

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 20th September, 2018

10.00 am

Council Chamber - Sessions House



AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 20 September 2018 at 10.00 am
Council Chamber - Sessions House

Ask for: **Georgina Little**
Telephone: **03000 414043**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (16)

Conservative (12): Mr M D Payne (Vice-Chairman), Mr M A C Balfour, Mr A Booth, Mr T Bond, Mr A Cook, Mr N J Collor, Mr S Holden, Mr A R Hills, Mr R C Love, Mr P J Messenger, Mr J M Ozog and Mr H Rayner

Liberal Democrat (2): Mr I S Chittenden and Mr A J Hook

Labour (1) Mr B H Lewis

Independents (1) Mr M E Whybrow

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

1 Introduction/Webcast announcement

2 Membership

To note that Mr M Balfour and Mr H Rayner have replaced Mr P Homewood and Mrs C Bell as Members of the Environment and Transport Cabinet Committee.

3 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

4 Election of Chairman

To elect a Chairman of the Environment and Transport Cabinet Committee.

5 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

6 Minutes of the meeting held on 13 July 2018 (Pages 5 - 20)

To consider and approve the minutes as a correct record.

7 Verbal Update

To receive verbal updates from Mr M Hill, OBE, Cabinet Member for Community and Regulatory Services and Mr M Whiting, Cabinet Member for Planning, Highways, Transport and Waste.

8 Performance Dashboard (Pages 21 - 30)

To receive and note a report that shows progress made against targets for Key Performance Indicators

9 Big Conversation (Pages 31 - 48)

To note and comment on the report.

10 Kent & Medway Energy & Low Emissions Strategy - Emerging evidence and priorities (Pages 49 - 72)

To comment on and note:

1. the evidence gathered to date and emerging analysis; and
2. the proposed themes and potential actions outlined in Section 5, to help shape the final draft Strategy

11 Approach to Managing Highway Structures (Pages 73 - 82)

To note the report and comment on the contents.

12 Winter Service Policy for 2018/19 (Pages 83 - 106)

To note the proposed changes to the Winter Service Policy for 2018/19:

(s. 5.5.4) Observational data from road weather sensors will be used to validate pre-salting decisions

(s. 6.1.1) Secondary routes to be treated when all primary routes treated and resources available

(s. 6.4.2) Farmers trial to be expanded

13 Work Programme for 2018/19 (Pages 107 - 112)

To consider and agree a work programme for 2018/19.

14 Street Lighting Term Services Contract (Pages 113 - 148)

To note and comment on the contents of the report.

Motion to Exclude the Press and Public

That under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

At the time of preparing the agenda the only exempt item was the appendix to item 14 above. During this and any other such item which may arise the meeting is likely not to be open to the public.

Benjamin Watts
General Counsel
03000 416814

Wednesday, 12 September 2018

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Council Chamber - Sessions House on Friday, 13 July 2018.

PRESENT: Mr P J Homewood (Chairman), Mrs S V Hohler (Substitute for Mr P M Hill, OBE), Mrs C Bell, Mr D L Brazier (Substitute for Mr A Booth), Mr T Bond, Mr A Cook, Mr N J Collor, Mr S Holden, Mr A R Hills, Mr R C Love, Mr P J Messenger, Mr J M Ozog, Mr M D Payne (Vice-Chairman), Mr I S Chittenden, Mr A J Hook, Mr B H Lewis and Mr M E Whybrow

ALSO PRESENT: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Simon Jones (Director of Highways Transportation and Waste), Katie Stewart (Director of Environment, Planning and Enforcement) and Georgina Little (Democratic Services Officer).

IN ATTENDANCE: Mr R Bird, Mr H Rayner and Mr A Marsh.

UNRESTRICTED ITEMS

97. Apologies and Substitutes

(Item 2)

Apologies were received from Mr A Booth and Mr M Hill, Mr Brazier and Mrs Hohler attended as substitutes respectively.

98. Declarations of Interest by Members in items on the Agenda

(Item 3)

No declarations of interest were received

99. Minutes of the meeting held on 15 May 2018

(Item 4)

RSOLVED that the minutes of the meeting held on 15 May 2018 are a correct record and that they be signed by the Chairman.

100. Verbal Update

(Item 5)

1. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) acknowledged the concerns that had been raised regarding the further proposed deferrals of time table changes to rail services at Maidstone East and shared the concern that there should be no further delay to the delivery of the Thameslink service. Mr Whiting said that he had written to the Minister of State for Transport, emphasising the negative impact that further delays would cause to both passengers and the Kent economy.

2. Mr Whiting said that Kent County Council had been successful in its bid for Safer Road Funding for improvements and had been awarded £2.4 million for the A252 and £1.5 million for the A290. The funding would improve the risk rating of the two junctions; Mr Whiting advised Members that the full details of the work was available from Jamie Watson or Nikola Floodgate.
3. Mr Whiting informed the committee that the Big Conversation was launched on 13th June 2018 and alongside the online consultation, Kent County Council had arranged twelve public meetings and four parish seminars. Mr Whiting confirmed that there had been seven district meetings and two parish seminar meetings; the remaining seminars were due to take place on 18th and 24th July 2018 to which Mr Whiting invited Members to attend. From August to September the responses from the online consultation and workshops would to be collated and analysed prior to the development and proposal of potential pilots for future rural bus service provisions at the Bus Summit in October 2018.
4. In regard to the Energy and Low Emission Strategy and Action Plan for Kent and Medway, Mr Whiting said that the draft timetable for public consultation would need to go to the Environment and Transport Cabinet Committee and the Health Reform and Public Health Cabinet Committee by November 2018, for approval. An informal Members Group, chaired by Mr M Payne held its first meeting on 12 July 2018; key themes that had emerged from the meeting included the methodology of gathering evidence and intelligence to inform infrastructure investment, facilitating infrastructure investment and delivery, communication and engagement; and the actions specific to Kent County Council to support these. Mr Whiting highlighted the strategies achievements and commended the Councils success in its reduction of greenhouse gas emissions.
5. Mrs S Hohler (Deputy Cabinet Member for Community and Regulatory Services) provided a brief summary to Members on the report that went to the Growth, Economic Development and Communities Cabinet Committee on 3 July 2018, on Kent County Council's position in relation to the Open Golf Championship. Mrs Hohler reminded Members of the significant economic benefits affiliated with the Open Golf and the extent of work that had been undertaken by Kent County Council and its partners to ensure that the Open Golf returns to Sandwich for a further two Championships.
 - (a) In response to Members concerns regarding the Big Conversation, Mr Whiting assured the committee that the public meetings were held in an assortment of venues and that 750 responses had been received as part of the public consultation. He advised Members that the aim of the consultation was to review what "good" looked like in a specific area and part of the Big Conversation was to ask the general public if they agreed or disagreed to the proposal of paying for bus passes. He reminded Members

that the purpose of the consultation was to ask the public about their views and not enforce Kent County Council's views. Mr Whiting confirmed that a decision would not be taken prior to the consultation.

- (b) Mr Whiting agreed to circulate to the committee, a copy of the letter written by Kent County Council to the Minister of State concerning the rail services at Maidstone, along with the written verbal update.
- (c) Members questioned the expected delays of the Thameslink service and the reasons for this, Mr Whiting agreed to send a briefing note from Mr Stephen Gasche (Principal Transport Planner- Rail, Transport Strategy Team) to Members of the committee explaining the proposals and difficulties of the proposed delivery of the Thameslink service.
- (d) In response to Members concerns with the change to the 666 bus service and the failure to consult with local Members, Mr Whiting said that a recent review carried out by Stagecoach revealed that certain areas of Ashford would be left without a bus service. Kent County Council mitigated the impact of the change by re-routing the existing 666 services to cover those areas rather than remove the service in its entirety. Mr Whiting recognised the insensitivity demonstrated by Stagecoach and said that efforts had been made in recent events to reconcile the relationship between commercial providers, officers and Members to ensure those discussions take place prior to any decisions being sought. Mr Whiting said that savings had to be met within the area of Thanet and Sevenoaks, however, areas outside of this would not witness any changes to the subsidised bus services until the results of the Big Conversation had been analysed.
- (e) In response to Members concerns regarding public misconception of Kent County Council's responsibility to provide bus services, Mr Whiting said that 97% of buses were commercially operated and registered with the Traffic Commission, therefore removing from them, any legal duty to consult with Kent County Council, Members or users on changes to bus services. Mr Whiting assured the Committee that Kent County Council played an active role in influencing the decisions made by commercial operators and held regular meetings with Arriva and Stagecoach.
- (f) Members enquired whether Kent County Council was a major sponsor of the Open Golf, Mrs B Cooper (Corporate Director for Growth, Environment and Transport) said that Kent County Council was contributing to the funding for the station improvement at Sandwich, they were not a sponsor of the Open Golf.

6. RESOLVED that the verbal updates be noted, with thanks.

101. Performance Dashboard

(Item 6)

Barbara Cooper (Corporate Director of Growth, Environment and Transport) and Andrew Loosemore (Head of Highways Asset Management) were in attendance for this item.

1. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) welcomed Mr Simon Jones (Director of Highways, Transportation and Waste) and introduced the report which provided an update on the progress of performance against the Key Performance Indicators (KPIs) which were included within the Directorate Business Plan for 2018-2019 and highlighted the key areas of the Performance Dashboard.
2. As a supplement to this, Mrs B Cooper (Corporate Director of Growth, Environment and Transport) highlighted to Members the red indicator as shown in Appendix 1 of the report, 'DT02: Percentage of Young Persons Travel Pass applications successfully completed online' and said that the main renewal period started in June which is why the data was not captured within the latest performance dashboard. There had been 6438 passes applied for with 78% of those completed online.
 - (a) In response to Members concerns regarding the percentage of routine potholes completed within 28 calendar days compared to the percentage of satisfied callers, Mr Loosemore agreed to review the process and what this involved over a two year period, however, in response to pothole repair rates Mr Loosemore confirmed that performance levels had exceeded the set target level.
 - (b) Members sought clarification as to why highway faults reported online differed so significantly to Public Right of Way (PROW) faults. Mr Loosemore confirmed that there were two different reporting systems, the PROW system was very specific in its reporting format and designed to address a particular type of defect whereas the highways online reporting system was designed to generate a channel shift to ensure that all faults were reported and managed through the same methodology. Mr Loosemore confirmed that increased usage of the online tool was a key priority for the Highways team.
 - (c) In response to Members queries concerning LED conversion rates, Mr Loosemore said that majority of LED installations would be completed by the autumn of 2018, however, the replacement of concrete columns along with the conversion of ornate and heritage style lanterns would be completed in phase two of the programme which would be completed by May 2019.

- (d) Members commended the work of the Highways Team and their efforts in repairing the potholes.

3. RESOLVED that the report be noted.

102. Consultation on a Policy to adopt charging for non-household waste materials at Household Waste Recycling Centres

(Item 7)

David Beaver (Head of Waste and Business Services) and Hannah Allard were in attendance for this item.

1. Mr M Payne (Deputy Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out The Kent Waste Disposal Strategy (2017 – 2035), adopted by Kent County Council (KCC) in February 2017 which outlined the overarching ambition for KCC Waste Management.
2. Mr Beaver informed the Committee that the current waste infrastructure did not have the capacity to meet the expected levels of waste growth through the forecasted population increase up to 2035. Prior to the consideration of potential funding for additional infrastructure, Waste Management officers had undertaken significant work to develop project and policy changes designed to reduce demand on site, create new revenue streams for non-household waste and create a clearer intelligence led approach that would enable stronger and more successful enforcement actions against individuals defrauding the authority through the illegal disposal of trade and commercial waste. The Waste Management Team undertook Phase One of the project which involved an analytical and data led review of Household Waste Recycling Centres (HWRCs) and enforcement policies; the data revealed that almost half of all Waste Disposal Authorities in England charged for the disposal of household waste, including neighbouring authorities such as Surrey and Bromley with further charges due to be introduced by East Sussex in future months. Mr Beaver said that the introduction of charging for waste at neighbouring sites had led to increased cross-border movement and amplified pressure on Kent's HWRCs. Mr Beaver stressed to the committee that in order to sustain Kent's HWRCs, a charging mechanism could be enforced in line with other authorities which would cover the cost of waste disposal.
3. Mrs Allard informed Members that there had been no significant evidence which linked policies such as charging for non-household waste at HWRCs to increased fly-tipping. A survey of local authorities in June 2017 revealed that neighbouring authorities that had introduced charges for non-household waste had not seen an increase in fly-tipping as a result. With regard to tackling fly-tipping, Kent County Council worked in partnership with the Kent District and Brough Councils through the Kent Resource Partnership to review criminal activity using an intelligent led approach. In June 2018 Kent County Council held a 'Day of Action' which specifically looked to target fly-tippers; the event

led to the execution of four warrants, six arrests, six seized vehicles and 19 people reported to the courts for numerous offences.

- (a) In response to Members concerns regarding fly-tipping, Mr Beaver said that the quantity of illegally disposed tyres as described by Members was not as a consequence of policy change, fly-tipping was a recognised organised crime and was generally done on an organised commercial scale.
- (b) Members questioned the measures put in place to reduce the reoccurrence of fly-tipping in the same spots and the measures of prosecution that can be enforced to stop fly-tippers. Mrs Allard advised the committee that Kent County Council was in a strong position in terms of its reporting mechanisms. The Waste Management Team had established the Practitioners Group that tackled fly-tipping using an intelligence led approach and had a dedicated Intelligence Analyst that worked with the Kent Resource Partnership to utilise data from the District and Borough Councils. She said that covert cameras had been installed in various fly-tipping hot-spots and the evidence from that footage resulted in a prison sentence being issued. The Government also announced that it would be issuing fixed penalty notices to the house-holder should they fail to cover their duty of care to dispose of waste in the proper manner.
- (c) In response to Members concerns regarding the Dover Household Waste Recycling Centre, Mr Beaver said that it was a historical site and acknowledged the implications created by the site due to its positioning and age, however, a bid for capital finance had been submitted for the Dover site to replace the compactors. Mr Beaver informed the committee that the next subject matter for the Informal Members Group would be around infrastructure and demand.
- (d) Members commended the work of the officers.

4. RESOLVED that:

- (a) charging for the disposal of non-household waste at the Household Waste Recycling Centres be noted; and
- (b) A consultation process to be undertaken in Summer/ Autumn 2019 be endorsed.

(Mr A Cook asked that his vote to abstain from the proposals set out in the recommendation be noted in the minutes)

103. 18/00032 - Well-managed Highway Infrastructure - Implementing the Code of Practice
(Item 8)

Andrew Loosemore (Head of Highways Asset Management) and Kathryn Moreton (Drainage & Structures Asset Manager) were in attendance for this item.

1. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report which set out the proposed strategy for implementing the new Code of Practice for highway maintenance management which would come into effect in October 2018.
2. Mr Loosemore informed the Committee that the new Well-managed Highways Infrastructure Code of Practice would replace the Well-maintained Highways Code of Practice that was published in 2005. As with the previous code, the Well-managed Highway Infrastructure code would be a national, non-statutory code of practice which would set out a series of general principles for highway maintenance. With regard to concerns around increased legal challenge, Mr Loosemore assured Members that advice had been sought from the County Council's Corporate Risk Manager and BLM, the insurance, risk and commercial law firm who represent Kent County Council and drew Members attention to paragraph 1.3 of the report which outlined some of the key points. Based on the legal advice received and the practice of other authorities, Mr Loosemore put before the committee the proposal that Kent County Council formally adopt the fundamental principles of the Code of Practice and endorse a phased approach to its implementation. Mr Loosemore highlighted the fundamental aspect of the new code, including its risk based approach (as set out in Appendix B of the report), its inclusion of innovative solutions around resilience and sustainability, its priorities and planning in terms of financial management and the anticipated cost of implementation which was included and not additional to the allocated budget of £143,000 .
3. Mrs Moreton assured the Committee that the new Code of Practice would not require the Highways inspectors or Stewards to take on additional work as they already operated on risk-based approach. The new Code of Practice however stipulated that all work carried out needed to be properly documented and done so through Kent County Council's Enquiry Management System. She advised Members that the correct systems were in place, it was primarily a case of training staff to use them effectively and efficiently and putting the process into practice.
 - (a) In response to whether an Equality Impact Assessment (EQIA) had been carried out, Mrs Moreton confirmed that this had been completed and was presented to the Portfolio Board. The EQIA revealed that there was minimal impact to the introduction of the new code and supported its phased delivery over the coming months.

(b) In terms of how the new Code of Practice would benefit the public, Mr Loosemore said that the new code expected Highways authorities to look at the local community and assess the highways using a risk-based approach. He drew Members attention to Appendix B of the report which outlined what the Highways Inspectors should be taking into consideration when carrying out their assessment, Mr Loosemore reiterated to Members that the work was already being carried out, however, the code sets out a wholistic approach and the decision-making process when looking at various defects.

(c) Mr Loosemore confirmed that the new Code of Practice focused on all road users, therefore the Highways Inspectors would be required to take into account anyone who may be using that road whether they travel by bicycle, foot or vehicle and the risk it may pose to them.

4. RESOLVED that the proposal to adopt the principles outlined in Well-managed Highway Infrastructure and implement the “Well-managed Highway Infrastructure – Implementing the Code of Practice in Kent 2018 – 2020” strategy, be endorsed.

104. 18/00034 - Herne Relief Road - Bullockstone Road Improvement Scheme
(Item 9)

Tim Read (Deputy Director of Highways, Transport and Waste) and Mary Gillett (Major Capital Programme Manager) were in attendance for this item.

1. Mr Read introduced the report which provided details of the proposed improvement to Bullockstone Road as part of the Herne Relief Road which had been put forward due to traffic demand that would be generated from the Lower Herne Village development at Strood Farm. The scheme would be fully funded by developer contributions via S106 agreements and half of the funding had already been secured. Mr Read therefore sought the Committee’s agreement to approve the feasibility design of the Herne Relief road and progress onto the next stage of development and delivery to ensure the schemes completion by the anticipated date of 2026.
2. Mrs Gillet said that the scheme aimed to provide an alternative route to the existing A291 and was submitted as part of the planning application for the Lower Herne Village by Hollamby Estates. The scheme included the proposal to widen the road between six to seven metres to implement a new footway and cycleway. In terms of financial implications, the overall scheme had an estimated cost of £7.6 million, the full cost of which was to be provided via developer contributions under S106 agreements from three development sites as set out in the Canterbury Local Plan 2017. As the scheme had already secured £3.1 million through the development of Herne Bay Golf Club, officers

were able to proceed with the design element of the scheme, therefore reducing the risk of not meeting the Herne Bay Golf Club developer funding time restrictions. Mrs Gillet said that the additional developer land required to widen Hollamby Estate would be gifted with one plot remaining in private ownership and pursued via voluntary acquisition. Consultation had taken place with stakeholders including local Members and affected residents. In terms of the project timeline, Mrs Gillet said that the scheme required secured developer funding within five years up to 2021, the scheme then had a further five years for completion with an anticipated end date of 2026.

- (a) In response to Members concerns regarding the removal of hedges, Mrs Gillet confirmed that existing hedged would be removed to allow for the widening of the road, however, a full landscaping review would then take place with the intention of replacing all hedges.
- (b) Mrs Gillet said that the scheme offered an alternative route that would link in through the housing development. The north part of the road would connect to the new route and act as the predominant passage way for traffic flowing through there which in turn would improve travel time.

