



Network Management Plan

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Kent County Council

Network Management Plan

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Foreword

The Network Management Plan explains how we will continue to manage the operation, performance and development of our road network so that it delivers an efficient and effective transport system, which supports economic activity, meets future housing and employment needs, provides a good quality of life for residents, visitors and businesses. Kent County Council (KCC) is the largest non-metropolitan council in a two-tier arrangement in the country. It serves England's largest county with a population of 1.6 million people, which is expected to increase to 1.9 million by 2040, including a 60% increase in people aged over 80. Kent is a diverse county spanning 1,368 square miles over coastal, rural and urban areas. Our varied geography as well as our location as the gateway to Europe and adjacent to London makes Kent a unique place with significant opportunities and challenges, and this sets the operating environment that KCC is working in. This Network Management Plan outlines KCC Highways and Transportation's key roles and responsibilities which work together to ensure Kent has the best possible transport network.

Haroona Chughtai
Director of Highways and Transportation

National Context

The county of Kent sits in the South-East of England and is a mixture of rural, urban and coastal communities. It borders with Essex to the north over the River Thames, East Sussex to the South-west, Surrey to the west and Greater London to the north-west. The 2021 Census estimated 1,610,300 people living with the area of Kent County Council with the DfT estimating 9.38 billion vehicle miles were travelled on roads in Kent in 2023. Kent is a key transport link between the United Kingdom and the continent with both the Port of Dover and Le Shuttle (Eurotunnel) at Folkestone taking 41% of the countries freight movements. Kent is a very historical county, with some of the road network remaining from Roman past and settlements which have been in place for hundreds of years. The size of the county does make the management of the area difficult and particularly exacerbated given how varied the built environment is. In Kent, we are grateful for our members and officers who have a wealth of experience and understanding for this diversity. We continue to take a countywide approach to highways and transportation matters but are sympathetic to local issues and challenges.

Legislation

The County Council as Kent's Highway Authority has powers and duties through which it maintains and improves the highway network, in addition to managing activities taking place on this network. These powers and duties are derived from the

national legislation outlined below, which underpins the work of Network Management affording us the powers to manage the highway network.

- The Highways Act 1980
This broadly covers the management and operation of the highway in England and Wales.
- The Road Traffic Regulation Act 1984
The act provides powers to the relevant authority to regulate or restrict traffic on the highway.
- The New Roads and Street Works Act (NRSWA) 1991
This legislation provides a wide range of information on all aspects of works to roads carried out by statutory undertakers.
- The Traffic Management Act (TMA) 2004
offers new powers and duties to the local traffic authority and was introduced to reduce congestion and disruption on the road network. The TMA gives guidance on six main sections
 - Traffic Management on Trunk Roads
 - Network Management
 - Permits
 - Street Works
 - Highways and Roads
 - Civil Enforcement of Traffic Contraventions Compliance with the Traffic Management Act 2004

KCC recognise and support the opportunities the Traffic Management Act 2004 and network management duty provides. Whilst production of a Network Management Plan is not mandatory, the government does encourage highway authorities to prepare one. Given the opportunities and benefits that it provides, which include benefits to the economy, road users and service delivery, Kent County Council is fully committed to the implementation and delivery of our Network Management Plan.

The Traffic Management Act includes the appointment of a Traffic Manager to perform the tasks that are necessary for meeting the network management duty. In Kent the Head of Network Management is the Traffic Manager, retaining oversight of all congestion and traffic management activities in the county.

The 2004 Act suggests that local authorities could achieve objectives of reducing congestion and improving the travelled experience by taking a range of actions. This includes securing a more efficient use of the road network and tackling road congestion or disruption. It is an enabling Act which allows the Council to change laws by using appropriate legislation such as Traffic Regulation Orders.

Kent's Highway Network

Funding

KCC Highways and Transportation operate a financial budget where the amount varies yearly. In the 2023/24 financial period, the directorate managed over £70 million Revenue and £180 million Capital funding. The fluctuation in funding per year means officers face challenges in forecasting budgets for future years and ensuring assets are funded going forward.

Each year a budget is published on our website which shows the forecast capital investment plans for the next 10 years by directorate and the yearly revenue budget. Our capital budget comes from many sources, with the greatest amount being from grants of various forms. Comparatively, around 41% of total annual revenue expenditure budget is funded from council tax. This differentiation between sources for capital and revenue funding shapes how we're able to spend this money. Generally, revenue funding supports the maintenance and continued running of services as they stand. Capital funding looks to create improvement and change to locations and services.

Strategic Road Network

Kent's Strategic Road Network recognises certain roads as being vital to maintaining both economic activity and access to essential services during extreme weather emergencies or other major incidents. Kent has some of the most intensively used roads in the country and any disruption on these routes is felt very quickly by many road users. We must ensure resilience is a priority, meaning it must withstand extreme weather, industrial action, major incidents and other risks. This level of resilience must be proportionate to its use, economic or social importance and available alternatives. The criterion for this network includes, but is not limited to, roads connecting main towns with a population of 20,000 and above to National Highways Strategic Road Network, roads connecting main towns with main employment sites and roads connecting with key infrastructure or operational emergency services.

In addition to the above KCC policy, we must also adhere to guidance provided by the Department for Transport regarding road classification and our Primary Route Network (PRN). This designates a road between places of traffic importance across the UK and aims to provide easily identifiable routes to access the whole of the country. A PRN is constructed from a series of locations (primary designations) selected by the DfT, which are then linked by roads (primary routes) identified by the local highway authority.

This classification enables us to ensure our priorities with regards to resourcing and spend countywide is proportionate to the nature of the road. We are committed to ensuring we protect the efficient operation of the PRN which in turn should improve strategic levels of congestion.

Highway Assets

Our assets can be divided into three main divisional categories as follows.

Public Transport

KCC support bus operators to provide a vast network of buses across the County. The team issue over 25,000 concessionary travel passes for young people every year with 230,000 concessionary travel bus passes for the elderly and disabled being provided. Private transport arrangements are also made for over 7,000 SEN school children every day.

Highways

Our Highways Inspectors carry out checks of the carriageways and footways in Kent as part of our statutory responsibilities to keep the highway in fair condition. We regularly inspect over 5,400 miles of roads and 4,000 miles of footways and the value of all our assets (like for like replacement) is over £24 billion. Our drainage team look after over 275,000 roadside drains and 8,500 soakaways with our Streetlighting officers managing over 122,500 streetlights and 17,700 lit signs. Those within our structures team are responsible for over 2,200 bridges and other structures and even two tunnels.

