

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

Planning, Transport, Regeneration Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **18 July 2016**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors Barbara Rice (Chair), Peter Smith (Vice-Chair), John Allen, Oliver Gerrish, Tom Kelly and Terry Piccolo

Substitutes:

Councillors Tim Aker, Sue MacPherson, David Potter, Joycelyn Redsell and Gerard Rice

Agenda

Open to Public and Press

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To approve as a correct record the minutes of the Planning, Transport, Regeneration Overview and Scrutiny Committee meeting held 7 June 2016.	
3. Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4. Declaration of Interests	
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Queries regarding this Agenda or notification of apologies:

Please contact Jessica Feeney, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **8 July 2016**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Vision: Thurrock: A place of **opportunity**, **enterprise** and **excellence**, where **individuals**, **communities** and **businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

3. Build pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

5. Promote and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

Minutes of the Meeting of the Planning, Transport, Regeneration Overview and Scrutiny Committee held on 2 March 2016 at 7.00 pm

Present: Councillors Brian Little (Chair), Martin Kerin (Vice-Chair)(arrived at 7.15pm), Robert Gledhill, Steve Liddiard, Robert Ray and Peter Smith (left at 8.30pm)

In attendance:

David Bull
Ann Osola, Head of Highways & Transportation
Kenna-Victoria Martin, Senior Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

38. Minutes

The Minutes of the meeting held on 9 February 2016 were approved as a correct record.

Councillor Gledhill felt that at the meeting, there were a wide range of questions asked; which did not reflected within the minutes the good points raised by residents.

The Chair commented that he checked the minutes to ensure that they reflexed the discussion held at the meeting.

39. Items of Urgent Business

Councillor Little confirmed that he had been informed of an item of urgent business, which he had decided to allow as the material had only recently become available and he felt that it was not reasonable to wait for the next meeting of the Committee.

He informed Members that the item was in relation to the Lower Thames Crossing and would be held after Item 4.

40. Declaration of Interests

Councillor Gledhill declared a non-pecuniary interest in Item 5 C2C train timetable changes – update, in that his partner was a C2C service user.

Councillor Smith declared a non-pecuniary interest in relation the urgent item on the agenda Lower Thames Crossing Consultation, as he received payments from Councillor Aker for various duties relating to Cllr Aker's role as an MEP although these were not related or linked to the Lower Thames Crossing.

The Chair of the Committee declared a non-pecuniary interest in relation to the urgent item on the agenda Lower Thames Crossing Consultation, as the proposed routes affected his ward, and various residents in his ward had received letters from Highways England

41. Lower Thames Crossing Consultation

The Chair of the Committee confirmed that a copy of the report had been circulated by Democratic Services prior to the meeting and had been tabled for Members.

The Head of Highways and Transportation addressed the Committee and in doing so the following was highlighted:

- Officers were working with consultants to gather further information, to include within the Council's official response to the consultation for which the closing date was 24 March 2016;
- Following the meeting of the Committee held on 9 February 2016, all resolutions had been actioned by Officers;
- A letter had been sent to the Secretary of State, seeking to an extension of the consultation which was signed by the Chair of the Committee and all Group Leaders;
- The meeting held on the 25 February 2016, at the Port of Tilbury was covered by BBC News and showed the discussions of local residents, Highway England and the MPs for Thurrock.

She continued by informing Members that since the announcement that Option A could be a possibility; Group Leaders and the Chair of the Committee had further written to the Secretary of State requesting that the consultation be stopped due to inadequate information.

Members were notified that the Thurrock Business Board convened on 29 February 2016 to discuss the proposals of a Lower Thames Crossing. The board came to the consultation that a new crossing was necessary however the information Highways England were using was out of date and inadequate.

The Committee were advised a report would be taken to Full Council on the 23 March 2016, for Members to agree the final response on behalf of the Council to the consultation.

Mr Bull addressed Members and began to talk them through the evidence gathering report from the Council's independent advisers and in doing so he raised the following:

- The traffic movement data relied upon was historic and did not satisfy the DfT's own requirements to base assessment on more recent data;

- The route locations A and C fulfil substantially different strategic functions;
- Once the new crossing was open, combined traffic levels crossing using both crossings could increase from 140,000 a day to 240,000 a day total by 2041;
- By 2041 traffic volumes at the Dartford Crossing were predicted to be 7% lower without the scheme, as any spare capacity on the existing crossing is utilised by diverting traffic and new traffic growth;
- There was a lack of information needed to make an informed decision over any route.

It was further commented that Environmental harm needed to be investigated along with further work into Public Health and Air Quality.

Councillor Liddiard thanked Officers for the report; he stated that it was clear as to what the Councils intention should be.

Councillor Ray sought as to which Option A or C Highways England was set on. Mr Bull explained that as yet no formal publication of a preferred route had been made.

Members questioned how Highways England could make an informal decision, given that the data they were looking at was out dated. The Committee were assured they had been given the most up-to-date information and were kept inform of all timescales, throughout the whole process.

It was further stated that the Council was looking into other options such as yellow box junctions to ease traffic and were working in conjunction with the LEAP.

The Chair of the Committee sought as to whether the final report would be available for Members, prior to the consultation deadline. The Head of Highways and Transportation confirmed that the final report would be presented to Members before it was submitted as part of the consultation.

RESOLVED: That the Planning, Transport and Regeneration Overview and Scrutiny Committee:

- 1. Notes actions taken in response to resolutions of the Planning, Transportation, Regeneration Committee at its meeting of 9 February 2016 as set out in paragraph 3.1.**
- 2. Note the views expressed by attendees at the public meeting on Lower Thames Crossing at Tilbury Cruise Terminal on Thursday the 25 February 2016 as summarised in paragraph 3.2.**
- 3. Note the views expressed at the meeting of Thurrock Business Board of 29 February 2016 to discuss highways England's**

Lower Thames Crossing proposals as set out in paragraphs 3.3 & 3.4.

- 4. Call upon Cabinet to pursue the establishment of a Congestion Task Force comprised of Highway Authority, Emergency Service and business partners on both sides of the existing Dartford Crossing to develop measures to alleviate the unacceptable levels of network disruption which result from incidents or closures on that Crossing.**
- 5. Note the Draft Evidence Gathering Report (see Appendix 1) which is being developed to reflect the representations made to this Committee on Lower Thames Crossing, and which will be finalised following this meeting.**
- 6. Agree to recommend to Cabinet at its meeting of 9 March 2016 that the final version of this Committee's Evidence Gathering Report be incorporated as an appendix to the Council's Formal Consultation Response to Highways England.**

42. C2C train timetable changes - update

The Head of Highways and Transportation introduced the report explaining to Members that following the January meeting, C2C were unable to attend however had supplied information, which had been circulated by Democratic Services.

Mr Bull addressed the Committee informing them that he had spoken to a representative of C2C who had informed him that a deal with Heathrow Rail to buy more carriages had fallen through.

He continued to inform Members that the overall growth in passenger numbers compared to autumn 2015 remained strong with:

- the AM Peak having a 9.5% average growth in passengers travelling from Thurrock stations
- the PM Peak had a 14.8% average growth in passengers travelling from Thurrock stations

It was mentioned that passengers were using the morning fast train to travel from Barking to West Ham, instead of wait for another train.

Mr Bull further stated that C2C had agreed to meet with the Chair of Overview and Scrutiny and the Portfolio Holder for Transport in the coming weeks.

During discussions Members stated they were disappointed that C2C did not send a representative to the meeting, like they had agreed at the beginning of the year.

It was commented that Members were united again the change of the C2C timetable, this was shown by the motion passed by Full Council the previous week. Member further commented they felt C2C showed a lack of respect by not attending the meeting.

The Chair of the Committee suggested that if commuters were still unhappy with the service they were receiving, C2C should reduce the ticket price until such time as an improvement was made.

The Head of Highways and Transportation assured Members that the Council would continue to scrutinise the situation carefully. Councillor Little confirmed that he would be meeting representatives of C2C along with the Portfolio Holder for Highways and Transportation to continue conversations.

RESOLVED:

That the Planning, Transport, Regeneration Overview and Scrutiny Committee receive the c2c update and respond thereto.

The meeting finished at 8.35 pm

Approved as a true and correct record

CHAIR

DATE

**Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk**

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18 July 2016	ITEM: 5
Planning, Transport, Regeneration Overview and Scrutiny Committee	
c2c service - update	
Wards and communities affected: All	Key Decision: Key
Report of: Cllr. Brian Little, Portfolio Holder for Highways and Transportation	
Accountable Head of Service: Ann Osola, Head of Transportation and Highways	
Accountable Director: Steve Cox, Environment & Place	
This report is Public	

Executive Summary

At 2 March 2016 meeting, the Planning, Transport, Regeneration (PTR) Overview & Scrutiny Committee were informed about the actions that c2c are taking in order to improve the service provision. The Committee has asked for further updates to be provided in relation to current and future c2c train service provision therefore this report offers a brief update as means of introduction and facilitation of a conversation between c2c representative and the Committee members.

1. Recommendation(s)

1.1 That the Planning, Transport, Regeneration Overview and Scrutiny Committee receive the c2c update and respond thereto.

2. Introduction and Background

2.1 On 13th December 2015, c2c have changed the train journey times with aim to increase capacity on their service and accommodate 3,000 more passengers during the morning peak. The benefits of the new timetable are more likely to be experienced by the passengers of Basildon, Benfleet, Chafford Hundred and Ockendon stations.

2.2 The timetable was changed because over the past 25 years regional population has increased 15% and 15% increase on passenger demand over the past 5 years, and with more people working in London there is a need for better connectivity. In response to this increasing demand the c2c invests £12 million in refurbishment programme.

- 2.3 The changes to train timetables are also a part of plan to increase capacity of c2c service. The new timetable accommodates additional 3,000 passengers on short trips and 1,400 more seats available to long distance passengers travelling during the morning peak hours into London. The new timetable changes improved the Sunday service including half-hourly trains via Rainham into central London.
- 2.4 The timetable was since further amended due to stakeholder demands in response to the changes and there are further plans of adjustments to accommodate user needs in ongoing timetable development process.
- 2.5 As requested by the previous meeting, this Committee's meeting will be attended by c2c representative who will provide further update on c2c's work to date and take questions from Members to further clarify any concerns.

3. Issues, Options and Analysis of Options

Capacity update

- 3.1 The timetable change implemented in December 2015 was the biggest one for many years which was necessary to increase the capacity. However, the capacity had already been met, but trains would be extended and more frequent due to a GPS breaking system that could be introduced in the future. c2c were looking to purchase further 16 – 20 carriages for this purpose and now a deal was agreed with Department for Transport for 24 new additional carriages to provide extra seats and capacity which has now been signed with all parties.
 - 3.2 New trains will be manufactured in Derby by Bombardier and are Class 387 Electrostars – latest version of current c2c fleet – and construction has now begun. First new trains are expected to arrive in October and all trains will be in service by the end of the year.
 - 3.3 At the March 2016 Committee it was reported that the overall growth in passenger numbers compared to autumn 2015 remained strong with the morning peak having a 9.5% average growth in passengers travelling from Thurrock stations and the afternoon peak having a 14.8% average growth in passengers travelling from Thurrock stations. In order to relieve pressure on the most crowded morning and evening trains the amendments were made to c2c timetable in May by adjusting stopping pattern or rolling stock.
 - 3.4 Once the new trains have all arrived the timetable will be amended again to take full advantage of this additional rolling stock. Total additional capacity will be 1,300 seats in each peak – which equates to 13,000 peak seats a week. An update on latest passenger numbers will be given at the meeting.
- New products update*
- 3.5 New Automatic Delay Repay scheme has now been live for four months:

- Provides customers with automatic compensation when their journey is delayed;
- Passengers simply need to tap in and out using their c2c Smartcard;
- Payments start at just 2 minutes delay and increase for every further minute;
- After 30 minutes standard compensation of 50% of journey kicks in – with automatic payment and no need for passenger to take any action; and
- Compensation rises to 100% of single journey at 60 minutes delay and 100% of return journey after two hours.

