

04 December 2018 at 7.00 pm

Council Chamber, Argyle Road, Sevenoaks

Despatched: 26.11.18



# Sevenoaks Joint Transportation Board

## Membership:

### District Council

Vice Chairman, Cllr. London;

Cllrs. Clack, Edwards-Winsor, Esler, Layland and Williamson

### Kent County Council (KCC)

Chairman, Cllr. Chard;

County Cllrs. Brazier, Crabtree, Gough, Horwood, Lake

### Town/Parish Council (non-voting) representative from KALC

Richard Parry

## Agenda

There are no fire drills planned. If the fire alarm is activated, which is a continuous siren with a flashing red light, please leave the building immediately, following the fire exit signs.

	Pages	Contact
Apologies for Absence		
1. <b>Minutes</b> To agree the Minutes of the meeting of the Board held on 11 September 2018 as a correct record.	(Pages 1 - 4)	
2. <b>Declarations of interest</b> Any declarations not already registered.		
3. <b>Matters Arising/Update (Including Actions from Previous Meetings)</b>		
4. <b>Applications for Disabled Persons (Blue Badge) Parking Bays</b>	(Pages 5 - 14)	Jeremy Clark Tel: 01732227323
5. <b>Highway Works Programme 2018/19</b>	(Pages 15 - 28)	Mike Payton Tel: 03000418181
6. <b>Local Winter Service Plan</b>	(Pages 29 - 30)	Mike Payton Tel: 03000418181

**7. Well-Managed Highway Infrastructure**

(Pages 31 - 58)

Mike Payton  
Tel: 03000418181

**EXEMPT INFORMATION**

At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public.

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or [democratic.services@sevenoaks.gov.uk](mailto:democratic.services@sevenoaks.gov.uk).

**SEVENOAKS JOINT TRANSPORTATION BOARD**

Minutes of the meeting held on 11 September 2018 commencing at 7.00 pm

Present: County Cllr. Chard (Chairman)

Cllr. London (Vice Chairman)

District Cllrs. Clack, Edwards-Winser, Esler and Layland

County Cllrs. Brazier, Crabtree, Gough and Lake

Town Cllr. Parry

An apology for absence was received from Cllr. Horwood

Cllr. Dickins was also present.

8. Minutes

Resolved: That the minutes of the meeting of the Sevenoaks Joint Transportation Board held on 6 June 2018, be agreed and signed by the Chairman as correct record.

9. Declarations of interest

No additional declarations of interest were made.

10. Matters Arising/Update (Including Actions from Previous Meetings)

There were none.

11. Applications for Disabled Persons (Blue Badge) Parking Bays

The Parking Engineer presented a report considering the representations received during the informal consultation to a disabled persons' (blue badge) parking bays within the district.

Resolved: That

- a) the representations received during the informal consultation with neighbours for the disabled persons' (blue badge) parking bay which met Kent County Council's assessment criteria at Delagarde Road, Westerham and Officers' comments be noted; and
- b) the application be approved and an interim disabled persons' (blue badge) parking bay be marked in Delagarde Road, Westerham.

12. Statutory Consultation - Minor on Street Parking Proposals - TRO 2013 Amendment 29

The report on the Statutory Consultation was introduced by the Parking Engineer and Members gave consideration to the relevant objections to the minor on-street parking proposals within The Kent County Council (Various Roads in the District of Sevenoaks) (Prohibition and Restriction of Waiting and Loading and Unloading and On-Street Parking Places) (Amendment 27) Order 2018 (known as “TRO 2013 Amendment 27”) received during the statutory consultation.

Members noted that in the absence of any objections, the proposals as detailed within Appendices 2, 4, 5, 6, 9, 10, 12, 13 and 15, would be implemented as drawn.

Cowden - Blowers Hill (Appendix 1 to the report)

Councillor Lake expressed his support for the proposal which he believed would increase road safety in a busy location.

Edenbridge - High Street (Appendix 3 to the Report)

Members noted that Edenbridge Town Council had not supported the proposal and Officers advised that the proposal had been considered at the request of local resident permit holders. Members supporting and opposing the proposals were in equal measure however the Chairman used his casting vote to support the recommendation.

Otford - The Charne (Appendix 7 to the report)

Members were in support of the proposal which was to extend an existing disabled persons parking bay to meet national standards.

Riverhead - Shoreham Lane (Appendix 8 to the report)

It was noted that the objections to the proposal largely considered the restrictions proposed to not be sufficient. Councillor Clack noted that residents were likely to request further restrictions in the future.

Sevenoaks - Lea Road/Weald Road (Appendix 11 to the report)

Cllr Crabtree advised that the proposal was informed by the parking survey of Weald Road and neighbouring roads.

Shoreham - High Street (Appendix 14 to the report)

Members noted that the recommendation had been amended and the objections had been part upheld as the proposal would be for a single ‘conservation’ line operating every day between 8:00am and 6:00pm, rather than double yellow lines as originally proposed.