The Soft Landscaping team at KCC look after 3.2 million square metres of urban grass, 3,000 miles of rural verges that need regular cutting. Kent's arboriculture officers are responsible for over 550,000 highway trees. We estimate there are around 4,000 miles of centre line white lane markings, 1,800 miles of junction markings, 240,000 letters and arrows marked on the road and over 700,000 road studs. In adverse weather we treat over 60 salting routes covering 30% of the road network on Kent.

The customer contact centre and business performance teams receive over 220,000 contacts from customers each year to report a fault or request services. Our Streetworks teams handle over 130,000 permit requests each year from our own works and utility companies who need to work on our highways to ensure we do our best to minimise disruptions at roadworks.

Transportation

In our role as a Highways Authority and as a statutory consultee, our transport planners respond to over 4,000 planning applications per year. The highway improvements team deliver over 400 new highway improvements to Kent's transport network each year to seek to respond to Personal Injury collisions that are taking place, we call this our Crash Remedial Measures programme. Our intelligent transport systems team have around 330 signalled junctions, 370 signalled crossings, 170 CCTV cameras and over 500 other interactive warning, real time information and message signs. Kent's traffic operations centre has over 75,000 followers on Twitter @KentHighways and regularly publish over 1,000 tweets each month.

Whilst each of our three Service Units has their own identity, purpose and measures that help it understand and improve services, it is important that we deliver more than the sum of all our parts. We are clear that we must all work together to strive to deliver a set of overarching priorities that align to the priorities set out in Framing

Kent's Future. The key priorities for H&T that all staff should consider in everything we do are:

1. Fewer people killed or seriously injured on Kent's roads (Vision Zero).
2. Customer satisfaction by providing 'the right services in the right way for the right people'.
3. Maximising lifespan and minimising lifecycle costs of the highway and its assets. Improving maintainability by embedding asset management principles into everything we do.
4. Cost effective statutory and discretionary services by commissioning well and being commercially astute.
5. Growth and economic prosperity through efficient highway and transport infrastructure.
6. Everyone can choose to travel safely, efficiently and sustainably to employment, education, social and cultural opportunities.
7. Zero waste to landfill by maximising the use of waste as a resource.
8. Maximise inward investment into Kent.
9. Retaining a safe, healthy and motivated workforce with high levels of job satisfaction (creating 'more good days at work').
10. Working towards net zero carbon emissions by 2050 (with a focus on reducing the need for business travel, a clean fleet of vehicles and the overall impact of our working practices).

Tourism

The district of Kent has a variety of different features and attractions which bring in millions of tourists each year, both from within Kent, across the United Kingdom and from the continent. Kent's beaches have been listed as some of the best in Europe. We are also home to 18 castles scattered across the county, with Kent having more castles and historic houses than any other county. These stretch from Hever Castle in Sevenoaks in West Kent to Dover Castle in East Kent. The Kent coastline is flanked with various fortresses with many of these open to the public all year around. There is a reason the county is known as 'the garden of England', KCC manage nine country parks each with their own landscape and character. Our county is also home to many other privately owned parks and gardens which attract visitors.

With convenient links to London, Kent has been a location for tourism for hundreds of years. The County Showground in Maidstone is a hub for various events including the Kent County Show which takes place every July with around 80,000 attendees over the three days. Other locations such as the Hop Farm which holds the War and Peace Show, the largest military vehicle fair around the world which sees 100,000 visitors over the event. Brands Hatch in Sevenoaks famously holds the British Superbikes event. KCC take pride in supporting these, and many other, events through clearing possible routes for travel and working with organisers to promote safe access.

Freight

The UK freight system moved 154 billion tonnes of goods in 2019 supporting almost £400 billion in manufacturing sales. The amount of freight moved, and the vehicle miles driven have been increasing over the last 15 years. In total the amount of goods moved has increased by 23% since 2009 and the amount of road freight traffic is forecast to further increase.

Supporting efficient road freight movement is important to the national and local economy. However, owing to the complex nature of the UK freight system there are local challenges that affect residents across Kent. These include:

- Resilience and congestion issues on the A2, M2 and M20 which is an important road for movement between the rest of the UK and the port in Dover.
- Inappropriate vehicles and levels of freight movement through towns, leading to environmental and structural weight restrictions.
- Contribution to local air quality issues.
- Construction and logistics movements associated with the large number of housing development sites.

With over two million HGVs and unaccompanied trailers entering through the Port of Dover and Euro Tunnel, freight vehicles account for a high percentage of the counties moving traffic. Across the M2/A2 and M20/A20 corridors, HGVs account for up to 41% of all vehicles on the county's strategic road network. Due to the weight and volume of traffic passing through Kent, additional strain can be caused to the road network. As a highway authority, it is firmly understood that there are instances where HGVs take unsuitable routes that may cause local issues to Kent residents.

There is a compromise to be reached in accepting the practical need for vehicles to access the road network and allowing them to go about their daily business unimpeded. There is a benefit to finding ways of ensuring HGV drivers only use the road network which is appropriate for the weight and size of the vehicle. However, it is understood this is not a simple task as freight movements may be required to locations not generally noted as being suitable to larger vehicles due to residential or business need. KCC are collaborating with partners in the freight associations to work together to best resolve these challenges.

Agricultural and Arable Land

Kent is a county with a rich agricultural history and diverse rural landscape. Covering an area of approximately 3,736km², about 70% of Kent's land is used for agriculture, making it a vital part of the local economy. The county's agricultural land is split between arable farming, which accounts for 43% of the area, and permanent pasture, which makes up close to 40%. Kent is also a leading producer of fruits in England producing up to 40% of fruits such as apples, pears and plums, and around 50% of the country's total cherry production. The county also growing a reputation

for its vineyards with over 50 in the county, covering around 350 hectares, producing high quality sparkling wines. Additionally, Kent's varied soil types and temperate climate support a range of agricultural activities, from cereal and vegetable farming to horticulture.

Environmental and infrastructure challenges play a crucial role in shaping Kent's rural landscape. The county is home to diverse habitats and protected areas, including two National Landscapes (previously known as Areas of Outstanding Natural Beauty), the Kents Downs and the High Weald, and numerous Sites of Special Scientific Interest (SSSIs), which contribute to its rich biodiversity. However, climate change presents significant threats to the region such as increased temperatures, altered rainfall patterns and more frequent extreme weather events. It is noted that these changes could impact agricultural productivity, biodiversity, and the availability of water resources particularly during dry spells. This is noteworthy as Kent already has an average of about 650-700mm of rainfall annually, which is relatively low compared to other parts of the UK, making irrigation an important factor for agriculture locally, now and in the future.