3.6 New Flexi-Season tickets product went live at end of May:

- Provides a discount for part-time commuters who don't travel every day;
- 5% discount for buying 10 tickets, which then are only used when the customer travels;
- Additional 10% discount if passenger travels off-peak instead;
- Tickets are exclusively available for c2c Smartcard users outside the Oyster area (stations to the east of borough – Tilbury Town, East Tilbury, Stanford-le-Hope). The destination can be anywhere on c2c route; and
- Passengers at other stations in Thurrock are able to use Oyster card instead, which has existing similar benefits for flexible travel.

3.7 An update on usage of these products and any other issues will be given at the meeting.

4. Reasons for Recommendation

4.1 That the Planning, Transport, Regeneration Overview and Scrutiny Committee receive the c2c update and respond thereto.

5. Consultation (including Overview and Scrutiny, if applicable)

5.1 The Committee is one of the c2c's stakeholders and thus the report presents a form of consultation.

6. Impact on corporate policies, priorities, performance and community impact

6.1 The c2c train service provision support the Thurrock Council Corporate Vision:

“Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish.”

And support the following Corporate Priority to:

“Encourage and promote job creation and economic prosperity.”

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Senior Finance Officer – Management Accounts

This report serves as information and does not foresee any financial implications.

7.2 Legal

Implications verified by: **Vivienne Williams**
Planning and Regeneration Solicitor

This report serves as information and does not foresee any legal implications.

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

This report serves as information and does not foresee any diversity and equality implications.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- <http://www.c2c-online.co.uk/travel-information/timetables-trains/timetable-next-steps/>
- PTR Overview & Scrutiny Committee 20 January 2016 report: c2c Train Timetable Changes
- PTR Overview & Scrutiny Committee 20 January 2016 minutes
- PTR Overview & Scrutiny Committee 2 March 2016 report: c2c Train Timetable Changes – update
- PTR Overview & Scrutiny Committee 2 March 2016 minutes

9. Appendices to the report

- None

Report Author:

Ann Osola

Head of Service

Transportation & Highways

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18 July 2016	ITEM: 6
Planning, Transport and Regeneration Overview And Scrutiny Committee	
Local Growth Fund Round 3	
Wards and communities affected: All	Key Decision: Non key
Report of: Matthew Essex, Head of Regeneration and Assets	
Accountable Head of Service: Matthew Essex, Head of Regeneration and Assets	
Accountable Director: Steve Cox, Director of Environment and Place	
This report is public	

Executive Summary

This report updates Members on the latest call for project proposals under Local Growth Fund round three. It identifies the process adopted by the South East Local Enterprise Partnership for the preparation of its LGF3 submission; outlines the criteria which will be used to assess proposals; and identifies the Thurrock projects which have been submitted to SELEP.

1. Recommendation(s)

1.1 Members are requested to note the current LGF3 process; support submission of the two Thurrock projects; and comment on the ‘aspirational projects included in the project pipeline.

2. Introduction and Background

2.1 Through Growth Deals the Government provides funds (LGF or Local Growth Funds) to local enterprise partnerships or LEPs (partnerships between local authorities and businesses) for projects that benefit the local area and economy. The first wave of Growth Deals was announced in July 2014 and a further £1 billion was invested through a second round of Growth Deals in January 2015.

2.2 Through the first two rounds of LGF funding Thurrock was successful in securing funding to support a number of key initiatives:

- Invest £14.0m in integrated and sustainable transport projects in Thames Gateway South Essex (including £5.0m in 2015/16).

- an integrated transport package for improving access to the London Gateway from Stanford-le- Hope and reconstruction of the A1014 £7.5m
- improvements to the Thurrock cycling network £5.0m
- £5m capital grant from the Local Growth Fund for the development costs of the A13 Widening project. Up to £75m of further funding will be made available from the Local Growth Fund subject to due diligence and alignment with decision-making on the preferred option for the Lower Thames Crossing.
- £5m for the Purfleet regeneration project
- A share of £800,000 of revenue funding in 2015/16 to establish the BEST (Business Essex Southend and Thurrock) Growth Hub providing business support co-ordination.

2.3 In earlier rounds Thurrock also played a lead role in preparing the submission for Thames Gateway South Essex (now South Essex Growth Partnership). Through this submission TGSE secured 34% (£164.25m) of the total LGF funding awarded to the SELEP area (£488.2m).

3. Local Growth Fund Round 3 (LGF3) and Large Local Majors

3.1 On the 12th and 13th April the Government wrote to all LEPs inviting them to submit proposals for the next round of Local Growth Deals (Greg Clark letter, 12th April) and to submit schemes to the Large Local Major Schemes Fund (Robert Goodwill letter, 13th April).

3.2 For LGF £1.8bn is being made available nationally in round 3. DCLG has indicated that the competition is open to every LEP, but that no area is entitled to a particular share of funding. Awards will be made based on the following criteria:

- How new funding will help to increase growth in the area, over and above the impact of the existing Growth Deal. Proposals need to include a specific figure for funding and describe the purpose to which it will be put. Proposals will be assessed in terms of what they deliver in job creation, investment and housing.
- Strong collaboration between SELEP and the local area must underpin proposals and must be owned by both political and business leaders.
- The need for stronger, reformed governance structures implies that proposals that are aligned with mayoral Combined Authorities (or proposed Combined Authorities) will have an advantage.
- Proposals should include a greater level of private sector investment than in previous rounds, as well as match funding from other bodies such as universities.
- Proposals should engage with government's key objectives within the wider local context (such as plans for housing delivery and the area reviews into further education).
- Proposals should out the systems that are in place to ensure value for money and proper use of public money.

- 3.3 For the Large Local Majors Schemes Fund £324m is available nationally. The aim of this is to provide funding for “exceptionally large, potentially transformative local schemes that are too big to be taken forward within regular local growth fund allocations and could not otherwise be funded. Bids can be for scheme development costs, or if a business case is already complete, for funding to prepare and construct a scheme.”

4. SELEP timelines and approval process

- 4.1 To respond to the call for proposals SELEP has set the following timeline:

Action	Timescale
Consideration of first cut of response at SELEP board	Friday 24 th June
Ministerial Challenge Session on LGF3	Thursday 30 June
Special Senior Officer Group meeting – to finalise the response	Monday 4 th July
Submission of draft final response to SELEP Board members	Friday 8 th July
Approval at pre-AGM special session	Friday 15 th July
Submission to Government	Thursday 21 st July

- 4.2 Feedback from BIS and DCLG, to SELEP, has strongly suggested that our submission needs to clearly demonstrate how it is contributing to the achievement of the priorities articulated in the LEPs Strategic Economic Plan. The SELEP response will, therefore, package the prioritised lists and proposals provided by federated areas into one single overall document. This ‘single list’ will be prioritised by the LEPs Independent Technical Evaluator (ITE) which is Steer Davies Gleave (SDG).

5. Thurrock project proposals

- 5.1 Working with partners in the South Essex Growth Partnership we have prepared a project pipeline comprising three elements:
- List 1 – projects which have already secured funding and are either being implemented or are in the final stages of planning;
 - List 2 – Projects which have a compelling commercial business case and require funding to secure implementation; and
 - List 3 – Aspirational projects. Projects which require a business case to be developed.
- 5.2 The ‘list 2’ projects have been used to form the basis South Essex LGF3 submission. This list comprises 14 business cases and in order to help prioritise the list an independent assessment was completed which

considered proposals against three criteria ambition and rationale; value for money including jobs, housing and leverage; and delivery and risk. From this assessment two projects have been selected for inclusion:

The Grays South project - aims to create a new quarter within the town centre based around a boulevard underpass linking two new public squares bounded by a series of mixed use developments (including the new College campus), incorporating a new rail station. The project comprises four interlinked elements:

- Creation of an 8m wide pedestrian underpass to replace the existing pedestrian level crossing;
- Creation of new public squares at both ends of the underpass to create new public realm that provides a high quality arrival point and meeting place;
- Integration of public and private transport; and
- Redevelopment of plots created around the public squares to include ground floor convenience retail, cafés and restaurants with residential and office accommodation in upper floors.

The LGF request is £10.84m and the total project cost £41.64m. The project is specifically highlighted in the LEPs Strategic Economic Plan SEP and stems from studies developed jointly with Network Rail under a memorandum of understanding.

Lakeside Transport Hub - the proposal will create a brand new district from what are currently separate areas. By pulling all the various transport strands together it will produce a single focal point for local people and visitors, whilst also providing easy links between retail, leisure, residential and work spaces. An integrated transport hub is seen as a key anchor for sustainable growth as, without intervention, the retail area may stagnate. In delivering the project, the proposal for funding states that the £14.23m LGF bid will lever over £12.9m of additional funding from partners in the basin.

5.3 There are no Thurrock projects submitted for the Large Local Major Transport Schemes Fund.

6. Aspirational projects

6.1 Thurrock also has a number of projects on the 'aspirational projects' list and these will form the basis of any future funding round. Thurrock projects on this list are:

- Purfleet (Phase 2) - Purfleet Centre will generate over 2,300 new homes and a 600,000 sq ft film and television studio complex all set around a new town centre providing a range of local facilities including a supermarket, primary school, health centre and leisure facilities.
- Thurrock Rail Package – a large programme of rail related measures including everything from dualling of the Ockendon line through to station enhancements and level crossing works that can be drawn from for

individual applications over future years. Early priorities likely to be Grays South (underpass) and East Tilbury.

- Thameside Towns Portfolio – A programme of measures to augment the Housing Zone designation to bring forward sites in Purfleet, Grays and Tilbury. Funding to be used to acquire strategic sites adjacent or proximate to existing Council/public sector landholdings and service sites with high abnormal costs to kick-start housing delivery.
- Cycling – A scalable package of interventions to open up the River Thames frontage for cycling/walking linked to the Growth and Heritage, Arts and Culture programmes.
- World Class logistics – skills facility primarily at London Gateway but with access points across SELEP. Development of an appropriate and complete curriculum and facility to deliver a internationally focussed academy/college for Transport and logistics.
- Smart Cities - in respect of digital technology, business skills and energy.

7. Issues, Options and Analysis of Options

- 7.1 The bidding timescale and process for LGF3 is determined nationally and through the SEGP and SELEP we will respond to the call for proposals. Each of the individual projects within the submission has been independently assessed against consistent criteria to determine a priority order.

8. Reasons for Recommendation

- 8.1 The report updates Members are requested on the process to prepare and submit the SELEP submission for LGF3; identifies the Thurrock projects included within that submission; and offers the opportunity to comment on those projects included in the 'aspirational projects' pipeline.

9. Consultation (including Overview and Scrutiny, if applicable)

- 9.1 The project proposals included in the LGF3 submission have been identified through the Thurrock Economic Growth Strategy. This strategy was the subject of extensive consultation. There has also been extensive consultation with interested parties to inform business case development.

10. Impact on corporate policies, priorities, performance and community impact

- 10.1 If the LGF3 submission is successful resources will be secured to help implement key strategic intervention projects. These projects will bring significant economic impact and positively impact on the physical environment improving perceptions of place.

11. Implications

11.1 Financial

Implications verified by: **Laura Last**
Senior Finance Officer

There are no financial implications at this stage.

11.2 **Legal**

Implications verified by: **David Lawson**
Deputy Head of Legal

There are no legal implications at this stage.

11.3 **Diversity and Equality**

Implications verified by: **Rebecca Price**
Community Development Officer

The Growth Deal has the potential to provide significant funding for local projects realising a range of social and economic advantages for our residents and local businesses. Full community equality impact assessments will be completed prior to the implementation of any proposal outlined in this report to with a view to mitigating risks affecting groups with protected characteristics and enhancing the benefits wherever possible.

11.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None.

12. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- None

13. **Appendices to the report**

- none

Report Author:

Tim Rignall
Economic Development Manager
Environment and Place

18 July 2016	ITEM: 7
Planning Transportation and Regeneration Overview and Scrutiny Committee	
Highways Maintenance Efficiency Programme – Asset Management and Recommendations for Improvement	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Brian Little, Cabinet Member for Transport & Highways	
Accountable Head of Service: Ann Osola, Head of Transportation & Highways	
Accountable Director: Steve Cox, Director of Environment and Place	
This report is Public	

Executive Summary

This report sets out the findings and recommendations from a review of the Thurrock Highway Asset Management Strategy in accordance with the Government’s Highways Maintenance Efficiency Programme (HMEP). Improvements to existing documents and the creation of new documents will bring Thurrock Highways in line to the current practice. This report brings revised documents for Committee’s recommendation which will inform the final version for Cabinet approvals in September 2016. This revised documents form appendices 1 to 6 of this report.

