

**ENVIRONMENT, HIGHWAYS AND WASTE POLICY
OVERVIEW AND SCRUTINY COMMITTEE**

Thursday, 4th November, 2010

10.00 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

ENVIRONMENT, HIGHWAYS AND WASTE POLICY OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 4th November, 2010, at 10.00 am Ask for **Karen Mannering**
Darent Room, Sessions House, County Hall, Maidstone Telephone **01622 694367**

Tea/Coffee will be available 15 minutes before the meeting

Membership (12)

Conservative (11): Mr C Hibberd (Chairman), Mr J R Bullock, MBE, Mr N J Collor,
Mr J M Cubitt, Mr M J Harrison, Mr J D Kirby, Mr S Manion,
Mr R F Manning, Mr R A Pascoe, Mrs E M Tweed and
Mr M J Whiting

Liberal Democrat (1): Mr M Robertson (Vice-Chairman)

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UNRESTRICTED ITEMS

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

Item No

A. Committee Business

- A1 Introduction/Webcasting
- A2 Membership - The Committee is asked to note that Mr R F Manning replaces Mr W L Richardson
- A3 Substitutes
- A4 Declaration of interests by Members in items on the Agenda for this meeting
- A5 Minutes - 14 September 2010 (Pages 1 - 14)

B. ITEMS FOR DISCUSSION

- B1 Cabinet Member's and Managing Director's Update (Oral Report)
- B2 Financial Monitoring 2010/11 (Pages 15 - 18)
- B3 Autumn Budget Statement and Draft Medium Term Plan (To follow)
- B4 Briefing on the Marine and Coastal Access Act 2009 and Marine Conservation Zones - Presentation (Pages 19 - 22)
- B5 Floods and Water Management Act - Presentation (Pages 23 - 30)
- B6 Change to Keep Succeeding (Pages 31 - 82)
- B7 Delivering Road Safety Service into the future (Pages 83 - 86)
- B8 Barrier & Pedestrian Guardrailing Policy (Pages 87 - 96)
- B9 Signs and Lines Policy & Technical Directive (Pages 97 - 98)
- B10 Inclusive Design & Placemaking Guidance (Pages 99 - 186)
- B11 Planned Carriageway Maintenance (Pages 187 - 202)

C. SELECT COMMITTEE UPDATE

- C1 Select Committee - update (Pages 203 - 204)

EXEMPT ITEMS

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

Peter Sass
Head of Democratic Services and Local Leadership
(01622) 694002

Wednesday, 27 October 2010

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

KENT COUNTY COUNCIL

**ENVIRONMENT, HIGHWAYS AND WASTE POLICY OVERVIEW
AND SCRUTINY COMMITTEE**

MINUTES of a meeting of the Environment, Highways and Waste Policy Overview and Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 14 September 2010.

PRESENT: Mr C Hibberd (Chairman), Mr M Robertson (Vice-Chairman), Mr J R Bullock, MBE, Miss S J Carey (Substitute for Mr W L Richardson), Mr N J Collor, Mr J M Cubitt, Mr M J Harrison, Mr J D Kirby, Mr S Manion, Mr R A Pascoe, Mrs E M Tweed and Mr M J Whiting

ALSO PRESENT: Mr N J D Chard

IN ATTENDANCE: Mr J Burr (Director of Kent Highway Services), Mr S Allum (Mobility Management Team Leader), Mrs R Best (Signs & Lines Manager), Mr N Caddick (Policy and Performance Manager), Mr P Crick (Director Integrated Strategy & Planning), Ms D Eden-Green (Public Involvement Manager), Mr R Fitzgerald (Performance Monitoring Manager), Mrs S Garton (Head of County Performance and Evaluation Manager), Mr R Hallett (Directorate Finance Manager - EHW), Harrison, Lulham (Transport Planner), Mr N Sarrafan (County Transport & Development Manager), Dr A St Clair Baker (Engagement & Improvement Manager), Sullivan (School Travel Plans Team Leader), Mr J Whitehorn (Special Projects & Income Coordinator), Mr D Whittle (Policy Manager) and Mrs K Mannering (Democratic Services Officer)

UNRESTRICTED ITEMS

1. Declaration of interests by Members in items on the Agenda for this meeting

(Item A3)

(1) Mr Manion declared an interest in Item B5 as a parent of two children, one of whom received free school transport.

(2) Mr Collor declared an interest in Item B8 as a Member for Dover Town.

2. Minutes - 29 July 2010

(Item A4)

RESOLVED that the Minutes of the meeting held on 29 July 2010 are correctly recorded and that they be signed by the Chairman.

3. Dates of Meetings - 2011

(Item A5)

RESOLVED that the following dates for meetings of the Committee in 2011, commencing at 10.00am, be agreed:-

Tuesday, 18 January
Friday, 8 April
Tuesday, 5 July
Tuesday, 27 September
Tuesday, 15 November

4. Cabinet Member's Update *(Item B1)*

(1) Mr Chard gave a verbal report on the following issues:-

Kent Highway Services

Winter Service (see paragraph (2) below); Procurement of KHS Core Maintenance Contract; Courtesy Boards; Permit Scheme; Killed & seriously injured figures; Contact with KHS

Integrated Strategy & Planning

Lower Thames Crossing; Operation Stack; Rail; Kent International Gateway

Waste

Household Waste Recycling Centres – commencement of capital programmes work

Environment

East Kent Access – Heritage

(2) Following Mr Chard's update Members considered a report which provided information relating to Kent Highway Services response to the Department for Transport commissioned report 'The Resilience of England's Transport Systems in Winter' Interim Report July 2010. The Winter Service Plan for 2010/11 was also presented for approval.

(3) In March 2010, the then Secretary of State commissioned an independent review of the resilience of England's transport systems to severe winter weather. The Interim Report focuses on measures that could be implemented relatively quickly in relation to England's highway networks in preparation for winter 2010/11. The final report would be published in the autumn of 2010. The report contained 17 recommendations most of which could be implemented by highway authorities. Appendix 1 of the report detailed how KHS would act upon the recommendations in the coming winter.

(4) The KHS winter service budget for 2009/10 was £2,525,000 and the out turn was £2,636,579. For 2009/10 there was a requirement for funding from the corporate emergency fund for three snow emergencies which cost £1,451,756. The budget for 2010/11 had been set at £2,490,581.

(5) The Winter Service Plan 2010/11 had been produced and Community Delivery Team Leaders would produce a local version. The plans detailed local actions that would be taken during the winter and outline arrangements in place for working with the district council. Copies of the plans were held at depots and on the shared KHS IT area.

(6) RESOLVED that:-

- (a) Mr Chard's update be noted and a copy circulated to Members of the Committee; and
- (b) the Cabinet Member for Environment, Highways and Waste be recommended to:-
 - (i) approve the Winter Service Plan for 2009/10; and
 - (ii) note the implementation of 'The Resilience of England's Transport Systems in winter – An Independent Review – Interim report July 2010' by KHS

5. Financial Monitoring 2010/11

(Item B2)

- (1) Members were asked to note the first quarter's full budget monitoring report for 2010/11 reported to Cabinet on 13 September 2010.
- (2) There were no exceptional revenue or capital changes since the report was circulated.
- (3) RESOLVED that the budget variations for the EHW Portfolio for 2010/11 based on the first quarter's monitoring report to Cabinet be noted.