The rural population in Kent constitutes a significant proportion of the county's 1.9 million residents, with about 68% of the population living rurally. The population tends to be older, which affects the agricultural workforce as fewer of the younger population are choosing to enter farming. This poses a risk to the sustainability of agriculture in Kent as not only have labour shortages exacerbated since post-Brexit immigration policies along with the aging population, but there is additional pressure for residential and commercial development due to Kent's proximity to London. Overall, this is causing the rise land prices and threatening the availability of farmland. The growth in population and development has implications for Kent's highways and infrastructure. As more land is converted for residential and commercial use, traffic congestion and wear and tear on rural roads are likely to increase. The influx of heavy agricultural machinery and transport vehicles, coupled with an aging road network, can lead to deteriorating road condition and increased maintenance costs. This strain on the highways not only affects transportation and logistics for the agricultural sector, but also impacts the daily lives of rural residents, leading to challenges in accessibility for the aging population and connectivity across the county.

Development and Traffic Growth

Many large developments and settlements in Kent are located along or near to the Strategic Road Network (SRN) corridors. Based on our 2019 to 2037 forecasts, an estimated 200,000 additional car and freight person trips will be made per week day in 2037 compared to 2019, with a total of 3.5 million per day forecast in Kent in 2037. This change may be because of many reasons, such as the continued increase in online consumption of goods and services and the immediacy of their delivery as part of competitive edge in markets.

This leads to increased volumes of LGV and HGV trips, despite likely efficiencies through increased consolidation efforts by businesses owing to the attractiveness of the relatively unregulated gig-economy for providing delivery services. The proliferation of distribution centres and shadow stores leading to reduced distances between suppliers and customers, but also leading to increased locations attracting freight trips. The electrification of private vehicles, which leads to the increased use of Electric vehicles and assuming their continued cheaper operation relative to conventionally fuelled petrol or diesel vehicles, leading to increased mileage. The perception of Electric vehicles as clean zero emissions forms of transport leading to increased use over reduced concern about the negative externalities of private vehicle use. The potential for climate and societal conditions to make air conditioned, heated, door to door, and private transport increasingly attractive. Land use patterns, assuming the continued trend towards new satellite or standalone garden towns and villages which leads to an increase in the volume of vehicle trips over mid distances e.g. between five to 20 kilometres due to the need to travel to the main urban centres which act as the economic hubs across the county. At the same time, if designed well, then there should be a reduced need for private vehicle travel within the new settlements, helping to reduce the volume of car trips below the five-kilometre threshold.

Forecasting future public transport journeys, on Rail and Bus is extremely difficult as the factors affecting their use are more nuanced than private vehicles. This is due to their use being shared, subject to routings and frequencies not dictated by the user, and similarly in respect of fares pricing.

The pandemic knocked forecast use of Rail and Bus far off course. Prior to 2020, Rail use in the south east region was expected to remain on an upward curve of around an average of just over 1% per annum into the 2030s and beyond to 2050. Instead, Rail demand is not expected to recover to 2019 levels for at least two to three years, and with a strong possibility of going well beyond 2025 as working habits and travel requirements evolve. The future growth rate is therefore harder to determine at the current time and this uncertainty is acknowledged in predictive modelling.

KCC's local transport plan explains how we expect to achieve our transport vision to 2031. LTP4 'Delivering Growth without Gridlock' incorporates transportation policies, alongside local schemes and issues. It considers both countywide and national implications. The creation and development of LTP5 is currently ongoing and 'Striking the Balance' will replace LTP4 once delivered. This ensures we as a local highway authority are clear that our plans for transport should improve all types of journeys. LTP5 aims to outline proposals for improving roads and public transport across Kent to provide focus for future resources and funding. This will combine supporting the economy, making living and working in Kent better all while managing environmental challenges. Once the strategic objections of LTP5 are confirmed, KCC will support these through our network management capabilities.

Partnering Relationships

District authorities

Kent County Council are responsible for certain services across the whole of Kent. There are 12 district councils, known as either borough or city councils. Each of these district councils has their own challenges and environments. Gravesham and Dartford are impacted by delays and congestion at the Dartford Crossing. These are very urban areas with minimal rural environment. Dartford borders with Bexley and Bromley councils and Gravesham borders with Medway unitary authority. Dartford is also home to the county's busiest train station with, on average, 12,600 passengers alighting services every day. Sevenoaks borders with Bromley and Surrey and important motorway networks M26 and M25 run through the district. Delays on National Highways network can cause issues on KCC network as vehicles seek alternative routes. The district has some very rural parts and many historical landmarks which bring in tourism and large events during the year. Tunbridge Wells is home to Royal Tunbridge Wells, a historical spa town with high traffic flows and both commuters and weekend tourism. The wider district borders with East Sussex and is a large district with many individual towns primarily to the east of Royal Tunbridge Wells.

Tonbridge and Malling borough sits between various districts in Kent, and is mainly divided into two large urbanisations, Malling and Tonbridge. Tonbridge is known locally as a secondary school hub with seven secondary schools in the district which brings scholars from far afield. The Tonbridge train station is the second busiest station in the county. The borough of Maidstone is the county town of Kent, where our county offices are located. The district is noted as being one of the largest geographically in the county, with very high population density in comparison. Swale district combines urban areas, rural locations and tourism in the market town of Faversham and on the Island of Sheppey. This area is accessed via bridges from the mainland Kent. The Island of Sheppey is home to three blue flag beaches which bring in thousands of tourists per year. Canterbury district has city status with Canterbury Cathedral as the focal point of the district and the area also includes other towns including seaside locations Herne Bay and Whitstable.

Ashford borough is recognised as one of the largest geographical districts. Its rural network is vast and brings levels of tourism throughout the year. Folkestone and Hythe district is recognised primarily for being home to the Euro Tunnel network, transporting both tourist and freight traffic to Calais through the below-sea tunnels. It is also home to numerous beaches, with Folkestone harbour a popular seaside resort. Alongside the movements from those in Folkestone, Dover is the primary ferry port in Kent. Dover is also a tourism town with historical Dover Castle bringing many visitors to the district. Finally, the district of Thanet is our most eastern location with popular towns Broadstairs, Margate and Ramsgate and numerous Bays and beaches within those towns. Each of these districts has various attractions, their own

individual challenges and populations which require an individualised approach to network management.