Adopting HMEP principles and recommendations would lead to more customer focussed, data led and efficient asset management, and to optimise funding opportunities.

1. Recommendation(s)

That the Committee:

- 1.1 Consider the attached revised Highways Asset Management documents and provide comments for final documents for submission to September Cabinet.**

2. Introduction and Background

- 2.1. Thurrock Council, as Highway Authority, has a duty under the 1980 Highways Act to maintain its highway network to a reasonable standard, and in the interest of public safety.

- 2.2. Over the years, like most Authorities in the country, Thurrock Council has suffered from limited funding for highway maintenance and this has resulted in a large proportion of our roads and footways deteriorating, in some places, to a standard that is below public expectation and what a Highway Authority would consider to be adequate.
- 2.3. Highways maintenance funding is provided by the Department for Transport (DfT) based on each authority receiving an allocation of the total DfT maintenance funding. This has been for some years based on the size of each Authority's highways network.
- 2.4. The DfT to ensure that funding is used in an efficient manner have revised their process for allocation to include both, size of network and compliance with current best practice.
- 2.5. The DfT in collaboration with local Highways Authorities developed the Highways Maintenance Efficiency Programme (HMEP) which sets out best practice relating to Highways Asset Management and guidance on the most effective and efficient way to manage the Highway asset.
- 2.6. To measure compliance with best practice the DfT are using the HMEP programme as the benchmark. A portion of the funding allocation called the incentive funding measures use of the HMEP.
- 2.7. This incentive funding requires local Highway Authorities to assess their own performance. The Highways Authorities are then graded between 1 and 3, with 1 being the least performing in terms of process and efficiency and 3 being the best. Thurrock Council's self-assessment score in December 2015 was Level 1.
- 2.8. The Transportation and Highways Service has developed a modernisation programme which will lead the Service into at least a Level 2 status, if not a 3, by December 2016. As part of this programme a suite of documents has been developed and are included as Appendices to this report, for which Cabinet support and approval is sought
- 2.9. From 2016/17 to 2020/21 an increasing share of the funding (incentive funding) will be allocated on the basis of compliance with the HMEP. This means that by 2020/21 low performing authorities (those at Level 1) would lose 20% of their maintenance funding. Even authorities in the mid band would only get 30% of their incentive funding by 2020/21. Authorities in the highest band (Level 3) would receive 100% of the incentive funding. This could potentially mean that if Thurrock remain on level 1 we would lose £500k per annum by 2020. Clearly it is in Thurrock's interests to work towards achieving the highest banding possible.
- 2.10. Well maintained highways play an important role in Thurrock by way of supporting sustainability and the economic growth of the borough. Corporate priorities are also supported in that well maintained roads generally improve

the aesthetics of a street which help build pride, responsibility and respect amongst the community. Promotion of improved health and well-being is also assisted when the highway infrastructure provides links and facilities to encourage active modes of travel.

3. Issues, Options and Analysis of Options

- 3.1. The efficiency principles of HMEP support the Council's corporate aim of "becoming a confident, well managed and influential council regarded by residents, peers and partners as ambitious for the people of Thurrock and totally focused on meeting their current and future aspirations" and set out the way forward for the Transportation and Highways service and asset management.
- 3.2. The adoption of the methodology set out in the appendices ensures that the service is modern and continuously improving. It would also ensure that the funding available is used in the most effective and efficient manner. It also equips the service to be in the best position to seek additional funding as and when opportunities arise.
- 3.3. The Director of Environment and Place and the Head of Transportation and Highways have identified the necessary measures the service needs to implement in order to meet the HMEP requirements that will result in Thurrock becoming at least a level 2 authority by December 2016. The measures include refreshing and development of the strategies and policies identified by HMEP and the DfT as fundamental to running effective and efficient highway network.
- 3.4. The DfT recognises the deficit within Highway Authorities and recently awarded Council's additional funding for pothole/carriageway repairs. Thurrock Council was awarded £110,000 and a programme of carriageway remedial works has been developed which commenced in June. In order to support the drive for efficiencies to be made, innovative repair techniques are being trialled which should result in more defects being addressed than would otherwise be afforded.
- 3.5. The appendices included in this report address much of the highway asset management best practice. In addition, the Highways Asset Management Policy, Strategy and Communication Strategy (appendices 1-3) form part of necessary documentation required to manage assets of any Highways Authority whereas appendices 4 and 5 are a specific requirement of the HMEP programme.

Highways Asset Management Strategy

- 3.6. The Council as Highway Authority is committed to the good management of the highway asset presently and for generations to come, and recognises that

effective asset management is essential to deliver clarity around standards and levels of service, and to make best use of available resources.

- 3.7. The Highways Asset Management Strategy reflects the guidance laid down in the suite of national Codes, in particular the Code of Practice '*Well-maintained Highways*' and the guidance issued by the Highway Maintenance Efficiency Programme (HMEP) on the use of asset management principles.
- 3.8. The purpose of this document is to: i) formalise whole lifecycle strategies for investment in key highway asset groups; ii) define affordable service standards; iii) improve the management of the highway asset; and iv) enable more effective and efficient Value for Money (VfM) highways services to be delivered.
- 3.9. The Asset Management Strategy underpins the Highway Asset Management Policy and is one of the key strategic documents related to the delivery of the Council's highway services.

Highways Asset Management Policy

- 3.10. As a Highway Authority, we have a duty to act as stewards and custodians of the highway infrastructure assets. We must ensure they are fit for purpose and maintained with consideration to whole life costs, whilst taking associated risks into account and aligned to our corporate objectives. The Highways Asset Management Policy has been created to give guidance and direction to this process.

Highways Asset Management Communication Strategy

- 3.11. Thurrock Council is committed to ensuring effective communication takes place throughout its service areas. Effective communication safeguards and improves the reputation of the service and ensures that Councillors and Officers present themselves well to customers and key stakeholders.
- 3.12. By engaging in communication with our customers and stakeholders, we will ensure that the thoughts, ideas, and concerns they generate are given due diligence and thus ensure public participation in the decisions making process.
- 3.13. The Highway Asset Management Communications Strategy includes the stakeholders' analysis which identifies Thurrock Council's stakeholders and specifies the means and frequency of engagement.

Drainage Asset Management Review

- 3.14. The Highways Maintenance Efficiency Programme (HMEP) has issued the Highways Drainage Assets Guidance, which showcases current good practice, tools and techniques to manage and maintain drainage assets to prevent localised flooding which aims to help local highway authorities to plan

the most cost effective approach to managing and maintaining their drainage assets.

- 3.15. The purpose of the Drainage Asset Management Review is to outline Thurrock Council's current position in relation to the report and its recommendations and assess any future improvements required in order for Thurrock Council to comply in full.

Pothole Management Review

- 3.16. The 2012 HMEP Potholes Review: Prevention and a Better Cure has considered how local highway authorities deal with potholes. It makes 17 recommendations that will, if implemented, provide an improvement in highway maintenance and reduce the number of potholes occurring.
- 3.17. The purpose of the Pothole Management Review is to outline Thurrock Council's current position in relation to the report and its recommendations and assess any future improvements required in order for Thurrock Council to comply in full.

Maintenance Policy

- 3.18. The highways maintenance Code of Practice is due to be updated later in 2016 and as a result, the 2012 Highways Maintenance Policy will be refreshed to take into account the changes that the new Code brings. It is expected to bring changes relating to the way highway defects are addressed and prioritised, with the focus of prioritisation moving to a risk based approach as opposed to defined defect levels that may not be appropriate for all Council's to deploy.

4. Reasons for Recommendation

- 4.1. The principles of HMEP support the Council's corporate policies and lead Thurrock into becoming a modern, efficient, evolving service in terms of performance and efficiency.
- 4.2. The comments obtained from the Committee would inform the final documents for submission to September Cabinet.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1. The current report seeks approval to a direction of travel which would inform the final documents for submission to September Cabinet.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1. This report is consistent with corporate priorities especially “protecting and promoting our clean and green environment”.

7. Implications

7.1. Financial

Implications verified by: **Laura Last**
Senior Finance Officer – Management
Accounts

From 2016/17 to 2020/21 an increasing share of the funding (incentive funding) will be allocated on the basis of compliance with the HMEP. This means that by 2020/21 low performing authorities (those at Level 1) would lose 20% of their maintenance funding. Even authorities in the mid band would only get 30% of their incentive funding by 2020/21. Authorities in the highest band (Level 3) would receive 100% of the incentive funding. This could potentially mean that if Thurrock remains on level 1 we would lose £500k per annum by 2020/21. Clearly, it is in Thurrock’s interests to work towards achieving the highest banding possible.

The updated strategies and policies will support our efficient operations in line with the Highways Maintenance Efficiency Programme (HMEP) which would allow us to deliver the savings already planned for in the budget.

The changes to the strategies and policies do not propose any additions to current operating costs.

7.2. Legal

Implications verified by: **Dr. Paul Feild**
Senior Governance Solicitor and Deputy
Monitoring Officer

- 7.2.1 Decisions about highways maintenance have the potential to carry significant legal implications to the Council if not considered and applied appropriately. The Council is a Highway Authority under the Highways Act 1980. Section 41 of the Highways Act places a duty on the Council to maintain the highways for which it has a responsibility. In addition, common law expects the Council to ensure that the highway is maintained to a reasonable and safe condition.
- 7.2.2 There is a risk that over time the condition of parts of the highway may present a danger. To minimise this risk highway inspections need to be undertaken at the frequency set out in the Highways Maintenance Policy. Section 58 of the Highways Act 1980 provides a statutory defence to claims of

failure to maintain if a Highway Authority can show it has taken such care as is reasonable so as to keep the highway in a safe condition. In determining whether the Council has taken reasonable care the courts will consider the character of the highway, the traffic which uses it, the standard of maintenance appropriate for that highway, the state of repair in which a reasonable person would have expected to find the highway and whether the highway authority knew, or could reasonably have been expected to know, that the condition of the highway was likely to cause danger. If it is not possible to fully repair a defect on the highway in a timely manner and in line with Policy, the defect should be temporarily made safe.

- 7.2.3 It is important that Highway Authorities have a Highway Asset Management Strategy and Policy that sets out the way in which the Council will maintain its highway asset in a way that protects the community and reduces the risk of legal challenge and subsequent liability. As resources are limited it is of vital importance that inspections and the prioritisation of defects and maintenance is informed by the Highways Maintenance Policy. The approval of use of such tools is the key purposes of the recommendations in this report as without systematic managing of the condition of the highway network and its assets there could be an increase in insurance claims that could not be defended.

7.3. **Diversity and Equality**

Implications verified by: **Rebecca Price**
Community Development Officer

There are no diversity and equality implications arising from this report

- 7.4. **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Highways Act 1980
- Traffic Management Act 2004
- Details of the HMEP programme are accessed on the website www.highwaysefficiency.org.uk

9. Appendices to the report

- **Appendix 1:** Highways Asset Management Policy
- **Appendix 2:** Highways Asset Management Strategy
- **Appendix 3:** Highways Asset Management Communication Strategy
- **Appendix 4:** Pothole Management Review
- **Appendix 5:** Drainage Asset Management Review

Report Author:

Julie Nelder
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Transportation & Highways



Highways Asset Management Policy

2016

Document Control

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Date Authorised	
Signature	

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1. Introduction

It is recognised that good transport links are essential for a successful economy and society for Thurrock. Our highway network provides access to jobs, services, schools, aids delivery of goods to the various stores and allows us to make the most of our free time. Our local roads are at the heart of the transport network and have a key role to play in ensuring that transport in Thurrock delivers the services our communities require. A well maintained highway network is imperative for the future economic regeneration and growth of Thurrock.