3. RESOLVED that the proposed decision to:

- (a) Approve the feasibility design for the Herne Relief Road, Bullockstone Road Improvements for development to full design, development control and land disclosures shown in principal on drg no. 4300400/000/09,
- (b) progress the design through the next stages of development and delivery including any ancillary works such as drainage and environmental mitigation;
- (c) take all steps necessary to obtain and implement all statutory Orders and approvals or consents required for the scheme;
- (d) all acts required to acquire the land and rights for the carrying out and completion of the Bullockstone Road Improvements, including by means of a compulsory purchase order;
- (e) enter into firm land and funding agreements associated with development contributions;
- (f) enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Strategic Commissioning Board to the recommended procurement strategy,
- (g) seek amendments to the existing planning permission as required, during the next stages of the scheme design, and

- (h) agree that the Corporate Director of Growth, Environment & Transport, under the Officer Scheme of Delegations, to take further or other decisions as may be appropriate to deliver the Bullockstone Road Improvement Scheme in accordance with these recommendations,

be endorsed.

105. 18/00026 - A249 Bearsted Road Maidstone Major Infrastructure Improvement - Kent Medical Campus
(Item 10)

Tim Read (Deputy Director of Highways, Transport and Waste), Mary Gillett (Major Capital Programme Manager) and Russell Boorman (Major Capital Programme Project Manager) were in attendance for this item.

1. Mr Boorman introduced the report which set out the major infrastructure improvements scheme to aid reduced congestion of the A249 Bearsted Road. Due to the strategic link of the A249 between the M2 and M20 motorways with Maidstone, the congestion of traffic placed considerable pressure on the surrounding network of roads. The scheme therefore proposed significant upgrades to the two junctions including the widening of the link road close to the M20 Junction 7 in Maidstone, the installation of smart technology on the A249 Bearsted Road to aid road users in their decision-making around viable alternative routes should congestion occur; and the inclusion of enhanced signalisation to the M20 Junction 7. The scheme was designed to facilitate housing growth, accommodating 15,00 new homes and the expectation of 3,000 highly skilled jobs due to its pivotal location. Mr Boorman highlighted the financial implications and said that the scheme had reached stage two whereby details of the proposal would be presented at Development Management Workshops in September 2018 with an expected announcement regarding funding to be made by the end of December 2018; construction of the improvement plan would commence in the Summer of 2019.
- (a) Members sought clarification regarding the use of signalisation and smart technology, Mr Boorman said that the technology was new to Kent and that it was a system that used real-time data and would relay this to Variable Message Signs on the M20, A2 and M2, therefore improving motorists decisions around taking alternative routes.
- (b) In regard to the schemes anticipated completion date, Mr Boorman confirmed that all elements of the improvement plan would be completed within an eighteen month timeframe.

2. Mr Whiting (Cabinet Member for Planning, Highways, Transport and Waste) along with officers and Members paid tribute to Mrs Gillett and thanked her for her work over the years.

RESOLVED that the proposed decision to:

- (a) give approval to the outline design scheme for the A249 Bearsted Road Maidstone Major Infrastructure Improvement – Kent Medical Campus (including M20 J7 signalisation) in North East Maidstone for development control and land charge disclosures, drawing number 70040984-GA-0101, 70040984-GA-0102, 70040984-GA-0103, 70040984-GA-0104, 70040984-GA-0105;
- (b) give approval to progress all statutory approvals or consents required for the scheme, drawing number 70040984-GA-0101, 70040984-GA-0102, 70040984-GA-0103, 70040984-GA-0104, 70040984-GA-0105;
- (c) give approval to enter into land agreements with third parties as necessary;
- (d) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Procurement Board to the recommended procurement strategy; and
- (e) give approval to undertake engagement with all relevant stakeholders as identified in the communication plan

be endorsed.

106. 18/00038 - A256 - Urgent Road Asset Renewal and Preservation Works (Item 11)

Andrew Loosemore (Head of Highways Asset Management) was in attendance for this item.

1. Mr Loosemore introduced the report that outlined the proposals to proceed with urgent road maintenance work to improve the road surface of the A256 between Sandwich and Whitfield. Capital funding of £3.2 million had been allocated in the Medium Term financial Plan to facilitate the work. Mr Loosemore informed the committee that if the work was delayed this would have a significant impact on both the safety of road users and would result in extensive costs as the road would need to be fully re-surfaced.
- (a) Mr Loosemore acknowledged that increased movement Heavy Goods Vehicles (HGVs) would cause greater damage to the highways network, however, the correct specification would be applied to allow for elements of this.

- (b) With regard to the anticipated completion date, Mr Loosemore agreed to circulate the programme to the committee. He advised the committee that the surface treatment element of the preservation worked needed to be delivered by August 2018 as the specification type required optimum conditions to minimise any chance of premature failure. If the work could not be delivered within the required timescale then next appropriate period would be August 2019 at which point the application of surface dressing would not be possible.
- (c) In response to road closures and how this will be managed, Mr Loosemore agreed to circulate the programme which contained details of the road closures and assured Members that road surfacing work would be carried out in a way that ensured minimal impact to the road user and would therefore be done consecutively over a number of works.

2. RESOLVED that:

- (a) the proposed works to extend the life of the majority of this section of the A256 road surface between Sandwich and Whitfield and to replace the road surface in other areas; and
- (b) the delegation to the Corporate Director of Growth, Environment & Transport, under the Officer Scheme of Delegations, to take further or other decisions as may be appropriate to deliver the scheme in accordance with these recommendations

be endorsed.

107. KCC response to Highways England's 'Solutions to Operation Stack: Managing freight traffic in Kent'
(Item 12)

Joseph Ratcliffe (Transport Strategy Manager) was in attendance for this item.

- 1. Mr Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out Kent County Council's proposed response to Highways England's Public Information Exercise on 'Solutions to Operation Stack: Managing freight traffic in Kent,' which would close on Sunday 22 July 2018. Kent County Council's response strongly supported the need for a permanent solution to Operation Stack; details of the proposed response was set out in Appendix A for Members to comment on.
- (a) In response to Members concerns regarding the cost of lorry parking, Mr Whiting said that there were a number of commercial operators that wished to expand their existing businesses, Ashford had made an application to

expand their lorry park from 300 to 600 to facilitate the growing demand of freight traffic overnight. Mr Whiting agreed that there was a need for enforcement, however, through improved lorry parking facilities with good security this would in turn hopefully encourage more lorry companies to use appropriate sites and reduce the level of illegal lorry parking,

- (b) Mr Whiting informed Members that the use of Manston airport was part of Highways England's plan to avoid closure of the motorways. The success of Operation TAP had prevented Operation Stack 340 times since its implementation, however, should Manston airport be used as part of Highways England's contingency plan then the correct level of traffic management would need to be in place to stop freight traffic blocking the highways network. Mr Whiting said that discussions were taking place with Highways England around their use of Manston airport.
- (c) In response to members queries regarding the implantation of weight restricted lay-bys, Mr Whiting agreed to review the measures suggested by Mr B Lewis and said that Kent County Council was working on a county wide strategy that looked at appropriate routes for lorries which formed a section of the in relation to lorry parking. Mr Whiting said that the recognised difficulty was around police resources, if a lorry was parked illegally this would require two police vehicles to escort it. The first step is to find a permanent solution for legal lorry parking and then to review enforcement. Mr Whiting suggested to Members that such measures could be discussed the Joint Transport Board.
- (d) In response to a Member's query regarding Highways England's lack of correspondence to a request made to them asking for details of the Impact Study , Mr Whiting agreed to liaise with Highways England to ascertain the requested information and send details of this, once received, to the appropriate Member.
- (e) Members queried the economic impact of Operation Stack and asked where the data on this had been found, Mr Ratcliffe said that the figure of £1.45 million was taken from Kent County Council's own reporting system, however, the figure of £250 million was believed to have come from the Port of Dover. Mr Ratcliffe agreed to clarify where the source of information was referenced from and to include details of this within the response.

2. RESOLVED that the response the proposed Kent County Council response to Highways England's Public Information Exercise on Solutions to Operation Stack: Managing freight traffic in Kent, be endorsed.

108. Medway Flood Partnership, Leigh Flood Storage Area and Middle Medway Flood Resilience

(Item 13)

Katie Stewart (Director of Environment, Planning and Enforcement), Max Tant (Flood and Water Manager) and Julie Foley (Area Director, Kent & South London, Environment Agency) were in attendance for this item.

1. Mr Payne (Deputy Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out the Medway Flood Partnership action plan which aimed to reduce flood risk in the Medway Valley and increase flood resilience. The plan included the Leigh Expansion and Hildenborough Embankment scheme as well as the Middle Medway Flood Resilience project.
2. Mrs Foley highlighted to Members the level of work and progress that had been made since the launch of the Medway Flood Partnership in December 2017 around the Leigh Expansion and Hildenborough Scheme and Middle Medway Flood Resilience programme. The Medway Flood Partnership had received significant support from partner agencies to deliver a number of flood prevention projects which have received a number of funding streams, work had also been done with communities to look at property flood resilience measures which was funded through Government grants to support homeowners and find suitable measures to reduce flooding. Mrs Foley paid tribute to all those supporting the Medway Flood Partnership and welcome questions from the committee.
 - (a) In response to concerns raised around the Middle Medway area of Yalding and Collier Street, Mrs Foley said that Environment Agency had assessed the options for increasing flood protection to the Middle Medway area, however, the options to provide flood storage or embankments within that area were not feasible for technical and economic reasons. The option was Property Flood Resilience (PFR) which were measures implemented at property level to prevent the property from flooding internally. Mrs Foley stressed to Members that PFR was not a cheap option and was funded through Government grants and through additional funds supplied by the Regional Flood and Coastal Committee. Mrs Foley said that it was the largest programme that made a significant difference to the Medway Villages and had successfully mitigated the risk of flooding.
 - (b) Members commended the work carried out by the Medway Flood Partnership.

3. RESOLVED that the report be noted.

109. 2017/18 Growth, Environment and Transport Directorate Equality Review
(Item 14)

Karla Phillips (Strategic Business Adviser) and Katie Stewart (Director of Environment, Planning and Enforcement) were in attendance for this item.

1. Ms Phillips introduced the report which set out a position statement for the Growth, Environment and Transport (GET) Directorate for 2017/18 regarding the embedding of equality and diversity within work programmes and organisational development. Under the Public Sector Equality Duty 2010, Kent County Council had a statutory obligation in ensuring publication of its equality and diversity information and that progress be reported annually. Ms Phillips said that there was a new report format; the GET report had mapped its progress against the new Corporate policy objectives for equalities and linked these to the relevant 'domains' that had been identified by the Equality and Human Rights Commission. The report illustrated GET's progress of embedding evidenced consideration of protected characteristics through its commissioning, delivery or business as usual programmes and demonstrated how good evidence gathering helped services to effectively shape their offer. Ms Phillips said that there was a committed Directorate Management Team, and the GET Equalities Group played an active role in providing support to officers on how to implement and improve Equality Impact Assessments and how to apply equality considerations.

- (a) In response to Members queries regarding Thanet Parkway Station and its safety, Mrs Stewart said that CCTV and lighting would be incorporate into the design of both the car park and the station, therefore promoting safety at the station to meet the perceived needs of all identity characteristics. The project was in the next phase of the design stage and therefore safety measures were due to be reviewed again; Mrs Stewart informed Members that the current design did not guarantee staffing at the station due to the associated cost, however, the design did have capacity for staffing in the future should the cost be provided.

2. RESOLVED that that the current performance be noted, and that the committee receive the report annually in order to comply with the Public Sector Equality Duty 2010.

(Mr B Lewis asked that his vote against the proposals set out in the recommendation be noted in the minutes)

110. Work Programme

(Item 15)

1. RESOLVED that the Work Programme be noted subject to the inclusion of the following item:
 - (a) Update report on the feedback received from the Big Bus Conversation prior to the Bus Summit

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From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 20 September 2018

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Environment and Transport Performance Dashboard shows progress made against targets set for Key Performance Indicators for the period April to July 2018.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to NOTE the report.

1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the second report for the 2018/19 financial year.

2. Performance Dashboard

- 2.1. The current Environment and Transport Performance Dashboard is attached at Appendix 1.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plan.
- 2.3. The current Dashboard provides results up to the end of July 2018.
- 2.4. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.5. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.
- 2.6. Latest performance is ahead of target for all six key performance indicators in Highways & Transportation. Activity levels remain high due to the knock-on effect of the severe late winter weather.

- 2.7. Performance is ahead of target for all Waste Management indicators, except for waste recycled and composted at Household Waste Recycling Centres (HWRCs). Overall recycling rates for the county have increased, with more now collected at the kerbside which has contributed to a reduction in the amount of recyclable material taken to HWRCs.
- 2.8. For digital take-up, five indicators are ahead of target and two behind target which both had their targets increased following good performance last year. Actions are in place to improve performance against these two indicators.
- 2.9. For Environment, Planning and Enforcement, both indicators are meeting target.

3. Recommendation(s):

The Environment and Transport Cabinet Committee is asked to NOTE this report.

4. Background Documents

The Council's Business Plans:

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>

5. Contact details

Report Author:	Richard Fitzgerald Business Intelligence Manager - Performance Strategic Business Development and Intelligence 03000 416091 Richard.fitzgerald@kent.gov.uk
Relevant Director:	Barbara Cooper Corporate Director, Growth, Environment and Transport 03000 415981 Barbara.Cooper@kent.gov.uk

Environment and Transport Performance Dashboard

Financial Year 2018/19

Results up to July 2018

Page 23

Produced by Strategic Business Development and Intelligence

Publication Date: August 2018

Guidance Notes

Data is provided with monthly frequency except for Waste Management where indicators are reported with quarterly frequency and based on rolling 12-month figures, to remove seasonality.

RAG RATINGS

GREEN	Target has been achieved
AMBER	Floor Standard achieved but Target has not been met
RED	Floor Standard has not been achieved

Floor standards are set in Directorate Business Plans and if not achieved must result in management action.

DOT (Direction of Travel)

↑	Performance has improved in the latest month/quarter
↓	Performance has worsened in the latest month/quarter
↔	Performance is unchanged this month/quarter

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**.

Key Performance Indicators Summary

Highways and Transportation	Month RAG	YTD RAG
HT01: Potholes repaired in 28 calendar days (routine works not programmed)	GREEN	GREEN
HT02: Faults reported by the public completed in 28 calendar days	GREEN	GREEN
HT03: Streetlights repaired in 28 calendar days	AMBER	GREEN
HT04: Customer satisfaction with service delivery (100 Call Back)	GREEN	GREEN
HT08: Emergency incidents attended to within 2 hours	GREEN	GREEN
HT11c: Number of LED streetlight conversions (since start of programme)	GREEN	N/a

Waste Management	RAG
WM01: Municipal waste recycled and composted	GREEN
WM02: Municipal waste converted to energy	GREEN
WM01 + WM02: Municipal waste diverted from landfill	GREEN
WM03: Waste recycled and composted at HWRCs	AMBER

Digital Take up	RAG
DT01: Percentage of public enquiries for Highways Maintenance completed online	AMBER
DT02: Percentage of Young Persons Travel Pass applications completed online	GREEN
DT03: Percentage of concessionary buss pass applications completed online	GREEN
DT04: Percentage of speed awareness courses completed online	AMBER
DT05: Percentage of HWRC voucher applications completed online	GREEN
DT06: Percentage of Highway Licence applications completed online	GREEN
DT13: Percentage of 16+ Travel Cards applied for online	GREEN

Environment, Planning and Enforcement	RAG
EPE20: Percentage of planning applications which meet DCLG standards and requirements	GREEN
EPE13: Greenhouse Gas emissions from KCC estate (exclude. schools)	GREEN

Service Area	Director	Cabinet Member
Highways & Transportation	Andrew Loosemore	Mike Whiting

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target	Floor
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	100%	GREEN	↑	96%	GREEN	90%	80%
HT02	Faults reported by the public completed in 28 calendar days	97%	GREEN	↑	93%	GREEN	90%	80%
HT03	Streetlights repaired in 28 calendar days	89%	AMBER	↓	94%	GREEN	90%	80%
HT04	Customer satisfaction with service delivery (100 Call Back)	87%	GREEN	↓	84%	GREEN	75%	60%
HT08	Emergency incidents attended to within 2 hours	98%	GREEN	↓	99%	GREEN	98%	95%
HT11d	Number of actual LED streetlight conversions (since start of programme)	104,795	GREEN	N/a			101,820	97,820

Service Area	Director	Cabinet Member
Highways & Transportation	Andrew Loosemore	Mike Whiting

Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Range		Prev. Yr YTD
				Upper	Lower	
HT01b	Potholes repaired (as routine works and not programmed)	6,808	Above	5,300	3,700	3,391
HT02b	Routine faults reported by the public completed	23,931	Above	19,200	15,200	15,922
HT03b	Streetlights repaired	1,657	Below	4,500	3,680	2,728
HT06	Number of new enquiries requiring further action	35,322	Yes	37,250	30,820	28,940
HT07	Work in Progress (outstanding enquiries awaiting action)	7,896	Above	6,900	5,400	5,912

HT01d & HT02d – Staff continue to work hard to ensure our roads and footways are back in shape after the bad winter. We are now getting back on top of the routine faults that are fixed with 28 calendar days. The Pothole Blitz for 2018 continues.

HT03 – Over 100,000 LED conversions have now been completed and this is leading to far less faults. Bouygues, the contractor delivering the conversion project, will take over the routine maintenance from 1st September.

HT07 - Work in Progress remains high following the severe winter weather. The more complex works relating such as drainage and flooding require further investigation and design and therefore take longer to resolve.

Service Area	Director	Cabinet Members
Waste Management	Andrew Loosemore	Mike Whiting

Key Performance Indicators (Figures are provided as rolling 12-month totals to remove seasonality)

Ref	Indicator description	Current month	RAG	DOT	Target	Floor	Previous Quarter
WM01	Municipal waste recycled and composted	49.3%	GREEN	↔	46.8%	44.3%	49.3%
WM02	Municipal waste converted to energy	50.0%	GREEN	↔	47.9%	45.4%	50.0%
01+02	Municipal waste diverted from landfill	99.3%	GREEN	↔	94.7%	89.7%	99.3%
WM03	Waste recycled and composted at HWRCs	67.7%	AMBER	↓	69.3%	67.3%	67.8%

WM03 – There has been an increase in the amount of recyclable waste collected by districts, and a reduction in the amount taken to HWRCs.

Activity Indicators

Ref	Indicator description	Current Month	In expected range?	Expected Range		Previous Quarter
				Upper	Lower	
WM05	Waste tonnage collected by District Councils	540,203	Yes	560,000	540,000	533,052
WM06	Waste tonnage collected at HWRCs	174,510	Yes	190,000	170,000	175,176
05+06	Total waste tonnage collected	714,713	Yes	750,000	710,000	708,228

Service Area	Director	Cabinet Member
Highways, Transportation and Waste	Andrew Loosemore	Mike Whiting

Digital Take-up indicators

Ref	Indicator description	Year to Date	YTD RAG	DOT	Target	Floor	Previous Year
DT01	Percentage of public enquiries for Highways Maintenance completed online	44%	AMBER	↓	50%	25%	43%
DT02	Percentage of Young Persons Travel Pass applications completed online	79%	GREEN	↑	80%	60%	82%
DT03	Percentage of concessionary buss pass applications completed online	25%	GREEN	↑	20%	5%	18%
DT04	Percentage of speed awareness courses completed online	78%	AMBER	↔	80%	65%	80%
DT05	Percentage of HWRC voucher applications completed online	98%	GREEN	↔	98%	80%	97%
DT06	Percentage of Highway Licence applications completed online June data—update on 30/8	79%	GREEN	↑	60%	50%	59%
DT13	Percentage of 16+ Travel Cards applied for online	77%	GREEN	↑	50%	40%	58%

DT01 – The target has increased this year from 40% last year. For pothole and streetlight faults online reporting is at 70%.