Neighbouring authorities

As previously mentioned, it is noted that Kent has several neighbouring authorities it shared a boundary with. Where road networks are divided between Kent County Council and another highway authority, local agreements are in place regarding maintenance. In the county of Kent, Medway unitary authority borders with Swale, Maidstone, Tonbridge and Malling and Gravesham. Officers from relevant departments liaise with each other to ensure services are managed to maintain standards required. Other counties such as East Sussex and Surrey follow similar practises with local agreements being the most appropriate method to ensure all authorities successfully maintain their networks.

National Highways

National Highways have numerous motorways and roads within KCC's geographical area. The M25, M26, M20, M2 and trunk roads such as A21 through Southwest Kent and A20, A2 and A2070 in East Kent are all managed and maintained by NH. Each of these roads and motorways has individual land ownership for slip roads and roundabouts. These motorways take a significant volume of traffic across Kent, and it is important we work together to support the free movement on their network. To bring together relevant parties, the Kent Corridor Coordination Group which is led by National Highways is a bi-weekly forum which allows for discussion and dispute of proposed works. Representatives from Eurotunnel and Dover Port also join the calls to discuss any works which may impact on their services. Additionally, the Kent Resilience Forum work as a partnership between KCC, NH and emergency services. During winter service, there is a close liaison between NH contractors and KCC to ensure the respective areas of responsibility are managed appropriately.

Ports

As mentioned previously, The Port of Dover is situated in East Kent, in the district of Dover. It is Europe's busiest ferry port and is an international gateway for the movement of passengers and trade. The Port of Dover handles £144 billion trade per year, 33% of UK trade in goods with the EU and welcomes over 11 million passengers. In the district of Folkestone, Eurotunnel crosses approximately 1.5million freight vehicles every year with 25% of trade between the UK and the EU being via the Eurotunnel. Additionally, 2.1million passenger vehicles pass through the Tunnel each year.

The Network Management Duty

The network management duty is a key requirement under the Traffic Management Act 2004 and applies to all local traffic authorities. The duty came into force on 5 January 2005 and recognises:

- The importance of managing and operating the road network.
- The importance of optimising benefits for all road users.
- The needs of those who maintain the infrastructure, the network itself and the services within it.

Section 16(1) of the Traffic Management Act 2004 states that:

It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as is reasonably practicable and having regard to their other obligations, policies and objectives, the following objectives:

*(a) Securing the expeditious movement of traffic on the authority's road network; and
(b) Facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.*

(2) The action which the authority may take in performing that duty includes, in particular, any action which they consider will contribute to securing:

(a) The more efficient use of their road network; or

(b) The avoidance, elimination or reduction of road congestion or other disruption to the movement of traffic on their road network or a road network for which another authority is the traffic authority;

and may involve the exercise of any power to regulate or co-ordinate the uses made of any road (or part of a road) in the road network (whether or not the power was conferred on them in their capacity as a traffic authority)

The Act principally places responsibility for managing and alleviating congestion on the network upon the Traffic Manager. Congestion can be clarified as more acute than traffic delays, with congestion generally being centred around urban areas or locations where major junctions meet. The increased demand of vehicle movements and lack of capacity on the highway results in locations where delays are often excessive. It is a common frustration for all road users who are subject to congestion on their journey times. Increase unreliability due to unknown journey times creates a loss of support with the council and further frustrates road users. It is important to note that road users are not only local residents driving themselves on the roads. This could be passengers in cars, those using public transport, those driving through the county or those relying on deliveries to their properties or businesses.

There is often more than one cause of congestion taking place at any hotspot location. The primary cause of congestion is as a result of roadworks, lack of capacity at junctions or carriageways, incorrect traffic signal timings, lack of enforcement, lack of restrictions for parking or lack of maintenance to signage and lining.

KCC understands that congestion and the disruption congestion causes is greater than the isolated location. The knock-on impact of delays creates issues for Kent's residents and road users and needs to be improved wherever possible. Kent County Council is committed to taking action to avoid, eliminate, or reduce road congestion

or other disruption to the movement of traffic. We will continue to look for new processes to identify reasons why road congestion or disruption occurs. Our various teams considering possible actions that could be taken to address congestion or disruption such as carrying out road improvement schemes.

In Kent, our officers investigate small scale improvements such as lining adjustments or adjusting traffic signals. Other departments work on larger schemes such as major junction redesigns which require longer term investigation and investment. Schemes may be implemented which increase capacity for all vehicles, however KCC also looks to install measures such as bus only lanes which improves reliability for those choosing to utilise public transport. We regularly assess the performance of the network and carry out checks to ensure new arrangements that have been put in place are providing the correct results.

DfT guidance notes that the network management duty is one element of an authority's transport activities and should complement the council's other policies and actions. The network management team work to embed desired outcomes and appropriate policies and plans under the network management duty within the council's other relevant policies to achieve a coherent approach.

Kent's Traffic Manager

The Traffic Management Act outlines the following responsibilities and expectations.

A network management authority shall make such arrangements as they consider appropriate for planning and carrying out the action to be taken in performing the network management duty. The arrangements must include provision for the appointment of a person (to be known as the "traffic manager") to perform such tasks as the authority consider will assist them to perform their network management duty. The traffic manager may (but need not) be an employee of the authority. The arrangements must include provision for establishing processes for ensuring (so far as may be reasonably practicable) that the authority—

a) identify things (including future occurrences) which are causing, or which have the potential to cause, road congestion or other disruption to the movement of traffic on their road network; and

(b) consider any possible action that could be taken in response to (or in anticipation of) anything so identified;

This legislation does allow for some flexibility with how each highway authority organises their highway and transportation operations. In Kent the Traffic Manager holds responsibility for the Network Management Team which includes, but is not limited, to matters of traffic enforcement, parking, TRO's, innovation, freight and transport modelling.

The Traffic Manager provides representation for Kent in several local and national forums. This supports partnership working between organisations to improve efficiencies on the highway network. Internally, the Traffic Manager supports reviewing travel choices, increasing capacity and network utilisation and understanding other methods of network management. This Network Management Plan aims to clarify the various functions carried out by Kent's officers which support the overall objectives within the Network Management Duty.