Resolved: That

- a) the results of the statutory consultation regarding minor on-street parking proposals within The Kent County Council (Various Roads in the District of Sevenoaks) (Prohibition and Restriction of Waiting and Loading and

Unloading and On-Street Parking Places) (Amendment 29) Order 2018 (known as “TRO 2013 Amendment 29”) be noted;

- b) the relevant objections received to the parking proposals for Cowden - Blowers Hill, Edenbridge - High Street, Otford - The Charne, Riverhead - Shoreham Lane and Sevenoaks - Lea Road/Weald Road be set aside, and the proposals implemented as drawn;
- c) the objections received to the Shoreham - High Street parking proposals as detailed in Appendix 14 to the report be upheld in part and the parking proposals be reduced from double yellow lines to a single yellow line restriction operating every day between 8:00am and 6:00pm over the same length of road as the previous proposal;
- d) TRO 2013 Amendment 29 be amended to reflect recommendation (c) above and be made, and the parking proposals therein be implemented; and
- e) the objectors be notified of the decision.

13. Highway Works Programme 2018/19

Members considered a report on the identified schemes approved for construction in 2018/19, and took the opportunity to ask questions of clarification.

An update was requested on the B2026 Main Road L/W Dennettsland Road, Crockham Hill Scheme for which Members were advised that the works had been ordered and were due to begin soon.

A Member informed the board that a fibre optic cable was due to be fitted in Rogues Hill and suggested that it would be best for this fitting to take place before the planned micro surfacing of the road.

Resolved: That the report be noted.

THE MEETING WAS CONCLUDED AT 7.26 PM

CHAIRMAN

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## APPLICATIONS FOR DISABLED PERSONS (BLUE BADGE) PARKING BAYS

Sevenoaks Joint Transportation Board - 4 December 2018

**Report of** Chief Officer, Environmental and Operational Services

**Status:** For Advice

**Key Decision:** No

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**Executive Summary:** The consideration of any representations received during the informal consultation to proposed disabled persons (blue badge) parking bays within the District

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This report supports the Key Aim of

- Caring Communities (by providing parking facilities for disabled people)
- Sustainable Economy (by improving travel arrangements and reducing congestion)

**Portfolio Holder** Cllr. Matthew Dickins

**Contact Officer** Jeremy Clark

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### Advice to Sevenoaks Joint Transportation Board:

- a) That the Board notes the application for a disabled persons (blue badge) parking bay that did not meet Kent County Council's assessment criteria, and will proceed no further, which is set out in Appendix 1 of this report; and
  - b) That the Board notes the applications for disabled persons (blue badge) parking bays which met Kent County Council's assessment criteria and have been the subject of an informal consultation with neighbours, and considers any representations received, together with Officers' comments and recommendations, which are set out in Appendix 2 of this report.
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### Reason for advice:

The recommendations are aimed at providing better management of the public highway, in line with current legislation and the Highway Code

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### Introduction

1. Kent County Council (KCC) has the power to provide on-street parking places on roads within its area for which it is the traffic authority for the purpose of relieving or preventing congestion on the public highway.
2. This power is frequently exercised to establish disabled persons (blue badge) parking bays (DPPBs) close to the homes of disabled persons who would otherwise have difficulty parking near to their homes.
3. An application process exists, through which a person can request that a DPPB is established close to their home.
4. The District Council administers local requests for DPPBs on behalf of KCC, and manages and funds their provision.
5. KCC has produced an application form and guidance notes for requests for DPPBs, which is available for applicants to download from the District Council's website, and has produced assessment criteria for the District Council to use when considering applications.
6. If an application satisfies KCC's assessment criteria, neighbours who may be affected by the provision of a DPPB are then informally consulted, and any representations received are reported to the Joint Transportation Board, together with Officers' comments and recommendations.
7. If the representations received are upheld, the application will proceed no further.
8. In cases where there have been no informal representations or any representations that may have been received are overruled, a DPPB can be installed.
9. An interim DPPB is usually introduced in the first instance in residential areas on an "informal" basis, and without a traffic regulation order (TRO). This means that the DPPB can be marked on the road shortly after the application has been approved, but has no legal status and cannot be enforced.
10. A DPPB can be used by any vehicle displaying a current disabled persons' blue badge, and is not for the sole use of any person or vehicle.
11. Where there is a known pressure on parking, or a DPPB is abused by non-blue badge holders after its introduction, a TRO would be made, thereby making it enforceable.
12. The purpose of this report is to advise the Board on the locations of the latest applications for a DPPB received from individuals that have been evaluated in accordance with the highway authority, Kent County Council's (KCC's) assessment criteria.
13. For those applications that satisfied the assessment criteria, the Board is requested to consider any feedback received to the informal consultation with



the occupiers of neighbouring addresses, together with Officers' comments and recommendations.