DT04 - This target has increased this year from 75% last year. A project is in place to renew the on-line software system to improve the customer journey and encourage more people to book on line.

Division	Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Mike Whiting

Key Performance Indicators

Ref	Indicator description	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE20	Percentage of planning applications which meet DCLG standards and requirements	100%	GREEN	100%	80%	100%

Key Performance Indicator (reported quarterly in arrears)

Ref	Indicator description	Latest Quarter	RAG	DOT	Target	Floor	Previous Year
EPE14	Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	38,132	GREEN	↑	39,100	42,200	43,559

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 20 September 2018

Subject: Big Conversation

Past Pathway of Paper: N/A

Future Pathway of Paper: Environment & Transport Cabinet Committee

Electoral Division: Countywide

Summary:

To continue to provide sustainable rural bus services that potentially could improve rural access and be delivered at a lower cost, it is necessary to review, develop and test alternative delivery models.

An eight-week consultation finished on the 8 August 2018 where 2,335 submitted a response. During this period there was public engagement through 12 district meetings, 4 parish seminar meetings and 4 focus group sessions.

The next stage of the programme is to develop the options to share at the bus summit which is due to take place on the 30 October 2018.

Any subsequent pilots would be developed for implementation from June 2019.

Recommendation(s):

The Cabinet Committee is asked to note and comment on the report.

1. Introduction

- 1.1 In Kent, 97% of services are commercially provided. KCC has no regulatory power over these routes.
- 1.2 As the Local Transport Authority for Kent, KCC will consider funding bus services that are not provided commercially. KCC currently spends £7 million on these discretionary services across 126 routes throughout the county.
- 1.3 In May 2018, the Big Conversation programme was launched to understand and explore potential new models of delivery. The key aims of the programme are to shape what a transport model for rural services could look like and to seek views about how best to:
 - Improve rural accessibility for those without alternative means of travel

- Help tackle social isolation
- Improve the use of existing transport resources including Community Transport
- Contribute to increasing resilience and continuity of service delivery
- Potentially save money through innovative coordination and integration with partners
- Provide the “right transport solution for the right client need for the right price”

- 1.4 To understand the ‘art of the possible’, market engagement was conducted which saw a range of operators, (including commercial bus operators, taxi operators and community transport operators) meet separately with officers to discuss possible models.
- 1.5 The ideas identified with operators were incorporated into a public consultation which ran for 8 weeks from 13 June - 8 August 2018.

2. Consultation

- 2.1 The consultation sought to understand community views on three ideas: feeder services, bookable services and taxi-bus services. The consultation also engaged with those currently travelling with concessionary passes to identify whether they would be willing to contribute towards these services.
- 2.2 The consultation was supported by a series of meetings including:
- 12 public meetings, including one in each district, attended by 621 individuals
 - 4 parish seminars attended by over 100 parish councillors
 - 4 focus-group workshops attended by over 120 individuals recruited independently by Lake Market Research as a representative sample of the population
- 2.3 KCC received 2,355 responses to the consultation questionnaire. Lake Market Research has been commissioned to analyse and report upon the responses to the consultation which will feed into the development of proposals for pilot schemes. This report is due to be received the week commencing 17 September 2018.

3. Development of Pilots

- 3.1 Based on insights gathered throughout the consultation, potential pilots are currently being developed which cover all three of the proposed ideas. This insight includes engagement at the public/parish meetings and early feedback from Lake Market Research.

3.2 Once the consultation report has been analysed, each of the pilots will be evaluated, in consultation with Members, users and industry against the following:

- The need of the local area
- Current service levels
- Response to the consultation
- Cost and anticipated revenue
- Deliverability
- Risks and potential impacts

3.3 Following the pilot evaluation, these will be presented to Cabinet Member for shortlisting.

4. Bus Summit

4.1 The Bus summit will take place on the 30 October 2018 between 18:00 and 20:00. This event will be an invite only and expressions of interest can be made at bigconversation@kent.gov.uk.

4.2 This event will be chaired by the Cabinet Member for Planning, Highways, Transportation and Waste.

4.3 The agenda will include an overview of the consultation report that will be published in October 2018 and the proposed pilots will also be announced.

4.4 Following confirmation of the pilots, detailed development will take place prior to commencement of these from June 2019.

5. Legal Implications

5.1 No legal implications identified.

6. Equality Implications

6.1 An Equalities Impact Assessment has been carried out prior to the start of the consultation which has been attached as Appendix A. Impacts have been identified with appropriate mitigations. The assessments will be updated for each option that is developed.

7. Conclusions

7.1 The consultation ran for 8 weeks and 2,355 responses have been received across members of the public, parish council and other interested parties.

7.2 Pilots are being developed during September and will be evaluated across six criteria. These will be proposed for approval through the appropriate governance framework.

7.3 Feedback from the consultation and proposed pilots will be announced at the Bus Summit on 30 October 2018.

7.4 Following the Bus Summit, pilots will be further developed for launch in Summer 2019.

8. Recommendation

8.1 The Cabinet Committee is asked to note the and comment on the report

9. Background Documents

Appendix A – Equality Impact Assessment

10. Contact details

Lead officers:

Robert Clark –Commissioning Programme Manager

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Phil Lightowler – Head Public Transport

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Phil.Lightowler@kent.gov.uk

Lead Director:

Simon Jones – Director of Highways, Transportation and Waste

030004111683

Simon.Jones@kent.gov.uk

**Kent County Council
Equality Analysis/ Impact Assessment (EqIA)**

Directorate/ Service: Public Transport Service, Highways, Transportation and Waste (HTW), Growth, Environment and Transport (GET)

Name of decision, policy, procedure, project or service: The Big Conversation - Consultation for future delivery model of rural bus services

Responsible Owner/ Senior Officer: Stephen Pay

Version: 1.0

Author: Robert Clark

Pathway of Equality Analysis: No decisions will be made until after the engagement period.

Summary and recommendations of equality analysis/impact assessment.

- **Context**

Against a backdrop of ever decreasing funding for local councils, we want to maintain and, where possible, improve rural accessibility for those without alternative means of travel. Helping to tackle social isolation and provide the “right transport solution for the right customer need, at the right price”.

Around 97% of journeys in Kent are run on a purely commercial basis by private operators however, over the last 30 years KCC has funded some routes which, while not commercially viable have been considered important to meet the needs of the communities and passengers they serve.

We want to explore how we can improve connectivity and evaluate the feasibility of delivering alternative services. Through engagement with all stakeholders, the “Big Conversation” programme will identify potential delivery models and test feedback and support. Once we have explored potential ideas with the market and completed engagement with resident’s future delivery models will be further developed.

The Council has also taken the decision to ensure that it focuses on the future delivery of rural transport and is not considering any changes to the current Special Educational Needs (SEN) transport arrangements.

KCC currently support the public transport network with:

- 130 Local bus routes
- 10 Kent Karrier contracts
- 7,000 Mainstream Home to School Transport clients
- 4,500 SEN Home to School Transport clients
- Transportation of 500 Social Care Clients
- English National Concessionary Travel Scheme for 298,000 clients
- School Concessionary Travel Schemes: 32,000 clients

Updated 12/06/2018

- **Aims and Objectives**

- To consult with the public to determine if there is support for alternative service delivery models
- To explore how rural accessibility can be maintained despite increasing budget pressures

- **Summary of equality impact**

Adverse Equality Impact Rating Medium

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment concerning **The Big Conversation -Consultation for future delivery model of rural bus services**. I agree with risk rating and the actions to mitigate any adverse impact(s) that has /have been identified.

Head of Service

Signed: Phil Lightowler

Name: Phil Lightowler

Job Title: Head of Public Transport

Date: 12 June 2018

DMT Member

Signed: Barbara Cooper

Name: Barbara Cooper

Job Title: Corporate Director Growth,
Environment and Transport

Date: 12 June 2018

Part 1 Screening

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Protected Group	Please provide a <u>brief</u> commentary on your findings. Fuller analysis should be undertaken in Part 2.			
	High negative impact EqIA	Medium negative impact Screen	Low negative impact Evidence	High/Medium/Low Positive Impact Evidence
Age	<p>Concessionary pass holders may be required to contribute to the cost of some of their journeys which could deter individuals from travelling.</p> <p>The introduction of booking may impact accessibility for older customers (Idea Two)</p>	<p>Market engagement suggested that older passengers may be unwilling to change vehicles.</p> <p>Some services could be operated by smaller vehicles, not conventional buses and so may not be attractive to elderly users, due to size and accessibility</p>		<p>Those not currently able to access the bus network may benefit from increased opportunities.</p> <p>Online booking system may increase accessibility for younger people</p>

Disability	<p>The size of vehicle may make certain vehicles less accessible for those with mobility difficulties</p> <p>Concessionary pass holders may be required to contribute to the cost of some of their journeys</p> <p>Requirements to change vehicles may impact on those with mobility difficulties (Idea One)</p> <p>Booking arrangements may need to be adjusted for those with accessibility requirements (Idea Two)</p> <p>The need to book services in advance may negatively impact those with learning difficulties (Idea Two)</p>	<p>Market engagement suggested that passengers with access requirements may be unwilling to change vehicles.</p>		<p>Those not currently able to access the bus network may benefit from increased opportunities.</p> <p>Could provide a better service to those currently unable to access their local bus stop due to mobility issues.</p>
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Gender			It is not considered that alterations to bus services have any greater impact on this group than it does on the general public.	
Gender identity/ Transgender			It is not considered that alterations to bus services have any greater impact on this group than it does on the general public.	
Race			It is not considered that alterations to bus services have any greater impact on this group than it does on the general public.	
Religion and Belief			It is not considered that alterations to bus services have any greater impact on this group than it does on the general public.	
Sexual Orientation			It is not considered that alterations to bus services have any greater impact on this group than it does on the general public.	
Pregnancy and Maternity			The size of vehicle may make certain vehicles less accessible for those travelling with prams	

Marriage and Civil Partnerships	N/A	N/A	N/A	N/A
Carer's Responsibilities	Concessionary pass holders may be required to contribute to the cost of some of their journeys			Those not currently able to access the bus network may benefit from increased opportunities.

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Age

It has been identified that older persons are potentially more reliant on the public transport network than other protected groups or members of the wider public.

It has been identified that younger people are potentially more reliant on the public transport network than other protected groups or members of the wider public because they may not be able to drive.

- If concessionary pass holder were required to contribute to the cost of some journeys, there would be a high impact on older and younger residents who currently access services for free or at subsidised rates.

Idea 1 – Feeder services

- No specific impacts identified

Idea 2 – Bookable flexible bus services

- Market engagement has identified that some older residents would not be able to access online booking services. Where a bookable service was implemented, it would be necessary for the system to support telephone bookings to make this accessible to this group.

Idea 3- Use of taxi-bus style services instead of a bus

- No specific impacts identified

Updated 12/06/2018

Disability

It has been identified that disabled people such as those with mobility or visual impairment are potentially more reliant on the public transport network than other protected groups or members of the wider public because their disability may mean they cannot drive.

- The use of smaller vehicles rather than conventional buses with full DDA access may present accessibility issues for users with mobility problems dependant on the vehicle specifications. The number of available seats may also increase the likelihood that a companion can travel with disabled users.
- Those with accessibility requirements may need to book further in advance than other users to ensure the vehicle specification will meet their needs, lessening journey opportunities compared to other users.
- If concessionary pass holders were required to contribute to the cost of some journeys, there would be a high impact on disabled residents who can currently access services for free as they may not travel if they have to pay.

Idea One– Feeder services

- Market engagement has suggested that disabled customers may find this service less accessible due to the need to change and capacity availability on both vehicles.

Idea Two– Bookable flexible bus services

- The need to book services in advance may negatively impact those with learning difficulties who may require assistance to understand the new service.
- Booking arrangements may need to be adjusted for customers with accessibility requirements to ensure vehicle specifications are appropriate.

Idea 3- Use of taxi-bus style services instead of a bus

- No specific impacts identified.

Updated 12/06/2018

Carers

The Council is mindful of the relationship between older and disabled persons and any carer, who in many instances can travel free of charge using a companion pass issued as part of the English National Concessionary Travel scheme.

- If concessionary pass holder were required to contribute to the cost of some journeys, there would be a high impact on carers who currently access services for free.
- Carers who also have accessibility requirements may need to book further in advance than other users to ensure the vehicle specification will meet their needs.

Idea One– Feeder services

- No specific impacts identified

Idea Two– Bookable flexible bus services

- No specific impacts identified

Idea Three- Use of taxi-bus style services instead of a bus

- No specific impacts identified

Could this policy, procedure, project or service promote equal opportunities for this group?

Age

- This group has been identified as potentially being more reliant on public transport, where changes to delivery models increase the number of locations served and/or the frequency of services, these groups will have more opportunities to travel.

Idea Two– Bookable flexible bus services

- An online bookable service may be more accessible to young people who are more comfortable accessing services digitally.

Disability

- This group has been identified as potentially being more reliant on public transport, where changes to delivery models increase the number of locations served and/or the frequency of services, these groups will have more opportunities to travel.

Idea Two– Bookable flexible bus services

- Market engagement and the Total Transport Market Research Report suggest that patronage by this protected group is low on supported services compared to Kent Karrier dial-a-ride services. The provision of more door to door services could provide this group with a more accessible service, both in terms of pick up and destination.

Carers

- Where changes to delivery models increase the number of locations served and/or the frequency of services, these groups will have more opportunities to travel.

Part 2

Equality Analysis /Impact Assessment

Protected groups

- Age – Older people eligible for ENCTS pass
- Age – Young people who are unable to drive
- Disability
- Carers – Those traveling on a companion bus pass
- Pregnancy/Maternity

Information and Data used to carry out your assessment

Total Transport Market Research Report (Nov 2016)
Kent County Council Bus Funding Review Equality Impact Assessment

Who have you involved consulted and engaged?

- Bus Operators
- Taxi Operators
- Community Transport Operators
- Wider Public (public meetings and deliberative groups)
- Parish Councils

Updated 12/06/2018

Analysis

Each of the ideas currently being explored has the potential to impact both positively and negatively on the protected groups identified. Further analysis would be necessary if any of the ideas are developed at a local level.

Adverse Impact,

Unknown – Given then range of ideas currently being explored from a County wide perspective it is currently not known what impact these changes will have on protected groups

Positive Impact:

Unknown – Given then range of ideas currently being explored from a County wide perspective it is currently not known what impact these changes will have on protected groups

JUDGEMENT

If any of the ideas are developed at a local level a full impact assessment should be undertaken. This consultation is seeking feedback on potential ideas that may or may not be developed. Further engagement will be required where a more detail EqlA will need to be compiled fully exploring any potential change to the current service provision in relation to the potential discrimination and opportunities to promote equality. This will be required before any potential decision is implemented. Currently there is:

- **No major change** - no potential for discrimination and all opportunities to promote equality have been taken

Internal Action Required YES

There is potential for adverse impact on particular groups and these will be considered and explored further as the scope develops in order to improve the proposal.

Updated 12/06/2018

Equality Impact Analysis/Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age/ Disability/ Carers/ Maternity	Many potential impacts based on size of vehicle, financial implications, and booking requirements.	County wide public consultation to allow the assumptions above to be tested. The questionnaire will specifically direct people to consider the equalities implications. Deliberative workshops with targeted attendees are also being organised to ensure representation of the groups with protected characteristics identified.	Lake Market Research report to provide feedback on the public response to the equalities question. Further equalities considerations may be identified. Based on the public consultation, local plans may be formed, and furthermore specific equalities implications will be considered.	Rob Clark	June-September 2018	Built into cost of consultation

Have the actions been included in your business/ service plan? No – these will be monitored as part of the programme board that take places monthly.

Updated 12/06/2018

Please forward a final signed electronic copy and Word version to the Equality Team by emailing diversityinfo@kent.gov.uk

If the activity will be subject to a Cabinet decision, the EqlA must be submitted to committee services along with the relevant Cabinet report. Your EqlA should also be published.

The original signed hard copy and electronic copy should be kept with your team for audit purposes.

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 20 September 2018

Subject: Kent & Medway Energy & Low Emissions Strategy – Emerging evidence and priorities

Classification: Unrestricted

Electoral Division: All

Summary:

This report provides an update on the development of an Energy and Low Emissions Strategy for Kent and Medway and the emerging priorities for action.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to comment on and note:

1. the evidence gathered to date and emerging analysis; and
2. the proposed themes and potential actions outlined in Section 5, to help shape the final draft Strategy

1. Introduction

- 1.1 In November 2017, Kent & Medway Chief Executives and Leaders endorsed the need for a Kent and Medway Energy & Low Emissions Strategy (ELES), as a daughter strategy to the Kent Environment Strategy, with KCC taking the lead in co-ordinating its development collectively with Medway Council, Kent Districts and other key partners.
- 1.2 This paper is a further update to the paper presented to this Cabinet Committee in January 2018 regarding Kent Environment Strategy progress, Energy and Air Quality. The work to date that informs this paper has been and will continue to be shaped by the Kent Environment Strategy Cross Party Members Group that meets every six weeks.

2. Background and National Context

- 2.1 In terms of green house gases, over the last five years or so there has been some significant action to reduce emissions both nationally and locally, most significantly carbon dioxide from energy and fuel use. However, although there has been good progress made in some sectors of the economy over this time, there is still some way to go in others, especially in the transport sector and in relation to carbon emissions from heating. As a result, the risks from climate change continue to be a global and local concern.
- 2.2 Regarding air pollution, similarly there have been some reductions made since the 1970s; however, due to the the high levels of growth experienced and being predicted in population, new housing development and car ownership in particular, evidence now shows that air pollution, particularly from transport, is estimated to be the largest environmental risk to the public's health. Poor air quality affects everyone and has long term impacts on all, with a disproportionate impact on the old, sick and poor, and the impact on the growth and development of children being a particularly significant risk.
- 2.3 In addition, with the ambitious levels of growth planned for Kent and Medway and the increasing uptake of new technologies e.g. electric vehicles, the demand for energy – which is one of the key drivers impacting carbon emissions and air quality - is increasing. When considered alongside the constraints of the existing national grid energy infrastructure, there becomes a pressing need to identify and deliver a more sustainable approach to energy generation, use and storage to support growing communities.
- 2.4 As a result, over the last year, several new Government Strategies and Plans have highlighted the need that future growth must be supported by a shift to clean and affordable energy and infrastructure, with commitments for example, to phase out fossil fuels, in particular petrol and diesel for new vehicles by 2040. These strategies and Plans include:
- **The Clean Growth Strategy:** *This Strategy aims to achieve nearly zero emissions from buildings and transport by 2050. This requires strong leadership at local level, to embed measures in strategic plans across areas such as health and social care, transport, housing and own estates, to deliver clean energy.*
 - **The Industrial Strategy:** *This strategy aims to boost productivity, create good jobs and position the UK as a leader in low cost, low carbon innovation, with investment in skills, industries and infrastructure.*
 - **The 25 Year Environment Plan:** *A sister document to the Clean Growth Strategy, this aims to deliver cleaner air and water; plants and animals which thrive; connect more people with the environment to promote greater well-being and secure our environment for future generations.*
 - **The Road to Zero:** *To ensure, almost every car and van is zero emission by 2050, this strategy supports delivery of both the Industrial and Clean Growth Strategies. It outlines the steps towards cleaner road transport, putting the UK at the forefront of the design and manufacturing of zero emission vehicles.*

- **The Clean Air Strategy** (draft under consultation): *This strategy continues to focus on reducing industrial and transport emissions, and also aims to reduce particulate matter emissions by 30% by 2020, and by 46% by 2030 (largely due to burning of solid fossil fuels in homes). In addition, it aims to tackle rising agricultural emissions and the sources of poor indoor air quality.*

2.5 However, these national strategies can only go so far in providing a framework in which local action will be critical to tackling the fundamental challenges of air quality and sustainable energy provision. It is within this context that the Kent and Medway Energy and Low Emissions Strategy is being developed.