6. Inclusive Design & Placemaking Guidance

(Item B3)

(1) It had been recognised that there was a need for clearer guidance and policy about inclusive design. Inclusive design ensured that the pedestrian environment was accessible for all members of society regardless of ability. In order to address this, a technical appendix to the Kent Design Guide had been drafted. The guidance aimed to provide specific detail and guidance on how to address "*accessibility for all*" in Kent's future built environment. The guidance in the document applied to design of the public realm, including arrival at a building or public space. It did not intend to deal with matters inside buildings that were covered under Building Regulations, nor restate existing highway and streetscape guidance.

(2) The Kent Design Initiative (KDI) Working Group was set up in September 2009 to produce a guidance document that could act as a technical appendix to Kent Design Guide. In addition, the document could also be endorsed by Districts as supplementary guidance to their Local Development Frameworks (LDFs) or adopted as a Supplementary Planning Document within their LDFs. The KDI Inclusive Design Working Group included Maidstone Borough Council, Tunbridge Wells Borough Council, Gravesham District Council, and Kent County Council's Mobility Management Unit), and had endorsement from the Kent Planning Officers Group, the client body to the Kent Design Guide.

(3) The group had developed a draft high level policy document that was concise and useable from a development control perspective. It was intended that the document would act as a 'signposting' document. It outlined the legislative framework and linked it to inclusive design best practice guidance. It was intended to present the guidance document for formal Cabinet approval once consultation had been completed.

(4) In order to meet the need for greater guidance and policy about inclusive design a draft technical guidance document had been drafted. The draft was now ready to go out for stakeholder consultation which would be followed by wider public consultation. Members initial feedback on the document was much appreciated and the comments would be fed into the stakeholder consultation. Members of the POSC had been invited to take part in the Stakeholder Workshop on 30 September. In addition, the project team would appreciate any further comments about the draft document from Members of the Committee who could not attend the workshop.

(5) RESOLVED that:-

- (a) the need to produce a cross-county policy on Inclusive Design & Placemaking be supported;
- (b) the KDI Inclusive Design Working Group be advised on any initial comments on the draft policy and technical guidance;
- (c) the next steps to carry out a thorough consultation process including stakeholder and public consultation; and to finally submit the guidance for Cabinet approval and adoption as formal policy be endorsed;
- (d) the guidance document form an addendum to the Kent Design Guide; and
- (e) the guidance document be submitted to the POSC for consideration prior to formal Cabinet approval.

7. Signs and Lines Policy & Technical Directive

(Item B4)

(1) The report informed Members of the new policy for signs and road markings. To assist with the implementation of the policy a Technical Directive had been developed which provided further detailed information on signing and road marking. This had also been produced to assist in bridging the skills shortage Kent Highway Services (KHS) had with sign and road marking design.

(2) The policy aimed to contribute in achieving the highway related subjects of Kent County Council's Local Transport Plan 2006 – 2011 (LTP) by providing traffic signs and road markings using the most appropriate materials affordable, to assist improving road safety by making the signs and road markings more visible in all conditions.

(3) The Technical Directive document had been produced to ensure all involved in design of the asset group (internal and external) were able to consistently apply the policy. It provided further detailed information regarding why a policy statement had been formulated, background information detailing how the policy statement was generated and how the policy should be applied to the road network.

- (4) RESOLVED that the report be deferred to the November meeting of the POSC to enable Members to fully consider the paper and accompanying appendices.

8. Sustainable Travel to School - Progress and Initiatives *(Item B5)*

(1) The Education and Inspections Act 2006 placed a statutory duty on Local Authorities to promote sustainable travel and transport, and KCC received funding from government to deliver the requirements of that act. Assessments of the travel and transport needs of young people have been undertaken and an audit of the sustainable travel and transport infrastructure has been used to identify and promote sustainable travel choices to and between schools to develop the Kent Sustainable Travel to School Strategy.

(2) The report informed members of the progress made with regard to Kent's Sustainable Travel to School Strategy. It set out progress made in tackling school run congestion and encouraging active lifestyles as well as plans for the future.

(3) Since the inception of KHS's School Travel Planning Team in September 2004, Kent had enjoyed considerable success in achieving modal shift towards sustainable methods of travel to school. Over 94% (558 out of 592) of maintained schools now had School Travel Plans, and there had been an annual 1% shift away from the use of the car. In 2006/2007 35.6% of the children at Kent schools were travelling to school by car and in 2010 the figure had dropped to 31.4% according to school census data, making Kent a national leader in this area.

(4) The Sustainable Travel to School Strategy was a statutory requirement, and would continue to be developed to build on Kent's successful School Travel Plan initiative. Subject to funding it was planned to support 36 schools per year to ensure that they achieved mode shift and their travel plans could be seen as good practice examples. The strategy aimed to keep Kent at the forefront of tackling congestion and promoting active travel on the school run.

(5) RESOLVED that Kent's Sustainable Travel to School initiatives in tackling congestion and promoting active lifestyles be supported.

9. S278 Agreements for Developer-Funded Highway Improvements *(Item B6)*

(1) The report provided an overview of a new Model Agreement under S278 Highways Act 1980 and requested approval for adopting it and also for a revised charging structure for professional advice, design checks, project management, site inspections and administration. The paper included responses from developers to a consultation report.

(2) The terms and conditions of the current Model S278 Highways Agreement had evolved over the last 20 years and the Agreement needed reviewing to ensure that it was still fit for purpose, reflected current standards or policies and protected the interests of KCC. Officers from Kent Highway Services had reviewed the current document assisted by the Director of Law & Governance and suggested a number of improvements. The result of the review was a new Model S278 Highways Agreement which incorporated a new charging structure and was now ready for use.

(3) The changes to the terms and conditions were mainly re-wording and updating. The three major changes affected Land Transfer; Kent Permit Scheme; and Fees and Charges.

(4) RESOLVED that the following recommendations to the Cabinet Member for Environment Highways & Waste be endorsed:-

(a) the introduction of a new Model S278 Highways Agreement for use in accordance with the Highways Act 1980 with immediate effect;

(b) the change to the existing fixed sum consultancy fee for transportation advice on new S278 highway works, as set out in the report;

(c) implementing a percentage-based fee structure for professional costs incurred by Kent Highway Services with respect to new S278 highway works, as set out in the report; and

(d) for existing S278 Highways Agreements, the charges for professional costs incurred by Kent Highway Services continuing to be based on actual time, but at an average hourly rate, as set out in the report.

10. Refresh of the Kent Joint Municipal Waste Management Strategy (more commonly known as the Kent Waste Strategy)

(Item B7)

(1) The report outlined progress on the Kent Joint Municipal Waste Management Strategy adopted in 2007; the plans to refresh it in 2010/11; and related national developments since the coalition Government came to power.

(2) The 13 Kent councils adopted the existing Kent Joint Municipal Waste Management Strategy (KJMWMS) in early 2007, which contained 20 policies for joint delivery by the 13 councils.

(3) The KJMWMS had a commitment to review the policies in 2010/11. The Kent Waste Partnership Annual Report drew specific attention to the need for stakeholder consultation in advance of renewing the KJMWMS during 2011/12. A wider stakeholder group called the Kent Waste Forum came together on 8 July to reflect on progress made against the KJMWMS's 20 policies and to discuss current and future challenges. This began the work to have a dialogue with stakeholders on refreshing the KJMWMS.

(4) The coalition Government had announced plans for a much wider fundamental review of all waste policies. As this coincided with Kent's own review of local

policies, there was merit in combining efforts with Defra to understand stakeholders' views. Agreement had been secured to organise a joint Defra/KWP event on 16 September 2010, so that local waste/recycling stakeholders could influence the national review.

(5) Given the potential impacts of the national review, and the need to refresh the KJMWMS during 2011/12, it made sense to bring together the feedback from the KWF event on 8 July and also the outputs from the Defra/KWP event on 16 September. Decisions on the final form and content of any public consultation on the KJMWMS would be made by the KWP's Joint Waste Management Committee (JWMC) on 21 October 2010. A report would then be brought to POSC in November 2010.