### **Background**

14. Appendix 1 of this report contains details of the latest application for a DPPB which did not meet KCC's assessment criteria and will proceed no further. This application relates to the following location:
  - HEXTABLE: Durant Road
15. Appendix 2 of this report contains details of latest applications for DPPBs, which met KCC's assessment criteria and have already been the subject of an informal consultation with neighbours. These applications relate to the following locations:
  - FARNINGHAM: High Street
  - PENSHURST: High Street near Forge Close
16. Redacted details of the representations received during the informal consultation, together with location plans, Officers' comments and recommendations, are also contained in Appendix 2.
17. The terms of reference for the Sevenoaks Joint Transportation Board allow it to provide advice to the Sevenoaks District and Kent County Councils, who will normally act in accordance with its views.
18. The purpose of this report is therefore for the Sevenoaks Joint Transportation Board to consider the representations received, together with Officers' comments/recommendations given in Appendix 2.

### **Options**

The options are to set aside or to uphold some or all of the representations.

### **Key Implications**

#### Financial

The costs incurred in administering local requests for disabled persons (blue badge) parking bays on behalf of Kent County Council and in managing their provision and ongoing maintenance are met by the District Council from its on-street parking account operated under the Agency Agreement with the County Council.

#### Legal Implications and Risk Assessment Statement

There is no legal requirement to undertake an informal consultation, and there are no legal implications to installing an interim disabled persons (blue badge) parking bay on the public highway.

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However, a traffic regulation order (TRO) must be made under the Road Traffic Regulation Act 1984 and a sign installed before the parking bay can be enforced, and to do this, a formal (statutory) consultation procedure must be followed in accordance with The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996. Any formal objections received during this statutory consultation would be reported to a future meeting of the Sevenoaks Joint Transportation Board.

### Equality Assessment

The recommendation of this report has a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

### Safeguarding Children and Vulnerable Adults

The report deals with the assessment of applications for disabled persons (blue badge) parking bays, in line with KCC's policy and assessment criteria.

#### **Appendices:**

Appendix 1 - For Information - Applications for disabled persons parking bays which did not meet Kent County Council's assessment criteria

Appendix 2 - For Advice - Applications for disabled persons (blue badge) parking bays which met Kent County Council's assessment criteria, including redacted details of the representations received during the informal consultation, together with location plans, Officers' comments and recommendations

#### **Background Papers:**

The Equality Act 2010

<http://www.legislation.gov.uk/ukpga/2010/15>

The Traffic Signs Regulations and General Directions 2016

<http://www.legislation.gov.uk/uksi/2016/362>

The Road Traffic Regulation Act 1984, as amended.

<http://www.legislation.gov.uk/ukpga/1984/27>

The Traffic Management Act 2004, as amended.

<http://www.legislation.gov.uk/ukpga/2004/18>

The Highway Code.

<https://www.gov.uk/browse/driving/highway-code>

**Richard Wilson**

**Chief Officer, Environmental and Operational Services**

**APPENDIX 1 - FOR INFORMATION**

**Applications for disabled persons' parking bays which did not meet  
Kent County Council's assessment criteria**

Requested Location for Disabled Persons' Parking Bay	Reason Declined
<b>HEXTABLE</b>	
Durant Road, outside no. 35	<p>KCC's locational assessment criterion relating to the minimum road width is not met. This criterion requires that the carriageway must be wider than 5.5m, but the carriageway in Durant Road outside the applicant's home is only 5m wide.</p> <p>Additionally, the minimum allowable bay length set by national standards is 6.6m, but the space outside the applicant's home between the dropped kerbs of the neighbouring driveways is just 5.6m.</p>

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### APPENDIX 2 - FOR ADVICE

Applications for disabled persons (blue badge) parking bays which met Kent County Council's assessment criteria, including redacted details of the representations received during the informal consultation, together with location plans, Officers' comments and recommendations

#### PENSHURST: High Street near Forge Close



#### INFORMAL CONSULTATION RESPONSES

1	The person applying appears to show no signs of a disability when it comes to mobility. The application requirements state that there must be no off street parking available, in fact there is 3 spaces in the layby and parking available all around us. Reducing the number of parking spaces at Forge Close from 3 to 2 in layby with the apparently disabled person out most of the day would result in cars having to park at the roadside creating traffic hazards for the adjacent school, which already suffers from this problem.
2	The area identified as the proposed disabled parking bay could result in vehicles being parked the other side of the road causing a danger to vehicles leaving the post office/fuel station site, due to restricted sight lines. There isn't anywhere else that to safely park in the village, and therefore we are asking that the positioning of the bay is reconsidered.

**APPENDIX 2 - FOR ADVICE**

**Applications for disabled persons (blue badge) parking bays which met Kent County Council's assessment criteria, including redacted details of the representations received during the informal consultation, together with location plans, Officers' comments and recommendations**

**OFFICERS' COMMENTS/RECOMMENDATION**

**COMMENTS**

Applications for disabled persons (blue badge) parking bays are often made because a disabled resident experiences problems parking on-street near their home, which due to limited mobility can reduce accessibility and social inclusion.