3. Kent and Medway Energy and Low Emissions Strategy – Purpose and Aims

3.1 The Strategy will develop a multi-agency approach to improving air quality, reducing carbon emissions and creating a more sustainable energy infrastructure across Kent and Medway.

3.2 The Strategy will utilise available data and evidence of good practice to identify the most effective partnership actions to achieve a step change in delivery, targeting existing resources more effectively, securing new funding and increasing collaboration across partners.

4. Building the business case for action – Evidence and Intelligence

4.1 In order to inform the development of the strategy and build the business case for action, evidence and data has been drawn from a wide range of sources and mapped against the strategic environmental, economic and public health outcomes that are important to Kent & Medway.

4.2 Whilst the analysis and detailed evidence is still being finalised and will form a supporting document to the Strategy, this section summarises the high-level findings. This is based on the best available data and any data limitations will be clearly outlined in the final Strategy. The evidence focuses firstly on energy and greenhouse gas emissions, then air quality and finally health impacts.

4.3 Energy demand and green house gas (GHG) emissions trends

4.3.1 The energy system in the UK and Kent is changing. Two thirds of UK's existing coal, gas and nuclear power stations are set to close by 2030 and any future power stations must be largely decarbonised if the UK is to achieve its legally binding targets of cutting carbon emissions by 80% by 2050.

4.3.2 To meet short term demand, new and more diverse sources of electricity generation will likely need to be developed. There will be a need for an increased number of smaller, dispersed, low carbon generation power sources, often located near to homes and businesses. Due to the variable nature of this generation, there will also be an increased need for technologies such as battery storage to manage seasonal and diurnal variations.

4.3.3 Total fuel consumption for Kent and Medway in 2015 is shown in **Appendix 1**.

Gas and electricity combined account for approximately 54% of total fuel consumption. Petroleum products account for 41% of total consumption, the large majority of which is associated with road and rail transportation. Domestic energy use is the second highest sector use, only marginally less than road transport. Bioenergy and waste, manufactured fuels, and coal combined account for just over 4% of total fuel consumption. Since 2012, gas and electricity consumption has decreased by approximately 10% and 20% respectively across Kent and Medway.

4.3.4 The 2018 Growth and Infrastructure Framework predicts that by 2031, gas demand in Kent and Medway is expected to increase by approximately 23% (from 8,556 GWh per year to 10,550 GWh per year) and electricity demand is expected to increase by approximately 19% (from 3,101 GWh per year to 3,699 GWh per year).

4.3.5 By 2031, in the domestic sector, which was noted earlier as the second largest draw on energy for Kent and Medway, nearly 1 in 5 homes would have been built after 2015. Therefore, the rate at which Kent and Medway minimises energy demands in the domestic building sector is likely to be highly sensitive to the energy efficiency of those new buildings.

4.3.6 In response to the growing pressures on energy capacity, renewable energy generation in Kent and Medway has increased significantly since 2012, with the currently installed capacity of solar, wind, waste, and CHP being over 1,800 MW, compared to approximately 230 MW in 2012. The majority of the capacity has been delivered through solar and wind installations with wind contributing over 1,000MW and solar over 450MW. Solar generation is made up of a significant amount of small scale renewables, although the majority is made up of larger installations. Wind energy capacity is nearly all from large scale installations, although there is a small amount of small scale wind energy delivering 5.5MW of installed capacity in Kent.

4.4 Air quality trends

4.4.1 With regards to air quality, the district councils across Kent and Medway are required to assess air quality in their area. The results of these assessment are updated annually, with the submission to Defra of an Annual Status Report. Where there is or is likely to be a breach of the national air quality objectives, the council must declare an Air Quality Management Area and develop an Air Quality Action Plan. Currently, only two councils in Kent and Medway – Ashford and Herne – have not declared AQMAs, although they have adopted actions aimed at improving air quality. Altogether, the district councils and Medway have adopted over 250 separate air quality actions.

4.4.2 Current evidence demonstrates pockets of poor air quality along major road networks, and in addition linked to maritime travel to and from the Port of Dover. (Appendix 2a). Nitrogen Dioxide levels from roadside sources are proportionately higher in Kent and Medway than the UK average. However, the

data is limited, and a key action of the Strategy will be to get a better picture across Kent and Medway in order to make more informed decisions.

4.5 Health impacts

4.5.1 Whilst it is difficult to attribute air quality as a direct cause of death, it is a significant contributor. The Public Health indicator relating to deaths that can be attributed to poor air quality demonstrates that Kent and Medway have a greater proportion of deaths attributable to particulate air pollution than the South East and the national average. Since 2012 there has been no improvement in the Kent, Medway or South East figures and only a slight improvement nationally.

4.5.2 There are also links to public health from the challenges identified above in the provision of energy. Already, Kent & Medway have a greater proportion of households who experience fuel poverty compared to the South East and the national average. This trend has worsened since 2012, albeit at a similar rate to the South East (Appendix 2b).

4.5.3 Kent and Medway also have a higher rate of deaths in winter (generally linked to cold conditions) compared to the South East and national averages. The year-on-year data fluctuates significantly, although the most recent data for winter 2015 shows a lower level.

Table 1: Comparison of relevant Public Health Outcome indicators

- a) Fraction of all-cause adult mortality attributable to anthropogenic particulate air pollution (measured as fine particulate matter, PM_{2.5})¹,
- b) The percentage of households that experience fuel poverty based on the "Low income, high cost" methodology²
- c) Excess winter deaths index (single year, all ages)³

Indicator	England	South East	Kent / Medway
a) Fine Particulate Matter (PM _{2.5})	5.3	5.5	5.6 / 6.3
b) Fuel Poverty	11.1	9.0	9.6 / 10.1
c) Excess winter deaths	15.1	15.1	15.3 / 18.7

¹ From Public Health Outcomes Framework, PHOF 3.01. Source: [Public Health England](#)

² From Public Health Outcomes Framework, PHOF 1.17. Source: [Public Health England](#) See map in Appendix 2

³ From Public Health Outcomes Framework, PHOF 4.15i. Source: [Public Health England](#)

5. Local policy response: A Kent and Medway Energy and Low Emissions Strategy - Potential Themes and Actions

5.1 Following extensive stakeholder engagement with the data gathered to date, the following themes and potential options for actions have emerged. These options are shared with the Cabinet Committee to gather members' views and comments. There are five themes that have been identified, and with these, a range of options presented for discussion in the sub-sections that follow:

- Leadership and Governance
- Evidence and Intelligence
- Policy, Planning and Guidance
- Financing and Investment
- Communications and Engagement

Leadership and Governance

5.2 If real progress is to be made locally in setting a framework for change on emissions and energy infrastructure, strong leadership will be critical. Given the role of development and transport in these agendas, it is therefore logical that local authorities – at county, unitary and district/borough levels – provide this leadership. Potential actions include :

- More visible joint lobbying of Central Government and business with key partners.
- Kent/KCC being a stronger advocate for energy and low emissions on the Local Enterprise Partnership (LEP) and Transport for the Southeast Subnational Transport Boards – taking the lead in promoting LEP-wide initiatives to reduce emissions and promote sustainable energy solutions where appropriate.
- In respect of commissioning and procurement, encouraging or requiring the use clean growth solutions within contracts for services; capital projects commissioned; corporate and Kent strategies and initiatives; and new build design standards for KCC buildings
- Development of a Kent and Medway-wide public sector estate improvement programme. Organisations like KCC, Medway Council and districts playing a leading role in the development of future energy systems through estate energy use and generation, requiring smart, efficient and innovative energy solutions in public sector-owned and managed buildings.
- Taking more of a leading role in facilitating future Kent energy infrastructure, e.g. decentralised energy, EV/alternative fuel vehicle roll out, smart networks.

- Exploring how we reduce emissions from staff travel - to incentivise, promote and provide the infrastructure for low emission transport and active travel options, for commuting and business travel.

Evidence and Intelligence

- 5.3 The current levels and trends in energy and fuel consumption and resultant emissions are clearly set out at national and regional level; however, there is less data and evidence available at district level, where more targeted interventions might be necessary. This includes a lack of consistent monitoring, and a lack of robust case studies, which development planning can reference and use to develop policy, meaning local authorities are less able to press developers to implement more innovative technologies and solutions to achieve higher levels of sustainability.
- 5.4 It is proposed that the strategy considers building more robust evidence and intelligence to support the delivery of the strategy and the development of effective planning policies. The potential actions to be considered are:
- A more comprehensive evidence base across Kent and Medway to inform future action
 - Integration of energy, carbon and air quality data/evidence into future iterations of the Kent and Medway GIF.
 - Provision of more accessible and relevant travel and public health information for the public to make more sustainable and healthier choices.
 - Greater engagement with local universities and the research community to pilot and evaluate innovative approaches and gather intelligence to:
 - Deliver robust case studies to demonstrate 'what works' and to underpin planning.
 - Provide the evidence needed to effectively lobby Government for stronger national policies and to successfully bid for grant funding.

Policy, Planning and Guidance

- 5.5 Planning policy is a critical enabler in delivering a step change to support clean growth. A consistent message from stakeholders confirms there is a disparity between the clean growth ambitions of the Government and the ability of local authorities, particularly local planning authorities, to deliver those ambitions. It should be noted that previous changes in national policy and planning have removed helpful standards such as the Code for Sustainable Homes and as yet there are no common standards for critical national infrastructure such as for electric vehicles. The potential actions to be considered are:
- Development where appropriate of common planning policies for new developments which could cover

- A requirement for Energy Statements for housing over a certain threshold to encourage decentralised energy and renewables
 - A requirement for performance above Building Regulations in some contexts or circumstances
 - The provision of EV charging points (and provision for alternative vehicle fuels) on new developments
 - The provision of sustainable and active travel options on new developments
- Development of guidance or standards for certain licencing, which could include taxis, private rented accommodation (Landlords), commercial premise letting.
 - Development of anti-idling policies – for instance, for bus services, taxis, school drop off points, health facilities and similar circumstances or services where such idling is a particular issue.
 - The exploration of the use of Clean Air Zones to deter use of old diesel buses, lorries and taxis

Financing and Investment

5.6 Ultimately critical to delivering action is funding, particularly for more sustainable transport and energy infrastructure, significant building improvements and new research. Some areas have achieved partnership success in accessing funding, for example for home energy efficiency improvements to reduce fuel poverty. This success needs to be replicated at scale to tackle air pollution and deliver wider energy action. The potential actions to be considered are:

- Increasing KCC and partners investment or support for community scale energy and smart grid projects including renewables, battery storage and EV infrastructure outside the KCC estate where a return exists.
- Explore the development of a potential Kent and Medway-wide Energy and Low Emissions investment fund to support implementation at scale, linking to existing mechanisms such as the Local Growth Fund and the Regional Growth Fund for businesses

Communications and Engagement

5.7 To support the investment in hard measures, a shift in public attitudes and across key sectors is necessary to achieve lasting gains. Local authorities have a key role to inform, promote and encourage behavioural change and the adoption of new technologies. There are already a number of existing initiatives; the intention would be to build on these to accelerate the pace of change. The potential actions to be considered include:

- More targeted information campaigns to reduce negative impacts – e.g. vehicle idling around schools, care and hospital facilities and in town centres.
- More interactive information to be provided in order to:
 - Enable residents to take action to protect their health e.g. alternative walking/cycling/running routes to avoid high pollution areas at particular times
 - Encourage more active travel.

Other agendas

5.8 Aspects which are outside the scope of the Strategy but may require more evaluation to determine the potential for action in the future:

- Impacts from marine transport and local ports and the potential to move more freight by river transport to reduce road freight.
- Impacts from aviation and airport expansion.
- Ammonia emissions from the agricultural sector, which has the greatest detrimental impact on the natural environment (Defra and EA lead on this area of emissions).

6. Financial Implications

- 6.1 At this early stage specific costed measures are not yet defined. As the priorities and action plan develops, the supporting evidence and any cost implications of specific actions will become clearer.
- 6.2 When the strategy moves to identifying potential actions, the most significant costs will arise from mitigation measures required to improve air quality, mainly related to new development, transport and active travel.
- 6.3 However, it is clear that there are significant opportunities to take a more strategic approach across the public sector, to pool resources and existing budgets to deliver common actions and unlock potential investment opportunities
- 6.4 As outlined in para 5.6, accessing new funding will be critical. Government is releasing additional funding, in particular for transport and power (see **Appendix 3**) to deliver Clean Growth. Building funding capacity locally will be an important enabler to deliver the Strategy and action plan. KCC and partners will need to build on previous success to take advantage of these opportunities.

7. Policy Framework

- 7.1 This paper and the activity within it is directly linked to KCC Strategic Outcomes and to the Kent Environment Strategy and its Implementation Plan. It is also relevant to the emerging Health and Wellbeing Strategy and Kent's Public Health Outcomes.
- 7.2 The Strategy will specifically have the following implications for KCC's Strategic Outcomes:
- **Children and young people in Kent get the best start in life** – Poorly heated homes and/or air pollution directly impact on child health, attendance at school and their educational attainment.
 - **Kent communities feel the benefits of economic growth, by being in-work, healthy and enjoying a good quality of life** – Delivering smart energy infrastructure and adopting cleaner energy and fuels will deliver more efficient organisations/businesses, which will benefit residents through providing better value for money for taxpayer funded facilities. Good quality alternative transport solutions coupled with accessible green spaces can reduce both air pollution and congestion and improve health outcomes for all.
 - **Older and vulnerable residents are safe and supported with choices to live independently** – Poorly heated homes and/or air pollution exacerbate existing health conditions and is a significant contributor to early deaths, including excess winter deaths.

8. Equalities Impact Assessment

- 8.1 An Equalities Impact Assessment is included (**Appendix 4**). At this stage there are no significant negative impacts. As this Strategy is aimed at improving health outcomes, there is more likely to be more positive equality impacts than negative, particularly for Age, Maternity and Disability. As more evidence becomes available and priorities become more defined, impacts will be re-assessed to determine if this assessment requires revision.

9. Next Steps and Timescales

- 9.1 It is the aim to bring back a final draft for consultation to Cabinet Committee in either November or the New Year. The final draft will go out for public consultation in late spring 2019 for 12 weeks with the final version completed by Autumn 2019.

10. Conclusions

- 10.1 The evidence gathered to date shows a clear need for more action in Kent and Medway to deliver sustainable growth and improve health outcomes; at the same time these actions will also address the risks of climate change.

- 10.2 Delivering effective partnership working to a clear set of priorities for multiple benefits, is considered the most resource-efficient way to achieve better outcomes in the current financial climate.
- 10.3 By engaging the public and private sectors across Kent & Medway to deliver an area-wide strategy and action plan, KCC and partners will demonstrate clear leadership and send a strong message to the public and our delivery partners of the need to take a co-ordinated approach to action.

11. Recommendation(s)

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to comment on and note:

1. the evidence gathered to date and emerging analysis; and
2. the proposed themes and potential actions outlined in Section 5, to help shape the final draft Strategy

12. Background Documents

Kent Environment Strategy – www.kent.gov.uk/environmentstrategy

Paper presented to Environment & Transport Cabinet Committee Jan 2018
<https://democracy.kent.gov.uk/documents/s82600/Item%206%20-%20Report%20-%20Kent%20Environment%20Strategy%20Progress%20Energy%20and%20Air%20Quality.pdf>

12. Contact details

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Relevant Director:

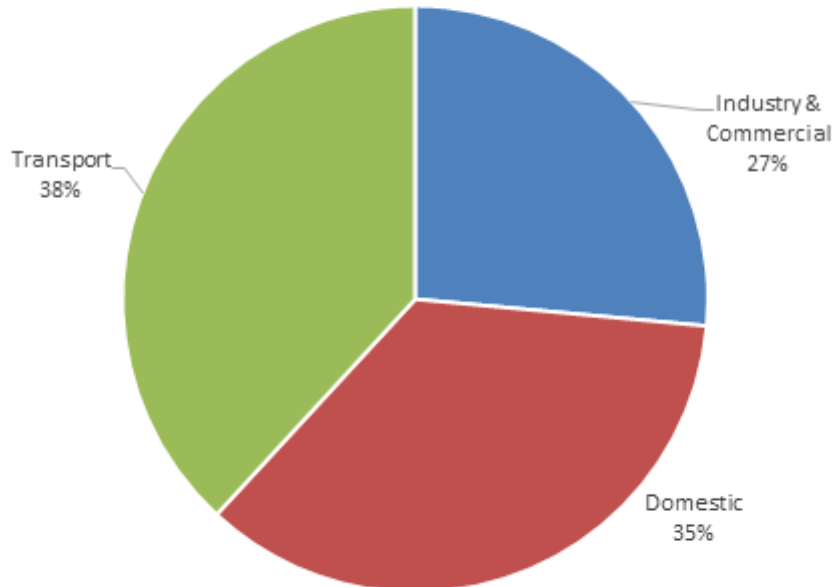
Katie Stewart, - Director of Environment, Planning and Enforcement

03000 418827

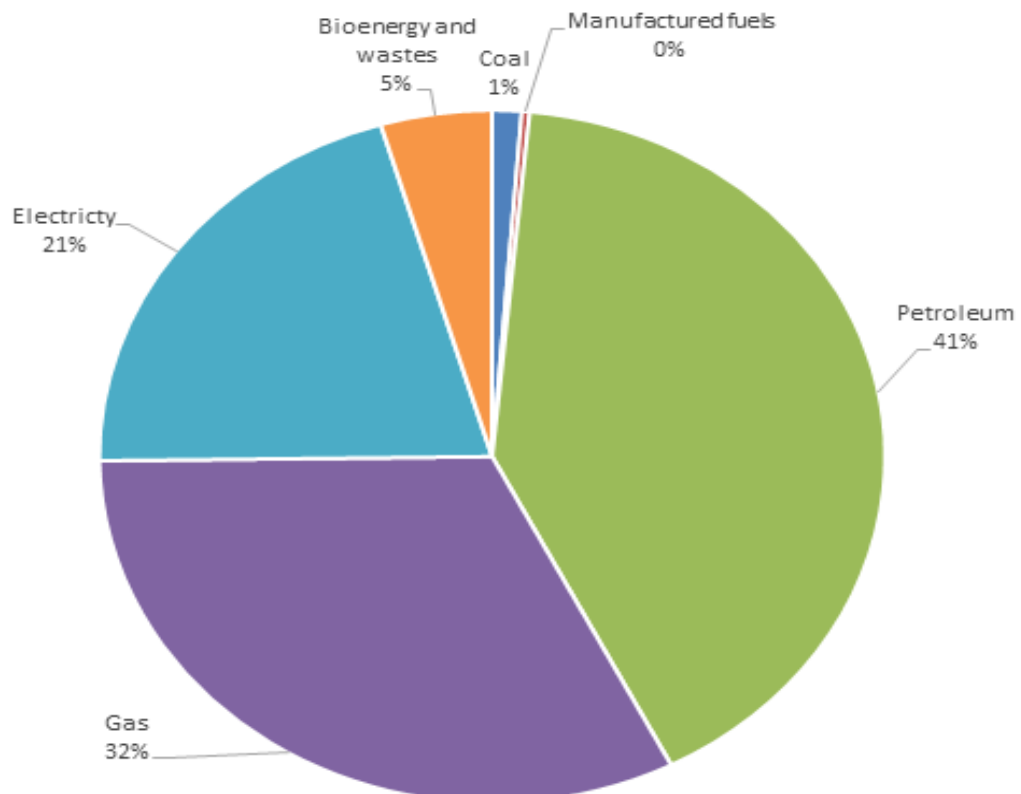
katie.stewart@kent.gov.uk

Appendix 1 – Fuel Consumption (AECOM Report 2017)