(6) RESOLVED that:-

(a) the initial report be noted; and

(b) a further report be submitted to the POSC in November.

11. Revision of the Scheme Prioritisation System

(Item B8)

(1) The report was presented in two parts. The first part outlined proposed changes to the mechanism by which the Integrated Transport budget was allocated during the period of Kent's third Local Transport Plan (2011-2016). The second part set out proposals for replacing the existing Scheme Prioritisation System (SPS) with a formal value for money assessment of Integrated Transport Schemes.

(2) Local Transport Plan Guidance made clear that the overall quality and delivery of an authority's LTP would be taken into account by the DfT in decisions on bids for challenge funding and/or major projects. It was vital, therefore, that authorities had effective mechanisms in place for allocating Integrated Transport block funding to those schemes and areas which would make the greatest contribution to local and national objectives, and which represented the highest possible value for money.

(3) The existing Scheme Prioritisation System (SPS) methodology had proved a useful guidance tool for apportioning the Integrated Transport block allocation from Government. SPS enabled officers to assess every scheme proposed resulting in a score. This allowed comparison between one scheme and another, with the highest scoring schemes being the ones that contributed the most to national and local transport objectives.

(4) Given the significant reduction in capital funding for transport that was anticipated over the next five-year LTP period, it was proposed that the SPS methodology was revised to achieve better value for money from the limited Integrated Transport budget. The preferred option consisted of a two-stage budget allocation process, combining the objectives-led approach of SPS with a spatial element. The first stage of the process would involve dividing the annual Integrated Transport block allocation according to the proposed weightings to be applied to the

Kent LTP objectives. The second stage would involve distributing the funding assigned to each of the Kent LTP objectives to the areas of the County where the challenges associated with them were most acute.

(5) As described in paragraph 3 (above), SPS currently prioritised Integrated Transport schemes purely on the basis of their alignment with policy objectives. The cost of a scheme did not influence its SPS score. It was therefore proposed that Integrated Transport schemes were subjected to a Cost Benefit Analysis in place of the existing SPS assessment process. Cost Benefit Analysis involved -

- Identifying the costs of a scheme (incorporating build cost, maintenance cost and external funding);
- Assessing the geographical extent of the scheme's impact, its distributional effects (i.e. which social groups were affected by the scheme), and its public acceptability; and,
- Assigning the scheme a score based on relative costs and benefits (Cost Score + Impact Score = Cost Benefit Analysis Score).

(6) RESOLVED that:-

- (a) the proposed weightings to the Kent LTP objectives be supported;
- (b) the proposed approach to allocating Integrated Transport block funding be supported; and
- (c) the proposed approach to assessing the value for money of Integrated Transport schemes be supported.

A formal vote was not taken but Mr Bullock requested that his opposition be recorded.

12. The Minerals and Waste Development Framework: Core Strategy Issues Consultation

(Item B9)

(1) Further to Minute 7 of 25 May 2010, the report updated Members on progress with the Minerals and Waste Development Framework, and sought views on the issues that should be addressed in the Core Strategy Issues Consultation.

(2) KCC was required to first produce and adopt a *Core Strategy*, which contained the planning strategy and broad policy framework. The immediate step was to seek the views of the POSC on the *Core Strategy Issues Consultation* which was to be published in September. The intentions would be the subject of a second consultation on the *Directions for Strategy and Policy* in the summer of 2011. The programme for the *Core Strategy* was set out in the report.

(3) After the *Core Strategy*, KCC must produce the *Minerals Sites Development Plan Document* and the *Waste Sites Development Plan Document*, which would

detail the land to be developed for minerals and waste. These were programmed for adoption one year after the Core Strategy.

(4) Copies of the *Core Strategy Issues Consultation* document were made available to Members of the POSC for their consideration. A number of technical Topic Reports on minerals and waste had also been prepared as evidence. A summary of the main planning issues on which the consultation would seek evidence and views from the minerals and waste industries, district councils, interest groups and the public was set out in the report.

(5) RESOLVED that:-

(a) the progress with the Minerals and Waste Development Framework be noted; and

(b) Members submit their views on the *Core Strategy Issues Consultation*, to be published in September 2010.

13. Bold Steps for Kent - Update

(Item B10)

The report provided Members with an update on the timetable and development of the new medium term plan, *Bold Steps for Kent*, and sought the Committee's input on the key issues over the next four years that it believed the plan might address ahead of the launch of a draft version for public and partner consultation.

(2) *Bold Steps for Kent* would be the medium term plan for KCC succeeding *Towards 2010*, which was due to expire at the end of September 2010. As the title suggested, *Bold Steps for Kent* would draw heavily on *Bold Steps for Radical Reform*, the discussion paper published by the County Council in January 2010. This set out how through radical thinking about public service delivery at the national and local level, it would be possible to deliver approximately £15-21 billion savings to HM Treasury.

(3) Current thinking was that the document should be structured around the key themes of:

- Helping the economy to grow
- Supporting the Big Society
- Tackling disadvantage
- Building a new relationship with partners
- Ensuring the organisation is fit for purpose

(4) RESOLVED that:-

(a) the report be noted;

(b) Members of the POSC

- (i) provide comment and feedback on the themes and emerging priorities for *Bold Steps for Kent* to Mr Whittle direct; and

- (ii) identify any priorities not currently set out that should be considered for inclusion in Bold Steps for Kent.

14. Towards 2010 Draft Final Annual Report

(Item B11)

(1) The report updated Members on the Towards 2010 targets that were the responsibility of the Directorate, and set out the process for finalising the last Towards 2010 Annual Report prior to approval by County Council on 14 October 2010.

(2) Separate reports for each target were appended to the report. It was noted that many of the Towards 2010 targets were now part of mainstream business and were incorporated in the annual work programmes, and those targets with a status of 'Completed' should be seen against that background. 'Completed' did not, in many cases, mean that the work was over but signified that the spirit of the target wording had been achieved and that the activity continued.

(3) Following discussion at this and other September POSCs the draft Annual Report would be discussed at Cabinet on 11 October prior to submission to and approval at County Council on 14 October.

(4) RESOLVED that, subject to the various suggestions made by Members being considered, the report be noted.

15. Draft Annual Performance Report 2009/10

(Item B12)

(1) The report provided an overview of the Annual Performance report 2009/10 and attached a draft of the report for information.

(2) The KCC Annual Performance Report (APR) provided highlights of key activities and outcomes of the council. This was the second year that KCC had chosen to publish an Annual Performance Report. It replaced the annual Best Value Performance Plan, which was a statutory requirement and published on an annual basis.

(3) The APR was aimed at KCC Members, partners, parish councils, staff and the public and would be published via the KCC website keeping cost to a minimum. It would be discussed at Cabinet on 11 October prior to being taken to County Council for approval on 14 October.

(4) During debate Mr Chard congratulated the officers on an excellent report.

(5) RESOLVED that the report be noted.

16. Core Monitoring Report

(Item B13)

(1) The report presented, for the first time, core monitoring information that identified performance and trends in a number of key areas of the Directorate's activity. The Environment, Highways & Waste elements of the first Core Monitoring Report that was reported to Cabinet on 13 September 2010 was appended to the report, and covered the period up to June 2010.

(2) The Core Monitoring report included a number of graphs and data on a range of measures and indicators that related to some of the core services delivered by the Directorate. The Core Monitoring did not include, or comment on, every component of the performance management frameworks that were in place within the Directorate but picked out a number of key activity areas.