An important role of the Traffic Manager in Kent is identifying strategic diversion routes alongside our partnering authorities. It is imperative that alternative routes be identified during times of incidents where traffic is stopped or diverted. The strategic diversion routes are created alongside relevant parties such as National Highways to pre-plan routes traffic can be diverted to, to cause as minimal disruption and wider impact as possible.

In June 2022, KCC were devolved powers for Part 6 of the Traffic Management Act 2004. As the Act relates to the free movement of traffic on road, this amendment enables the County Council to carry out enforcement of specific moving traffic offences. Kent has many restrictions on traffic in place, many are to promote safety such as one-way streets, some are to reduce congestion from larger vehicles traversing through routes such as weight restrictions and some restrictions aim to reduce journey times and congestion such as bus gates and lanes. In Kent, the Traffic Manager carries out this function of enforcement on these restrictions. The Act enables 26 traffic signs to be enforced, Kent is currently in the process of setting up this enforcement to support the safe and expeditious movement of traffic on the highway network.

The Traffic Manager also carries out other roles such as reviewing Kent's record of Traffic Sensitive Streets (TSS). This allows the council to assign streets as being sensitive to traffic flows which cause congestion and delay. Roads which have TSS status are given a higher a priority for these locations to be clear of roadworks or incidents which impact the wider network. This is a function which is carried out every few years, with all roads in Kent with TSS being reviewed and proposals made for new locations. Kent's Street Gazetteer custodian will ensure all roads with TSS status are uploaded as such to the street register managed by the Department for Transport.

Incident Management

KCC are required to comply with legal and regulatory duties to provide emergency and business continuity. The requirements emergency and incident management within highways and transportation are multi-faceted and can relate to a huge variety of issues. Most emergencies are completely unpredictable, but we do implement emergency plans so resources and experienced officers can respond quickly and as efficiently as possible. These are generalised in our main emergency plan so we can be assured that any action taken is the best possible response. We also look after specific plans for emergencies which have their own various concerns but would

impact on the highway network. These include locations such as the Channel Tunnel, but also weather events such as flooding.

The Kent and Medway Resilience Forum brings together all risk information and how agencies work together during these times. The KMRF is a partnership of organisations made up of responders based on categories from the Civil Contingencies Act 2004. KCC's officers form part of the Resilience Team to ensure KCC's priorities and functions are reflected in the wider approach.

Within Highways and Transportation, we have undertaken a full Business Impact Assessment which supports business continuity planning. Our Plans outlines all core services, business critically ratings, recovery requirements and number of essential fuel users required. Business Continuity Plans are managed by each head of service within H&T and include the relevant BIA to the role. The key ongoing risks regularly reviewed include

- Severe weather events
- Budget reductions and our ability to deliver published levels of service
- Health & Safety incidents at roadworks sites
- Supplier's meeting performance standards
- Cost increases for suppliers and lack of availability of materials
- Increased volumes and backlogs of works requiring road space and permitting following Covid 19
- Outsourced internal services under performance

Further details on our countywide approach can be found within Kent County Council's Major Emergency Plan on the KCC website.

Specific functions

It is acknowledged that the functions and responsibilities undertaken by the highways and transportation department at KCC are extremely varied. Below provides a snapshot into some primary roles and is not intended to be a full explanation of all the work undertaken by the various teams.

Streetworks

Within Kent County Council, there are five Streetworks teams. Four of these are geographically divided (Streetworks West, Streetworks West Central, Streetworks East Central and Streetworks East), with a central Streetworks Compliance team which works to ensure all Streetworks officers carry out their role in accordance with the relevant legislation. The primary legislation followed by the Streetworks teams is the New Roads and Streetworks Act 1991. Part three of the Act outlines how a highway authority should carry out the management of streetworks, the definitions relating to this and matters concerning the operation of a streetworks register. It also

confirms specifics such as notification periods, reinstatement requirements and charges payable to those who misuse the Act. This includes charges under Section 74 of the Act, 'Charge for occupation of the highway where works unreasonably prolonged.' This enforces any undertaker of works must prioritise the expeditious completion of works to reopen any highway as being fully available for the road user. The aim of this specifically being to ensure movement of travel and reduction of congestion is prioritised by works promoters. The Act also requires authorities to maintain records of works and outlines working relationships with authorities such as National Rail.

The Traffic Management Act Part 3 was brought in at a later stage to clarify requirements using permit schemes to keep a streetworks record. Kent County Council was one of the first highway authorities to create a permit system. The Kent Permit Scheme processes over 120,000 permits each year.

KCC also have a Lane Rental scheme in force which enables the streetworks authority to identify a small section of the overall Kent network that is the most impacted by roadworks. Many of our roads carry tens of thousands of vehicles each day and the presence of disruptive roadworks causes delay and congestion to all who use the network. The Kent Permit Scheme charges the works undertaker a fee for each day said road is worked on with disruptive traffic management. The aim of the KLR is to promote works to be completed in innovative ways which may reduce the time on site causing congestion.

It is important to recognise that the NRSWA is clear with its definitions regarding types of works. The streetworks authority cannot refuse works take place but can work with works promoters and statutory undertakers to ensure projects are completed at the best time possible such as during half terms or avoiding peak tourist times.

The team carry out works to not only manage roadworks, but also manage certain licenses which cause obstruction to the highway such as private skips being placed on carriageway, scaffolding on property frontages or hoarding. Additionally, events are managed by the officers who assess traffic management proposals and impact of attendees on the wider road network. KCC work alongside district councils, emergency services and other interested stakeholders within the district-led Safety Advisory Groups (SAG). These SAGs are an advisory board, who assess the impact of certain events and make suggestions and comments on proposals. The role of the streetworks officers at the SAG is to assess the traffic management plans and understand the volume of attendees to correct identify the best approach to reduce congestion from events.

Traffic Operations

The Traffic Operations and Technology teams use computing and communication technology to improve how the road network runs. Through using a central point of

control of transport systems, congestion is managed and reduced. The team carry out various functions including monitoring and adjusting certain traffic signals to minimise delays. They monitor general levels of traffic congestion through the network through the use of real time information and CCTV systems in key locations.

By using urban traffic management control on traffic signals, traffic can be reduced with the impact of particular junctions causing significant delay levels around the county. Signal controlled junctions improve safety of through traffic by ensuring conflicting movements are controlled appropriately. The team is responsible for day-to-day management of traffic signal installation and systems throughout the county. The team also supports the design and implementation of new systems, working alongside developers and others within KCC to ensure any new traffic light systems work with best optimisation.