Total Kent and Medway fuel consumption by sector 2015

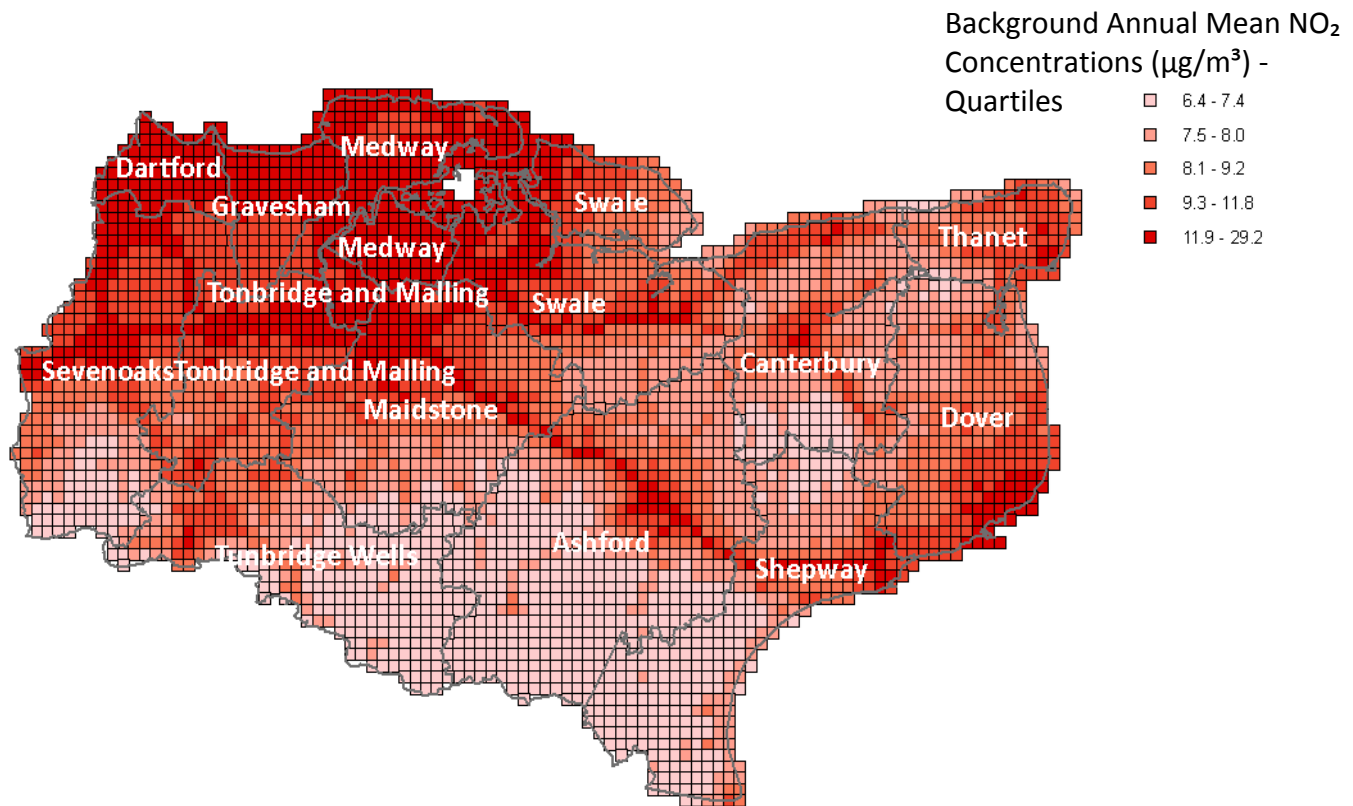


Total Kent and Medway fuel consumption 2015

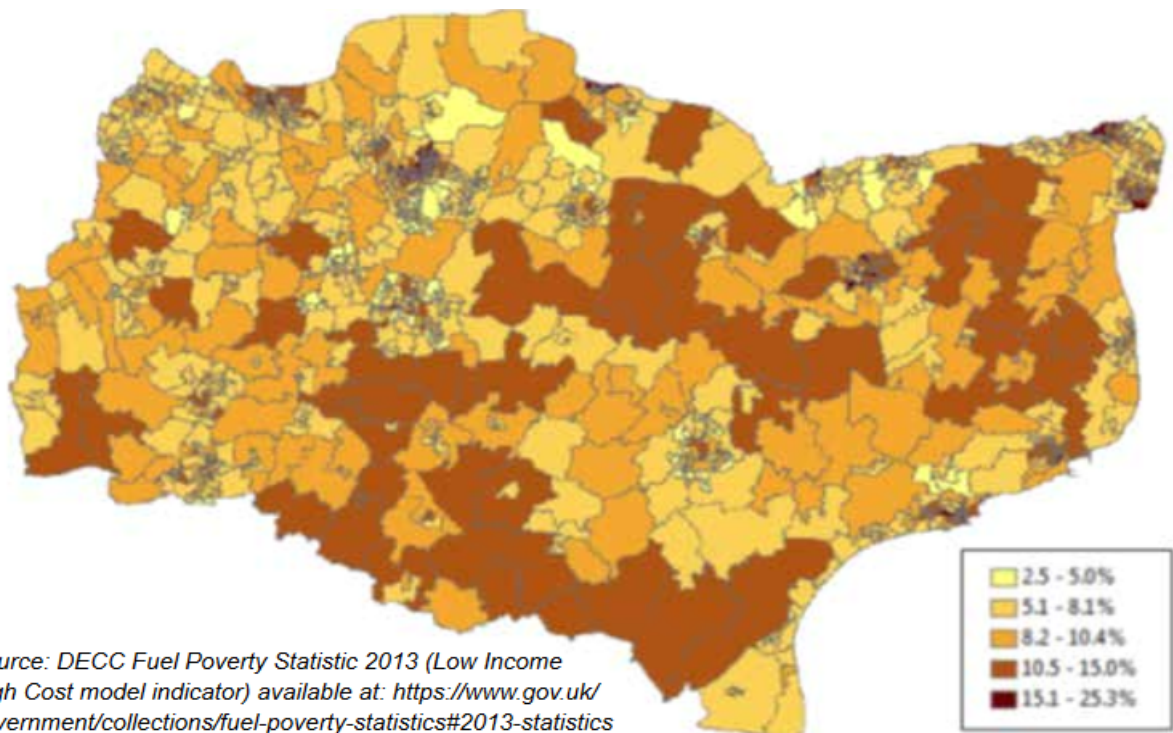


Appendix 2 – Nitrogen Dioxide concentrations and Fuel Poverty

a) Nitrogen Dioxide (Air pollutant) concentrations – primarily from transport

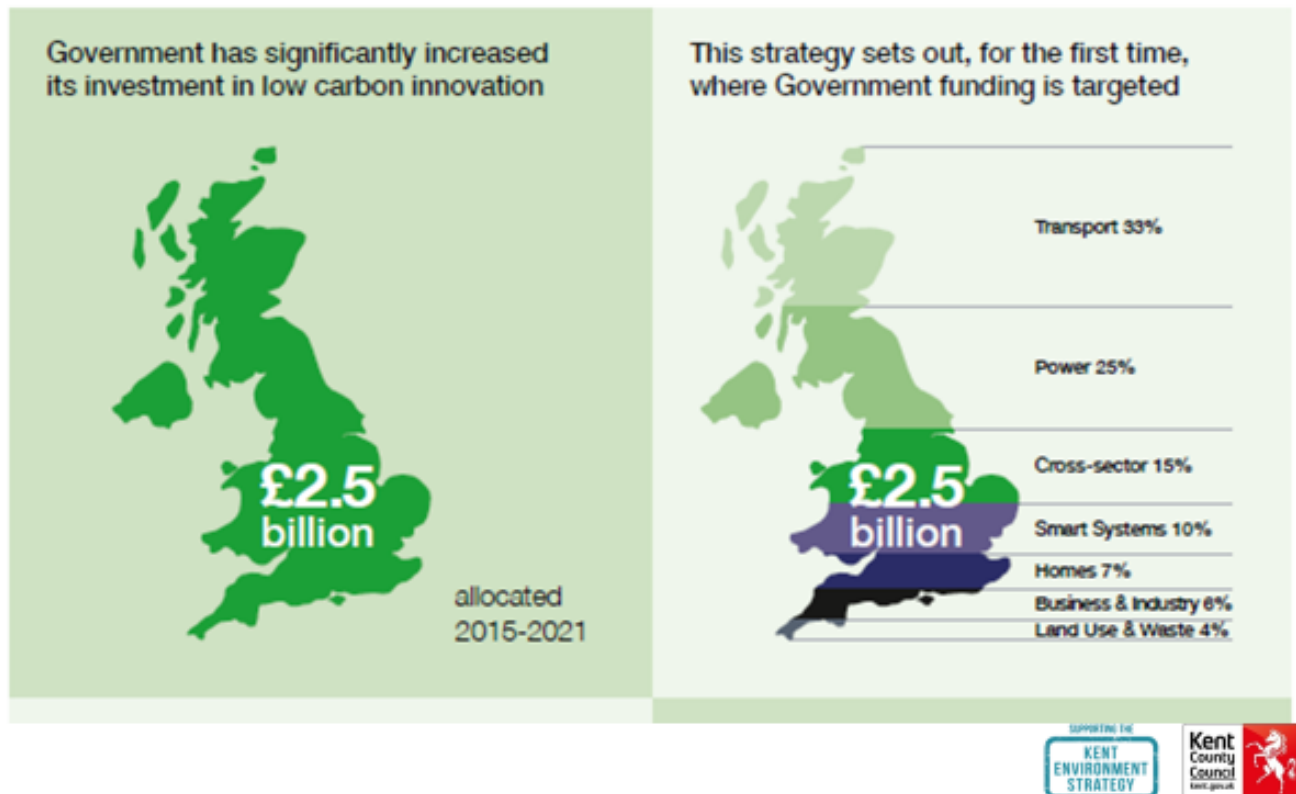


b) Households in Fuel Poverty



Source: DECC Fuel Poverty Statistic 2013 (Low Income High Cost model indicator) available at: <https://www.gov.uk/government/collections/fuel-poverty-statistics#2013-statistics>

Clean Growth Funding



Appendix 4 Equality Impact Assessment

KCC - Growth, Environment and Transport Directorate (GET).

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service:

Kent & Medway Energy and Low Emissions Strategy

Brief description of policy, procedure, project or service

The project is the coordination of the development of an Energy and Low Emissions Strategy for Kent & Medway. The strategy will aim to identify and prioritise action to reduce harmful emissions that contribute to climate change and poor air quality leading to impacts on people's health. The Strategy will also incorporate the strategic approach to energy across the County as there is significant overlap in activity and the resources that are delivering actions.

This Strategy will strengthen and support the UK government's Clean Air Strategy (under consultation), Kent Environment Strategy implementation plan and District Council's air quality action plans.

It will also take into account the Government's Industrial Strategy, Clean Growth Strategy, the 25 Year Environment Plan and Road to Zero.

Aims and Objectives

Objectives of group

- Oversee the development of a Strategy and Action Plan for Kent & Medway that provides a comprehensive and cohesive framework, to set out the ambition and challenge for a step change in action.
- Seek out relevant data and information to ensure a robust evidence-based approach.
- Identify individuals, groups and organisations that have a key role to play in this agenda and ensure effective engagement and consultation to obtain their contributions and support.

- Identify the areas requiring a partnership approach to be most effective, opportunities for quick wins, synergies between KCC, Medway Council and District Councils.
- Promote increased partnership action and information sharing.
- Take individual responsibility to promote opportunities, align action and foster a wider awareness of the development of the strategy and the challenges faced from this agenda through our own roles and interactions.

Outcomes

- Support the delivery of Kent & Medway air quality objectives, as defined by EU Directives and the UK's Air Quality Strategy to reduce the level of air pollutants
- Focus local authority action where it can positively influence more secure, sustainable and affordable energy to benefit Kent and Medway residents and businesses
- Deliver a joined-up approach to tackling the challenges of climate change and air quality
- Demonstrate tangible improvements in tackling air pollution through more partnership activity
- Ensure actions and resources are focused where they are needed most and to benefit the most vulnerable residents

Outputs

- Strategy and Action plan
- Comprehensive evidence base and identified gaps, where more research is required
- Identification of policies required to influence local planning/local plans
- Development of simple messages for the public, for partners to use in communications
- Development of Kent & Medway case studies
- Development of a knowledge hub of current/planned actions
- Joint funding opportunities

JUDGEMENT

- **Adjust and continue - adjust to remove barriers or better promote equality**

This initial screening has shown there are unlikely to be any significant negative impacts. Some low negative impacts are most likely to be outweighed by the wider positive benefits from the strategy and action plan. However, this needs to be assessed further during the development of the strategy and action plan over the course of 2018 and into early 2019.

One Medium negative impact linked to electric vehicle use by the disabled also requires further investigation to understand the direction of development of electric vehicles suitable for disabled people.

For both positive and negative impacts identified, the need to obtain factual evidence to support assumptions across several protected characteristics is required; this evidence will be obtained during the first phase of the work to develop the strategy.

The evidence obtained will be used to determine communications and engagement messages and channels to be used, as well as informing the resulting action plan.

This will aim to ensure that any negative impacts for specific protected characteristics are minimised or addressed as far as reasonably practicable.

I have found the Adverse Equality Impact Rating to be **Low**

GET Document Control Revision History

Version	Date	Authors	Comment
V0.1	13/11/2017	D Kapaj	Initial screening grid completed by Sustainable Business & Communities team (team meeting)
V0.2	23/11/2017	D Kapaj	Review and development of first draft by first meeting of K&M energy and low emissions working group
V0.3	31/01/2018	D Kapaj	Further feedback from K&M energy and low emissions working group and EPE

			E&D group
V0.4	19/02/2018	D Kapaj	Refined further based on additional feedback and evidence obtained
V0.5	28/03/2018	D Kapaj	Refined further based on additional feedback and evidence obtained
V0.6	05/04/2018	D Kapaj	Formatted into GET template and feedback from A Agyepong
V1	29/08/2018	D Kapaj	Finalised content to support Environment & Transport Cabinet Committee paper

Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
Carolyn McKenzie		Head of Sustainable Business & Communities	
Katie Stewart		Director of Environment Planning & Enforcement	

Part 1 - Screening

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

Please note that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements

Page 67 Protected Group	You MUST provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			
	High Negative Impact	Medium Negative Impact	Low Negative Impact	High/Medium/Low Favourable Impact
Age			Encouraging public transport over car potentially gives rise to personal safety concerns ie vulnerable to abuse/followed home (although road safety stats show public transport is safer than cars ie fewer accidents)	High – children/young people due to evidence of air quality impact on lung development (up to age 9) and long-term effect on health into adulthood Medium – improving air quality and home energy efficiency will

				<p>reduce risks of illness and/or early death particularly linked to conditions mainly affecting young children or older people or due to living in colder homes. (ie heart disease, stroke, COPD)</p> <p>Medium - Young people (aged 18-29) – 25% less likely to own a car, so reliant on public transport/ lift-share and active travel and this age group will benefit from improvements to this infrastructure and availability of pay-as-you-go car clubs.</p>
Disability		Physical ability to use Electric Vehicle chargers/charging points could inhibit take up by this group. *Need to investigate information on availability of modified EV for disabilities and those included with the	<p>Encouraging public transport over car potentially gives rise to personal safety/access concerns (perception that public safety is achieved by disabled using own car)</p> <p>Avoid excluding from active travel opportunities as far as reasonably practicable.</p>	<p>Low - Improving air quality may reduce symptoms of some disabling health conditions</p> <p>Low – Some energy efficiency improvements such as boilers are linked to</p>

		government's Mobility scheme.		disabled adaptations which can benefit those with a disability (e.g. disabled facilities grant)
Gender			Encouraging public transport over car potentially gives rise to a personal safety concern (perception by women that personally safer using own car – evidence to be confirmed) (although road safety stats show public transport is safer than cars ie fewer accidents)	
Gender identity/ Transgender			Ensure inclusive promotions/communications Encouraging public transport over car potentially gives rise to a personal safety concern (although road safety stats show public transport is safer than cars ie fewer accidents)	
Race			Encouraging public transport over car potentially gives rise to a personal safety concern (although road safety stats show public transport is safer than cars ie fewer accidents) Using more reflective images of population in campaigns and promotions. Ensuring clear language is used and	

			language barriers are reduced where possible in the promotion of schemes and projects under this strategy (inclusive promotions and schemes)	
Religion and Belief			Ensure inclusive promotions	
Sexual Orientation			Ensure inclusive promotions	
Pregnancy and Maternity			Encouraging public transport over car potentially a personal safety concern (although road safety stats show public transport is safer than cars ie fewer accidents)	Poor air quality impacts lung development of growing foetus (Evidence 1 Evidence 2) and young children. Improving air quality benefits this group
Marriage and Civil Partnerships			N/A	
Carer's Responsibilities			Carers may be more likely to need a car due to transporting children or cared for individuals, some with specific needs requiring larger (and potentially more polluting) vehicles Need for careful communications in encouraging less polluting transport modes	

Conclusion: Overall no significant negative impacts identified, there is potentially one Medium impact for disabled people, which requires more investigation, although solutions to mitigate this impact largely rests with the motor industry and central Government. This may have implications on the selection of siting of EV charge points in relation to disabled parking spaces.

More positive benefits will be delivered for the young, old and disabled and maternity (unborn foetus). As more evidence is collected for the Strategy, this assessment will be revisited at Strategy final draft stage.

Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

Disabled

Information and Data used to carry out your assessment

Further data/evidence will be required to support the assumption that disabled could be negatively impacted by the use of electric vehicle chargers.

Who have you involved consulted and engaged with?

Sustainable Business and Communities team
Kent & Medway Energy & Low Emissions Working group
GET E&D group
A Agyepong, corporate E&D lead

Analysis

Benefits have been identified for Age (both young and old), disabled, gender, race and pregnancy (unborn foetus)

Adverse Impact,

It is assumed that disabled (specifically physical) may be at a disadvantage when using an Electric Vehicle

Positive Impact:

The provision of cleaner vehicles and access to improved walking, cycling and public transport has positive advantages for the characteristics age, disability and pregnancy (unborn foetus).

Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Disability	Potential barrier to take up of electric vehicles	Identify evidence to support or dispel assumptions	If this is a barrier this will need to be taken account of by KCC and District partners when securing funding and establishing actions to expand EV infrastructure across Kent Include in Strategy and action plan	D Kapaj	December 2018	None

Have the actions been included in your business/ service plan?