In order for the transport network to meet these requirements, this policy for Highway Asset Management addresses the Council's key outcomes, and the challenges identified in the Council's Transport Strategy. These challenges are designed to address our economic, social and environmental priorities and are explicitly geared towards growth and regeneration as well as enhancing the local environment, the health and wellbeing of our residents and helping to meet our environmental commitments.

As a Highway Authority, we have a duty to act as stewards and custodians of the highway infrastructure assets. We must ensure they are fit for purpose and maintained with consideration to whole life costs, whilst taking associated risks into account and aligned to our corporate objectives. This policy has been created to give guidance and direction to this process.

2. Objectives

2.1. Value for Money

Thurrock Council intends to take a long term view on investment decisions. This approach will maximise the benefits for future prosperity and quality of place by ensuring the right investment decisions are made in our transport network.

We fully recognise the vital role transport has to play in Thurrock's economic vitality. For the long term health of the local economy growth has to be sustainable. Growth aspirations will rely on effective transport links to enable employees and visitors to access new homes and workplaces.

2.2. Looking Ahead

By ensuring a clear understanding of current and future requirements for the highway infrastructure, we will promote levels of service and maintenance priorities for our local transport network that are consistent with our stakeholders needs.

As well as providing links to workplaces there is a need to transport people to training and education sites where they can learn and up skill to meet the needs of new emerging local industries.

Social exclusion is a significant issue, particularly among the elderly. Providing access for all at an affordable rate to education, healthcare, employment, leisure and social opportunities enables people to make the most of life, supporting stronger communities.

2.3. Investment

Through taking a long term view in making informed maintenance and investment decisions relating to our local transport network, Thurrock Council's investment decisions will be prioritised against safety, serviceability, sustainability and accessibility.

The challenge for transport is to support the improvement of the local area and contribute to the improved health and well-being of local people. Delivering economic growth in parallel with guarding and enhancing the environment is an important part of building a sustainable economy. Thurrock must enhance its natural assets, guard against environmental degradation and reduce its dependence upon fossil fuels in order to make it an attractive place to live, invest, work and visit.

3. Achieving Objectives

We aim to achieve these targets by implementing Asset Management principles to the highway infrastructure assets. Whilst taking whole life cost, risk management, demand analysis, optimisation, performance monitoring and annual reviews into account. We aim to replace critical assets at their economic optimal period in their life cycle, identifying key levels of service, carry out continuous performance reviews and provide feedback to our stakeholders. In addition to this we will actively seek out opportunities to increase our maintenance allocation by encouraging innovative measures to improve the efficiency of our services.

Going forward we will manage and regularly update the Asset Management Policy and the Assets Management Strategy, making sure these documents are aligned to our corporate objectives and current recommendations from: PAS 55 from the Institute of Asset Management, Highway Maintenance Efficiency Programme (HMEP) Infrastructure Asset Management Guidance, the Chartered Institute of Public Finance & Accountancy (CIPFA) Code of Practice on Infrastructure Assets 2013.



Highways Asset Management Strategy

2016

Document Control

Author/ title	Julie Nelder – Highways Infrastructure Manager
Authorised/title by	Ann Osola – Head of Transportation & Highways
Date Authorised	
Signature	

Version	Status (Draft/Approved)	Date	Author/Editor	Details of changes
3	Draft	21/06/16	Ayesha Basit	Formatting
3.1	Draft	24/06/16	Julie Nelder	Completion dates

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1. Introduction

Thurrock Council recognises the importance of the highway infrastructure in the context of the well-being of all who use it. The Council as Highway Authority is committed to the good management of the highway asset not only for now but also, for future generations, and recognises that effective asset management is essential to deliver clarity around standards and levels of service, and to make best use of available resources.

The Asset Management Strategy underpins the Highway Asset Management Policy and is one of the key strategic documents related to the delivery of the Council's highway services.

This document reflects the guidance laid down in the suite of national Codes, in particular the Code of Practice '*Well-maintained Highways*' and the guidance issued by the Highway Maintenance Efficiency Programme (HMEP) on the use of asset management principles

The purpose of this document is to:

- Formalise strategies for investment in key highway asset groups
- Define affordable service standards
- Improve how the highway asset is managed
- Enable more effective and efficient Value for Money (VfM) highways services to be delivered.

2. National Policy & Legislative Requirements

Developing a Highways Asset Management Strategy (HAMS), keeping it up to date and actually using it to feed into the decision making process is widely seen to be a valuable exercise. However, there are a number of other drivers.

2.1. Government Guidance for the Local Transport Plan

The requirement to produce a HAMS was first highlighted in the Full Guidance on Local Transport Plans (LTP) published by the Department for Transport in December 2004. This required all Transport Authorities to produce a statement in their Provisional second LTP submissions on their proposed approach to producing a HAMS. Following further guidance from Department for Transport, these statements were revised for the Final second LTP submissions in March 2006.

It is clear that the Department for Transport sees HAMSs as the key tool in the future management of the highway network. This is further indicated by recent events with regard to the way the Government allocates funding for structural maintenance. For 2011/12, the Department for Transport started to remove road condition data from the formula used to allocate the capital maintenance block between authorities, moving towards just using road lengths and classification to allocate funding. However, a working group of local authority officers will consider further changes to the maintenance formula. The Department for Transport is “attracted by the suggestion of linking the formula to highways asset management”, i.e. a HAMS.

2.2. Whole Government Accounting (WGA) Requirements

Since 2006 all local authorities have been required to produce a valuation of their highway assets. Under these requirements from 2007/08, local highway authorities were expected to determine not only the value of their assets, but also monitor year on year whether or not they are depreciating following investment. There is therefore a close relationship between asset management and asset valuation.

2.3. Guidance

Also available at the national level is a series of guidance documents on asset management. The HAMS for Thurrock has been developed making use of these, which are:

- Guidance on the Requirements for the Production of Highways Asset Management Plans and a Simple Valuation Methodology – TRL (2006)
- Guidance Document for Highway Infrastructure Asset Valuation – County Surveyors Society/TAG Asset Management Working Group (2005)
- Highway Asset Management Worldwide Experience and Practice – County Surveyors Society (2004) Framework for Highway Asset Management – County Surveyors Society (2004)
- Management of Highway Structures: A Code of Practice – Roads Liaison Group (2005)

3. Local Policy Framework

A full review of the HAMS will commence towards the end of 2016. It is anticipated that the HAMS will be a tactical document that links both the strategy set out in the Thurrock Transport Strategy 2013 - 2026 and the priorities in the LTP to the more detailed operational and business plans, especially the annual programme for highway maintenance works. This chapter therefore summarises the key objectives and policies of Thurrock Council, especially as described in the Thurrock Transport Strategy 2008-2021 and the contribution that well-structured maintenance can make.

3.1. Thurrock Transport Strategy: 2013 to 2026

The Thurrock Transport Strategy 2013 to 2026 comprises the strategy element of the statutory Local Transport Plan. It has a number of transport specific objectives that are supported by maintenance practices, including:

- Delivering Accessibility
- Tackling Congestion
- Improving Air Quality and Addressing Climate Change
- Safer Roads
- Facilitating Regeneration

To meet these and other objectives, the Thurrock Transport Strategy has five thematic strategies concerning accessibility, congestion, safety, air quality and climate change, and regeneration.

The thrust of the accessibility strategy will work to deliver the following outcomes:

- Enhanced access to key services, goods and opportunities for disadvantaged groups, especially to employment, hospitals and further education;
- People have sustainable transport options providing accessibility to shops and businesses, education and leisure facilities;
- Residents in rural areas have access to appropriate transport options;
- Improved access to London Gateway;
- Improved access for people to sustainable transport options;
- Improved physical fitness, especially in disadvantaged communities, through greater use of active transport such as walking and cycling; and
- Sustainable access to areas of new development and regeneration.

The strategy for tackling congestion will be to deliver a targeted programme of measures to encourage a modal shift to more sustainable modes of transport such as walking and cycling, and improve the efficiency of the transport network. Key relevant policies include:

- The development of a network of high quality inter-urban public transport routes
- A modal shift towards walking, cycling and public transport
- Improved highway network efficiency

Improving air quality and mitigating/ adapting to climate change will be achieved by supporting modal shift and then reducing emissions from vehicles, as well as reducing Thurrock's vulnerability to climate change. Key relevant policies include:

- Transport measures that reduce both greenhouse gas and air pollution emissions will be prioritised
- Mitigating the adverse impacts of freight operations by reducing emissions from Heavy Goods Vehicles in Thurrock
- When undertaking transport improvements, including maintenance schemes, the Council will integrate climate change adaptation measures into design to ensure that vulnerability to the transport network from climate change is minimised

The safety strategy, whilst aiming to reduce casualties where people are killed or seriously injured on the Thurrock road network, will take a broader and proactive approach, aiming to reduce road danger and improve personal security and thereby promote modal shift and community regeneration. Key policies include:

- A priority will be safety around schools
- Integrating road safety into all work programmes, including maintenance
- Creating a safer environment for pedestrians and cyclist

The regeneration strategy is largely integrated into the other thematic areas, particularly in terms of social and economic regeneration. However, key policies related to environmental regeneration are:

- When designing and implementing transport improvements the Council will ensure they contribute to the quality of the public realm and the integrity of its historic and cultural setting
- When designing and implementing transport improvements the Council will ensure they contribute to the protection and enhancement of habitats and biodiversity, the integrity of water quality, and the preservation and enhancement of the landscape

3.2. *Maintenance priorities*

Maintenance is important for all of the Local Transport Plan objectives, for example:

3.3. *Safety*

Maintenance practice can impact on road safety, including accidents and safety concerns that might inhibit modal shift, as well as personal security such as through the availability and quality of street lighting after dark.

3.4. *Congestion*

Maintenance practice can help to promote modal shift by improving conditions for pedestrians and cyclists, and improve network efficiency such as through careful programming and coordination of maintenance works, especially on key routes so as to

minimise congestion and disruption. It can also reduce the likelihood of incidents on important routes.

3.5. *Climate change and air quality*

Maintenance practice can reduce emissions in a number of ways, such as:

- In-situ recycling to reduce lorry movements
- Recycling of materials to reduce the need for the quarrying of primary aggregates and the associated processing and transportation of raw materials
- Eco-driver training for maintenance staff
- Use of low emission/ fuel efficient maintenance vehicles
- Adapting to climate change, such as through flood prevention measures