(3) For most indicators the data presented in the Core Monitoring showed two graphs:

- performance trends on a quarterly basis, with up to three year's historic data being included
- annual performance, with a comparison to national benchmarks and up to five year's historic data being shown.

(4) It was intended that further Core Monitoring reports would be produced on a quarterly basis. The presentation of the information was part of the overall transparency agenda and it was important that it was clear and comprehensible. It was the intention to develop more meaningful comparative information where appropriate, for example other SE counties. The information set out in the Core Monitoring would change over time – for example the priorities that would flow from the 'Bold Steps for Kent' consultation would need to be incorporated into future iterations of the report.

(5) RESOLVED that the first Core Monitoring report for Environment, Highways & Waste be noted.

17. EHW Annual Complaints, Comments and Compliments Report 2010

(Item B14)

(1) The report provided information on complaints and compliments received during 2009/10 and gave examples of where analysis of the feedback had led to service change across the Directorate. The report also outlined complaint trends, the source of complaints, overall performance on handling complaints, diversity data and an update on Local Government Ombudsman complaints.

(2) Across EHW, 1641 complaints were received from April 2009 to March 2010 compared to the same time period in the previous year when 429 complaints were received. As the two frontline services, Kent Highway Services (KHS) and Environment & Waste (E&W) received the majority of the complaints with KHS receiving 1259 complaints (77%) in 2009/10 and E&W receiving 380 complaints

(23%). 2 complaints were received within Integrated Strategy & Planning (ISP). 1559 complaints (95%) were acknowledged within the corporate standard of 3 working days and 1601 complainants (98%) received a full response within 20 working days.

(3) In 2009/10, EHW continued to adopt a robust and effective approach to the ongoing management of complaints. All complaints had been reviewed across the service areas and customer feedback had been used to improve customer service delivery. Several customer focused improvements had been implemented across EHW in 2009/10 and these were making a difference to the customer experience when they interacted with the Directorate and KCC overall.

(4) RESOLVED that the report be noted.

18. Connecting with Communities - Annual report on EHW engagement *(Item B15)*

(1) The report provided information on the main aspects of consultation, engagement and involvement within Environment, Highways and Waste directorate from 1 April 2009 to 31 March 2010, and highlighted how officers were further embedding engagement activities within the services.

(2) The paper highlighted the ways teams and units in EHW were listening to the public and involving them in the development and improvement of services. The directorate was committed to KCC's corporate priority of understanding and engaging more effectively with the public, and ensuring their full involvement in policy and service development as part of business as usual. It was important to continually seek opportunities to improve, whilst ensuring value for money from all the projects and services.

(3) RESOLVED that the report be noted.

19. Select Committee - update *(Item C1)*

Select Committee: Renewable Energy

(1) The Select Committee on Renewable Energy had now completed its evidence gathering. The draft report was in the process of being agreed by the Select Committee and would be shared with the Cabinet Member(s) and Directorates before it was finalised and submitted to County Council, via Cabinet. In accordance with the agreed timetable the report was due to be submitted to County Council on 14 October 2010. However, due to the large number of stakeholders that needed to be consulted on the draft report, in order to get wide engagement with the recommendations, it was not possible to do this effectively and submit the report to the meeting of the County Council in October. The Scrutiny Board would be asked to extend the timescale for the review to enable the consultation to take place, and the

report to be submitted to the Cabinet on 29 November 2010 and the County Council on 16 December 2010.

(2) RESOLVED that:-

- (a) progress on the Select Committee for Renewable Energy be noted; and
- (b) Members advise the Democratic Services Officer of any items that they would like to suggest for inclusion in the Select Committee topic review programme.

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**TO: Environment, Highways and Waste (EHW) Policy
Overview Committee – 4 November 2010**

**BY: Nick Chard, Cabinet Member for EHW
Mike Austerberry, Executive Director of EHW**

SUBJECT: Financial Monitoring 2010/11

Classification: Unrestricted

Summary:

Members of the POSC are asked to note the August budget monitoring exception report for 2010/11 reported to Cabinet on 11 October 2010.

FOR INFORMATION

1. Introduction

- 1.1 This is a regular report to this Committee on the forecast outturn against budget for the EHW portfolio.

2. Background

- 2.1 A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. These reports outline the full financial position for each portfolio and are reported to POSCs after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report. The August exception monitoring report for 2010/11 is attached.

3. Revenue

- 3.1 The overall position for the EHW Directorate reported to Cabinet on 11 October remained unchanged from the detailed quarterly monitoring reported to the EHW POSC 14 September 2010. This was a predicted underspend of £0.213m, caused by a net underspend on Waste of £0.6m and vacancies in the Resources function of £01.5m, offset by a pressure on the Freedom Pass budget of £0.537m (because of the popularity of the pass and the increased numbers of journeys taken).

- 3.2 The net waste position represents an underspend of £1.7m from forecast arisings being 25,000 tonnes less than the budget, offset by higher than expected inflation indicators in April (RPI 5.3%) causing an increase in costs of £1.1m on those contracts with April indexation.
- 3.3 The budget has been subject to in-year funding reductions. Our revenue allocation from Area Based Grant (ABG) for road safety has been cut by £0.608m. This has resulted in a reduced contribution to the Kent & Medway Safety Camera Partnership of £0.44m and other road safety reductions of £0.168m (including not going ahead with the speed limit review).
- 3.4 KCC's allocation for 'Kickstart' funding of £0.441m was also removed but this reduction has not been passed on to the EHW portfolio.

4. Capital

- 4.1 The capital budget has also seen significant in-year reductions. The Integrated Transport (IT) funding has been cut by £4.105m, the road safety allocation by £0.508m and the highway maintenance allocation by £0.04m.
- 4.2 As reported previously, the reduction in the IT funding has meant that a number of schemes have been deferred. Schemes not funded this year will be considered against any future IT funding, although this funding is expected to have a significant reduction as part of the Comprehensive Spending Review. These schemes will also receive further consideration if a Member wishes to contribute from their Member Highway Fund.
- 4.3 The reduction in the road safety allocation will mean that new speed signs expected as a result of the Speed Limit Review will no longer be installed, as the review is not going ahead, (see revenue reduction above) and no more speed cameras will be installed.
- 4.4 The reduction on highways maintenance will result in a small revision to the programme of work for structures.

5 Recommendations

- 5.1 Members of the POSC are asked to note the budget variations for the EHW Portfolio for 2010/11 based on the August exception report to Cabinet and the effects of the in-year budget reductions.

**ENVIRONMENT, HIGHWAYS AND WASTE
EXCEPTION MONITORING REPORT
AUGUST 2010-11**

REVENUE

	Cash Limit £000s	Variance		Movement £000s
		This month £000s	Last report £000s	
Directorate total	151,603	-213	-213	0
Management action	0	N/A	N/A	N/A
Directorate total after management action	151,603	-213	-213	0

There are no exceptional revenue issues to report since the detailed quarterly monitoring.

CAPITAL

The forecast for the portfolio has moved by -£0.949m since the last month. Projects subject to re-phasing and overall variances affecting 2010-11 are:

- Highway Major Maintenance (+£0.224m, real variance): £0.1m has been made available from the Member Highway Fund. Revenue contributions will be made from the fund to cover these costs. Essential capital maintenance works (£0.124m) have been planned on the A259 using DFTs de-trunking fund.
- Integrated Transport (+0.150m, real variance): £0.15m has been made available from the Member Highway Fund. Revenue contributions will be made from the fund to cover the cost of the works.
- Energy usage reduction programme (-£0.155m, rephasing): due to the uncertainty of the occupancy of the existing KCC buildings there has been a lack of interest in the energy usage reduction programme. There have also been problems finding projects falling within the agreed payback time.