The Traffic Operations Centre works to inform the travelling public of incidents and appropriate alternative routes, liaise with appropriate partners to support where possible and keep routes clear using centralised urban traffic management and control. Incidents may be in various forms such as accidents, unplanned works, vehicle breakdowns, events or public protests. In addition to activating any plans using the UTMC system, the team also utilise Vehicle Messaging Signs with key information and advice. Officers also make note of any faults with signals to pass onto the signal's contractors for attendance to ensure full efficiency with any signalled junctions.

Public Transport

Kent's Public Transport department is divided into four teams as below:

- Public Transport Planning and Operations
- Client Transport Planning and Operations
- Fastrack Development
- Public Transport Business

KCC do not run any bus services directly but have an important role to play with respect to a number of public transport issues including - school transport, concessionary fares, bus stop infrastructure and working with private operators to support the commercial network as far as possible for the benefit of Kent's residents.

With respect to local buses, commercial bus operators which exist in Kent run their own services for profit privately. KCC do, on occasion, subsidise some routes or services which are not viable for private operators to run, but this is a discretionary activity. The public transport planning and operations team assist with coordinating public transport and working with operators to ensure services can run as smoothly and efficiently as possible. Officers also manage Concessionary Travel under the Concessionary Bus Travel Act 2007. This includes our Older and Disabled persons bus pass (ENCTS) for which there are over 240,000 passholders, the KCC Traver Saver pass and KCC 16+ Travel saver, for which there are approximately 30,000 passholders.

The Planning and Operations team also seek to support the public transport network as far as possible through the provision and maintenance of bus stop infrastructure, support of the Community Transport sector, provision of our own CT scheme called the Kent Karrier and through other policy work such as responses to planning applications.

Recently the team has reacted to the requirements of the Government's National Bus Strategy, forming a Bus Service Improvement Plan (BSIP) and Enhanced Partnerships (EPs) with operators in response and securing over £35.1m of funding to deliver a number of positive public transport improvements such as bus priority lanes, Real time information and a new information portal. The Public Transport Team also arrange home to school transport for those entitled to it under legislation. In Kent, if a child is a certain distance from their nearest age and ability appropriate school, they can receive free transport. They must be either, over eight years old and live more than three miles from the school using the shortest available walking route or, under eight years old and live more than two miles from the school using the shortest available walking route. If a child attends a mainstream school, the public transport planning and operations team manage their transport. This is done for approximately 5,000 students. If the student attends a special educational needs school, their transport is managed by the client transport team. The client transport team manage around 7,000 SEN student transport requirements each year.

Within the Thameside area, Fastrack is an established and high-quality bus rapid transit system which provides fast, reliable and efficient transport across Dartford, Ebbsfleet and Gravesham. Officers support the expansion of Fastrack to support ongoing local development and are launching a new Fastrack scheme in Dover in 2024. The team are actively looking to bring innovation to public transport where possible, including onboarding a Mobility as a Service platform. This aims to provide one easily accessible mobility service for various modes of transport and includes information and payment built in.

Planned Maintenance

In recent years, we have significantly developed and improved our approach to highways asset management and introduced various measures to implement the Well-managed Highway Infrastructure (WMHI) code of practice. As a result, we have been able to demonstrate consistently that we are a competent highway authority, make the case for additional funding, and optimise our ability to defend claims. We have developed a new Highways Asset Management Plan (HAMP) to identify a clear investment strategy and associated action plan for the future that is fit for purpose and recognises the challenges and opportunities ahead.

The new plan is a forward-looking document covering the next five years which:

- includes a vision statement

- sets out how highways asset management, as a key enabling service, contributes to achieving strategic outcomes and delivering Kent's interim strategic plan
- describes how we go about asset management and risk-based decision-making
- explains what we know about the condition of our assets both now and going forward based on various investment levels
- sets out our service levels in terms of what we do and what we do not, alongside an assessment of associated risks
- outlines our asset management and WMHI improvements and achievements in recent years
- includes a five year forward works programme for specific asset groups
- lists the future actions we will implement to further improve our approach to asset management, maximise asset lifespans, reduce lifecycle cost and improve future maintainability, in order to deliver on our vision and strategic outcomes

In addition to being an asset management plan for highways, the document is an Investment Strategy and Action Plan for the next five years. It seeks to move towards treating the management and maintenance of our highway assets as a multi-year endeavour, rather than an annual one. The document highlights the importance of consistency of (broad levels of) funding and approach over that longer period, to enable us to deliver a more efficient service with better condition outcomes.

The Highway Maintenance Plan also defines roads in tiers of maintenance hierarchy. More information on the Highway Maintenance Plan can be obtained through the Kent County Council website.

Our highway inspectors and operations team carry out the day-to-day monitoring of the condition of our carriageway and footways across the county. KCC's have a statutory requirement under the Highways Act 1980 to maintain highways which are maintainable at the public expense. This applies to all users of highways. Our highway inspectors carry out this requirement with yearly, bi-yearly and monthly inspection schedules based on the priority and classification of the road and footway.

Our operations team operates a 24-hour a day, 365 days a year highways service, Incident Response Officers managing weather emergencies and other incidents such as fly tipping which is obstructing carriageways or oil spills from RTCs. The first priority is to ensure highway users are safe from any incident and disruption. Once this has been confirmed as a safe environment, officers then prioritise the most appropriate way to clear hazards and obstructions to keep the network moving. The team's in-hours services respond to enquiries regarding matters such as potholes, overhanging trees, verge damage and blocked gullies.

It is important to note that planned maintenance includes many other vital teams in Highways at KCC. This includes, but is not limited to, streetlighting, drainage, structures and soft landscapes. Each of these teams play a vital role in the management of the road network and our assets.

Winter Service

KCC have a statutory 'duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice' Section 41(1A) of the Highways Act 1980, notified in 2003 by Section 111 of the Railways and Transport Act 2003. The County Council recognises winter service is essential in aiding the movement of highway users and enabling everyday life to continue. KCC carry out salting on carriageways to prevent the formation of ice (precautionary salting). Once snow has settled, post salting occurs on carriageway and footways to remove ice and snow. Routine precautionary salting is carried out on pre-determined primary routes which include Class 'A' and 'B' roads and other roads in the top three tiers of the maintenance hierarchy (Major Strategic, Other Strategic and Locally Important Roads). In addition to these, Senior Highway Managers can identify further roads based on local knowledge and experience that have particular concerns hazardous frosty/icy conditions.