This application for a disabled persons (blue badge) parking bay meets KCC's personal and locational assessment criteria, so unless there are compelling reasons to do so, it would be difficult for the Board not to approve it, as this could be contrary to the Equalities Act.

**RECOMMENDATION**

It is recommended that the Board approves the application, and an interim disabled persons (blue badge) parking bay be marked.

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**To:** Sevenoaks Joint Transportation Board  
**By:** KCC Highways and Transportation  
**Date:** 4<sup>th</sup> December 2018  
**Subject:** Highway Works Programme 2018/19  
**Classification:** Information Only

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

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## **1. Introduction**

1(1) This report provides an update and summarises schemes that have been programmed for delivery in 2018/19

**2. Footway and Carriageway Improvement Schemes** – see Appendix A

**3. Drainage Repairs & Improvements** – see Appendix B

**4. Street Lighting** – see Appendix C

**5. Transportation and Safety Schemes** – see Appendix D

- **Casualty Reduction Measures** – see Appendix D1
- **Integrated Transport Schemes** – see Appendix D2

**6. Developer Funded Works** – see Appendix E

- **Section 278 Works** – see Appendix E1
- **Section 106 Works** – see Appendix E2

**7. Bridge Works** – see Appendix F

**8. Traffic Systems** – see Appendix G

**9. Combined Member Fund** – see Appendix H

## **10. Conclusion**

10(1) This report is for Members information.

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**Contacts: Carol Valentine / Julian Cook 03000 418181**

### **Contact Officers:**

The following contact officers can be contacted on **03000 418181**

Carol Valentine  
Mike Payton  
Sue Kinsella  
Earl Bournier  
Alan Casson  
Toby Butler  
Emma Green  
Jamie Hare

Highway Manager West Kent  
Sevenoaks District Manager  
Street Light Asset Manager  
Drainage & Structures Asset Manager  
Senior Asset Manager  
Traffic & Network Solutions Asset Manager  
Schemes Programme Manager  
Development Agreements Manager

**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.

<b>Machine Resurfacing – Contact Officer Mr Byron Lovell</b>			
<b>Road Name</b>	<b>Parish</b>	<b>Extent of Works</b>	<b>Current Status</b>
A225 Otford Road	Sevenoaks	Cramptons Road to the Retail park.	Programmed 15 <sup>th</sup> November
Station Road	Sevenoaks	High Street to Wellingtonia Way	To be programmed in February 2019
<b>Footway Improvement - Contact Officer Mr Neil Tree</b>			
<b>Road Name</b>	<b>Parish</b>	<b>Extent and Description of Works</b>	<b>Current Status</b>
Shoreham Place	Sevenoaks	Entire Length (Footway reconstruction)	Programmed to commence on Monday 29 <sup>th</sup> October 2018.
Archer Way	Swanley	Entire Length (Footway Protection)	Completed.
Dahlia Drive	Swanley	Entire Length (Footway Protection)	Completed
<b>Surface Treatments - Contact Officer Clive Lambourne</b>			
<b>Surface Dressing</b>			
<b>Road Name</b>	<b>Parish</b>	<b>Extent and Description of Works</b>	<b>Current Status</b>
Grove Road	Seal	Park Lane to Red Lane	Completed

New Road	Sundridge	A25 to Ide Hill Road	Completed
Sundridge Hill (Sundridge Lane)	Sundridge	Main Road to Pilgrams Way	Completed
Beechenlea Lane	Swanley	Swanley Village Road to South of Olympic Club	Completed
School Lane	Swanley	From Lower Road to Highlands Hill	Completed
Crouch House Road	Edenbridge	Railway bridge to Orchard Drive	Completed
<b>Micro Surfacing</b>			
Marsh Green Road	Edenbridge	Extents from Village Gateway pad to Gate Way Pad	Programme for October 2018
Rogues Hill	Penshurst	Extents from the Stream To South of Quarry House	Completed
Eglantine Lane	Horton Kirby	Extents Mussenden Lane to electrical sub station	Completed
Uckfield Lane	Hever	Hever Road to The Greyhound Pub	Completed
Mapleton Road	Westerham	Hosey Common Road to Puddledock Lane	Completed
Little Browns Lane	Edenbridge	From Guardiner Business Park to Railway Bridge	Completed
Poundsbridge	Penshurst	From 30mph Terminal Signs into Speldhurst to junction with Poundsbridge Lane	Completed

**Appendix B – Drainage**

<b>Drainage Repairs &amp; Improvements - <i>Contact Officer Earl Bourner</i></b>			
<b>Road Name</b>	<b>Parish</b>	<b>Description of Works</b>	<b>Current Status</b>
Bradbourne Vale Road	Sevenoaks	Drainage system improvements/alterations to alleviate highway flooding. Location – traffic island outside 49/51 Bradbourne Vale Road.	Job due to be raised.
Swanley Lane	Swanley	Installation of new filter system to collect natural spring and channel into existing surface water system. Location – opposite jw Hawthorne Park.	Job due to be raised.