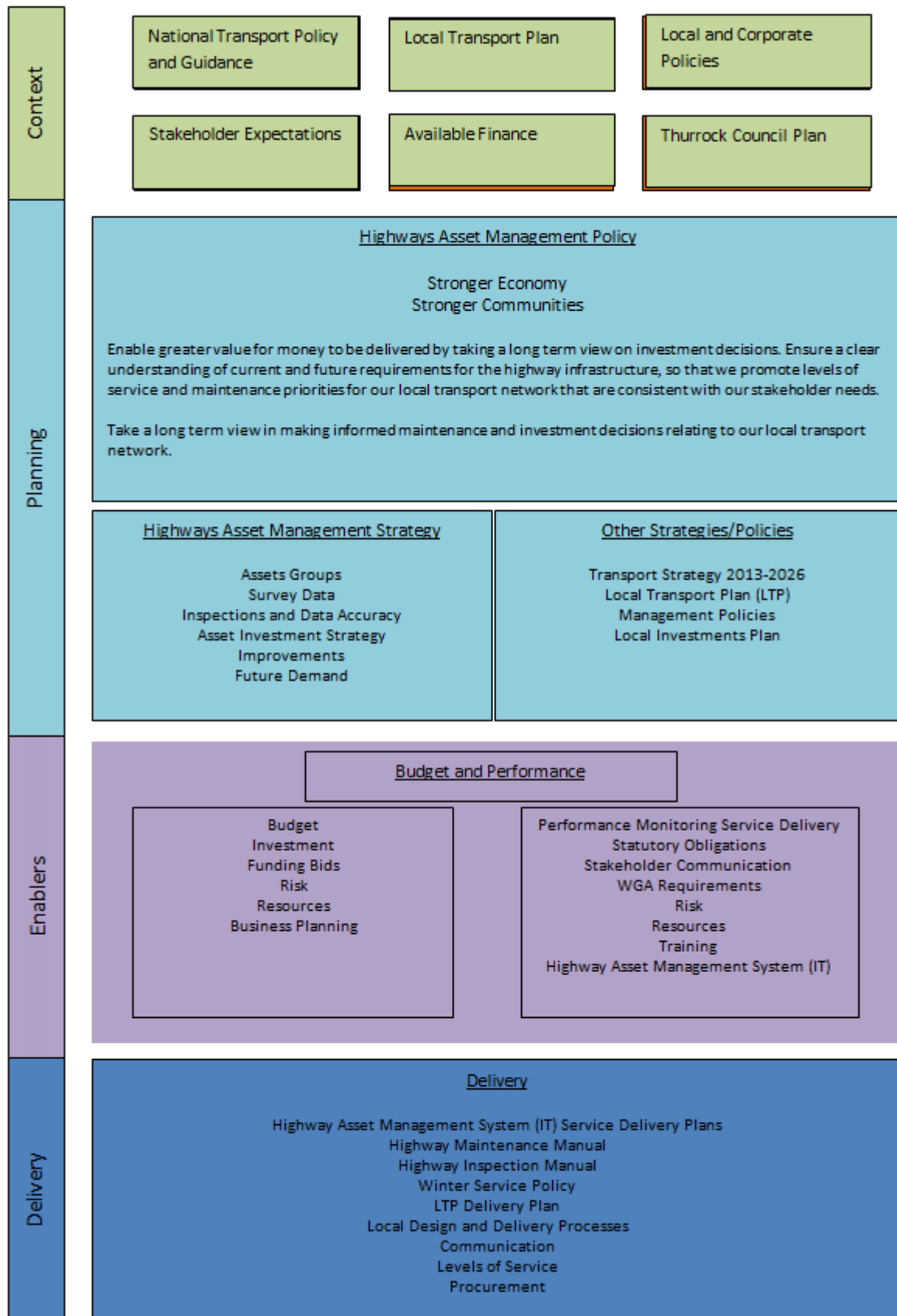
3.6. *Accessibility*

Maintenance practice can support accessibility by helping to create good conditions for pedestrians and cyclists, and taking into account the needs of people with disabilities.

3.7. *Regeneration*

Maintenance practice can support environmental regeneration, including through: recycling materials and so reducing the need for land take, reducing street clutter, protecting and enhancing habitats and biodiversity such as in verges, using appropriate materials in areas of cultural heritage, and helping to avoid noise and water pollution.

4. Asset Management Framework



5. Strategy for Individual Assets

As part of the asset management framework, and in accordance with other national guidance, the highway asset has been divided into asset groups. Each group is then broken down into asset components. The asset groups and components are described below in section 6.1.

A key function of the asset management process is to understand the funding needs of each asset group and component against performance, aims and objectives. This means understanding funding requirements, which will meet the following:

- LTP objectives;
- Delivery Planning
- Performance Targets

Key to this process is a need to understand the impact of financial decisions on customer satisfaction and the delivery of the corporate priorities. The impact that investing in one asset component may have on the overall performance of other asset components as well as the whole asset, is considered during the assessment process.

For the delivery of the highway service, Thurrock Council undertake all highway operations including all routine and operational functions along with planned maintenance and regeneration schemes.

In line with national guidance and good practice, Thurrock Council is developing a whole lifecycle approach to managing its highway maintenance activities. Understanding how long specific maintenance treatments last, the relative cost of these treatments and the Levels of Service (LoS) provided are essential pre-requisites to good asset management. Thurrock Council's goal is to continue to provide a safe and effective highway network, demonstrating value for money and efficient service delivery, in line with Council priorities.

6. Assets

6.1. Asset Groups

Asset Group	Asset Component
Carriageway	Carriageway Road Markings Winter Maintenance Street Cleansing Traffic Calming Features
Footway	Footway Cycleway Pedestrianised areas Street Cleansing Winter Maintenance

<u>Lighting</u>	Lighting Columns Lamps Cabling Ducts Feeder Pillars Illuminated signs and bollards Seasonal illuminations Subway Lighting
<u>Structures</u>	Bridges Culverts Embankments Retaining Walls Vehicle restraint systems
<u>Traffic Signals</u>	Signalised junctions Pedestrian and cycle crossings UTC systems Detection equipment Cabling and Ducting CCTV equipment in the highway
<u>Drainage</u>	Gullies and linear drainage channels(road and footpath) Highway drains (including pipework, manholes and outfalls) Pumping stations and telemetry Land drainage ditches and watercourses Roadside ditches
<u>Street Furniture</u>	Signs (advance direction, warning, regulatory, local direction/information, parish) Sign posts Non illuminated bollards Fences Guardrail Barriers Information boards Cycle Stands Street name plates Bus stops Bus shelters Litter bins Benches/seats Cattle Grids
<u>Rights of Way</u>	Footpaths and bridleways (both surfaced and unsurfaced) Gates Stiles Bridges Marker Posts and footpath signs Steps Boardwalks Barriers Handrails

7. Asset Management Planning

The asset management team should aim to develop a process for carriageways, which allows lifecycle aspirations to be considered and compared with condition targets, budget constraints and stakeholder's wishes, offering options for route and treatment strategies. Where suitable data is available this concept can, and will be implemented across other asset groups.

Packages of information are prepared annually, allowing the design team to formulate programmes of work based on the allocations identified in the previous stages. To further

support and inform local needs a prioritisation process is being developed for carriageways to formulate programmes of work that relate to the high level aspirations, bringing customer focus and economic influences into the decision process. Where suitable data is available and where appropriate this concept will be extended to encompass other Asset Groups. This will allow decisions to be made that consider criteria as well as condition and develop work programmes that are not necessarily based upon 'worst condition first'.

7.1. Gross Replacement Cost and Depreciated Replacement Cost

Whole of Government Accounts (WGA) has set new requirements for the way the value of the highway asset is reported to the HM Treasury in the Authority's audited accounts. The new approach has now been fully implemented. Authorities are now required to report the Depreciated Replacement Cost (DRC) of the highway asset. For this to be achieved on a yearly basis there is clear need for accurate and detailed inventory information and performance data. This requirement is supporting asset management by providing an improved understanding of network deterioration and combining it with the levels of service to be achieved.

A strategy will be developed with the Councils Finance team to ensure asset management practices are in place to satisfy the financial reporting requirements defined in the Transport Infrastructure Assets Code, published by CIPFA in May 2010. Thurrock Council embraces this approach and is developing the processes for collating the data needed to meet the WGA requirements, whilst developing good asset management practices that will lead ultimately, to a refinement of the service. This requirement is supporting asset management by providing an improved understanding of network deterioration and combining it with the levels of service to be achieved.

8. Future Demand

8.1. Lower Thames Crossing

The Lower Thames crossing is a proposal brought forward by Highways England (HE) to construct a new Thames Crossing in order to relieve the current crossing and reduce congestion.

This has been strongly opposed by Thurrock Council due to a lack of sufficient data to support the proposal. However, if the proposal is approved this could put considerably more pressure on the current network.

9. Benefits of Asset Management Strategy

The benefits of implementing the asset management strategy are as follows:

- Encourages engagement with other stakeholders, including Elected Members, Senior Officers and the public;

- Readiness to respond to changes resulting from climate change, weather emergencies, contractors, resilience and finance,
- Close working and integration of efforts with other parts of the Council, including
- Corporate aims and objectives;
- Improved delivery within budget constraints – including procurement;
- Efficiencies – better ways of doing things, or improved service, enhancing performance in a challenging environment.
- Improved understanding of customer aspirations and expectations;
- To influence and focus on the better use of resources.

10. Improvement Plan

<u>Theme</u>	<u>Status</u>	<u>Actions</u>	<u>Completion</u> <u>Date</u>
Strategy	Strategies and options reports need to be developed as part of the budget setting process	Develop strategies and options reports.	TBC
Data (1)	Asset Data is relatively poor. Some Asset Data is stored externally including Traffic Management and Structures. Internal data is patchy with no formal records for Drainage or Street Furniture.	<ol style="list-style-type: none"> 1. Collect condition data for footways 2. Develop strategy for drainage and Street Furniture asset data collection and collect higher priority items 	TBC

Data (2)	Data is required regarding gully cleansing operations. The data will be used to devise a more cost effective and efficient gully cleansing regime, visiting higher need gullies more frequently and those that are routinely found to not need cleaning less frequently.	<ol style="list-style-type: none"> 1. Collect gully cleansing data 2. Devise improved gully cleansing regime 	<p>Ongoing</p> <p>Sept 2016</p>
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Data (3)	Future customer contact data and NHT survey results to be reviewed and analysed	<ol style="list-style-type: none"> 1. Customer contact data to be collected and analysed as appropriate. 2. NHT survey results to be reviewed and analysed as appropriate. 	<p>Jan 2017</p> <p>Nov 2016</p>
Data (4)	There is accelerated deterioration of carriageways due to high level of HGVs on specific routes and areas at risk of structural damage due to periods of exceptional weather.	<ol style="list-style-type: none"> 1. Carry out analysis to quantify and determine a response to this damage. 	TBC

Information systems	The Council has invested in an asset management system Symology, to support asset management.	<ol style="list-style-type: none"> 1. Review inventory data collection and storage 2. Add required inventory data into Symology 3. Agree procedures for maintenance of data and ensuring data remains in date 4. Continue updates of asset data. 	TBC TBC April 2016 Ongoing
Processes	Prioritisation processes for key asset groups	Budget allocation process between key asset groups requires review and updating.	April 2016
Finance Practices	There is a need to review the cost coding structure to enable improved cost control and benchmarking.	Review and implement revised cost coding structure if required.	TBC

11. Good Practice

Thurrock Council is committed to the development of good practice and benefits from lessons learnt at National, Regional and Local levels. Officers from Thurrock Council regularly contribute to and attend:

- National and regional conferences;
- The CIPFA Highways Asset Management Planning Network;
- South East HAUC

Furthermore, Thurrock Council is committed to the sharing of knowledge and experiences in implementing asset management with other Highway Authorities across the Country. To this end, officers from Thurrock Council should aim to regularly present examples of good practice at national conferences and regularly attend meetings with the following groups:

- Highways Asset Management Financial Information Group (HAMFIG);
- The Chartered Institute of Public Finance and Accountancy CIPFA
- Highway Maintenance Efficiency Programme HMEP
- UK Roads Board
- National and regional conferences
- South East HAUC

12. Supporting Documentation

The Asset Management Strategy refers to, and is linked to a number of key documents, as listed below, that combined allow for the asset management approach to be implemented and support the delivery of the desired level of service. These include documents in the table below:

<u>National</u>	<u>Thurrock Council</u>
UKRLG Codes of Practice	LTP
CIPFA Financial Reporting Code	Council Plan
PAS 55	Corporate Strategy
CSS Framework for Highway Asset Management	Highway Asset Management Policy
Maintaining a Vital Asset	Highway Maintenance Policy
HMEP Highway Infrastructure Asset management- Guidance Document	Winter Service Policy and Plan
HMEP A LEAN Toolkit for Highway Services	

13. Review Process

This strategy will be updated annually with minor amendments and reviewed on a three yearly basis by the Highway Asset Management Team.

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Highways Asset Management Communication Strategy

2016

Document Control

Author/ title	Julie Nelder – Highways Infrastructure Manager
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Date Authorised	
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Version	Status (Draft/Approved)	Date	Author/Editor	Details of changes
3	Draft	21/06/16	Ayesha Basit	Section 3.1 added

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1. Introduction & Background

Thurrock Council is committed to ensuring effective communication takes place throughout its service areas. Effective communication safeguards and improves the reputation of the service and ensures that Councillors and Officers present themselves well to customers and key stakeholders.

By engaging in communication with our customers and stakeholders, we will ensure that the thoughts, ideas, and concerns they generate are given due diligence when planning how our service operates and will influence the decisions that we take.

By adopting a communication strategy, the Transportation and Highway service area will be able to demonstrate and report to its customers and stakeholders how it:

- sets the Levels of Service;
- reports on performance and value for money; and
- allows interaction on key decisions that affect transport and infrastructure within the borough.

The purpose of this Highway Asset Management Communications Strategy is to set out how the Transportation and Highways Service will communicate and with whom.