No the action will be taken account of when developing the Strategy and resulting action plan

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
Simon Jones, Director of Highways Transportation & Waste

To: Environment & Transport Cabinet Committee - 20 September 2018

Subject: Approach to Managing Highway Structures

Classification: Unrestricted

Past Pathway: NA

Future Pathway: NA

Electoral Division: Countywide

Summary: This paper outlines the approach taken to managing highway structures in Kent with specific reference to sub-standard highway structures

Recommendation: The Cabinet Committee is asked to note the report and comment on the contents.

1. Introduction

- 1.1 The County Council maintains 2,800 highway structures including bridges, tunnels, culverts, retaining walls and a number of heritage and listed assets . with no structural failures resulting in injury to persons reported in at least the past 30 years, which is as long as our records go back.
- 1.2 Management of adopted highway structures, valued at an estimated £1.3bn, is undertaken by the Structures Team within Highways Asset Management. The team comprises three engineers and three specialist inspectors with considerable support from professional service providers. Although a relatively low-profile service from a customer service perspective, structures management is one of the most technically complex services provided by Highways Transportation & Waste (HTW).
- 1.3 Management of highway structures is underpinned by detailed design standards and quality control processes and is supported by a regime of regular inspections. As a minimum, all highway bridges are subject to a two-yearly general inspection, during which an assessment is made of the physical condition of all visible elements of the highway structure. A more comprehensive principal inspection is carried out every six to twelve years depending on the risk associated with the location, usage and condition of the bridge. Additional monitoring, testing and assessments is carried out over and above this where it is deemed to be necessary due to the condition or complexity of a specific structure.

- 1.4 In March 2017, the RAC Foundation carried out a survey of local highway authorities with the support of the National Bridges Group of ADEPT (the Association of Directors of Environment, Economics, Planning and Transportation). It reported that 4.4% (3,203) of British local road network bridges over 1.5m in span are not fit to carry the heaviest vehicles now seen on our roads, including lorries of up to 44 tonnes. At the time of the report, 29 bridges over 1.5m span owned and maintained by KCC were identified as being included in this number.
- 1.5 In light of the RAC Foundation report and in readiness for the routine 2019 review of structures, further analysis was carried out encompassing all highway structures. A total of 70 structures were identified of which 39 are highway structures owned and maintained by KCC. These structures comprise of the following:
- 1 pedestrian subway
 - 25 bridges with a span greater than 3.0m
 - 11 bridges with a span greater than 1.5m but less than 3.0m
 - 2 bridges with a span greater than 0.9m but less than 1.5m
- 1.6 The 31 other structures are owned, maintained and managed by third parties including Network Rail, Highways England and the Environment Agency, all of whom are considered to be competent bridge management authorities.
- 1.7 The 39 highway structures owned and maintained by KCC are listed at Appendix A.
- 1.8 KCC owns and maintains structures in other service areas, e.g. PROW and Education, which are not contained within the scope of this report.

2 Discussion

- 2.1 The first government loading standards for highway bridges were introduced in 1922. The term “sub-standard” structure refers to any structure that does not fully meet with current design standards for loading. The current standards, detailed in *BD 21: The Assessment of Highway Bridges and Structures*, were published in 2001.

Management of Sub-Standard Structures

- 2.2 As noted in *Well-managed Highway Infrastructure*, the new code of practice for highway maintenance, “monitoring interim measures can avoid the disruptive effect of applying load mitigation interim measures”. Advice on the monitoring of structures that fail a strength assessment is given in the industry standard *BD 79: Management of sub-standard structures*. This sets out the procedures for managing structures that have been found to be sub-standard.
- 2.3 A monitoring interim measure is periodic or continuous observation and recording of information. The purpose of monitoring is to determine the extent, severity and rate of deterioration and to determine whether a critical state or other criteria is at risk of being reached.
- 2.4 The industry standard states that if a structure is found to be “sub-standard”, interim measures must be used pending strengthening or replacement of the structure. Load Mitigation Interim Measures i.e. a weight restriction, propping or closure to traffic must be imposed unless all the following criteria are met:
- No sign of significant distress is observed, and hidden distress, deterioration or weakness is unlikely to be present
 - Distress is observed but does not appear to be recent or significant and detrimental to the safety of the structure.
 - Failure is likely to be gradual over time and it is it must be possible to predict deterioration rates with reasonable certainty.
 - Monitoring will be meaningful and effective

Sub-standard Structures owned and maintained by KCC HTW

- 2.5 The 39 sub-standard highway structures have been identified as such for one, or a combination of, the following reasons:
- Increased design and loading requirements since construction of the structure
 - Deterioration
 - The structure was inherited from a third party in poor condition
 - A historic designation which has not been reviewed since the completion of strengthening

The design life for modern highway structures is 120 years. Over this period of time it is inevitable that road usage and vehicle specifications will evolve with a knock-on effect on design and loading requirements. It is therefore unsurprising that the biggest influence, affecting 32 of the 39 structures listed, is changes in the design and loading requirements since construction.

- 2.6 All 39 structures are subject to six-monthly monitoring. Weight restrictions have been imposed at six locations and asset protection such as tref kerbing to prevent vehicles leaving the carriageway and discourage pedestrians from crossing the highway due to the height of the kerb, has been implemented at a further five locations. Details of the interim measures that have been imposed at each structure are provided at Appendix A.
- 2.7 During 2019, the management of all 39 structures considered sub-standard will be subject to a routine review. The primary outputs of this review will be:
- a revised list of monitoring and interim asset protection measures
 - a prioritised list of strengthening, refurbishment and renewal works
- 2.8 Strengthening or replacement of the County's sub-standard structures is likely to take a number of years. The necessary work will need to be prioritised, whilst ensuring the safety of the structures by maintaining appropriate interim measures.
- 2.9 Prioritisation of strengthening and replacement work will take account of the following:
- Highway safety
 - Network disruption not only in the immediate vicinity but on alternative routes
 - The impact on local businesses, communities and the surrounding environment
 - The maximum intended duration for Monitoring Interim Measures

3 Financial Implications

- 3.1 In Kent, the estimated backlog of work on all highway structures is estimated at £22m and includes a broad range of activities ranging from the repair of minor defects, large scale refurbishments and maintenance tasks such as painting which is designed to preserve and protect the asset. In 2018/19 capital investment in highway structures is expected to be £2.24m. This, and any further capital funding which becomes available, will be prioritised based on safety, usage and the removal of restrictions on the highway network in line with KCC's approved asset management approach.

4 Conclusion

- 4.1 The County Council maintains 2,800 highway structures including 945 bridges exceeding 1.5m in span. 39 highway structures i.e. 1.3% have been identified as sub-standard in accordance with national technical guidance and of these, 36 are bridges exceeding 1.5m in span.

- 4.2 The implementation of an improved asset management-based approach to highway maintenance has highlighted the need to strengthen some structures due to changes in design and loading requirements since construction. There will be a growing need for increased investment in years to come.
- 4.3 In 2019 all sub-standard highway structures managed by HTW will be subject to a routine review. The need for strengthening, replacement or enhanced monitoring will be determined on a site by site basis and a risk-based approach will be used to prioritise delivery.

5 Recommendation

- 5.1 The Cabinet Committee is asked to note the report and comment on the contents.

6 Background Documents

- RAC Foundation report regarding sub-standard structures (2017):
<https://www.racfoundation.org/research/economy/substandard-road-bridges-foi-2017>
- Well-managed Highway Infrastructure:
<http://www.ukroadsliaisongroup.org/en/codes/>
- BD 21: The Assessment of Highway Bridges and Structures
<http://www.standardsforhighways.co.uk/ha/standards/dmr/vol3/section4/bd2101.pdf>
- BD 79: Management of sub-standard structures:
<http://www.standardsforhighways.co.uk/ha/standards/dmr/vol3/section4/bd7906.pdf>
- BD101: The Structural Review and Assessment Process
<http://www.standardsforhighways.co.uk/ha/standards/dmr/vol3/section4/bd10111.pdf>

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Appendix A

A summary of substandard structures managed by Kent County Council [Highways Transportation & Waste]

Structure No.	Structure Name	Category	Primary reason for sub-standard designation	Interim Measures
1	Ashford Town(W) N.Deck	Main Bridge > 3.0 m	Increased design and loading requirements since construction	Asset protection in place + 6 monthly monitoring
13	Bucksford	Main Bridge > 3.0 m	Increased design and loading requirements since construction + deterioration	6 monthly monitoring
123	Worten Mill	Main Bridge > 3.0 m	Increased design and loading requirements since construction	6 monthly monitoring
Page 78 157	Hampton	Main Bridge > 3.0 m	Deterioration	6 monthly monitoring
167	Old Blackmill Bridge	Main Bridge > 3.0 m	Increased design and loading requirements since construction	Closed to through traffic + 6 monthly monitoring
196	Stone Bridge	Minor Bridge 1.5 - 3.0 m	Increased design and loading requirements since construction	6 monthly monitoring
212	Stair	Minor Bridge 1.5 - 3.0 m	Increased design and loading requirements since construction	6 monthly monitoring
216	Bow Bridge	Main Bridge > 3.0 m	Increased design and loading requirements since construction + deterioration	Structural weight limit imposed + 6 monthly monitoring in place
225	Jefferstone Lane	Main Bridge > 3.0 m	Inherited structure in poor condition	6 monthly monitoring

Structure No.	Structure Name	Category	Primary reason for sub-standard designation	Interim Measures
226	Tonbridge Little	Main Bridge > 3.0 m	Increased design and loading requirements since construction	6 monthly monitoring
250	Chartham North	Main Bridge > 3.0 m	Increased design and loading requirements since construction	6 monthly monitoring
262	Mayton Road	Minor Bridge 1.5 - 3.0 m	Increased design and loading requirements since construction	6 monthly monitoring
320	Shalmsford Farm	Main Bridge > 3.0 m	Deterioration	6 monthly monitoring
324	Bolingbroke	Main Bridge > 3.0 m	Increased design and loading requirements since construction	6 monthly monitoring
352	Ruckinge Canal	Main Bridge > 3.0 m	Increased design and loading requirements since construction	Structural weight limit imposed + 6 monthly monitoring in place
379	Kenardington No 1	Main Bridge > 3.0 m	Increased design and loading requirements since construction	Structural weight limit imposed + 6 monthly monitoring in place
387	Bonnington No. One	Main Bridge > 3.0 m	Increased design and loading requirements since construction	Structural weight limit imposed + 6 monthly monitoring in place
439	Grove Ferry	Main Bridge > 3.0 m	Increased design and loading requirements since construction + deterioration	Structural weight limit imposed + 6 monthly monitoring in place
448	Arnolds Lodge	Minor Bridge 1.5 - 3.0 m	Increased design and loading requirements since construction	6 monthly monitoring

Structure No.	Structure Name	Category	Primary reason for sub-standard designation	Interim Measures
660	Sconce	Main Bridge > 3.0 m	Increased design and loading requirements since construction + Inherited structure in poor condition	6 monthly monitoring
705	Hope Lane	Minor Bridge 1.5 - 3.0 m	Increased design and loading requirements since construction + Inherited structure in poor condition	6 monthly monitoring
709	Yoakes	Main Bridge > 3.0 m	Increased design and loading requirements since construction + Inherited structure in poor condition	6 monthly monitoring
723	Arrowhead	Minor Bridge 1.5 - 3.0 m	Increased design and loading requirements since construction	Temporary overbridge installed + 6 monthly monitoring
734	Grave Yard Bridge	Minor Bridge 1.5 - 3.0 m	Increased design and loading requirements since construction + Inherited structure in poor condition	6 monthly monitoring
994	Stanford End	Minor Bridge 1.5 - 3.0 m	Deterioration	
1020	Ashford Town(E) N.Deck	Main Bridge > 3.0 m	Increased design and loading requirements since construction	Asset protection in place + 6 monthly monitoring
1058	Cattle Market Culvert	Minor Bridge 0.9 - 1.5 m	Historic designation - Strengthening works now completed - substandard designation is likely to be removed following review	
1116	Bridge Farm North	Main Bridge > 3.0 m	Increased design and loading requirements since construction + Inherited structure in poor condition	6 monthly monitoring
1445	Betenson Avenue	Main Bridge > 3.0 m	Increased design and loading requirements since construction + deterioration	6 monthly monitoring

Structure No.	Structure Name	Category	Primary reason for sub-standard designation	Interim Measures
1944	Austins Lane Culvert	Minor Bridge 0.9 - 1.5 m	Increased design and loading requirements since construction + deterioration	6 monthly monitoring
1945	Market Street Culvert	Minor Bridge 1.5 - 3.0 m	Increased design and loading requirements since construction + deterioration	6 monthly monitoring
1946	Harnet Street Culvert	Minor Bridge 1.5 - 3.0 m	Historic designation - Strengthening works now completed - substandard designation is likely to be removed following review	
2373	Star Inn	Main Bridge > 3.0 m	Historic designation - Strengthening works now completed - substandard designation is likely to be removed following review	6 monthly monitoring
2393	Turnpike Close	Minor Bridge 1.5 - 3.0 m	Increased design and loading requirements since construction	6 monthly monitoring
3029	Cheriton Gardens Subway	Pedestrian Subway	Increased design and loading requirements since construction	6 monthly monitoring
3120	Torrington Road	Main Bridge > 3.0 m	Increased design and loading requirements since construction + deterioration	Asset protection in place + 6 monthly monitoring
3125	Mill Cottage	Main Bridge > 3.0 m	Increased design and loading requirements since construction + deterioration	6 monthly monitoring
3168	The Causeway	Main Bridge > 3.0 m	Increased design and loading requirements since construction + deterioration	Structural weight limit imposed + 6 monthly monitoring in place

Structure No.	Structure Name	Category	Primary reason for sub-standard designation	Interim Measures
3649	Mill Street	Main Bridge > 3.0 m	Increased design and loading requirements since construction + deterioration	6 monthly monitoring

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

Simon Jones, Director of Highways, Transportation and Waste

To: Environment and Transport Cabinet Committee – 20 September 2018

Subject: Winter Service Policy for 2018/19

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: Each year we review the Council's Winter Service Policy and the operational plan that supports it to reflect changes in national guidance and lessons learnt from the previous winter. This report sets out revisions to this year's policy. There is no effect on the number of routes currently delivered.

Recommendation: The Cabinet Committee is asked to note the proposed changes to the Winter Service Policy for 2018/19:

(s.5.5.4) Observational data from road weather sensors will be used to validate pre-salting decisions

(s. 6.1.1) Secondary routes to be treated when all primary routes treated and resources available

(s. 6.4.2) Farmers trial to be expanded

1. Introduction

1.1 Last winter was cold with December and late January seeing low temperatures with 72 gritting runs carried out between 1st November and 24th February. This compares to the 62 runs that were budgeted for in that period. However, the 'Beast from the East' arrived in Kent on 26th February and lasted for a week and was characterised by heavy snow and very low temperatures. More bad weather followed during the weekend of the 16th to 18th March though this was not as severe as the previous event. On both occasions Kent Highways declared a snow emergency.

1.2 During both snow emergencies 33 primary runs were carried out compared with the 22 budgeted for in that period.

2. Financial implications

- 2.1 The allocated budget for winter service for 2018/9 is £3,158,000. The budget is broken down as follows:

PRE-SALTING GRITTING OPERATION	1,106,471
PLANT & EQUIPMENT	1,682,695
SNOWEX MACHINES	127,029
MAINTENANCE OF FARMERS PLOUGHS	50,000
WEATHER FORECASTING	32,500
ICE PREDICTION	50,500
SUPPLY & MAINTAIN SALT BINS	71,105
SUPPLY OF SALT TO DISTRICTS	12,700
PUBLICITY CAMPAIGN	25,000
TOTAL	3,158,000

3. Winter planning

- 3.1 During the summer work was done to further refine and improve the winter service; this work focused on:

- Smart Winter project
- Route optimisation
- Secondary route review
- Farmers route trial
- Brine saturator procurement

- 3.2 Last year a successful bid was made jointly by KCC and Amey to the Kent Lane Rental Fund for a **Smart Winter project**. The aim of the project is to use technology to increase the numbers of observational sensors on the Kent highway network providing greater data on the road surface temperatures. This will aid in the optimisation of the primary salting routes and provide more detail to the Winter Duty Officers when making salting treatment decisions. A total of 120 observational sensors will be placed on the highway network. Phase 2 of the project will utilise in cab technology which automates the gritting process to ensure that only the critical areas of the primary network are salted and only with the correct volumes of salt. Evidence suggests that manual gritting generally oversupplies salt. This will be trialled during the 2019/20 winter season.

- 3.3 **Secondary routes** – during the recent snow events no secondary routes were treated. In the main this was due to all available resources concentrating on keeping the primary routes open and keeping Kent moving. A review of secondary routes is ongoing to determine which parts of that network could be prioritised during a snow event and the impact that would have on budget and resource requirements. The

policy has been revised to reflect current working practice, that secondary routes will only be treated when

- i. all primary routes have been treated and can be kept open to traffic and
- ii. only if resources are available without impacting upon primary routes.

3.4 **Farmers gritting trial** - There are 106 farmers contracted to clear 117 routes across the county. The farmers all have pre-arranged routes which they attend and clear when over 50mm of snow has accumulated on the road surface using snow ploughs provided and maintained by the KCC. All farmers were utilised during the snow events and many worked round the clock to keep rural areas as clear as possible. A bid has been made to the Kent Lane Rental Innovation Fund to pay for towable gritting equipment to enable a trial to be conducted in Maidstone and Sevenoaks. Several farmers will be provided with gritting equipment as well as snow ploughs for treating their routes and parts of the secondary routes identified as critical during the recent snow events. The results of the trial will feed into the secondary route review.

3.5 **Brine saturator procurement** - We are also replacing our 6 brine saturators which provide a more effective application for the salt. Pre-wetting before salting reduces waste and provides opportunities to reduce the volume of salt without affecting performance. Utilising pre-wet operations is critical to meeting the available budget for winter service due to the increased costs if dry salt were to be used.

4. **Winter resilience**

4.1 We have identified an Operational Winter Period which is October to April and a Core Winter Period which is December to February and the stocks of salt needed during those periods to effectively treat the network in line with recommended resilience levels.

4.2 The minimum levels of salt needed to maintain the resilient network (as defined in the Quarmby review 2012) are shown at Appendix A. We maintain a salt stock of 23,000 tonnes (including 2000 tonnes of a salt/grit mix which is held in a strategic stockpile at Faversham Highway depot) so we are within the recommended minimum levels. Arrangements are in place for deliveries to keep stocks topped up during winter.

5. **Collaboration with neighbouring authorities**

5.1 Mutual aid arrangements are in place with Highways England Area 4 and Medway Council

6. Media and communication

- 6.1 As in previous years a media campaign will be used during the winter season. A series of infographics have been prepared which gives information about the winter service in an engaging manner. These will feature in a range of media, including social media.
- 6.2 The campaign will increase awareness of the service and encourage everyone to be prepared and undertake self-help when possible. This year the media – radio, television and press – will be provided with media briefs in advance of the winter season detailing the essentials of the winter service.
- 6.3 Key staff in Highways are working with the press office to prepare statements and press releases for rapid issue at the onset of winter conditions. These will be pre-approved for use during periods of severe conditions when the winter service delivery team will be busy.