- Wetland Creation (-£0.478m real variance in 2011-12): KCC were targeted to develop a nationally significant Wetland. Initially this was to be achieved in partnership with the RSPB, but it will now be developed without KCC investment.
- Household Waste Recycling Centres – (-£1.16m, rephasing): The optimum revenue saving from the East Kent joint waste arrangements project requires £0.855m of additional capital spend over and above that already included in the capital budget for new containers. This overspend will be covered from redirecting funding from the remaining waste capital improvement programme. There is a forecast underspend on the Lydd/New Romney site of £0.36m to report this month this will help fund the shortfall in the East Kent project, leaving a further £0.525m to find. The balance will be found from a review of the waste capital improvements as part of the MTP. Cabinet are asked for approval to increase the containerisation budget for the East Kent joint arrangement project accordingly (the funding for which will be found from the existing programme).

Richard Hallett
Head of Finance and Resources
15 September 2010

By: Nick Chard, Cabinet Member for Environment, Highways & Waste

To: Environment, Highways & Waste Policy Overview & Scrutiny Committee – 4 November 2010

Subject: Briefing on the Marine & Coastal Access Act 2009 and Marine Conservation Zones

Classification: Unrestricted

Summary:

This paper provides a brief overview of the 2009 Marine and Coastal Access Act and its new provisions. The Act aims to ensure clean, healthy, safe, productive and biologically diverse oceans and seas, through a number of new management measures and the establishment of a Marine Management Organisation. One such measure is the creation of a network of ecologically coherent Marine Protected Areas, which will be enhanced by the designation of new Marine Conservation Zones. The Balanced Seas Project is identifying sites off Kent's coast for recommendation as Marine Conservation Zones.

1. Introduction to Marine & Coastal Access Act 2009

1.1 The Marine and Coastal Access Act (the Act) received Royal Assent on 12th November 2009. Its purpose is to ensure clean, healthy, safe, productive and biologically diverse oceans and seas, by putting in place better systems for delivering sustainable development of marine and coastal environment.

1.2 The Marine Management Organisation (MMO) has been established to promote this vision and is given powers under the Act. This executive, non-departmental public body incorporates the Marine and Fisheries Agency and also includes marine-related powers and specific functions previously associated with the Department of Energy and Climate Change and the Department for Transport.

1.3 The MMO has a wide range of responsibilities, overseeing the implementation of measures introduced by the Act:

- **New marine planning system**, designed to integrate social requirements, economic potential and environmental considerations. Consultation on the marine policy statement, which will provide the overarching policy framework, is currently underway.
- **New marine licensing regime**, that will result in better, more consistent licensing decisions delivered more efficiently by a system that is proportionate and easier to understand and to use. This new system is also currently being consulted on.
- **Creation of a network of marine protected areas** (including marine conservation zones) designed to preserve vulnerable habitats and species in UK marine waters (the remainder of this paper will focus on this work).
- Strengthening of fisheries and environmental management arrangements and **replacement of the Sea Fisheries Committees with Inshore Fisheries and**

Conservation Authorities (IFCAs). Kent's inshore fisheries will be covered by the Kent and Essex IFCA - Kent County Council will have three members on the IFCA Committee.

- **Improved environmental data and information**, including sea bed mapping and developing an internationally recognised centre of excellence for marine information.
- **Creation of a continuous signed and managed public access route around the English coast.** Natural England is leading on this part of the Act and in March 2010 they published their Coastal Access Scheme, which sets out the approach to be taken in implementing coastal access. Kent has been chosen to be one of five lead authorities, confirmed in writing 8th October, and has been asked to develop the first stretch from Dover to Ramsgate. The Countryside Access Service is in discussion with Natural England to see how best this can be taken forward. The scale and implications of how best to deliver the route will be the subject of a future report to POSC.

2. Marine Conservation Zones

2.1 The Marine and Coastal Access Act enables the creation of a new type of Marine Protected Area, called a Marine Conservation Zone (MCZ). The purpose of the MCZ is to protect nationally important marine wildlife, geology and geomorphology. The sites will be selected to protect not just the rare and threatened but to conserve the full range of marine wildlife and hence contribute to sustaining and enhancing our marine biodiversity resource.

2.2 The management measures applied to MCZs will be decided on a site-by-site basis and will depend on the level of protection most appropriate to the species or habitats that the site has been designated for. It is anticipated that for many MCZs most activities will remain permitted, although some restrictions may be put in place (for example seasonal).

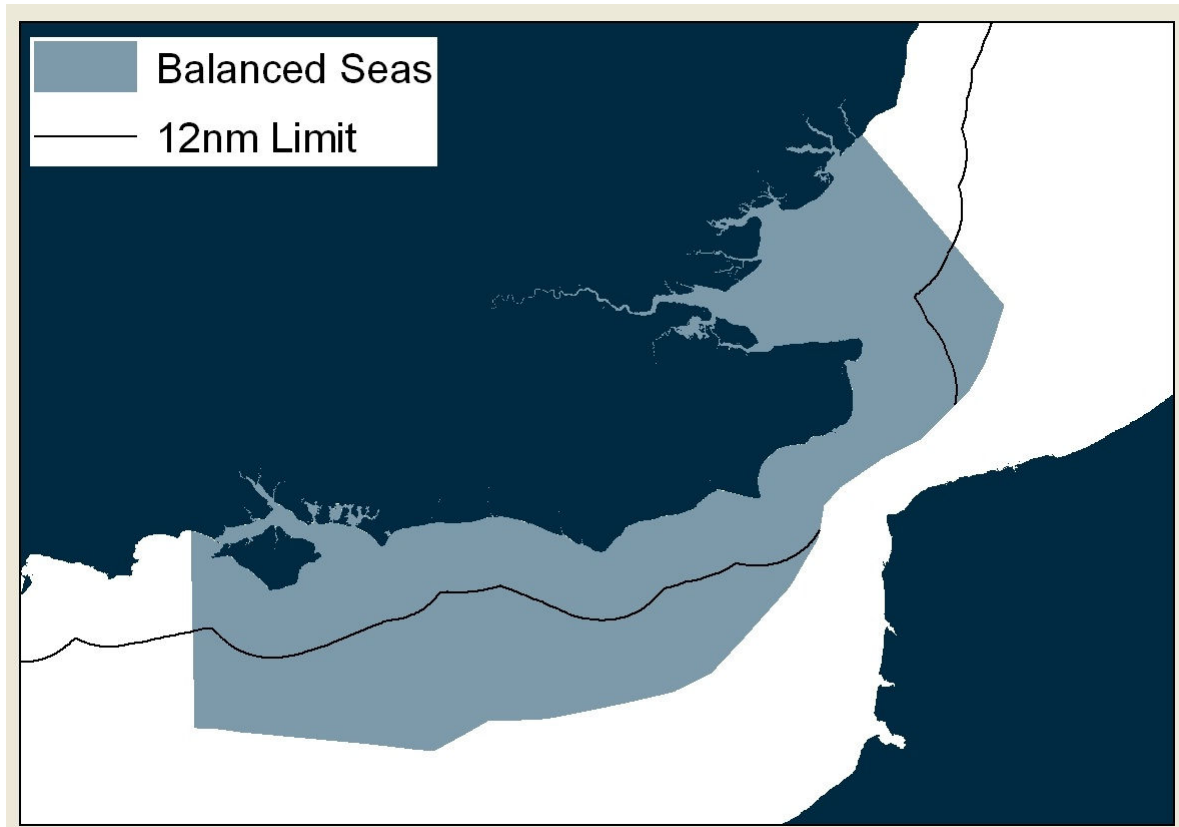
2.3 MCZs, together with other types of Marine Protected Areas (such as Special Areas of Conservation and Special Protected Areas), will deliver the Government's aim for an ecologically coherent network of Marine Protected Areas. This collection of areas will work together to provide more benefits than an individual area could on its own. Selection of the sites is guided by a statutory selection criteria, outlined by the Ecological Network Guidance, which sets out the conservation principles and targets for the MPA network.