In setting out this Strategy, particular emphasis has been placed on the requirements of the HMEP Highway Infrastructure Asset Management Guidance document, specifically Paragraph 3 on National and Local Transport Policy – 3.3 Stakeholder Expectations, and 3.4 Communications; and Paragraph 7 Setting and Measuring Performance.

In addition, Recommendation 2 “Relevant information associated with asset management should be communicated through engagement with relevant stakeholders in setting Levels of Service, making decisions and reporting performance”.

Changing and improving the way in which we engage and communicate will contribute towards the modernisation of the Transportation and Highways Service, of which effective communication and stakeholder engagement is key.

2. Aims & Objectives

To promote and undertake consultation with customers and key stakeholders on the following:

- Policies and actions that may affect stakeholders / public expectations
- Major funding decisions
- Milestones in key projects
- Major and Minor road safety, and environmental improvement schemes
- Public Transport / and network improvements and changes

- Incidents or street works that may affect the reliability of journeys.
- Any anticipated sustained disruption to the road network or the service.
- Roadworks and highway maintenance programmes.
- Satisfaction surveys such as the Councils Voice-Over Panel and National NHT Survey – use the opportunity to gauge public opinion that demonstrates the overall satisfaction with the service area, with the overall aim of improving services. To establish local views from the surveys undertaken.
- Use a variety of different ways to communicate with local communities, local businesses, and other key stakeholders e.g. social media, leaflets, advertisements, focus groups, Web Site surveys, and general media such as newspapers and television programmes to ensure a wide and broad-base coverage, and effective engagement.
- To ensure that customers and stakeholders are engaged at various stages in our processes to aid their understanding of the service area.
- To minimise the impact of localism, where customers and stakeholders maintenance priorities and preferences can differ from the best asset management approach.
- To ensure that the asset management approach is understood and communicated, explaining the balance between reactive repairs, preventative maintenance and structural repairs.
- To understand the needs and expectations of customers and key stakeholders.
- To understand the levels of satisfaction with the services provided and individual projects carried out.
- To provide clarity and transparency in how decisions are made.
- To provide good quality information on what can be expected from the service area.
- To ensure that customers can report service requests and complaints and that these are communicated effectively to a resolution that best serves the community and is within what the service area is capable of providing.
- We aim to promote the services that Transport and Infrastructure provide and also to consult with customers and stakeholders to help measure and monitor customer satisfaction.

3. Customers & Stakeholder

Thurrock Council recognises that our stakeholders span across a diverse representative group that invariably have different needs and priorities.

Engagement / consultation will be undertaken with selected stakeholders as appropriate and according to the nature and topic of the matter in hand. For example, policies, programmes and key decisions relating to the way in which the Service operates will go to a wider stakeholder audience whereas consultations relating to schemes within an agreed programme, for instance, will be kept to those stakeholders directly affected by that particular scheme. The key stakeholders and their engagement is outline in section 3.1, below.

3.1. Stakeholders Engagement

This communication strategy contains a description of the means and frequency of communication to parties both internal and external to the Service. It facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information.

The key stakeholders were identified and grouped in the tables below:

Table 1. Internal Stakeholders

Interested Parties / Thurrock	Who/what they influence or Responsibility	Means/ format of communication	Frequency	Information provider
Council / Cabinet Members	Ultimate decision making at the Council	Council / Cabinet meeting - Reports	Forward Plan	Head of Service
Leader	TGSE Minister & decision making	Meetings / Emails	When required	Director / Head of Service
Portfolio Holder	Responsible for portfolio – decision making	Meetings / Emails	When required	Director / Head of Service / Service Area Managers
Lyn Carpenter	Chief Exec – decision making	Meetings / Emails	When required	Director / Head of Service
Steve Cox	Director – decision making	Meetings / Emails	When required	Head of Service / Service Area Managers
Ann Osola	Head of Service – decision making	Meetings / Emails	When required	As required
Sean Clark (s151 Officer)	Financial decision making	Meetings / Emails	When required	Head of Service / Service Area Managers
Finance	Finance advice	Meetings / Emails	When required	As required
Legal	Legal advice	Meetings / Emails	When required	As required
Procurement	Procurement advice	Meetings / Emails	When required	As required
Diversity & Equality	D&E advice	Meetings / Emails	When required	As required
Planning & Growth team	Planning permissions	Meetings / Emails	When required	As required
HR	HR advice	Meetings / Emails	When required	As required
Management	Connection between corporate/service strategies and service delivery	Meetings/ Emails/ PDRs	When required	Director / Head of Service

Staff members	Delivery of Service	Staff meetings/ Emails/ Training sessions/ PDR	When required	Director / Head of Service / Service Area Managers/ Line Managers
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Table 2. External Stakeholders

Interested Parties / External	Who/what they influence or Responsibility	Means/ format of communication	Frequency	Information provider
TGSE Minister	Civil Servants Ministers / Decision makers	Meetings / Emails	TGSE schedule	Director / Head of Service
TGSE Partners	TGSE's priorities	Meetings / Emails	TGSE schedule	Director / Head of Service
SELEP Chair	LEP's priorities	Meetings / Emails	SELEP schedule	Director / Head of Service
SELEP Director	LEP's priorities	Meetings / Emails	SELEP schedule	Director / Head of Service
ITE	LEP's decision making	Meetings / Emails - Business Case	Gateway schedule	Director / Head of Service / Service Area Manager
DfT / ORR / H.England	Regulators / Decision makers	Meetings / Emails	When required	Director / Head of Service
Environment Agency	Regulators / Decision makers	Meetings / Emails	When required	Director / Head of Service
DPW	Prime Minister/ Decision makers	Meetings / Emails	Scheduled meetings	Director / Head of Service / James Game
Great London Authority (Mayor)	Prime Minister/ Decision makers	Meeting	Scheduled meetings	Director / Head of Service
Thames Oil Park	Prime Minister/ Decision makers	Meetings / Emails	Scheduled meetings	Director / Head of Service / James Game
British Airways	Prime Minister/ Decision makers	Meetings / Emails	Scheduled meetings	Director / Head of Service
Charles Maybe – Director of Port	Prime Minister/ Decision makers	Meetings / Emails	Scheduled meetings	Director / Head of Service / James Game
Business Community	Decision makers	Meetings / Fora	Fora schedule	Director / Head of Service
Residents of Thurrock	Decision makers	Meetings/ Public Consultations / Focus Groups	When required	As required
Community	Decision makers	Meetings / Fora	Fora	Director / Head

Forums			schedule	of Service
Dartford Crossing				
Road Haulage Association				

Table 3. Suppliers & Partners

Interested Parties / Suppliers	Who/what they influence or Responsibility	Means/ format of communication	Frequency	Information provider
Symology	Asset Management system & valuation / WGA	Account meetings	Quarterly	Highways Infrastructure Manager
		Email/ phone calls	Weekly	As required
		Implementation meetings	When required	As required
Horizons	Decision making software	Emails / Meetings	When required	As required
Consultant	Professional / project / technical expertise	Emails / Meetings	When required	As required
Contractors	Ad-hoc/ planned / construction work	Emails / Meetings	When required	As required
Utility companies	Stats	Emails / Meetings	When required	As required
Emergency Services	Emergencies	Emails / Meetings	When required	Staff Members / Management
EHA (Eastern Highways Alliance)	Inter-authority collaboration	Emails / Meetings	Scheduled meetings	Head of Service / Management
Neighbouring Authorities	Inter-authority collaboration	Emails / Meetings	Scheduled meetings	Head of Service / Management
Network Rail / C2C	GRIP process	Meetings / Emails	Scheduled meetings	Director / Head of Service
Sustrans				
FQP (Freight Quality Partnership)				
Bus Operators (Ensign / TfL)				

4. Communication Methods

All communications issued by the Council will conform to the Governments Code of

Recommended Practice on Local Authority Publicity (made under the Local Government Act 2000). This code covers the content and style of publicity, dissemination, advertising, and promotion.

Methods of communication will include: press notices; newspaper advertising; local and national surveys; community forums; business forums and focus groups; social media; newsletters, leaflets, brochures; direct written letters and telephone calls.

Below are our key principles:

- The Councils communications team will be the main / first point of contact between the media and the Council
- We will be proactive and encourage promotion of our services through media, and other facilities (where appropriate)
- Employees will be encouraged to take part in two-way communication with key stakeholders when forming decisions which affect them
- In-line with the Councils Media Protocol we will not publish materials that appears to be designed to affect public support for a political party. Press releases will be, where appropriate, attributed to the Mayor or relevant Executive Member, to emphasise the elected members' accountability to the electorate and the importance that the Council places on the issue
- Extreme care will be taken during the period of Purdah (particular restriction that applies to publicity issued by the council following the call for elections) to ensure that the restrictions and laws surrounding local government publicity are not breached
- Use of social media will be used where appropriate and in accordance with the Councils existing Social Media Policy. Incidents on the highway that affect journey routes and times will be informed via Twitter.
- We will ensure that the information we supply will be clear to users and the content will be identified as coming from and for the purposes of the Council.
- We will safeguard children, young people, and vulnerable adults, by ensuring appropriate permission has been obtained prior to using any photographs, video clips, or comments including children, young people, and vulnerable adults – to comply with the Councils safeguarding principles.
- Employees will be made aware that by uploading comments to social media sites; it is likely that they are agreeing to be bound by its terms. This can affect rights to material and make the Council liable to the site.

5. Time Constraints

This document will be reviewed and updated annually in order that it will remain appropriate to good service delivery and public / stakeholder expectation.

6. Budget

The Council has not allocated a specific budget for its communications however,

communication activities will continue within current budget levels, and will be incorporated into schemes and processes as we are able.

7. Key Contacts

- Ann Osola – Head of Service, Transportation and Highways, Thurrock Council
- Les Burns - Chief Highways Engineer, Transportation and Highways, Thurrock Council
- Julie Nelder – Highways Infrastructure Manager, Transportation and Highways, Thurrock Council
- John Devono – Principal Projects Engineer, Transportation and Highways, Thurrock Council
- Peter Wright – Principal Maintenance Engineer, Transportation and Highways, Thurrock Council
- Ayesha Basit – Principal Projects Engineer, Transportation and Highways, Thurrock Council

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Position in Relation to the 2012 HMEP Potholes Review:
Prevention and a Better Cure

2016

Document Control

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1. Introduction

In April 2011 the Parliamentary Under-Secretary of State for Transport announced a review into the issue of potholes. A progress report was published in December 2011, and the final report is now available. The review has considered how local highway authorities deal with potholes, as well as wider stakeholder views and implications. It makes 17 recommendations that will, if implemented, provide an improvement in highway maintenance and reduce the number of potholes occurring.

There are 3 key messages in the report:

- prevention is better than cure
- right first time for better repairs
- clarity for the public

The purpose of this document is to outline Thurrock Council's current position in relation to the report and its recommendations and following this, assess any future improvements required in order for Thurrock Council to comply in full.

Alongside each theme, HMEP have provided a number of recommendations, listed in order of priority. These recommendations are shown under each theme in bold, below which, is Thurrock Council's current position in relation to it.

2. Prevention is better than Cure

Economic Benefits of Highway Maintenance - Recommendation 4

“To evaluate and justify the need for investment in maintenance of the local highway network, the Department for Transport should work in conjunction with local highway authorities to develop advice on determining economic costs and benefits.”

The highway network is the largest and most visible asset for which Thurrock Council is responsible. Whilst it is widely accepted that the condition of the highway network has a significant impact on economic development and prosperity, there is limited information available on the contribution that investment in highway maintenance makes to the economic development of local communities.

The Department is currently providing assistance to this through its representation at the Association of Directors of Environment, Economy, Planning and Transport (ADEPT)

Commitment of Highway Maintenance Budgets - Recommendation 5

“The Government should commit to establishing budgets for highway maintenance for the full four years of Comprehensive Spending Review periods. This will provide greater budget certainty for the highway sector. Local

highway authorities should ensure their funding for highways maintenance is aligned to this time period.”

Thurrock Council will produce a four year programme that will be included in the Plan. An indicative 4 year budget allocation has already been set by the Government. Thurrock Council will then take steps to ensure this is caveated with the indicative budget allocation in mind.