**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.

<b>Street Lighting Column Replacement – <i>Contact Officer Sue Kinsella</i></b>			
<b>Road Name</b>	<b>Parish</b>	<b>Description of Works</b>	<b>Status</b>
Orpington Bypass	Shoreham	Replacement of 1 column	Oct/Nov 2018
London Road	Dunton Green	Replacement of 1 column	Oct/Nov 2018
London Road	Farningham/West Kingsdown	Replacement of 2 columns	Oct/Nov 2018
Seal Hollow Rd	Sevenoaks	Replacement of 1 column	Oct/Nov 2018
London Road	Halstead	Replacement of 1 column	Oct/Nov 2018
Robyns Way	Sevenoaks	Replacement of 1 column	Oct/Nov 2018
London Road/A20 slip	Swanley	Replacement of 2 signposts	Oct/Nov 2018

Caxton Close	Hartley	Replacement of 2 columns	Oct/Nov 2018
Church Road	West Kingsdown	Replacement of 2 columns	Dec/Jan 2018/9
Brambledown	Hartley	Replacement of 1 column	Dec/Jan 2018/9
Gordon Road	Sevenoaks	Replacement of 1 column	Dec/Jan 2018/9
Badgers Mount Roundabout	Badgers Mount	Replacement of 2 columns	Dec/Jan 2018/9
Panthers	Hextable	Replacement of 2 columns	Dec/Jan 2018/9
Main Road	Edenbridge	Replacement of 2 columns	Dec/Jan 2018/9
London Road	Halstead	Replacement of 4 columns	Dec/Jan 2018/9
Westerham Road	Sevenoaks	Replacement of 3 columns	Dec/Jan 2018/9
Aspen Close	Swanley	Replacement of 1 column	Dec/Jan 2018/9
Mount Harry Rd	Sevenoaks	Replacement of 1 column	Dec/Jan 2018/9
Moles Mead	Edenbridge	Replacement of 3 columns	Dec/Jan 2018/9
Lambarde Road	Sevenoaks	Replacement of 1 column	Dec/Jan 2018/9
Wellingtonia Way	Edenbridge	Replacement of 1 column	Dec/Jan 2018/9
College Road	Hextable	Replacement of 1 column	Dec/Jan 2018/9
High Street	Seal	Replacement of 3 columns	Dec/Jan 2018/9
London Road	Farningham	Replacement of 1 signpost	Dec/Jan 2018/9

## **Appendix D – Transportation and Safety Schemes**

### **Appendix D1 - Casualty Reduction Measures**

Identified to address a known history of personal injury crashes.

Location	Parish	Description of Works	Lead officer	Current Status
A25 Westerham Road junction with A21 slip roads and Homedean Road,	Chevening	Development of potential Crash Remedial Scheme. Our consultants, Amey PLC have completed an options report. Preferred option is to change the current junction layout to a roundabout.	Geoffrey Bineham	The detailed design is partially complete.  The current status of this scheme is on-hold due to insufficient funding to complete the design.  The scheme will be assessed for further funding in 2019/20
A20/A225 Farningham	Farningham	Development of potential Crash Remedial Scheme. The scheme is to reduce the national speed limit to 40mph following several KSI collisions on these roads.	Geoffrey Bineham	Scheme has been handed over to our contractors for delivery
B2026 Main Road J/W Dennettsland Road, Crockham Hill	Crockham Hill	Development of potential Crash Remedial Scheme. The scheme is to enhance the existing road markings, introduce new warning signs and a double white line system following a fatal collision	Geoffrey Bineham	Scheme completed

### **Appendix D2 - Integrated Transport Schemes**

All other LTP funded non-casualty reduction schemes.

Location	Parish/Ward	Description of Works	Lead officer	Current Status
Beesfield Lane, Farningham	Farningham	Extension of the existing 30mph speed limit	Geoffrey Bineham	Scheme completed
Solefields Road, Sevenoaks	Sevenoaks	Amendment to parking restrictions to prevent vehicles obstructing a	Geoffrey Bineham	TRO consultation is complete, SDC to implement

		recently installed dropped kerb		scheme
Bradbourne Park Road, Sevenoaks	Sevenoaks	Installation of dropped kerbs to assist vulnerable road users	Geoffrey Bineham	Scheme has been handed over to our contractors for delivery
School Lane, Swanley	Swanley	Installation of dropped kerb to assist vulnerable road users	Geoffrey Bineham	Scheme has been handed over to our contractors for delivery

### **Appendix E – Developer Funded Works**

#### **Appendix E1 – Section 278 Works**

	<b>Developer Funded Highway Works (Section 278 Works)</b>			
<b>File Ref.</b>	<b>Road Name</b>	<b>Parish</b>	<b>Description of Works</b>	<b>Current Status</b>
SE 2083	Crowhurst Lane	West Kingsdown	Provision of traffic calming measures in Crowhurst Lane together with signing and bollards to enable pedestrian access to new development. Also resurfacing part of Crowhurst Lane in vicinity of new development	Problems with S.38 element of agreement. Waiting for Housing Association to change unbound material on driveways. First Certificate not yet issued. A meeting was held in December 2016 with a contractor on behalf of the Housing Association to identify remedial works required. Have not heard back from Housing Association. Hills have confirmed they will be undertaking defects.