Snow clearance through ploughing is completed to prevent injury or damage caused by snow, to remove obstructions caused by the accumulation of snow and to reduce delays and inconvenience caused by snow. This is completed on a priority basis. Snow clearance also takes place on certain minor route carriageways by local farmers and plant operators under agreement with the County Council. The Council also provides Salt Bins in some locations to give motorists and pedestrians the means to salt small areas where ice is causing difficulties. Further information on our Winter Service can be found on the Kent County Council website.

Parking Services

The regulation and authority for parking in Kent has been devolved to the responsibility of the 12 district councils. KCC still retains a countywide Parking Manager to oversee each districts parking arrangements. Given each of Kent's 12 districts do vary so significantly with different urbanisation, retail areas and tourism, it is seen as currently most appropriate for districts to manage their own parking. The management of parking does vary between the districts with their approach to on-street and off-street facilities. All aspects of formalised parking (i.e. council run facilities) are carried out by the district councils including recruitment of officers, budget management and handling of penalty charge notices. KCC are highway authority do have agreement to install and manage traffic regulation orders in addition to the district authorities, with the district authorities as consultees. It is noted that this is a flexible arrangement and Kent may look to centralise parking countywide if deemed more efficient in the future.

Traffic Regulation Orders

The Road Traffic Regulation Act 1984 (RTRA) gives the highway authority the power to regulate and/ or restrict traffic on the Kent network. A Traffic Regulation Order is a legally binding order which states which type of restriction is controlled and on which

roads. These orders can be generally categorised into three types, speed, movement and parking. As above, parking is a function carried out by district councils in KCC, however we can create and amend orders for parking under the RTRA. Moving traffic offences and speeding offences are enforced by Kent Police. There are some restrictions KCC can enforce under the TMA Part 6 agreement. All TROs are required to be advertised and consulted on, with anyone being able to object, or support, proposals. Kent is one of the first authorities to develop a map-based TRO system supporting a modernisation of recordkeeping and creating a visual aid to enable wider understanding of restrictions in the public forum.

Road Safety and Active Travel

The Road Safety and Active Travel Group prioritise KCC's approach to promoting safety for the road user. The Highway Improvements Team is part of the Road Safety and Active Travel Group and is split into West Kent and East Kent, with three different, but interconnected, workstreams making up each team:

- Community Engagement – works closely with County Members, Parish and Town Councils on all aspects of the Highway Improvement Plan (HIP), liaising with internal teams to ascertain what is physically and technically possible and where possible find a solution/ funding opportunities to address the concerns being raised
- Planning and Advice – provides technical advice for HIP priorities and to internal H&T colleagues, leads on the analysis of Crash Remedial Measure (CRM) sites and determines the feasibility of schemes being requested. CRM is a process wherein a priority list of changes to locations is developed. These changes are hoped to be completed in 12-18 months from this development. The changes are safety focused prioritised, with data used from personal injury information to ensure resources are focused in the most necessary locations.
- Design and Delivery – designs schemes to meet Kent's highway standards, CDM Regulations and Department for Transport (DfT) policy and works with KCC's contractors to deliver the work on the ground

The team's main focus is on the analysis of crash cluster sites and delivery of schemes through the casualty reduction programme, as well as delivery of Local Transport Plan funded schemes, such as amendments to junction layouts and pedestrian crossings.

The team also delivers small-scale highway improvements as identified by members of the public, County Members, Parish and Town Councils and internal H&T colleagues. Schemes can include, but are not limited to, new requests to have white lines painted and the installation of brown tourism signs, warning signs, roadside safety barriers/bollards, mobility dropped kerbs, village gateways, traffic calming etc.

The team also leads on requests requiring a Traffic Regulation Order (TRO) not associated with new developments, such as weight, width and height restrictions, one-ways, changes to the speed limit and the implementation of waiting restrictions.

Within the wider Road Safety and Active Travel Group, the Active Travel team includes Kent Active Travel, Safer Active Journeys, Interventions and Infrastructure. They work on prioritising active travel sites in terms of changing the layout of the road or installing new physical measures for improving active travel usage. The Safer Active Journeys team are focused on providing training and resources to those either looking to start, or who are already carrying out journeys either on foot or by bicycle. The Active Travel Strategy available on the Kent website provides more information into our approach.

Furthermore, the Intelligence and Innovations team within the team manage the Highways Asset Digital Management System, which holds information on a GIS map linking speed data, traffic surveys and incident data. This system ensures all within H&T have access to vital information to inform design for future improvement schemes. The database is updated as and when new information comes in to ensure records are as current as possible.

Development and Local Transport Plans

The Transport Planners at KCC work with each of the 12 district councils to help them form their local plans as statutory consultees for applications which may have an impact on the road network. This applies to household, commercial or industrial building works. Regarding waste, minerals and county council developments, these are managed by KCC directly. In addition, any changes which impact the public highway require formal agreement through the planning and developments team.

Transport officers are supported in their decision making and evidence base through the Kent Transport Model. This is a strategic transport simulation model developed and managed by Jacobs, for which KCC are the custodians of. Through the modelling of proposed developments or mitigation county-wide, we are ensuring the bigger picture is managed and observed throughout the planning process. The model has also been redeveloped to include Medway council's remit, and officers work directly with Medway council for projects which require strategic modelling. KCC also work directly with developers with proposed land development to understand implications and decide on how best to mitigate any potential impacts to the wider network. Within the KTM, we can predict changes following development over future years linked to local transport plans.

Our local transport plan explains how we expect to achieve our transport vision to 2031. LTP4 Delivering Growth without Gridlock incorporates transportation policies, alongside local schemes and issues. It considers both countywide and national implications.

The development agreements team work to ensure any changes required to the highway support our core values alongside the Kent Design Guide. This is a document which helps support the development of new designs which will be acceptable to us as the highway authority. The team support works using legislation from the Highways Act 1980. Works which are completed as a condition of planning permission, such as new footways on highway land, or the creation of an entrance from highway land onto a new development is a Section 278. New roads and routes within a development which become highway land through the adoption process are carried out by legal agreement under Section 38.