2.4 Identification of the MCZs is being overseen by four Regional Projects, who are working with sea users and interest groups to identify the sites. This sites will be submitted to Government early summer 2011 as recommendations for designation. Following submission from all regional projects, the proposed sites will be collated to form a network which will be consulted on late 2011/early 2012. The actual designation of Marine Conservation Sites will take place in 2012.

2.5 Kent's coastal and marine waters are covered by the south east seas regional project, Balanced Seas.

3. Balanced Seas Project

3.1 The Balanced Seas project is overseeing the identification of sites to be recommended as MCZs for the seas between the Suffolk/Essex border and Hampshire/Dorset border, including the Thames Estuary and the Solent and out to the median line with France (as illustrated by map below).



3.2 The Balanced Seas project is overseen by a Project Board, attended by Natural England, Joint Nature Conservation Committee, University of Kent (project host) and Kent County Council (Chair of Board).

3.3 The Balanced Seas Regional Stakeholder Group (RSG) is responsible for recommending the boundaries and conservation objectives for MCZs in the south-east. The RSG has wide cross-sectoral representation, including commercial fishing, tourism, recreational sea angling, diving, nature conservation interests, enforcement and renewable energy. Non-UK stakeholders are also represented when and where appropriate. The local authorities of the project areas are represented on the RSG by the LGA Coastal Issues Special Interest Group Chairman. All elected members of the region should have received a briefing from Balanced Seas.

3.4 In addition to the RSG, a more localised perspective is provided by three Local Groups who act as advisory bodies. Kent County Council is represented on these Groups through the Kent Coastal Officer. Scientific support comes from the national Science Advisory Panel (SAP), which ensures that all four regional MCZ projects meet the requirements of the Ecological Network Guidance.

3.5 The decisions are based not only on the location of habitats and species but also on how the sea is used for both commercial and recreational purposes. By

considering all aspects it is intended that the impact of the MCZs to stakeholders will be minimised, whilst realising the benefits to our marine environment.

3.6 Key dates for the project are:

- June 2010 – submission of first report to the SAP (provided broad areas of interest that met the broad-scale habitats and other criteria of the Ecological Network Guidance; no specific MCZ sites were identified at this stage).
- June 2010 to May 2011 - project will build on this initial assessment, developing several iterations that will eventually lead to the identification of proposed MCZ sites.
- June 2011 – submission of recommended MCZ sites.

3.7 Because of time constraints, it is expected that the recommended sites will not include proposals for management measures and regulation of activities. How these measures will be determined, and when, is still unclear.

4. Conclusions

4.1 The Marine and Coastal Access Act provides a new and better coordinated approach to managing our coastal and marine waters and thereby securing a healthier and more bio-diverse future for our seas. Many elements of the Act are still in their infancy and it remains to be seen how they are implemented and the effect they will have.

4.2 The conservation of the marine environment, through the identification of a network of Marine Protected Areas, is already underway and the County Council is engaging at the local level to ensure all local considerations (socio, economic and environmental) are included in the identification of the recommended Marine Conservation Zones. There is still the crucial question of how these MCZs will be managed and therefore work is still to be done to minimise the impact on water users whilst realising the conservation targets these designations have been put in place to achieve.

5. Recommendations

1. POSC to receive subsequent report on Coastal Access elements of Marine Act.
2. POSC to advise if they wish to receive subsequent paper detailing recommendations for Marine Conservation Zones from Balanced Seas Project.

6. Background documents

- For more information on the Marine and Coastal Act 2009, see <http://www.defra.gov.uk/environment/marine/legislation/mcaa/index.htm>
- For more information on the Balanced Seas Project and the MCZ identification process, see www.balancedseas.org

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By: Nick Chard, Cabinet Member for Environment, Highways and Waste

To: Environment, Highways & Waste Policy Overview & Scrutiny Committee

Subject: Floods and Water Management Act

Classification: Unrestricted

Summary:

The Floods and Water Management Act 2010 and the Flood Risk Regulations 2009 create Lead Local Flood Authorities at Unitary or County Council level. Lead Local Flood Authorities are required to lead the strategic management of local flood risk (arising from surface water, groundwater and ordinary watercourses) and to approve and adopt Sustainable Drainage Systems.

Kent county is at significant risk of local flooding and these new powers place a substantial burden on KCC to manage these risks. This paper provides an introduction to these new responsibilities and details initial work on their implementation at KCC.

1. Introduction

1.1 The Flood and Water Management Act (the Act) received Royal Assent on 8 April 2010. The Act is intended to provide more comprehensive management of flood risk for people, homes and businesses. It will also help tackle longstanding issues in the water industry.

1.2 The flood risk management aspects of the Act are in response to the Pitt Review of the 2007 floods. The Act promotes cooperation and information sharing and creates clearer roles and responsibilities for flood risk management. This includes the creation of Lead Local Flood Authorities at Unitary or County Council level to lead on local flood risk.

1.3 The Flood Risk Regulations (the Regulations) transpose the EU Floods Directive into UK Law. They require Lead Local Flood Authorities to prepare maps of flood risk and hazard and produce mitigation strategies for areas identified at significant risk from local flood risk. There are three phases to the Regulations, the first is a screening exercise to identify areas at risk.

1.4 An outline of the new flood risk management responsibilities for KCC arising from the Act and Regulations are outlined below.

2. Overview of the Act and Regulations

2.1 The Act defines the Lead Local Flood Authority (LLFA) as the Unitary Authority or County Council. Kent County Council is the LLFA for Kent; Medway Council is the LLFA for Medway. LLFAs are responsible for local flood risks, defined as flood risk from surface water, groundwater and ordinary watercourses¹.

2.2 As Lead Local Flood Authority, Kent County Council will be required to:

- Develop local partnerships.
- Develop, maintain, apply and monitor a Flood risk management strategy for Kent.
- Investigate and maintain a flood register.
- Assume additional permitting powers.
- Approve, adopt and maintain Sustainable Drainage Systems² (SUDS).
- Meet the requirement of the Flood Risk Regulations (2009) and identify and map areas of significant local flood risk and prepare a strategy for mitigation of this risk.
- Review and scrutinise the exercise of flood and coastal risk management functions in Kent.

2.3 Further details of these LLFA responsibilities are provided in Appendix 1.

3. Implications for Kent County Council

3.1 Kent has the highest risk from surface water flooding of all LLFAs in England. The latest available estimates put the number of homes at risk at approximately 64,000, ahead of Hampshire, with approximately 61,000. This figure excludes commercial premises, roads and other infrastructure and flooding from groundwater and ordinary watercourses. The management of this flood risk now sits with KCC.

3.2 Additionally, over the past three years there has been an average of approximately 4,500 minor and major planning applications in Kent. Once the Act is fully commenced these would all be subject to drainage approval by the SUDS Approval Board, as well as a number of permitted developments (for instance patios).

3.3 The task for KCC, as the LLFA, in undertaking these new roles is substantial and as they are new functions there is limited existing expertise within the Council. KCC will need to acquire staff with experience in drainage engineering in order to fulfil its land drainage and SUDS responsibilities. Junior engineers and technicians will be required to help prepare maps and strategies for mitigation plans and measures. Mapping technology and resources will be required to manage these plans and the register of assets.

