contact Officer Chris Cordrey-Moore*			
Location	**Parish**	**Description of Works**	**Current Status**
Lydd Road j/w B2075 Old Romney (Hammonds Corner)	Old Romney	Surveys and junction modelling for a scheme to be delivered in 2019/20.	Modelling complete. Options report recommends construction of a roundabout. We are now going ahead with an ecology survey to establish if the scheme is still deliverable in its current form
A259 Rampart Road j/w Stade Street	Hythe	Recovery of road markings	Works complete
B2011 Dover Hill	Folkestone	Reduction in speed limit to 40mph	Design underway
A20 Cheriton Road jw Cherry Garden Ave	Folkestone West	Red Light enforcement camera	The camera has been installed, however, we are awaiting connection of the power supply

A260 Canterbury Road, Densole	Swingfield and Hawkinge	Improve speed limit repeater signage and carriageway roundels	Works complete
A259 Cheriton Road, Folkestone	Folkestone	Upgrade existing zebra crossing equipment	Street lighting due to be upgraded as part of the LED conversion programme

Appendix E – Developer Funded Works

Developer Funded Works (Section 278 Works) ***Contact Officer Dean Heynes***			
Road Name	**Parish**	**Description of Works**	**Current Status**
A259 Seabrook, Olivia Court, Ref: 3040	Seabrook	New entrance and footway adjacent to new flats	Developer instructing contractor from approved list. (Previous contractor instructed not on approved list)
Horn St/Church Rd Ref: 3035	Cheriton	Widening of Horn St and formation of new entrance to development, change of priority at junction of Horn St and Church Rd, signals to Horn St Bridge and signalised crossing to Church Rd	Operational and going into maintenance Nov 18
Shorncliffe Rd Ref: 3056	Folkestone	Formation of two new entrances and resurfacing of footpath	On maintenance till Nov18
Military Rd Ref: 3050	Folkestone	Formation of new entrances into development site	On maintenance till Dec 18
Church Rd Ref:3041	Cheriton	Widening of Church Rd and formation of new entrance to development on Stadium site	Maintenance end Nov 18
Sellindge A20 Phase I Ref:3066	Sellindge	Road narrowing, site entrance to new Section 38, zebra crossing, new cycleway/footway and speed reduction to 30mph	Waiting on Zebra crossing to be operational prior to issue of 1st Certificate.
Sellindge A20 Phase II Ref:3064	Sellindge	Road narrowing, site entrance to new Section 38, zebra crossing by school, new cycleway/footway and speed reduction to 30mph	Construction started due to end Dec 18

Appendix F – PROW

Public Rights of Way – *Contact Officer – David Fleck*			
Path No	**Parish**	**Description of Works**	**Current Status**
HE282 – Etchinghill – A20	Lyminge	Chalk Byway deeply scoured	Out for specification and permissions

Appendix G – Bridge Works

Bridge Works – *Contact Officer Earl Bourner*			
Road Name	**Parish**	**Description of Works**	**Current Status**
		No planned works	

Appendix H - Traffic Systems

There is a programme of scheduled maintenance to refurbish life expired traffic signal equipment across the county based upon age and fault history. The delivery of these schemes is dependent upon school terms and holiday periods; local residents, businesses and schools will be informed verbally and by a letter drop of the exact dates when known.

Traffic Systems - *Contact Officer: Toby Butler*		
Location	**Description of Works**	**Current Status**
Broadmead Road Railway Bridge	Refurbishment of signal controlled crossing	Proposed February 2019

Appendix I - Street Works

Please note that this list is accurate at the time of running the report and is subject to cancellations and additions.

Report highlighting all works in Folkstone & Hythe District that require road closures with a duration of 10+ days.

Street Works – *Contact Officer Alison Hews*						
Road	**Location**	**Works**	**Works**	**Dates**	**Dates to**	**Traffic**

		Description	Promoter	from		management comments
Southernay Lane	**Sellindge** LITTLE SOUTHENAY - STONE HILL, SOUTHENAY LANE, SELLINDGE	Mains replacement	Affinity Water	26/11/18	21/12/18	Road Closure

APPENDIX J - COMBINED MEMBER GRANT

Combined Member Grant programme update for the Shepway District.

The following schemes are those which have been approved for funding by both the relevant Member and by Simon Jones, Director of Highways, Transportation and Waste. The list only includes schemes, which are

- in design
- at consultation stage
- Handed over for delivery
- Recently completed on site.

The list is up to date as of **22nd October 2018.**

The details given below are for highway projects only. This report does not detail

- Contributions Members have made to other groups such as parish councils
- Highway studies
- Traffic/ non-motorised user surveys funded by Members.

For more information on the schemes listed below, please contact the District Manager Pauline Rockett or the Schemes Planning and Delivery Project Manager, Chris Cordrey-Moore.