Abnormal Loads Management

The Road Vehicles (Construction and Use) Regulations 1986 outlines the legislation regarding how normal motor vehicles and trailers (up to a maximum of 40 tonnes) are built and operate on the road. Any movement of large or heavy loads and cranes which exceed the dimensions stated within the Regulations are can use the public highway provided they follow the Special Types General Orders (Abnormal Loads). An abnormal load can potentially use any road on any network, providing the haulier complies with the law and highway code. This includes compliance with weight or height limits. Throughout the county, it is noted that certain roads are more suitable for larger vehicles to traverse through. Before an abnormal load is moved, a haulier must notify the highway authority of the intentions for movement. Dependant on the type of load (e.g. weight, length or width) they must also notify the Police. If the gross weight or axle weights exceed those specified on the regulations, they inform the Highway Authority and all bridge owners along the proposed route. Loads which exceed 150 tonnes, 6.1 metres wide or 27.4 metres long require Special Orders from the Department for Transport. The County Council works closely with freight and other organisations to ensure the safe and expedient passage of abnormal loads within the County, as the need arises.

Improving the Network

Future Innovation

Part of the responsibilities under the NMD are to work continuously to tackle congestion within the county. KCC see this responsibility as falling in line with ongoing innovation and development in transportation and the highways field. We are constantly actively exploring opportunities for future innovation in various forms. Technology is rapidly advancing, and we are conscious of the need to keep abreast of the latest developments.

The Traffic Management Team's Network Management officers prioritise understanding new and innovative working methods and implementing them where

practical and demand requires. A primary focus of this innovation in the transportation sector is centred around electric vehicles or alternative fuelled vehicles. KCC are facing challenges felt nationally around the management of EVs, how we can support EV charging hubs and what charging at home looks like.

Further changes relating to vehicles include The Automated Vehicles Act 2024. Whilst this legislation may be introduced, it is the responsibility of the highway authority to support the delivery of this law into day-to-day life. The aim of the act is to improve road safety by reducing any human error involved in driving. Whilst new technologies are important for certain matters, we must ensure these are being carried out safely and appropriately.

The Network Management Team are working on developing an urban transport digital twin which will allow for precise modelling and planning of situations based on routing and data. The Innovations team within the Highway Improvements Team are continually pursuing methods to improve road safety through means of technological systems. This includes understanding connected vehicle data which shows what is happening out on the network and supports the methods used by the wider team to improve safety.

KCC are committed to working with any governing bodies to facilitate trials linked to new technologies or the development of policies. It is a priority of the county to ensure we are ahead of any legislation changes where possible and can support government with any changes as they come forward.

Modal Shift and Active Travel

A modal shift represents a strategic realignment in transportation, where goods or passenger movements transition from one mode of transport to another. This is typically from less efficient or more environmentally taxing options, such as road or air transport, to more sustainable, cost-effective, or efficient alternatives like rail, maritime, or public transit systems. This shift is often driven by objectives related to reducing carbon emissions, alleviating congestion, optimising logistical efficiency, and enhancing the overall sustainability of transportation networks. It plays a pivotal role in modern mobility strategies, promoting long-term economic and environmental benefits by leveraging modes of transport that are better suited for specific types of travel or freight movements.

Currently, one of the key initiatives is the Kent Thameside Smart Transport Project, which is aimed at reducing congestion and improving journey times by upgrading traffic control systems at 41 junctions in Dartford, Ebbsfleet, and Gravesham. The project will also enhance the Fastrack bus priority system, directly supporting a shift to bus travel as a part of broader efforts to encourage public transport use. The Thanet Loop Bus Improvement Project is another project which focuses on upgrading the Queen Elizabeth the Queen Mother (QEQM) Hospital junction in Margate to improve bus times and reliability. The introduction of new bus lanes and pedestrian crossing facilities is designed to make public transport more accessible and efficient, encouraging people to use buses over private vehicles. Additionally

moving forwards, KCC's LTP5, currently under consultation, outlines a vision to balance transport improvements with environmental sustainability. It includes proposals to expand public transport networks, enhance cycling and walking routes, and invest in electric vehicle infrastructure.

The Active Travel team within the HIT at KCC ensure we are focused on changing the level of vehicle use and promoting accessible, safer and well-planned opportunities. Active Travel is defined as walking or cycling as a means of transport, to get to a destination. It does not cover cycling or walking for pleasure or health reasons. It is acknowledged that distances walked have fallen by 30% in the last 40 years due to an increase and preference in car travel. It is noted that this

Climate change

KCC are committed to recognising and understanding the impacts of climate change with regards to the needs of the county and how we run our services. We can only understand this change based on past years comparisons and future years predictions. It is suggested that summers will become hotter and drier with winters being milder and wetter. Soil will become drier, and less snowfall is expected. However, heavy rainfall may be more frequent. Each of these changes presents its own challenges. We must consider how the impact of drier soil alongside heavier rainfall can result in greater risk of flooding as rain is unable to penetrate the surface as quickly to dissipate. Whilst prioritising free movement of travel, we have to consider the cost to the environment any changes may cause and prioritise those which meet Net Zero targets.

Air Quality

The correlation between congestion and air quality is one which is frequently raised and noted. Poor air quality can seriously impact quality of life and we acknowledge the symptoms which can occur from poor air quality. In Kent, the district authorities manage the air quality matters such as producing action plans, assessing air quality and monitoring. District authorities also identify Air Quality Management Areas. However, this delegation of the responsibilities does not take away Kent's duties to improving air quality where possible. It is noted that traffic growth alongside an increase in population and economy can increase poor air quality. Therefore, it is important that any schemes implemented are mindful of any potential changes in congestion. Under the TMA 2004 Part 6, KCC are able to tackle air quality issues directly through the implementation of ANPR enforcement. We hope that future site proposals using this technology will provide another method of improving air quality.

The forward plan for Network Management

This Network Management Plan is intended to explore the current responsibilities and roles being taken by KCC. These are all important to ensure we meet the

requirements of the TMA and in turn our network management duty. We have also reviewed our challenges which must be managed and considered with future proposals.

KCC will continue to carry out our responsibilities as defined in this document. The Network Management Plan remains a live document which is managed and reviewed by the Traffic Manager. The Traffic Manager is committed to ensuring the county carries out responsibilities to the highway network under the Network Management Duty to the best of their ability.

Appendix

[Framing Kent's Future.pdf](#)

[Local Transport Plan 4.pdf](#)

[Active Travel Information.pdf](#)

[Asset Management in Highways.pdf](#)

[Kent Winter Service Plan.pdf](#)

[Kent Design Guide.pdf](#)

[Major Emergency Plan.pdf](#)