7. Winter Service Policy and Plan 2018/19

- 7.1 The Winter Service Policy is presented at Appendix B. The following additions have been made to this year's policy:
 - (s.5.5.4) Observational data from road weather sensors will be used to validate pre-salting decisions.
 - (s. 6.1.1) Secondary routes to be treated when all primary routes treated and resources available
 - (s. 6.4.2) – Farmers trial to be expanded
 - 7.2 The Winter Service Policy is supported by an Operational Plan which has seen updated in line with the Policy and discussions have taken place with our Highway Maintenance Service Provider to ensure that plans are aligned.
 - 7.3 The Plan is available for Members to view on request. In addition, district plans have been developed in conjunction with district councils across the county and these will be used together with the Policy and Plan to deliver the winter service. Local district plans will be reported to the next round of Joint Transportation Boards.
- ## **8. Strategic Statement**
- 8.1 Winter service is essential to “Keep Kent Moving” for social and economic development reasons. It also contributes towards Kent residents having a good quality of life in all weathers through local district winter plans, the provision of salt bins and the communication strategy that complements the winter service policy.

9. Equality Impact Assessment

- 9.1 An equality impact assessment (EQIA) is being carried out on the Policy and if any negative impacts are identified, action will be taken to mitigate or remove them. The EQIA undertaken last year did not identify any factors that required mitigation or changes to the Policy.

10. Conclusion

- 10.1 The Winter Service Policy sets out the Councils arrangements to deliver a winter service across Kent. Three revisions have been made as set out above and detailed in the recommendations below.

11. Recommendations

- 11.1 The Cabinet Committee is asked to note the proposed changes to the Winter Service Policy for 2018/19:
- (s.5.5.4) Observational data from road weather sensors will be used to validate pre-salting decisions
 - (s. 6.1.1) Secondary routes to be treated when all primary routes treated and resources available
 - (s. 6.4.2) Farmers trial to be expanded

12. Background documents

- Well Managed Highways 2016; Appendix H winter service guidance NWSRG: <http://www.ukroadsliaisongroup.org/en/utilities/document-summary.cfm?docid=C7214A5B-66E1-4994-AA7FBAC360DC5CC7>
- Appendix A: Minimum Salt Stock
- Appendix B: Winter Service Policy:

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Appendix A

Minimum Salt Stock

Minimum Stock					
Routes	Normal salting network	Minimum Winter Network (tonnes/run	Full Pre-season stock (12 days/48 runs)	Core winter period 6 days/36runs	Overall winter period Minimum Network(12 days/48 runs)
Primary	350	350	16,800	12,600	16,800
Total			16,800	12,600	16,800
Actual Stock levels as @ 26th October 2018			23,000		

Overall winter period – 26th October 2018 to 26th April 2019

Core winter period - 1st November to 1st March

Days resilience (overall winter period) 3 days

Days resilience (core winter period) 6 days

The minimum in season stocks are the minimum to which stocks should be allowed to fall, i.e. restocking should take place well before the minimum is likely to be reached

Kent County Council

Winter Service Policy

Highway Operations Policy for 2018/19 Winter
Service Period

HTW CV
V1. Aug2018 C. Valentine



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1. INTRODUCTION

1.1 Winter Service - Statutory Duty

- 1.1.1 The statutory basis for Winter Service in England and Wales is Section 41(1A) of the Highways Act 1980, modified on 31st October 2003 by Section 111 of the Railways and Transport Act 2003

“(1A) In particular, a highway authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

- 1.1.2 The County Council recognises that the winter service is essential in aiding the safe movement of highway users, maintaining communications, reducing delays and enabling everyday life to continue. It is very important to both road safety and the local economy. The winter service that the County Council provides is believed to be sufficient so far as is reasonably practical to discharge the duty imposed by the legislation.

- 1.1.3 The County Council, as highway authority, takes its winter service responsibilities extremely seriously. However, it is important to recognise that the council has to prioritise its response to deal with winter weather due to the logistics and available resources.

- 1.1.4 Highway Operations provides the winter service through a contractual arrangement between Kent County Council and Amey plc.

1.2 Winter Service Standards

- 1.2.1. In order to respond as quickly and efficiently as possible to its responsibilities Highway Operations has adopted policies and standards for each of the winter service activities and these are detailed within this document. The operational details for the winter service activities in Kent are detailed in the Winter Service Plan 2018/19 that complements this Policy Document.

- 1.2.2 Highway Operations provides a winter service which, as far as reasonably possible, will:

- Minimise accidents and injury to highway users, including pedestrians, and preventing damage to vehicles and other property
- Keep the highway free from obstruction and thereby avoiding unnecessary hindrance to passage

1.3 County Council Maintained Highways

1.3.1 KCC Highway Operations delivers the winter service on Kent County Council maintained highways.

1.3.2 Medway Council treats designated roads totalling 37.17km of the Kent network on behalf of Kent County Council. These roads are adjacent to and adjoining the Medway network on the north Kent borders. In return KCC provides Medway Council with the road weather forecast, access to our road weather station network and annual winter decision making training. A contract is in place detailing the arrangement.

1.4 Motorways and Trunk Roads

The Department for Transport (DfT) is the highway authority for motorways and all-purpose trunk roads in Kent and Highways England acts for the DfT in this respect. Responsibility for the operational maintenance of motorways and trunk roads lies with Highways England. Highway Operations therefore has no responsibility for winter service activities on these roads. However, close liaison exists between Highways England contractors over action taken during the winter service operational period within respective areas of responsibilities.

2. WINTER SERVICE OBJECTIVES

2.1 Salting

- 2.1.1
 - To prevent the formation of ice on carriageways (precautionary salting)
 - To facilitate the removal of ice and snow from carriageways and footways (post salting).

2.1.2 Roads to be Included within Primary Precautionary Salting

Routes

Routine precautionary salting will be carried out on pre-determined primary precautionary salting routes covering the following roads:

- Class 'A' and 'B' roads
- Other roads included in the top three tiers of the maintenance hierarchy as defined in the Kent Highway Asset Maintenance Plan. These are termed Major Strategic, Other Strategic and Locally Important roads.

- Other roads identified by Highway Managers (based on local knowledge and experience and input from relevant local stakeholders including district and parish councils), that are particularly hazardous in frosty/icy conditions.

2.1.3 It would be impractical and financially draining to carry out precautionary salting of footways, pedestrian precincts or cycle ways and therefore no provision has been made. However, there will be a certain amount of salt overspill onto footways and cycle ways when precautionary salting is being carried out on adjacent carriageways. Post salting of footways and cycle ways will be carried out on a priority basis during severe winter weather, as resources permit.

2.1.4 **Minimum Winter Network**

In the event of a prolonged snow event or other circumstances leading to a shortage of resources including salt, sand and vehicles, precautionary salting will be limited to the main strategic network, i.e. all A and B roads and some other locally important roads as identified in the highway network hierarchy. Essentially, these equate to the current primary routes minus the local roads and roads that go through estates etc.

2.2 Snow clearance

The only effective way to remove more than a few millimetres of snow is by ploughing. The purpose of ploughing is to move as much snow as possible away from the road surface as is practical for the given conditions though it will not always be possible to remove snow right down to the road surface

- 2.2.1
- To prevent injury or damage caused by snow
 - To remove obstructions caused by the accumulation of snow (section 150 of the Highways Act 1980)
 - To reduce delays and inconvenience caused by snow
- 2.2.2 Snow clearance on carriageways will be carried out on a priority basis as detailed in paragraph 6.2.
- 2.2.3 Snow clearance on certain minor route carriageways will be carried out by local farmers and plant operators, who are under agreement to the County Council, using agricultural snow ploughs and snow throwers/blowers. Snow clearance on other minor route carriageways will be carried out as resources permit. Some minor routes and cul-de-sacs will inevitably have to be left to thaw naturally.

- 2.2.4 Snow clearance on footways and cycle ways will be carried out on a priority basis as detailed in paragraph 6.3, utilising Highway Operations staff and district council staff where agreements exist.

2.3 Roadside Salt Bins

Salt Bins are provided to give motorists and pedestrians the means of salting small areas of carriageway or footway where ice is causing difficulty on roads not covered by primary precautionary salting routes.

3. WINTER SERVICE GENERAL

3.1 Winter Service Contracts

- 3.1.1 Winter service in Kent is included within the Term Maintenance Contract awarded to Amey plc. This contract was awarded in 2011 and is currently in place until 2020.

3.2 Winter Service Season

- 3.2.1 In Kent the weather can be unpredictable, and the occurrence and severity of winter conditions varies considerably through the season, and from year to year. To take account of all possible winter weather the County Council's Operational Winter Service Period runs from mid-October to mid-April. This year the season runs from the 26th October 2018 to the 26th April 2019. The core winter service operates between December and February and increased salting runs are planned for this period.

3.3 Salt usage and alternatives to Salt

Rock Salt will be used as the de-icing material for precautionary and post salting. H&T uses a pre-wet system which improves the effectiveness of treatment by reducing particle distribution, increasing adherence to the surface and increasing the speed of anti-icing or de-icing action. Dry salt is also used in appropriate conditions including when there is severe snow and ice.

In cases of severe snowfall, alternatives to salt will be used including sharp sand and other forms of grit, including a salt/sand mix up to 50/50 proportion.

- 3.3.1 A number of alternative materials to salt are now available which can be used for the precautionary and post treatment of ice and snow. The cost of these is extremely high and there are also environmental

disadvantages associated with most of them. However, developments are being made in this area, with some authorities in the UK now using liquid and brine treatments. Liquid treatments will be used on a few bridge decks in the county. Salt will for the time being, remain in use throughout Kent for the precautionary and post treatment of snow and ice.

- 3.3.2 A brine trial as started during the 2016/17 winter service period and will continue in the 2018/19 season. This will ensure that adequate data can be gathered to enable decisions on the suitability of brine only treatments for pre-cautionary treatment on parts of the Kent road network. Selected routes will be treated with a brine only solution. The trial is being supported by the Transport Research Laboratory and the site will be continuously monitored throughout the season. In the event of snow or heavy ice, salt will be used on these routes. Additionally, if during the trial the efficacy of the brine treatment is in any way unsatisfactory, pre wet and/or dry salt will be used.

3.4 **Winter resilience standard**

At the start of the winter service season H&T will have 23,000 tonnes of salt in stock in depots around the county. National guidance to local authorities suggests a resilience benchmark of 12 days/48 runs i.e. the authority would be able to continuously salt its winter network during its core winter period for 12 days. This equates to 16,800 tonnes therefore the level of salt in stock ensures that this number of runs can be carried out.

4. **WEATHER INFORMATION**

4.1 **Weather Information Systems**

- 4.1.1 An effective and efficient winter service is only possible with reliable and accurate information about weather conditions, at the appropriate times in the decision-making process. Highway Operations utilise the best weather forecast information currently available allied to the latest computer technology to ensure that decisions are based on the most accurate data available at the time. The current weather forecast provider is Met Desk. The ice prediction service is provided by Vaisala.

4.2 Weather Reports

- 4.2.1 During the operational winter service period Highway Operations will receive detailed daily weather forecasts and reports specifically dedicated to roads within Kent.

4.3 Winter Duty Officers

- 4.3.1 Experienced members of staff from KCC Highway Operations will act as Winter Duty Officers, throughout the operational winter service period, on a rota basis. The Officer on duty is responsible for the following:

- Receiving forecast information from the forecasting agency
- Monitoring current weather conditions
- Issuing countywide salting instructions for primary and secondary routes
- Issuing the Kent Road Weather Forecast (see para. 4.3.2)
- Recording all actions taken

- 4.3.2 The Kent Road Weather Forecast containing information about expected weather conditions together with any salting instructions will be issued daily via the weather forecast provider Met Desk. The Winter Duty Officer will be responsible for issuing forecast updates and any revised salting instructions when necessary. The Kent Road Weather Forecast will be sent to KCC Highway Operations, contractors, neighbouring highway authorities, and other relevant agencies.

5. SALTING

5.1 Planning of Precautionary Salting Routes

- 5.1.1 Primary precautionary salting routes will be developed from those lengths of highway that qualify for treatment, whenever ice, frost or snowfall is expected. Primary routes include the roads which will be precautionary salted or cleared when an instruction is given by the Winter Duty Officer. Currently the primary routes comprise a third of the total length of roads in Kent which is 1597 miles, 2571 km. Each primary precautionary salting route will have a vehicle assigned which can have a snow plough fixed to it, when required. In times of severe snowfall and/or extreme ice formation, dedicated vehicles will be assigned and instructed by the Winter Duty Officer or Highway Manager to patrol key strategic routes by driving the route and applying treatment as necessary. Secondary precautionary salting routes will also be developed from other important highways for

treatment only during severe winter weather conditions. This currently equates to 15% of the total road network which is 843 miles, 1357 km.

5.2 Precautionary Salting

- 5.2.1 Precautionary salting will take place on scheduled precautionary primary salting routes on a pre-planned basis to help prevent formation of ice, frost, and/or the accumulation of snow on carriageway surfaces.

5.3 Post Salting

- 5.3.1 Post salting will normally take place on scheduled precautionary salting routes to treat frost, ice and snow that has already formed on carriageway or footway surfaces.

5.4 Spot Salting

- 5.4.1 Spot salting will normally take place on parts or sections of scheduled precautionary salting routes either to help prevent formation of ice, frost and/or the accumulation of snow or as treatment to ice, frost and the accumulation of snow that has already formed on carriageway or footway surfaces. Spot salting may also be carried out on roads and footways, or sections thereof, beyond the scheduled precautionary salting routes.

5.5 Instructions for Salting of Primary Routes

- 5.5.1 Instructions for precautionary salting of primary routes will be issued if road surface temperatures are expected to fall below freezing and in line with the KCC winter treatment instruction matrix detailed in the KCC Winter Service Plan 2018/19.
- 5.5.2 Instructions for precautionary salting of primary routes will also be issued if snowfall is expected.
- 5.5.3 The Winter Duty Officer will issue routine instructions for precautionary salting of primary routes, for the whole of Kent, by means of the Kent Road Weather Forecast via Met Desk web-based system.
- 5.5.4 Observational data produced by sensors placed under the Smart Winter project will be used to validate pre-salting decisions.

The Winter Duty Officer or Highway Manager may issue instructions for post salting and spot salting.

6. SNOW CLEARANCE

6.1 Instructions for Snow Clearance

- 6.1.1 The Winter Duty Officer and/or the Highway Manager nominated representatives are responsible for issuing snow clearance instructions. Snow clearance will initially take place on scheduled primary precautionary salting routes, based on the priorities given in para. 6.2.1. Subsequently, when all primary routes are treated and if resources permit, snow clearance will take place on secondary salting routes and other roads, and footways, on a priority basis.
- 6.1.2 Snow ploughing shall not take place on carriageways where there are physical restrictions due to traffic calming measures, unless it has been deemed safe to do so following a formal risk assessment and a safe method of operation documented.
- 6.1.3 Where hard packed snow and ice have formed and cannot be removed by ploughing, a salt/sand mixture or other appropriate grit material will be used in successive treatments. This aids vehicular traction and acts to break up the snow and ice.

6.2 Snow Clearance Priorities on Carriageways

- 6.2.1 Snow clearance on carriageways should be based on the priorities given below:
- A229 between M20 and M2, A249 between M20 and M2, A299, A260 (Whitehorse Hill & Spitfire Way) and the B2011 (Dover Hill), A252 Charing Hill, A251 Faversham Road, A252 Canterbury Road to the A251 junction/roundabout at The Halfway House at Challock, (NB: continuous treatment & clearance will be carried out in the event of a snow emergency)
 - Other “A” class roads;
 - All other roads included within primary precautionary salting routes;
 - One link to other urban centres, villages and hamlets with priority given to bus routes;
 - Links to hospitals and police, fire and ambulance stations;
 - Links to schools (in term time), railway stations, medical centres, doctor’s surgeries, and care homes, cemeteries, crematoria and industrial, commercial and shopping centres;

- With the approval of Highway Manager, other routes as resources permit.

6.3 Snow Clearance Priorities on Footways

6.3.1 Snow clearance will be carried out on footways where practicable, based on the priorities given below:

- One footway providing access to shopping centres, railway stations, bus stops, hospitals, medical centres, doctors surgeries, care homes, industrial and commercial centres and on steep gradients elsewhere and in the immediate vicinity of schools (in term time).
- One footway on main arteries in residential areas and the second footway in and around local shopping centres;
- With the approval of Highway Managers, other footways, walking bus routes and cycle ways as resources permit;
- District council staff will be commissioned to clear agreed priority footways in their local areas. Arrangements are in place between the Director of HT&W and district council Chief Executive Officers.

6.4 Agricultural Snowploughs for Snow Clearance

6.4.1 Agreements are in place whereby snowploughs are provided and maintained by Highway Operations and assigned to 114 local farmers and plant operators for snow clearance operations, generally on the more rural parts of the highway.

6.4.2 For 2018/19 a trial will be carried out in Sevenoaks and Maidstone involving some farmers treating parts of the secondary routes identified by the local district manager in addition to their pre-arranged routes utilising ploughs and towable spreaders provided by Kent County Council.

6.5 Snow Throwers/Blowers for Snow Clearance

6.5.1 KCC Highway Operations also has several snow throwers/blowers, which are allocated to operators on a similar basis to the arrangements for agricultural snowploughs.

7. SEVERE WEATHER CONDITIONS

7.1 Persistent Ice on Minor Roads

- 7.1.1 During longer periods of cold weather Highway Managers may instruct salting action to deal with persistent ice on minor roads which are not included within the precautionary salting routes and invoke arrangements with district and parish councils to take action in their local area. Such instruction will only be issued when all primary routes are clear and if resources permit.

7.2 Ice and Snow Emergencies

- 7.2.1 During prolonged periods of severe and persistent icing, or significant snow fall, delegated officers may declare an ice or snow emergency covering all or part of the County. In this event Highway Managers will establish a "Snow Desk" usually within the Highway Management Centre and implement a course of action to manage the situation in either of these events.

8. ROADSIDE SALTBINS

8.1 Provision of Roadside Salt Bins

- 8.1.1 Roadside salt bins can be sited at potentially hazardous locations for use by the public, to treat ice and snow on small areas of the carriageway or footway.
- 8.1.2 Salt bins will be filled using a mixture of sharp sand or other grit material and salt and will be filled at the beginning of the winter season. In the event of severe weather further refills will be carried out as time and resources permit.

Assessment criteria for installing a new salt bin have been devised and are shown at Appendix A. The form will be used by Highway Operations staff to assess requests from parish councils, community groups etc. Once the site assessment has been made and the decision taken to install a bin the local Highway Steward will establish the best location for the bin. This will include safe access to the bin for use and filling as well as proximity to the area of the road or pavement where the salt is needed. Whilst aesthetic factors, such as visibility of the salt bin from adjacent properties will be considered, the priority is to ensure safe access and use of the salt bin. In cases where there is local concern on the siting of a bin the Highway Steward will liaise with the local County Member and Parish Council to seek a consensus.

- 8.1.3 A sum of money will be allocated from Highway Operations to provide these salt bins. All KCC salt bins are labelled.

8.2 Payment for salt bins

- 8.2.1 Once a salt bin has been approved by the assessment criteria, the cost of installation, filling and maintenance will be borne by Highway Operations.
- 8.2.2 Additionally, one tonne bags of a salt/sand mix will be provided to parish councils who request them at the start of the winter season for use in their local area.

8.2.3 Combined Member Grant

Members can purchase salt bins using their Combined Member Grant in line with the usual application process.

8.2.4 Parish councils

- 8.2.4.1 Parish councils are permitted to purchase salt bins and place them on the highway once a suitable location has been approved by a qualified engineer from Highway Operations. These salt bins ideally should not be yellow and should be clearly identified by a label as being the property of the parish council. Highway Operations will have no obligation to fill or maintain these salt bins. However, the Highway Manager may agree to refill parish-owned salt bins upon request, subject to availability of salt and staff resources and the payment by the parish of an appropriate charge.