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SE 003026	Junction of Powder Mills Lane and Hollow Trees Drive	Leigh	Alterations to bellmouth access to private street leading to new development including footway alterations in Powder Mills Lane	The maintenance period has now expired and KCC have now taken on the works.
SE 003029	Old Ambulance Station, Moor Road	Sevenoaks	New Bellmouth and associated footway works	First Certificate issued. Remedial works completed. Adoption information to be issued in due course. Second Certificate issued 29/03/18.
SE 003035	Eglantine Lane	Horton Kirby	New access bellmouth and accommodation works to existing highway	First Certificate issued. Works currently serving maintenance period. Site Meeting arranged 22/08/18 with the view of issuing Certificate 2. Agreed defects on site and now just waiting for them to arrange the works.
SE 003036	Mill House, Mill Lane, Bat and Ball	Sevenoaks	New Footway and minor improvements to existing road	This road is now adopted as certificate 1 and 2 have been issued.
SE 003040	London Road and Ruxton Close	Swanley	New bellmouth entrance to rear of development off Ruxton Close and accommodation works including ramped access in grassed verge off London Road	First Certificate issued. Works currently serving maintenance period. Cert 2 to be issued shortly.
SE 003048	Grange Close	Edenbridge	New Vehicle Crossovers and associated footway works	First Certificate issued on 15/11/2018.



SE003050	Rowhill Road	Hextable	New bellmouth entrance for private car park to allow for school parking. Includes new pedestrian crossings with tactile paving and keep clear parking restrictions. Additional minor footway improvements	Remedial works required but Gen2 unwilling to carry out works required. Matter has been elevated to Tim Read (Head of Transportation) to resolve with counterpart in Gen2.
SE003051	Old Fox's Garage Site A224 Orpington By-pass and Old London Road, Badgers Mount	Badgers Mount	Minor highway improvements including kerb realignment and footway works in connection with conversion of old garage to care home. Also includes road surfacing in front of existing bus shelter in old London Road. Improvements to PROW funded by S.106 agreement.	Technical Assessment and Approval not yet issued. Works will start following technical approval.
SE 003052	Bradbourne Vale Road	Sevenoaks	New bellmouth entrance for private car parking area for new residential development. Includes minor improvements to pedestrian footway and relocation of Bus Stop markings and flag	First Certificate issued. Works currently serving maintenance period.  12/10/2018 end of maintenance
SE 003054	Croft Road	Westerham	New bellmouth entrance for private car parking area for new residential development. Includes minor improvements to	Technical Approval granted. Works have not yet started.

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			pedestrian footway	
SE 003055	Millfields, London Road	West Kingsdown	New Bellmouth entrance to residential properties and improvements to footway including tactile paving	Technical Approval granted. Agreement not yet signed.
SE 003056	Grassy Lane	Sevenoaks	New Bellmouth entrance to private drive with modifications and improvements to the footway and pedestrian crossing points	Agreement signed. Works should start in December 18.
SE003057	New Crematorium London Road, Halstead	Halstead	Right turn lane and entrance into new Crematorium including central islands	Technical Assessment and Approval not yet issued. Works will start following technical approval in 2018.
SE 003058	Station Road B2026 / Four Elms Road and minor improvements in St John's Way, Edenbridge	Edenbridge	New right turn lane and pedestrian islands on existing and new zebra. Includes associated road markings, anti-skid surfacing and road widening and speed cushions in St John's Way	Technical Assessment and Approval granted. Works will start following pre-start meeting and permit from roadworks. Works agreed on site with road works, should start in August 18. The works have been held up by BT and Virgin Media.
SE 003060	98-116 London Road, Sevenoaks	Sevenoaks	New bell mouth access and minor footway alterations	Technical Assessment and Approval granted. Works have started. Waiting for structures to approve a wall. Then the letter of agreement can be signed.