Prevention is Better than Cure - Recommendation 6

“Local highway authorities should adopt the principle that ‘prevention is better than cure’ in determining the balance between structural, preventative and reactive maintenance activities in order to improve the resilience of the highway network and minimise the occurrence of potholes in the future.”

The department is currently producing a ‘pothole plan’ which will set out our methods of treatment for repair according to the nature of the defect. The pothole plan will be issued by the end of June 2016. Carriageway defects will be assessed and an appropriate programme of treatment set in order to prevent further deterioration. Types of treatment will include joint sealing, Jet Patching, patching repairs, resurfacing, and haunch repairs.

Informed Choices - Recommendation 7

“Local highway authorities should ensure that appropriate competencies are available to make the right choices when designing and specifying techniques and materials for the maintenance and repair of highways. These competencies can be secured through training, collaboration with neighbouring authorities or external advice.”

Thurrock Council employs the use of a training skills matrix that will determine any skills gaps and training requirements. An appropriate training programme will then be set up to ensure staff have the up to date knowledge and skills required to ensure the most appropriate methods of repair are procured according to the defect. This will also include collaboration with other authorities and keeping up to date with innovative methods of repair.

Guidance on Materials - Recommendation 8

“Comprehensive guidance should be made available in the design, specification and installation of materials for the maintenance and repair of highways, to ensure the use of appropriate materials for the right site. This guidance should be produced by the sector for the sector.”

Guidance on use of materials is driven by the industry. Through close collaboration with the supply chain, discussing the best treatments and methods for each specific scheme, Thurrock Council source reliable information from industry leaders, using the expertise available to efficiently deal with the engineering issue at hand.

Thurrock Council ensures compliance with the DMRB on all schemes, excluding necessary departures from standard.

Co-ordinating Street Works -Recommendation 15

“All parties undertaking works on the highway should share and co-ordinate short and long term programmes of work for up to four years in advance, based on good asset management practice.”

It has been widely accepted that both local authorities and utility companies would benefit from freedom of information regarding programmes of work as it would enable utility works to be carried out in advance of planned highway maintenance. Thurrock Council agrees that authorities should identify a suitable period for the co-ordination of programmes with utility companies.

The 4 year plan will be shared in advance with appropriate stakeholders, including statutory undertakers in order that planned utility works can be programmed ahead of planned maintenance schemes. Improved communication and collaboration with stakeholders will ensure maintenance periods will be adhered to in order to minimise disruption on the road network. A new Thurrock Network Management Plan will be produced, following a review of its Traffic Sensitive Streets and co-ordination of Street Works in general. Innovative methods of repair will be agreed with Utility Companies to further reduce the likelihood of unnecessary reinstatements, leading to much reduced congestion on Traffic Sensitive Streets which is generally caused by Street Works.

Improvements to the co-ordination and management of road works, and road space management in general, have been identified as key goals within the department. This would not only improve the ability to manage highway assets effectively and efficiently, but would also enable the Council to meet its duty better in managing the expeditious movement of traffic across its network and improve public satisfaction.

Minimising Highway Openings - Recommendation 16

“All parties involved in reinstatements must consider the need to minimise long term damage from the installation, renewal, maintenance and repair of utility and highway apparatus through alternative and innovative ways of working. Trenchless technology should be considered as part of this decision making process.”

In order to minimise the use of trenches, Thurrock Council is encouraging the use of ‘keyhole’ technology, in terms of accessing and servicing utilities. The process includes using a high pressure lance to break the surface material, which is subsequently extracted via suction to provide access to the utilities beneath the surface. This method doesn’t require a large area of the highway to be extracted and through using high pressure air, minimising the possibility of causing damage to other utilities through excavation.

It is also important to note that the smaller the excavation, the less likely the previously intact carriageway is to fail in the future, due to the works. This process is more expensive than conventional methods and is currently only being used at 'pinch points' along the network. However, Thurrock Council is keen to promote the use of this method more widely in the future as it is recognised as the more efficient method in many cases.

3. Right First Time

Quality of Repairs and Reinstatements - Recommendation 14

“To drive up standards, a quality scheme similar to a National Highway Sector Scheme should be developed by the sector to cover all aspects of manual surfacing operations, including pothole repairs and reinstatements, and its use specified by local highway authorities and utility companies.”

Thurrock Council will ensure skills gaps and required refresher training will be identified for all in-house operatives and training will be given accordingly. This will include CDM training in accordance with the 2015 regulations. Following this, appropriate KPIs will be set.

Guidance on Repair Techniques - Recommendation 13

“Local highway authorities should consider the guidance provided in the ADEPT report Potholes and Repair Techniques for Local Highways and adopt as appropriate to their local circumstances.”

The guidance contained in the ADEPT report is currently being reviewed. Appropriate elements will be adopted as part of the ongoing transformation of the in-house highway maintenance and improvement delivery service.

Inspection and Training - Recommendation 11

“Local highway authorities should utilise inspection manuals to support implementation of their inspection policies. They should also ensure that highway inspectors are trained, qualified and competent in the identification and assessment of defects, including potholes, through a scheme accredited by the Highway Inspectors Board.”

Thurrock Council is currently developing a Highway Inspection Manual. Any skills gaps will be identified and the appropriate training will be provided in order to ensure the competency of in-house staff.

Technology - Recommendation 12

“Local highway authorities should consider using proven technology and systems for the effective identification and management of potholes.”

Thurrock Council recognises the benefits that technology can bring to the highways service in improving effectiveness and efficiency. A highways management system called ‘Symology’ has been in operation since 2012 and is used to capture and store information relating to highway condition, customer enquiries and works coordination. The system is used by highway inspectors to record defects and arrange for their repair in the field using mobile devices.

This information is then used by the Highways Operations team to programme remedial works. Other areas of the highways maintenance will be migrated onto the system in the future to improve their effectiveness and efficiency.

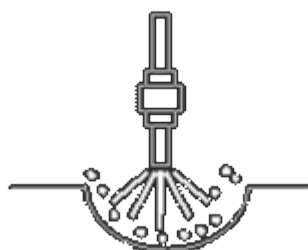
Research and Innovation - Recommendation 17

“The sector will benefit from supporting, co-ordinating, contributing and disseminating research on all aspects of pothole operations. Innovation from such research may continue to provide opportunities for improvement of pothole management and operations.”

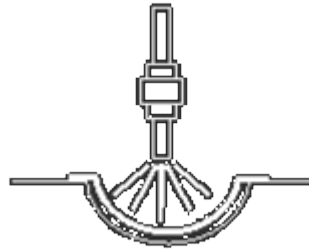
Thurrock Council is consistently looking for new and innovative ways to improve the techniques employed in all aspects of pothole operations, from identification to repair. Working alongside conventional, tried and tested patching techniques, Thurrock Council is currently trialing the use of jet patching as a method of pothole repair. Jet patching provides a cost-effective way of maintaining the wearing surfaces of asphalt roads, car parks, footpaths, industrial areas including repairs of potholes and crack seals.

Jet patching uses a simple four stage process. The problem area is cleaned and prepared, sealed, filled, cured and ready for traffic in one smooth operation. Permanent repairs are made with bitumen emulsion, lasting as long as repairs using hot rolled asphalt. It is also important to note that the emulsion used is environmentally friendly.

Jet patching boasts minimum traffic delays with most repairs complete in less than 15 minutes. Repairs can withstand traffic use shortly after completion.



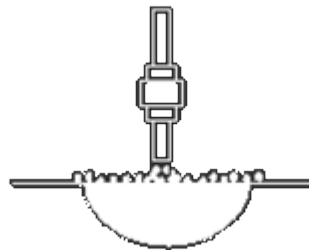
Stage One: Using the high volume, low pressure blower to blow all loose debris from the pothole, it is then cleaned and prepared for an effective patch.



Stage Two: The apparatus now coats the pothole with an asphalt emulsion which seals the pothole and prevents further damage from occurring. This is due to the asphalt emulsion providing a waterproof coating, sealing it from encroaching moisture.



Stage Three: Aggregate is introduced into the pothole. The aggregate is mixed with the asphalt emulsion and blown in to the pothole at high velocity.



Stage Four: After the pothole has been effectively sealed and filled, a light layer of dry aggregate is applied to the patch, preventing the patch from adhering to car tires prior to the emulsion fully curing. The patch is now ready for traffic.

Thurrock Council is also actively training its own staff in order to carry out innovative techniques for pothole repair. One of these techniques, Joint Sealing, is becoming more widely used within Thurrock Council as a preventative measure. Joint Sealing is primarily used to repair cracks and fretted joints in the carriageway up to a depth of 40mm. It is beginning to become a popular technique as it offers a simple, versatile and waterproof system with rapid installation, making it a cost effective preventative solution.

This preventative method uses a waterproof coating to intervene with the cracking at an early stage, preventing any future water encroachment, ensuring the crack doesn't become a pothole. Thurrock Council is in the process of training its own staff to be able to carry out these techniques safely and efficiently so that these issues can be handled without the need for an external contractor.

Finally, Thurrock Council demonstrates its ongoing commitment to the co-ordination of research, innovation and the sharing of good practice through its membership of ADEPT and through its membership with the Eastern Highway Alliance (EHA) where innovation and good practice is shared amongst the other Authorities that form part of the Alliance.

4. Clarity

Public Communications - Recommendation 3

“Local highway authorities should have an effective public communications process that provides clarity and transparency in their policy and approach to repairing potholes. This should include a published policy and details of its implementation, including the prevention, identification, reporting, tracking and repair of potholes.”

Thurrock Council’s Highway Maintenance Policy and Strategy is to be published on the Council’s website and includes a clear policy and approach to repairing potholes.

The Transportation and Highways Service has also drafted an Asset Management Communications Strategy. This strategy aims to assist the Service to:

- Set the Levels of service
- Report on performance and value for money
- Allow interaction on key decisions that affect transport and infrastructure within the borough; and
- Highlight key areas of communication for the Highways Service area.

Public Opinion Surveys - Recommendation 2

“Local highway authorities should monitor public satisfaction with road, footway and cycleway condition and repair annually through the National Highways and Transport Public Satisfaction Survey or their own surveys. The findings can be used to benchmark performance and taken into consideration in local highway maintenance policies.”

A customer satisfaction survey will be undertaken by NHT in August 2016. Thurrock Council should receive the results in October 2016. The NHT Public Satisfaction Survey collects public perspectives on, and satisfaction with, highways and transportation services in local authority areas. The survey asks questions in respect of the following themes:

- Accessibility
- Public Transport
- Walking and Cycling
- Tackling Congestion
- Road Safety

- Highways Maintenance & Enforcement.

The results compare performance between authorities over time using tabular reports, graphs and maps. These results will be used to form future policy refreshers and the way in which the Transport and Highways Service prioritises defects.

Permanent Repairs Policy - Recommendation 10

“Local highway authorities should adopt permanent repairs as the first choice. Temporary repairs should only be used where safety cannot be managed using alternative approaches and in emergency circumstances.”

Thurrock Council is working to ensure temporary repairs are minimised. Permanent patching repairs will be carried out, where possible, to avoid repetitive visits to problem locations.

In-house staff will be trained to assess the safety of each site, determining an emergency situation and advising the best course of action for each specific site.

Definition of Potholes - Recommendation 9

“To provide clarity, local highway authorities should adopt dimensional definitions for potholes based on best practice as part of their maintenance policy. Response times and treatment of potholes should be based on local needs, consideration of all highway users, and an assessment of risk.”

Thurrock Council currently refers to its internal Highways Maintenance Policy document for all dimensional pothole definitions, including information on response times and appropriate treatment methods. However, this is a working document and is currently being updated in order to better advise staff in terms of tailoring response times and treatments to local needs, the variety of highway users and to only commission works upon the appropriate assessment of risk at each specific site.

In terms of public information, Thurrock Council’s website currently informs the public regarding dimensional pothole definitions, but will be updated in line with the Highways Maintenance Policy to include information on appropriate response times.

Strengthen Well-maintained Highways - Recommendation 1

“Well-maintained Highways should be revised and strengthened to include all recommendations of this Review which are relevant to local highway authorities.”