3.4 A key function will be the coordination of these new roles with all partners. Our responsibilities have implications for spatial planning, development control, highway maintenance and other RMA's functions. KCC now has a role to

¹ Ordinary watercourses include all remaining watercourses that are not main rivers, including tributaries, streams, ditches, drains, cut, dyke, sluice and non-public sewers.

² Management practices and flow controls designed to drain surface water in a fashion more similar to natural runoff processes than conventional piped techniques.

coordinate these functions to ensure that the local strategy is acceptable to all partners and is implemented coherently throughout the county.

4. Progress

4.1 The first parts of the Act commenced on 1 October 2010. These include new definitions, the requirement to develop national and local flood risk management strategies and amendments to sewer adoption processes. Currently, Defra anticipate that the remainder of the Act will commence in April 2011. The exception is the SUDS section for which there is no clear timetable for implementation (anticipated no earlier than late 2011).

4.2 In May 2010, KCC appointed a Flood Risk Management Officer to coordinate the implementation of the Act and Regulations. Below is a summary of progress that KCC have made to date in implementing the Act and Regulations:

- KCC have established a Floods and Water Resources member's committee to provide a scrutiny role in Kent;
- KCC have convened the Kent Flood Partnership, a partnership chaired jointly by KCC and Medway Council with all RMAs in Kent, and drafted terms of reference (Appendix 2 contains a list of partners and draft Partnership TOR);
- KCC have commenced data collection for the PFRA;
- KCC have been liaising with all risk management authorities to explain the implications of the Act and to establish working relationships; and
- KCC have been undertaking a Surface Water Management Plan (SWMP) for Dover.
- Commenced an assessment of KCC's capacity needs for implementing the Act and Regulations responsibilities.

4.3 Below is a summary of the key activities that will be undertaken over the next twelve months:

- Review draft PFRA from EA, compare with data gathered and consult with partners on areas of significant risk – to be completed by Spring 2011;
- Continue the Kent Flood Partnership to agree appropriate ways to implement the new responsibilities – this task is ongoing;
- Undertake an assessment of resources with Kent County, including Risk Management Authorities, to understand how we can work together to provide these services most efficiently – to be completed by Spring 2011;
- Establish a SUDS Approval Board, including agreeing guidance and protocols for the design and construction of SUDS and appropriate mechanisms to provide guidance and approval to all stakeholders – completion of this task is dependant on commencement of these parts of the Act likely to be before the end of 2012; and
- Review Defra guidance as it is published and implement it as appropriate – this task is ongoing.

5. Funding

5.1 Funding for the full implementation of the Act is still being determined by Defra. The SUDS functions will be funded separately through application, inspection and adoption fees; the Minister is currently consulting on the mechanisms for funding SUDS and the appropriate fees. The other additional burdens will be met by Defra, funding for which will be announced after the spending review.

5.2 To date we have received £100,000 to undertake the Dover SWMP and £30,000 to undertake the PFRA.

5.3 We are currently assessing what resources are required to implement the Act and are in communication with Defra and the CLG to ensure that these new burdens are fully met by central government.

6. Recommendations

1. POSC to receive subsequent report once capacity assessment is complete and the allocation of funding for flood management in Kent is confirmed by central government.
2. POSC to advise if they wish to receive further reports on the implementation of these responsibilities (and which functions if relevant).

7. Background documents

- The Floods and Water Management Act
http://www.legislation.gov.uk/ukpga/2010/29/pdfs/ukpga_20100029_en.pdf
- The Floods and Water Management Act explanatory notes
http://www.legislation.gov.uk/ukpga/2010/29/pdfs/ukpgaen_20100029_en.pdf
- The Flood Risk Regulations
<http://www.legislation.gov.uk/uksi/2009/3042/contents/made>
- What does the Flood and Water Management Act mean for Local Authorities, Defra
<http://www.defra.gov.uk/environment/flooding/documents/policy/fwmb/fwma-lafactsheet.pdf>

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KENT COUNTY COUNCIL LEAD LOCAL FLOOD AUTHORITY RESPONSIBILITIES

1. Development of local partnerships

The Act enables the development of local partnerships to be formed between the LLFA and Risk Management Authorities (RMAs), defined as the Environment Agency, district councils, internal drainage boards, highways authorities and water companies. The Act does not stipulate the form these arrangements should take; it is for KCC to develop a suitable partnership format.

The Act requires the relevant authorities to co-operate with each other and also empowers the LLFA (or the Environment Agency) to acquire information from others that may be needed for their flood and coastal erosion risk management functions.

2. Flood risk management strategy

The Act requires the LLFA to develop, maintain, apply and monitor a strategy for local flood risk management. The LLFA will be responsible for ensuring the local strategy is put in place but it will be developed in agreement with relevant local partners. The Act sets out the minimum that a local strategy must contain:

- The risk management authorities in the relevant area.
- The flood and coastal erosion risk management functions that may be exercised by those authorities in relation to the area.
- The objectives for managing local flood risk and the measures proposed to achieve those objectives.
- How and when the measures are expected to be implemented.
- The costs and benefits of those measures, and how they are to be paid for.
- The assessment of local flood risk for the purpose of the strategy.
- How and when the strategy is to be reviewed.
- How the strategy contributes to the achievement of wider environmental objectives.

The strategy must be consistent with the national flood and coastal erosion risk management strategy for England (to be developed by the Environment Agency) and the LLFA must consult with the RMAs that may be affected by the strategy and the public. The local strategy will be the key means to harnessing all flood risk management powers and creating coherent policy for the RMAs in Kent, delivering much needed strategic and coordinated planning in surface water management across the county.

3. Duty to investigate and to maintain a register

The LLFA will be required to investigate flooding incidents (where other flood risk management authorities do not respond) to identify which authorities have responsibility to deal with the flood and whether each of them intends to respond. They will also be required to maintain a register of structures or features which they consider to have a significant effect on flood risk in their area, at a minimum recording ownership and state of repair. The Act also provides powers to designate

structures and features that affect flooding or coastal erosion. Once designated, the owner must seek consent from the LLFA to alter, remove or replace.

4. Additional powers

LLFAs will take over the Environment Agency's role in deciding whether to permit works by third parties that may affect water flows on ordinary watercourses outside of Internal Drainage Districts³. LLFAs will also be required to ensure that all works by watercourses they are responsible for have the appropriate consent and that consented works are constructed according to the agreed design.

The Act also provides the LLFA with powers to do works themselves to manage flood risk from surface runoff and groundwater and to undertake maintenance. All works must be consistent with the local flood risk management strategy for the area.

5. Sustainable drainage systems (SUDS)

The Act places a duty on LLFA to approve, adopt and maintain Sustainable Drainage Systems⁴ (SUDS). The LLFA is required to establish a SUDS Approval Board to approve all developments that have drainage implications. If the drainage is sustainable, serves more than one property and is approved, the SUDS Approval Board must adopt it.

The approval process will run parallel with any planning application that may also be required for the development and development may not commence without drainage approval from the SUDS Approval Board.

6. Flood Risk Regulations

The Regulations require LLFAs to identify areas of significant risk from local flooding, to prepare maps of risk and hazard for these areas and to prepare a strategy for mitigating the risks in these areas. There are three key dates for delivery of each phase:

- Preliminary Flood Risk Assessment (PFRA) – June 2011
- Risk and hazard maps – June 2013
- Strategy – June 2015

LLFA outputs from these stages are reported to the Environment Agency, who will add their reports for fluvial and coastal flooding and report to the EU. As this is tied to EU legislation, once areas are defined we are obliged to complete the subsequent stages for these identified areas.