SE 003063	Old Peugeot Garage Site, Otford Road A225	Otford	New Aldi Store including entrance into car park, alterations to Otford Road including new right turn lane and central reservation and a new entrance to parking area adjacent to A225	Technical Assessment and Approval not yet issued. Works will start following technical approval in 2018. Works have been completed one side.
SE 003064	Pembroke Road/High Street/Suffolk Way, Sevenoaks	Sevenoaks	Alterations to the signalled cross roads at junction of High Street/Pembroke Road/Suffolk Way including minor modifications to the road layout and entrance to car park	Technical Assessment and Approval not yet issued. Works will start following technical approval in 2018. Currently on site working for a further 10 weeks. Works scheduled to start on 05/11/18.
SE 003065	Westerham House, Fircroft Way, Edenbridge	Westerham	New bellmouth entrance to private residential development including footway alterations and tactile paving pedestrian crossings	Technical Assessment and Approval not yet issued. Works will start following technical approval in 2018.
SE 003066	Mont St Aignan Way, Edenbridge	Edenbridge	New Access onto Mont St Aignan Way and closure of existing access that requires TRO	Technical Assessment and Approval not yet issued. Works will start following technical approval in 2018. Now in the maintenance period.
SE003173	St Johns Way opening	Four Elms	New access onto St Johns Way from the Bellway site off Enterprise way.	Technical Assessment and Approval not yet issued.

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SE003170	The Moore Road	Sevenoaks	Minor Entrance Alteration Works	Technical Assessment and Approval not yet issued.
SE003131	Mussenden Lane	Farningham	New Bellmouth	Technical Assessment and Approval not yet issued.

### **Appendix E2 – Section 106 Works**

Location	Parish/Ward	Description of Works	Lead officer	Current Status
High Street, Edenbridge	Edenbridge	20mph speed limit in the High Street, way finder signs and resurfacing	Geoffrey Bineham	Scheme has been partially completed, some remedial works required

### **Appendix F – Bridge Works**

Bridge Works – <i>Contact Officer Katie Moreton</i>			
Road Name	Parish	Description of Works	Current Status
<p>Pootings No.2133 Bridge Culvert Reconstruction Pootings Road, Crockham Hill, Sevenoaks.</p> <p>Provisional Construction Phase from January 2019 for 5 months. Road closure and diversion route required.</p>			

## **Appendix G – 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.

<b>Traffic Systems - Contact Officer: Toby Butler</b>		
<b>Location</b>	<b>Description of Works</b>	<b>Current Status</b>
No traffic signal refurbishment work being carried out this year		

## **Appendix H – Combined Member Grant programme**

The following list of schemes includes those which have been approved for funding by both the relevant Member and by Roger Wilkin, Director of Highways and is up to date as of 1<sup>st</sup> August 2018.

The details below are for Highway Schemes **only** and **does not** detail contributions Members have made to other groups such as Parish and District Councils or list traffic speed surveys.

More detail on Combined Member Grant schemes can be accessed by each Member by contacting their Community Liaison Officer.

### **Roger Gough – Darent Valley**

<b>Scheme</b>	<b>Status</b>
High Street, Shoreham - Parking proposals	TRO consultation is complete, SDC to implement scheme
School Lane, Seal – Pedestrian warning signs	Detailed design for the scheme almost complete

### **Nick Chard – Sevenoaks East**

<b>Scheme</b>	<b>Status</b>
Shoreham Lane, Riverhead - Parking proposals	TRO consultation is complete, SDC to implement scheme

### **Peter Lake – Sevenoaks South**

<b>Scheme</b>	<b>Status</b>
Blowers Hill, Cowden - Parking proposals	TRO consultation is complete, SDC to implement scheme
Chiddingstone Causeway - 40mph speed limit	Scheme has been handed over to our contractors for delivery

### **Margaret Crabtree – Sevenoaks Central**

<b>Scheme</b>	<b>Status</b>
Bradbourne Road/Camden Road, Sevenoaks -	TRO consultation is complete, SDC to

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Parking proposals	implement scheme
Weald Road/Lea Road, Sevenoaks - Parking proposals	TRO consultation is complete, SDC to implement scheme
Plymouth Drive – Construction of new footway near Lady Boswell School	Works Completed

### Michael Horwood - Swanley

Scheme	Status
Pucknells Close, Swanley - Parking proposals	TRO consultation is complete, SDC to implement scheme
Azalea Drive – Swanley - Installation of new centre line	Works completed
Court Crescent – Swanley – Installation of bollards	Works completed
Junction lining – High Firs Estate – Swanley – new markings for cul de sacs	Works completed
New salt bins in Hilda May Avenue & Hart Dyke Road - Swanley	Works completed

### David Brazier – Sevenoaks North East

Scheme	Status
Ash Road, New Ash Green – Pedestrian warning signs	Scheme has been handed over to our contractors for delivery

**To:** Joint Transportation Board

**By:** **Andrew Loosemore** – Head of Highway Asset Management

**Date:** **4<sup>th</sup> December 2018**

**Subject:** Local Winter Service Plan

**Classification:** Information only

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**Summary: This report outlines the arrangements that have been made between Kent County Council and Sevenoaks District Council to provide a local winter service in the event of an operational snow alert in the borough/district**

## **Introduction**

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 £3.2m every winter and needs careful management to achieve safety for the travelling public and to be efficient. The Highways Operations teams in HT&W work to ensure that the winter service standards and decisions made are consistent across the whole county.