Thurrock Council is aspiring to each recommendation in this review and understands the importance of developing these recommendations as best practice. Where required, the Transportation and Highways Service will impose appropriate and realistic measures in order to achieve this.



**Position in Relation to HMEP Guidance on the
Management of Highway Drainage Assets**

2016

Document Control

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1. Introduction

The Highways Maintenance Efficiency Programme (HMEP) has issued The Highways Drainage Assets Guidance, which showcases current good practice, tools and techniques to manage and maintain drainage assets to prevent localised flooding.

1.1 Why the management of highways drainage assets is needed

Severe flooding events in recent years are a reminder of the risks posed by flooding, not only to residential and commercial properties, but also to the strategic infrastructure managed by local highway authorities. The increasing impact and frequency of severe weather events, particularly flooding, causes major disruption and damage to the highway network.

The HMEP Management of Highways Drainage Assets Guidance aims to help local highway authorities to plan the most cost effective approach to managing and maintaining their drainage assets and highlights three main themes:

- Defining the asset - having better drainage inventory data
- Service delivery, based on the application of asset management principles to deliver a cost effective long term approach
- People and partnerships

1.2 Purpose

The purpose of this document is to outline Thurrock Council's current position in relation to the report and its recommendations and following this assess any future improvements required in order for Thurrock Council to comply in full.

Alongside each theme, HMEP has provided a number of recommendations, listed in order of priority. These recommendations are shown under each theme in bold, below which is Thurrock Council's current position in relation to it.

2. Defining the Asset

Understanding evolving duties and responsibilities - Recommendation 2

New regulations bring new obligations. These evolving responsibilities will have an effect on budgets and operations. Understand and adapt to these changes.

In 2013 Thurrock Council appointed a dedicated Flood Risk Manager within the Transportation service to deliver the responsibilities arising from the Flood and Water Management Act, 2010 (FWMA). Having an officer embedded in the Transportation and Highways Service has facilitated improvements to the management of the highways flooding and drainage responsibilities, such as closer partnership working with other risk management authorities; better management of asset data, and improved processes for responding to flooding incidents.

The Lead Local Flood Authority (LLFA) budget available to the Council to meet its new obligations has not only been used to develop processes and procedures for flood risk management, but also to investigate and tackle drainage and flooding problems shared by the risk management authorities. For example, through closer partnership working, the authority has been able to get a better understanding of flooding mechanisms affecting Tilbury town through the development of an integrated urban drainage model. This involved the sharing of asset data, flooding reports and local knowledge about drainage systems. The results of the modelling have identified improvements to the drainage network that will help reduce the risk of flooding in the town and funding bids are now being developed to implement the solutions identified.

Data Use - Recommendation 6

Use highway drainage asset data to focus, support and inform maintenance activities. These should be linked to the overall asset management objectives for local highways.

Significant progress has been made in improving drainage asset intelligence; data has been captured through both flood investigations and development of the flood asset register.

To determine the causes of flooding incidents asset data has been collected as part of Section 19 flood investigations. This information has been effective in targeting maintenance activities at known flooding hot-spots, so that resource can be targeted for preventative maintenance when storms have been forecast, such as the clearance of trash screens which are prone to blockage.

Further integration of the flood asset register with the highway's Symology system are underway with the aim to have all drainage assets uploaded. The Transport Development Control team are also ensuring that any records of adopted drainage infrastructure are included on the register and any major infrastructure projects are required to upload as-built drawings.

Fourteen Areas of Critical Drainage (AoCD) have been dedicated in the Council's Local Flood Risk Management Strategy as being either of highest risk of flooding or had a significant history of flooding incidents. In developing the Strategy a number of policies arose, including targeting of maintenance activities in local flood risk zones, opportunities for capital drainage measures as well as tightened drainage requirements for new developments in these areas. The service is currently working on implementing these policies and has been successful in negotiating betterment in local drainage through new development. For example in a recent development in Grays (Evolve, Gumley Road) the Council had an existing soakaway drainage system that was prone to siltation and blockage. In order to facilitate drainage of the development, the Department sought improvement to this system through the provision of a drainage pond providing habitat and amenity benefit to the local area, as well as reducing the ongoing maintenance burden through the removal of silts and pollutants before discharge to the existing soakaways. Additionally the Council has negotiated a 60 year commuted sum payment from the developer for its ongoing maintenance.



Figure 1: Drainage Pond at Gumley Road

Selection of highway drainage asset survey equipment - Recommendation 3

Before selecting equipment, have a detailed equipment requirement specification and evaluation check-list to ensure that equipment being trialled is done in an objective and consistent manner. Allow sufficient time for the trial. Ensure mobile GPS software complies with the latest National Marine Electronics Association (NMEA) protocols.

Thurrock Council currently employs the use of mobile GPS software used to record and provide works orders for highway defects, which includes blocked gullies etc. This hardware is fully compliant with NMEA protocols and has been rigorously trialled and tested to ensure the equipment can assist competent inspectors in the defect identification process. This software can also be used to update asset data upon inspection, but is not currently used as a viable method for a whole network survey.

All asset data collection is undertaken by competent surveying companies with relevant professional accreditation. Additionally, the surveyors selected are assessed according to their track record of delivering similar asset data collection schemes elsewhere for public bodies.

Involvement of colleagues in selecting technology - Recommendation 4

Understand your authority's information technology procurement processes, purchasing documentation requirements and get the appropriate council staff (finance, IT GIS etc.) involved early on.

We will ensure that all staff are fully conversant with Council procurement processes, through team meetings and training where appropriate.

3. Service Delivery

Understanding demand and service delivery requirements - Recommendation 9

Develop a clear understanding of the demand or service delivery level for the drainage asset, as this will clarify and focus activities and budgets to deliver efficient and effective service.

The Council currently tackle gully maintenance according to a schedule of roads, whereby the Borough is split into a number of areas with the aim of cleansing all gullies on an annual basis. The system currently works well in addressing any identified issues with the asset as any blockages or broken lines identified by the gully crew are fed back to the engineer through the 'daily whereabouts sheet' for subsequent further investigation and attention. Unfortunately however, with the availability of resource and prevalence of parking over pots it is unrealistic to be able to clean all the gullies across the Borough on an annual basis and is not necessarily making the best use of the limited resources. To address this, the Department is developing a more risk based approach to gully cleansing.

A requirement of the Flood Risk Regulations was the collation of all flooding reports across the Borough. This required receipt of flood incident reporting from Partners such as the Environment Agency, Anglian Water and Essex Fire and Rescue as well as internally from the Council's own customer record management systems (Housing, Highways and Public Protection teams). Through this process the Transportation and Highways Service could understand the frequency and spatial distribution of the flood reporting to determine 'hot spots'. This flood reporting was augmented by updated flood modelling outputs to determine where flooding was predicted to occur in a severe storm situation as well 'daily whereabouts' sheets from the gully emptier. These datasets are being used to inform an update to the drainage maintenance process with the intention to develop a more risk based approach to managing drainage in areas known to have flooded or are predicted to flood in the future.

Solutions - Recommendation 12

Do not let the management tool become more important than the job deliverables and recommend simple solutions that do not require a great deal of maintenance or administration.

Whilst the Council has been working hard to improve its knowledge of the Borough's drainage assets and develop a new policy for proactive maintenance it has not lost sight of the importance of addressing emergency situations swiftly and appropriately. For

example, in the winter of 2013 the Department responded to a flash flood affecting a number of properties. The Service was swift to react, and mobilised the gully tanker to assist in pumping out of water as well as the installation of a temporary flood wall to divert waters away from the affected properties. Actions arising from a subsequent flooding investigation saw the introduction of additional highway drainage and upsizing of a culvert. This was combined with collaboration with riparian owners to undertake ditch maintenance and also the installation of a permanent flood wall to protect properties in extreme storm situations.



Figure 2: Emergency pumping of flood water

Effective use of limited budgets - Recommendation 1

Adopt highway drainage asset management strategies based on information held.

Revised Thurrock Council processes will include a review of when gullies are cleaned, and high risk sites will be listed for attention to mitigate risk of flood.

Resourcing - Recommendation 11

Allocate resources and funds to routes, sections, or specific areas or assets where most needed. Monitor the maintenance of these assets and require contractors to provide details of the condition of assets; for example, gully cleansing records that details the location of the asset and amount of material removed.

Our process of routine gully maintenance is under review. A more robust process will be set and managed accordingly. This will include reports of problems and further works

needed. The information collated as a result of the feedback received will help form the capital programme for drainage repairs.

Data Integration - Recommendation 5

Link systems to maintenance activities, focus future activities and map ‘hotspots’. Address the causes of problems as opposed to symptoms.

The Transportation and Highways Service is in the process of updating its drainage maintenance strategy to take a more risk based approach to its gulley cleansing programme. The Council has mapped information on flooding reports, gulley cleansing returns and predicted flood risk areas and will be using this information to determine a future programme.

4. People and Partnerships

Use peoples knowledge - Recommendation 10

In many cases the organisation’s employees are the best source of asset management information. Ensure local knowledge of drainage assets held by long service experienced staff is captured and incorporated into data records.

The Council is fortunate to retain a number of long service experienced highway maintenance officers who hold a lot of knowledge of the Borough’s drainage assets. In developing the Flood asset register the Department has sought to extract as much of this information as possible by involving these staff in the asset data collection and verification. This process is ongoing as further paper records are digitised and require validation.

Data Sharing - Recommendation 8

Drainage data must be transferable between owners and stakeholders who understand its value and make use of it.

The Council has entered a data sharing agreement with Anglian Water to share drainage asset data. Also through the development of integrated urban drainage models for Tilbury and Stanford le Hope the authority has signed up to sharing the outputs of modelling to improve collective understanding of flood risk in these areas. The Council’s flood asset register is also publically available to enable riparian owners and the public to understand responsibilities for drainage infrastructure across the Borough.

The importance of timely data sharing was exemplified recently when a diesel spill occurred on the A13 Manorway Roundabout. The incident was initially responded to by Essex Fire and Rescue who subsequently notified the Environment Agency of the risk of contamination to the Hassen Brook. The EA contacted the Council’s highway department for information on the drainage system on the roundabout to determine where the system could be isolated to reduce the risk of further pollution. The

information was readily available through the flood asset register and was supplied by return.

Partnerships - Recommendation 7

Form partnerships with all relevant bodies, such as the Environment Agency and water companies, to address water management issues and to cooperate in service delivery and information sharing.

The Thurrock Flood Partnership was set up in 2014, as a central point where flood risk issues in Thurrock are reviewed and appropriate action agreed. The Partnership is made up of representatives from Council departments as well as key stakeholders such as the Environment Agency, Essex Fire and Rescue, Anglian Water and neighbouring LLFAs. The Partnership meets twice a year with the aim of ensuring a long-term sustainable approach to flood management in Thurrock, ensuring appropriate accountability and co-ordination between relevant stakeholders.

The Council has representation on the Essex County Council Flood Board as well as the Regional Flood and Coastal Committee and so has excellent oversight of all flood risk matters in and beyond the Borough.

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**Planning Transport and Regeneration Overview and Scrutiny Committee
Work Programme
2016/17**

Dates of Meetings: 18 July 2016, 13 September 2016, 8 November 2016, 5 January 2017, 7 March 2017.

Topic	Lead Officer	Requested by Officer/Member
18 July 2016		
C2C Update Report	Ann Osola	Officer
Local Growth Fund Round 3	Matthew Essex	Officer
13 September 2016		
Feedback on responses to Local Plan Issues and Options 1 consultation	Andrew Millard/Sean Nethercott	Officer
Draft Parking and Policy Refresh	Ann Osola	Officer
Economic Growth Strategy	Tim Rignall	Officer
Purfleet Update	Matthew Essex	Officer
8 November 2016		
Cycling Update Report	Ann Osola	Officer
Purfleet Master Plan Update Report	Matthew Essex	Officer
5 January 2017		
Congestion Task Force	Ann Osola	Officer
7 March 2017		
A13 Widening	Ann Osola	Officer

To be allocated

Local Plan Issues and Options 2	Andy Millard	Officer
Design Guide	Andy Millard	Officer