Road Name	Member	Description of Works	Current Status
St Andrews Road, Littlestone	Tony Hills	Junction warning sign and road marking	Works complete
Dover Hill, Folkestone	Dick Pascoe	Changes to layby to prevent overnight use by HGVs	Design underway, construction anticipated in early 2019
Ashford Road, Snave	Tony Hills	Unsuitable for HGV sign at junction with A2070	Works complete, remedial works on order
Ivychurch	Tony Hills	Playground warning signs	Works ordered

1.1 Legal Implications

1.1.1 Not applicable.

1.2 Financial and Value for Money Considerations

1.2.1 Not applicable.

1.3 Risk Assessment

1.3.1 Not applicable.

Contacts: Toby Howe / Pauline Rockett 03000 418181

Folkestone and Hythe Local Winter Service Plan 2018/19

Version 1.0 dated 18.09.18
Owners: Lisa Gillham & Paul Valek

Distribution:

Highway Manager
Senior Highway Manager
District Manager
Highway Engineer
Highway Stewards
HMC Manager
Hub
Amey Depot Agent
OOH Standby Officers
Senior Duty Officers
Winter Duty Officers
Borough / District Council

Winter Service Plan for Folkestone and Hythe

Contents

1. KCC Highways' Winter Service Policy Statement

1.1 Kent County Council Highways, Transportation & Waste (KCC HT&W) takes its winter service responsibilities very seriously and is proactive as well as reactive to winter weather conditions. Winter service costs KCC in the region of £3.3m every winter and needs careful management to achieve safety for the travelling public and to be efficient. The Highways Asset Management Operations teams in HT&W work to ensure that the winter service standards and decisions made are consistent across the whole county.

1.2 HT&W prepares an annual Winter Service Policy and Plan which are used to determine actions that will be taken to manage its winter service operations.
The Policy is available on the KCC website at http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/winter-service-policy

2. District Based Local Winter Service Plans

2.1 The Local Winter Service Plan is a working document which will evolve and be revised as necessary throughout the year. This document complements the KCC Winter Service Policy and Plan mentioned above and comes into effect when a snow / ice emergency is declared by the Highway Manager (HM).

2.2 Following successful work in previous years with district councils, arrangements have again been put in place this year whereby labour from district councils can be used during snow days. Additionally, HT&W will supply a quantity of a salt/sand mixture to district councils to use on the public highway network. The details are contained in the plan which enhances the work that HT&W will continue to do in providing a countywide winter service.

3. Winter Service Procedure

3.1 During normal working hours, the District Manager, (DM), and Highway Engineer for the area will deal with all Winter Service matters, excluding primary and secondary salting route decisions which are made by the Winter Duty Officer. Any local action instructed should be recorded on an Engineers Instruction Sheet and issued to the Contractor.

3.2 The Standby Officer, (SO), will assume control out of hours, seeking advice as appropriate, from the Winter Duty Officer, (WDO), and Senior Duty Officer (SDO). The Standby Officer will commence duty at 17.00 hours on Friday until 09.00 the following Friday and will be responsible for all the actions below out of hours.

3.3 During the operational winter service period the Kent Road Weather Forecast will be issued every day, (between 1300 & 1400 hours), details of which will be sent to the Highway Management Centre (HMC) and the DM. The daily weather forecast / information will be available on 03000 413111.
The District Manager and/or Highway Engineer will review the forecast and any action instructed.

3.4 In a declared snow emergency, the priorities are primary routes. It is unlikely that any other actions, save safety critical issues, will be taken initially until KCC is on top of keeping primary routes clear. In the event that all primary routes are clear, secondary routes will be instructed for treatment by the WDO.

3.5 Any requests to spot salt locations or clear snow will be triaged, prioritised and actioned where necessary as resource allows. It is expected that the Contact Centre and Hub staff will be able to resolve most enquiries by referring to the Winter Service Policy linked in Section 1 of this document.

3.6 Reporting back information to Duty Officers on the conditions in their local area during a snow/ice emergency is essential and the District Update Report (Appendix J of the annual Winter Service Policy and Plan) is due to be completed by 09:30 and 15:30 every day.

4. Plans of Primary and Secondary Routes

4.1 Primary salting routes be seen and searched online at http://www.kent.gov.uk/roads-and-travel/what-we-look-after/winter-service

4.2 Primary and Secondary routes will not be amended mid-season. Instead any requests to change these routes will be considered next summer. Most bus routes will be covered by these routes but not all.

5. Salt Bin Locations

5.1 Current salt bin locations can be found on the website at the following address: http://webapps.kent.gov.uk/KCC.MyNearestGIS.Web.Sites.Public/Default.aspx?lyrs=36&xmin=510905&xmax=671095&ymin=91716&ymax=191284&bg=_osColour

5.2 Salt bins will be filled once at the beginning of the winter season with further refills only if there is severe weather and time and resources permit. During the winter period, no additional salt bins will be deployed (unless funded through the Combined Members Grant). Any other requests will be considered during the following summer if considered at all.

6. Farmer Snow Plough Agreements

6.1 Farmers local to the area are contracted to plough snow on the more rural routes when necessary. Staff will be familiar with the farmers that have agreements and the roads they cover. Each farmer will have details of the roads to be ploughed. The farmer uses his own tractor, often with a KCC plough, which is serviced every year and maintained by KCC.

6.2 When snow reaches a depth of 50mm on roads in their areas the farmers will commence ploughing. They should email confirmation of start and stop times and advise of any issues with this. Farmers are paid by the hour when ploughing.

7. Hand Clearance and Salting of Key Pedestrian Areas.

7.1 Hand clearance and salting of priority pedestrian areas and routes (including bridges and underpasses if appropriate) will be carried out using Amey operatives or District Council operatives during snow emergencies.

7.2 Inclusion in the Local Winter Service Plan does not guarantee that action will be taken at these locations. The crews will be directed to areas as the situation demands but staff will target resources to areas of higher risk such as approaches to emergency services, public transport stations and shopping centres and local shops.

7.3 In addition to this, Parish Councils will have been provided with bulk bags of salt/sand for use on the highway if requested, prior to the winter season.

8. Clearing Snow and Ice Guidance for the Public

8.1 The Department for Transport 'Snow Code' gives guidance for members of the public relating to the risks and liability of clearing snow and ice on the public highway https://www.gov.uk/clear-snow-road-path-cycleway