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 was approved at the KCC Environment, Planning and Transport Cabinet Committee on 20<sup>th</sup> September 2018 and subsequently signed off by the Cabinet Member.

## **District based winter service plans**

2. The Local Winter Service Plan for the Sevenoaks District is a working document. It will evolve and be revised as necessary throughout the year. The document will be available on the KCC website. This document complements the KCC Winter Service Policy and Plan 2018/19. 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 highway network. The details are contained in the local district winter plan which enhances the work that HT&W will continue to do in providing a countywide winter service. The

## Agenda Item 6

local plan comes into effect when a snow operational alert is declared that affects the district of Sevenoaks.

[http://www.kent.gov.uk/roads\\_and\\_transport/highway\\_maintenance/winter\\_maintenance\\_and\\_repairs/tonbridge\\_and\\_malling\\_winter\\_s.aspx](http://www.kent.gov.uk/roads_and_transport/highway_maintenance/winter_maintenance_and_repairs/tonbridge_and_malling_winter_s.aspx)

### **Pavement clearance**

3. Areas for clearing pavements have been identified in the local plan. These are the areas where local knowledge has indicated that people are concerned and would most like to be kept clear when there is snow and ice.

### **Farmers**

4. The work that our contracted farmers have done in recent years is greatly appreciated and has made a big difference in keeping rural areas clear on snow days. Again this year farmers will have predetermined local routes and will use their own tractor and KCC ploughs for clearing snow. The ploughs supplied are serviced by KCC each year. Each farmer will have plans detailing the roads that they are responsible for ploughing. When snow reaches a depth of 50mm on roads in their areas the farmers will commence ploughing notifying KCC as agreed in their contract. A list of farmers and their contact details can be found in the local plan, (although some personal information will not be available via this report or the website due to General Data Protection Regulations).

### **Conclusion**

5. The arrangements for working in partnership with the district councils in recent years has proved to be very successful and the continuing arrangement will enable HT&W to provide an effective winter service across the county.

### **Recommendations**

**6. Members of the Board are asked to note this report.**

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<b>Background documents:</b> <b>Kent County Council Winter Service Policy and Plan 2018/19</b>
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### **Contact officer:**

Julian Cook - Tel: 03000 414141



From: David Latham - Highway Policy and Inspections Manager

To: Sevenoaks Joint Transportation Board

Date: 4<sup>th</sup> December 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

- A. 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.
- B. 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.
- C. On the 13<sup>th</sup> 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.
- D. *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.

Link to Well-managed Highway Infrastructure

<http://www.ukroadsliasongroup.org/en/codes/index.cfm>

## Agenda Item 7

### 2. Discussion

#### The Highway Network

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

- E. 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.
- F. 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.
- G. 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.
- H. A case study outlining the practical application of a risk-based approach can be found at Appendix A.

### Resilience and Sustainability

- I. 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.
- J. 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.
- K. 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

- L. 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
- M. 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

- N. 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.

## Agenda Item 7

### 3. Conclusion

- A. 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.
- B. 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. Appendices

- A. Well-managed Highway Infrastructure - Applying the Code of Practice in Kent
- B. Well-managed Highway Infrastructure - Implementing the Code of Practice in Kent 2018 – 2020
- C. Case Study: Well-managed Highway Infrastructure – A practical application

### 5. Contact Details

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## Applying the Well-managed Highway Infrastructure in Kent

### Appendix A

## 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.

## Applying the Well-managed Highway Infrastructure in Kent

### Appendix A

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".



## Well-managed Highway Infrastructure

Implementing the Code of Practice in  
Kent  
2018 - 2020

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### 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 own 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.**

#### Defining our Integrated Highway Network

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

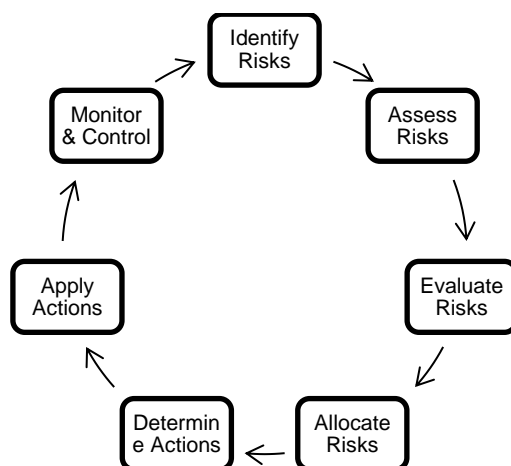
Meaningful risk management is an intrinsic part of the management of our highway infrastructure. Inspections, maintenance, renewals and improvements present extensive choices and therefore it is vital that the impact of implementation and the consequences of failure are fully understood. In addition, 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 by 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.

## 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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