9. BUDGETS

9.1 Winter Service Budget

- 9.1.1 The budget for the annual operational winter service period is based on salting the primary precautionary salting routes on 66 occasions. The main budget is managed by the Head of Highways Asset Management as a countywide budget.
- 9.1.2 Any future winter service budget underspend will be treated as a committed roll forward, so that additional funding is available in the following financial year for the pressures a mild winter places on highway soft landscaping maintenance.

9.2 Ice and Snow Emergencies

- 9.2.1 There is no specific budget allocation within Highway Operations for ice or snow emergencies. The cost of dealing with periods of icy conditions or significant snowfalls will be met by virement from other planned programmes of work on the highway or from special contingency funds for emergencies.

10. PUBLIC AND MEDIA COMMUNICATIONS

10.1 Neighbouring Authorities and other Agencies

- 10.1.1 The Kent Road Weather Forecast containing details of the winter service action for Kent will be transmitted daily to neighbouring highway authorities and other agencies so that activities can be co-ordinated regionally.

10.2 The Media

- 10.2.1 Communicating with communities, businesses and emergency services during winter is essential to delivering an effective service. Local media organisations will be informed when instructions for salting of primary precautionary salting are issued. The Kent County Council Internet site will be updated regularly, and the Highway Management Centre will issue road updates. Social media will also be updated within information.

10.3 Pre-Season Publicity

- 10.3.1 It is important that the public are aware of and understand the Highway Operations approach to winter service. The Kent County Council website will have practical advice and guidance including information on the location of salt bins and self-help for communities to encourage local action where appropriate. Social media including Twitter and Facebook will also be utilised.

10.4. Publicity during Ice or Snow Emergencies

- 10.4.1 Liaison with the news media, particularly local radio stations, is of the utmost importance and links will be established and maintained particularly during ice or snow emergencies. Social media will also be used to provide information to news agencies and the public.

Appendix A - SALT BIN ASSESSMENT FORM

Location of Salt Bin	Assessment Date	Assessed by

Characteristic	Severity	Standard Score	Actual Score
Gradient	Greater than 1 in 15	75	
	1 in 15 to 1 in 29	40	
	Less than 1 in 30	Nil	
Severe Bend	Yes	60	
	No	Nil	
Close proximity to	Heavy trafficked road	90	
and falling towards	Moderately trafficked road	75	
	Lightly trafficked road	30	
Assessed traffic density at peak times	Moderate (traffic group 5)	40	
	Light (traffic group 6)	Nil	
Number of premises for which only access	Over 50	30	
	20 - 50	20	
	0 – 20	Nil	
(vi) Is there a substantial population of either disabled or elderly people	Yes	20	
	No	Nil	
TOTAL			

* N.B. Any industrial or shop premises for which this is the only access is to be automatically promoted to the next higher category within characteristic (V).

From: Benjamin Watts, General Counsel

To: Environment and Transport Cabinet Committee - 20 September 2018

Subject: Work Programme 2018/19

Classification: Unrestricted

Past and Future Pathway of Paper: Standard agenda item

Summary: This report gives details of the proposed work programme for the Environment and Transport Cabinet Committee.

Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2018/19.

1. Introduction

- 1.1 The proposed Work Programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the Constitution.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the programme's fine tuning, this item gives all Members of this Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme 2018/19

- 2.1 The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting, in accordance with the Constitution].
- 2.2 The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.
- 2.3 The schedule of commissioning activity which falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.
- 2.4 When selecting future items, the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items

will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

- 2.5 In addition to the formal work programme, the Cabinet Member for Economic Development, the Chairman of the Cabinet Committee and other interested Members are intending to visit all district councils over the next two years starting with Dover, Dartford, Swale and Thanet.

3. Conclusion

- 3.1 It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings, for consideration.

5. Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2018/19.

6. Background Documents: None

7. Contact details

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Environment and Transport Cabinet Committee - WORK PROGRAMME 2018
Updated – 04.09.2018

Item	Cabinet Committee to receive item
Portfolio Dashboard	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (September)
Risk Register – Strategic Risk Register	Annually (March)
Winter Service Policy	Annually (September)
Directorate Business Plan	Annually (March)
Work Programme	At each meeting

Wednesday 28 November 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Kent Port Access Contingency Planning / Transport Management (Title TBC)			Deferred from September to November
7	KCC's Approach to Understanding Organised Crime Group management' (Title TBC)		16/02/2018	Deferred from March to May Deferred from May to July (05/04/18) Deferred from July to September Deferred from September to November
8	Thanet Parkway			Deferred from September to November
9	17/00135 - Pitch Allocation Policy for Gypsy and Traveller Service Charge	Yes	16/01/2018	Deferred from Jan to March Deferred from March to May Deferred from May to July Deferred from July to September Deferred from Sept to November
10	18/00007 - Public Rights of Way Access Improvement Plan	Yes		Deferred from Sept to November

11	18/00037 - M2 Junction 5 (needs to go to CMM)	Yes		Deferred from July to September Deferred from September to November
	Work Programme (Standing Item)			
	EXEMPT			
	Contract Management (Standing Item)			

Thursday 17 January 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
Page 110	Operation Stack (Standing Item)			
	Work Programme (Standing Item)			
	EXEMPT			
	Contract Management (Standing Item)			

Tuesday 19 March 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
	Operation Stack (Standing Item)			
	Work Programme (Standing Item)			
	EXEMPT			
	Contract Management (Standing Item)			

Items for Consideration that have not yet been allocated to a meeting
Minerals and Waste Local Plan (requested at the E&T CC on 15 May 2018 that this return to the committee – Date TBC)

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From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
Simon Jones, Director of Highways Transportation & Waste

To: Environment and Transport Cabinet Committee - 20 September 2018

Subject: Street Lighting Term Services Contract

Classification: Unrestricted

Summary: This paper provides an overview of the Street Lighting Term Services Contract.

The LED conversion project is valued at £40 million and is the largest of its type in the UK and we understand to currently be in the top 5 in the world. The project will reduce energy consumption and future maintenance cost by £5.5 million per annum with a total predicted energy reduction of 30,349,072 kWh and a carbon reduction of over 16,000 tonnes which overall relates to over 67% saving.

The project has been delivered on time and within budget. During the roll-out of the contract, a strong partnership approach has been developed between KCC and Bouygues which brings about a confidence for the future management of the contract.

Recommendation: The Cabinet Committee is asked to note and comment on the contents of the report .

1. Introduction

- 1.1 The Street Lighting Term Services Contract, including the conversion of KCC lights to Light Emitting Diode (LED) commenced March 2016. The outcome of this contract is to convert the whole of the KCC Highway street lighting lantern stock to LED and have them centrally controlled via a Central Management System (CMS) and carry out street lighting maintenance for a 15-year term.
- 1.2 Kent County Council is one of the largest lighting authorities in the UK with 125,000 street lights and some 25,000 lit signs and bollards. The current annual cost of illuminating and maintaining the stock prior to conversion was over £9m.
- 1.3 At the time of procurement of this contract the street lighting stock was 118,00 but has grown over recent years with new housing developments and adoption of roads.

- 1.4 The conversion contract would see this cost of illuminating and maintaining the whole of the street lighting asset substantially reduce. This is in terms of reduced energy consumption, reduced maintenance and reduced carbon emissions.
- 1.5 A procurement process was undertaken during 2015 and the Term Services Contract was awarded to Bouygues Energies and Services Infrastructure UK Ltd.
- 1.6 The LED conversion project is valued at £40 million and is the largest of its type in the UK.

2 Discussion

- 2.1 Over recent years, innovations in street lighting technology resulted in LED products and controls being able to deliver ultra-efficient street lighting at affordable prices. Research showed that converting Kent's street lights to LED with CMS would reduce the energy and Carbon Reduction Commitment (CRC) costs by 60% and significantly reduce maintenance costs whilst enabling the complete management of street lighting including light optimisation, fault reporting, and energy metering. With these benefits in mind, it was decided that KCC's lights would be converted to LED using the funding

Street Lighting Term Maintenance Contract.

- 2.2 In December 2015, the new 15-year street lighting term services contract was awarded to Bouygues E&S Infrastructure UK Limited, with a start date of March 2016. The following activities are included:
- Maintenance and replacement of street lighting units, illuminated signs, bollards and associated equipment
 - Street lighting design
 - Replacement of existing street lighting luminaires with LED luminaires
 - Provision of a Central Management System (CMS)
 - Emergency response
 - Structural and Electrical Testing
- 2.3 Robust and meaningful contract management is extremely important for all contracts with HT&W. The street lighting term services contract is no exception and from commencement a strong contract governance regime was established. This governance requires regular meetings and performance reporting throughout the various aspects of the whole contract. Regular meetings are held to support this approach including:
- LED Progress Meeting (fortnightly)

- Planned Works Meeting (fortnightly)
 - Maintenance Meeting (fortnightly)
 - Central Management System Meeting (fortnightly)
 - Progress Meeting (monthly)
 - Commercial Meeting (monthly)
 - Strategic Contract Board Meeting (monthly)
 - Annual review meeting – Lessons learnt / best practice
- 2.4 Regular interaction between respective officers and management has facilitated a good strategic direction for the contract. This has created a positive culture of “working together” and promoted commitment and motivation for a successful street lighting service. This has also helped develop and refine the series of Operational Performance Measures which measure the service and its delivery, ensuring continuous business improvement. Overall performance is discussed and monitored through the Strategic Contract Board meetings.
- 2.5 Health and safety is always a priority in all aspects of street lighting. Robust reporting on this across Bouygues E&S Infrastructure UK Limited has ensured a strong culture of health and safety has been engendered in everyone involved in this contract.

Management Systems

- 2.6 To manage the LED conversion project of 125,000 assets, there was a need for a management tool to enable the efficient tracking of contract events that were likely to occur. Bouygues and Kent County Council jointly funded access to the Conject Management System to track the below tasks.
- Early Warnings
 - Service Manager Instructions
 - Notice of Compensation Events
 - Compensation Events
 - Compensation Event Quotations
 - Implementation of Compensation Events
 - Requests for Information
 - Contract Communications
 - Applications for Payment
- 2.7 The Conject system has proven to be an excellent system tool for all parties giving ownership to tasks and responsibilities, timescales for when actions need to be completed by, along with a clear audit trail of records held. Officers are currently reviewing the continued use of Conject for planned works and maintenance post LED.

Resource

- 2.8 The significance of the LED conversion project and the need to resource it properly was identified and acknowledged early on. This is the largest conversion project in the UK and all industry has been watching this closely.
- 2.9 This recognition has allowed the project to run smoothly without distracting staff from the day to day running of the business. The team includes a dedicated project manager, design team, contract compliance officer and administrative support (see Appendix 1). With this team in place we have been able to efficiently manage the following functions:
- Continuously review progress against the programme of works to ensure delivery is on target.
 - Monthly audits of work to ensure work has been completed satisfactorily and meets the expected standard of quality.
 - Continuous asset inventory updates to ensure that the energy efficiencies are captured as soon as lights are converted to LED.
 - Monthly financial monitoring in accordance with the contract and regular review of compensation events.
 - Work with Bouygues to review innovation. With the introduction of a more energy saving luminaire KCC will achieve greater energy savings (2% additional savings on tendered contract).
 - Monthly feedback reports to funding providers, Salix and the Green Investment Bank, on progress of works and expenditure.
 - Regular one to one meetings with Salix to review funding and innovation. The resulting increased energy savings has released additional funding via Salix.
 - Efficiently manage enquiries relating to the LED conversion from Kent residents, county and district Councillors.
 - Provide support to third parties such as district and parish councils who may be looking to upgrade their assets.
- 2.10 The 'LED Team' will remain until the end of the LED conversion project in 2019 to ensure that all aspects of the project detailed above remain in place to ensure continuity throughout the closing stages of the conversion project.

General Maintenance

- 2.11 Bouygues take over responsibility for the maintenance of each light as it is converted to LED. Until now, Street Lighting maintenance has been provided through the highways term maintenance contract however from 1st September this responsibility will pass to Bouygues. This includes the maintenance of all non-converted assets along with all illuminated signs and bollards. To ensure a smooth transition, both parties have worked well together on exploring the

most efficient ways of working and developing the associated process maps to document this.

- 2.12 There will no doubt be improvements and efficiencies that can be made to general maintenance as this element of the contract becomes embedded in the service, but the principles already established in managing the contract provide a good foundation for success.

Planned Works

- 2.13 Structural testing and replacement of street lights has been carried out by Bouygues since April 2016. The processes associated with this type of work are well established but are reviewed frequently to ensure that they are current and relevant. Contract management is also well established and working well.
- 2.14 The successful implementation of planned works over the last two years has provided KCC with confidence to work with Bouygues to carry out the replacement of approximately 3,500 KCC owned concrete columns. These assets could not be converted to LED and a successful capital bid secured the funding for these to be replaced during the period of the LED conversion project. Work is progressing well and due to be delivered within the conversion contract programme.

3. Financial Implications

- 3.1 The estimated budget for the LED conversion project within the Term Services Contract was £40m which included a contingency of £4.4m.
- 3.2 The initial savings were projected to be £5.2m (based on current prices e.g. ignoring inflation), meaning a payback period of 9 years including borrowing costs. The savings reflected reduced energy consumption, reduced carbon levy commitments, reduced maintenance – as the new lanterns included a significant warranty – and other incidental savings. The introduction of LED has also meant that annual inflation pressures were reduced by two-thirds, so the project will achieve actual savings, significantly resist future unfunded pressures as well as transferring the risk of equipment failure/maintenance from the authority to the contractor under warranty.
- 3.3 Due to changes in the luminosity of the lanterns, projects savings have increased to £5.5m. Additionally, changes to newer lanterns during the project, will achieve a further 2% energy reduction delivering an additional £80k saving in 2019/20.
- 3.4 The number of lights for which the authority is responsible has increased from 118,000 lights to c125,000 due to new developments and adoptions. The associated costs of the additional 7,000 lights have also been met from within

the £40m budget. Had it not been for these additional lights, it was anticipated that the project would have been delivered significantly within budget.

- 3.5 The introduction of the computerised Central Monitoring System (CMS), enables future lighting strategy changes to be implemented swiftly at the touch of a button, rather than the current resource intensive and costly process of manually adjusting sensors within the lights themselves and, hence is more responsive to future needs.

4. Conclusions

- 4.1 The LED conversion project is on target to complete the conversion of KCC street lights to LED by May 2019 and within the original £40m expected budget. Since awarding the contract, the asset base has grown from 118,000 to 125,000 due to new developments and KCC promoted schemes. Whilst many of these are already LED it is anticipated that those lights that are not LED will be added to the main conversion project and will be completed by May 2019 within the original budget and will be connected to the Central Monitoring System (CMS)
- 4.2 Alongside this, all KCC owned concrete columns are due to be replaced which will enable the LED conversion on these assets to be completed, as well as maintaining the structure integrity of the columns, many of which were life expired.
- 4.3 The optimisation of lighting levels is being achieved across the County as lights are converted to LED.
- 4.4 Street lighting faults are being reported via the Central Management System.
- 4.5 General maintenance will reduce due to the reliability of the new LED luminaires.
- 4.6 The Street Lighting Term Services Contract has not only looked to best practice within the lighting industry but has also presented the opportunity to create our own good working practices and share them with others through invitations to speak at workshops and lighting industry forums. Further enquiries are being received and we will have the opportunity to share our experience with others.
- 4.7 We aim to continue to manage and deliver a successful Street Lighting Term Services contract over the remaining period of the contract and beyond.

5. Recommendation

- 5.1 The Cabinet Committee is asked to note and comment on the contents of the report.

6. **Background Documents**

Appendix 1: Street Light Team Structure

7. **Contact Details**

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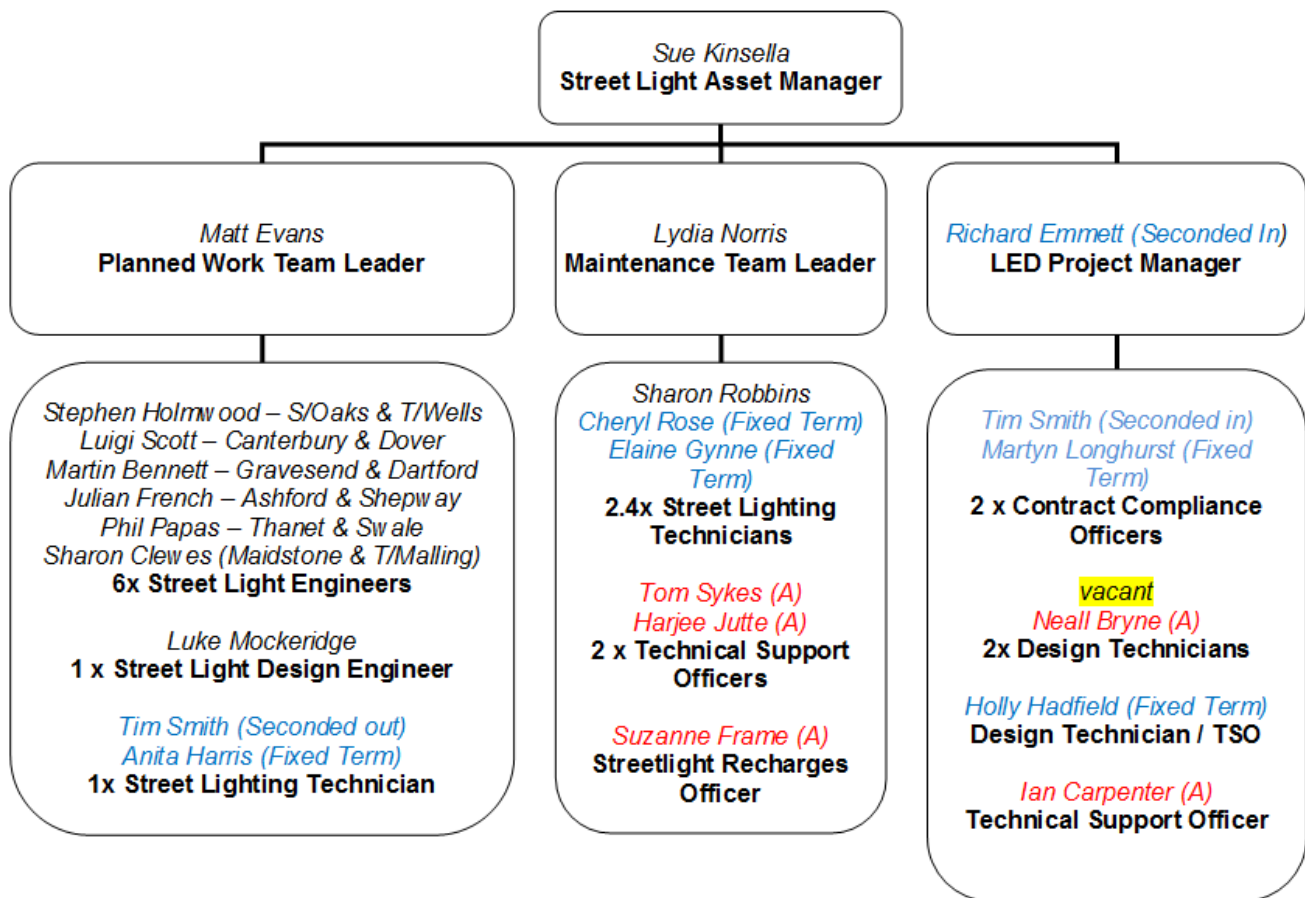
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Appendix 1



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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