7. Review and Scrutiny

LLFAs have a responsibility to review and scrutinise the exercise of flood and coastal risk management functions undertaken by all RMAs in Kent to ensure that they are undertaking their responsibilities and acting in accordance with the local strategy.

³ An area of special drainage need managed by an Internal Drainage Board.

⁴ Management practices and flow controls designed to drain surface water in a fashion more similar to natural runoff processes than conventional piped techniques.

KENT FLOOD PARTNERSHIP PARTNERS

Ashford Borough Council
Canterbury City Council
Dartford Borough Council
Dover District Council
Environment Agency
Gravesham Borough Council
KCC Emergency Planning
Kent County Council
Kent Highways Services
Maidstone Borough Council
Medway Council
Medway IDB
River Stour IDB
Romney Marshes IDB
Sevenoaks District Council
Sevenoaks District Council
Shepway District Council
Southern Water
Swale Borough Council
Thames Water
Thanet District Council
Tonbridge & Malling Borough Council
Tunbridge Wells District Council

KENT FLOOD PARTNERSHIP TERMS OF REFERENCE

Objectives

1. This Partnership has been developed to provide the Kent response to the Floods and Water Management Act, the Flood Risk Regulations and ensure that flood risk management strategy development and delivery in Kent is coordinated and integrated.
2. The Partnership's primary purpose, therefore, is to ensure that effective flood risk management and resilience is built into service delivery in a manner which delivers better protection from flood risk for the County's communities and key infrastructure.
3. The Partnership's key activities will involve providing a single voice on Kent's flood risk management matters at a local, regional and national level; providing the key point of contact for local authority scrutiny; and providing strategic oversight of all flood risk and drainage matters in the County.

Aims

1. Funding and skills – to identify new funding opportunities, more cost effective methods of joint working and ensure that the core skills, competencies and resources are safeguarded;

2. Cooperation – to share data, skills and best practice within and without Kent to ensure that flood risk management delivery is feasible, proportionate and sustainable;
3. Lobbying – to provide a unified voice on flood risk and drainage matters on national policy and funding matters;
4. Awareness – to ensure that the general public is aware of the flood risk responsibilities and that partner organisations are familiar with their respective roles, responsibilities and duties and that work programmes are aligned accordingly;
5. Oversight – to receive reports on and provide a strategic input and direction to the development of plans, policies and programmes of works developed to manage flood risk in the County;
6. Conflict Resolution – addressing specific issues affecting delivery or collaborative working as and when they arise;
7. Reporting - to assist in the reporting of flood risk management activity and programmes to respective Partners' Oversight and Scrutiny committees (or equivalent);
8. Delivery – to establish working groups as appropriate to deliver flood risk management measures and provide advice to Local Planning Authorities, developers and other bodies as needed. As a body representing all Risk Management Authorities (RMAs) in the area, the Partnership will identify strategic priorities and risks and opportunities for funding;
9. Communication – to promote activities engaging and educating the public on flood risk issues, including the responsibilities of landowners and tenants in flood risk management.

Membership, frequency of meetings and review

The Partnership's members will be drawn from the RMAs in Kent and neighbouring areas and be of appropriate seniority to represent the RMA on such matters (for Local Authorities this will be Assistant Director level or higher). Meetings should take place between every 4 – 6 months. These Terms of reference and the composition of the partnership will be subject to periodic review, as the partnership deems appropriate.

By: Jeff Hawkins, Transformation Programme Manager

To: Environment, Highways and Waste Policy Overview and Scrutiny Committee – 4 November 2010

Subject: Change to Keep Succeeding

Classification: Unrestricted

Summary: “Change to Keep Succeeding” is a report by the Group Managing Director on the transformation of the County Council’s operating framework.

The Environment, Highways and Waste Policy Overview and Scrutiny Committee will be given a presentation on the report, the management structure it proposes, and the process for consulting with staff.

Background

1. “Change to Keep Succeeding” sets out a proposed new structure for the senior management of Kent County Council. It was presented to meetings of the Council’s Cabinet, Scrutiny Board and Cabinet Scrutiny Committee in the week commencing 11 October 2010.

2. Following Cabinet and Cabinet Scrutiny, on 15 October Kent County Council started a period of formal consultation on the proposed new senior management structure with the 25 staff impacted by this proposal. At the same time a wider informal consultation was commenced which is open to all staff and partners. The consultation period ends on 3 December 2010. A report will then be made to full Council on 16 December 2010 for a revised management structure and plans for the implementation of that structure.

4. The target is to implement the change in structure, subject to consultation and the decision of the County Council on 16 December, by 4 April 2011.

Recommendation

5. The Environment, Highways and Waste Policy Overview and Scrutiny Committee is requested to consider these proposals and to note that the matters raised by members at this and other member meetings to which this matter is to be reported will be fully considered as part of the consultative process.

Background Documents: *none*

J L Hawkins
Transformation Project Manager, Sessions House room 1.68, extension 8103

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By: Paul Carter, Leader of the Council
Katherine Kerswell, Group Managing Director

To: Cabinet

Date: 11 October 2010

Subject: “Change to keep succeeding”
The transformation of the Council’s operating framework

Classification: Unrestricted

SUMMARY: This report outlines the work to date on a programme to ensure that the Council continues to deliver successfully in the face of the most significant changes facing local government in the external financial and policy context. It needs to be read in conjunction with the draft medium term plan which is being launched for consultation - “Bold Steps for Kent” as this is proposing the draft new strategic vision for the Council which the organisational framework of the Council needs to be able to support and deliver upon. A supplementary and more detailed report will be circulated prior to the meeting on 11th October due to the closing date of the consultation period upon which that part of this report needs to rely. As this further report will include details of the proposed new structure and information about members of staff, its status may be “exempt”.

1. Introduction

(i) To reduce the scale of the £156bn public deficit, to repair the nation’s public finances and to restore confidence in the national economy, the Government has embarked on a radical plan to reduce public spending. The Comprehensive Spending Review will settle the landscape for public service funding in late October. And the following month the Council will receive a clearer view of the provisional settlement in its external revenue funding. This will present elected Members and officers of the Council with our biggest challenge for a generation. Over the next four years it is likely that some £340m needs to be reduced from the Council’s net revenue budget in order to reduce spending and absorb the pressures we face. But the Council does not face this challenge alone – aside from the health service (which has to contain its intrinsic growth pressures rather than substantially reduce its base budgets) most public agencies in Kent and beyond face similar challenges. However, unlike most other public agencies, Kent County Council has the capabilities to meet these challenges head on. For when faced with challenges of this scale the Council needs to draw on its strengths of excellence and innovation.

(ii) Success is a springboard for future success. But simply repeating the success of the past will not be enough to meet the challenges of the future.

Instead the Council needs to make sure that its organisation and services are sufficiently agile to lower their costs to meet the coalition government's challenge on public sector costs and the Authority will need to evolve against the background of significant changes in other sectors including Health, Education, while sustaining and improving service outcomes. Individual services need to continue to strive to be ever more cost-effective but the overall organisation needs also to embrace an ethic of collective cost-effectiveness. This will require a more linked and connected organisation that is able to reap the benefits of scale, lower the cost of organisational infrastructure, and foster higher levels of overall productivity.

(iii) The Council needs to grasp the opportunities of the Government's decentralisation and localist agenda to revive enterprise and employment across Kent. It needs to help shape the future of education and healthcare across Kent to assure ever better life-chances for Kent's people. And it needs to make sure that its own organisation is sufficiently agile so as to continue to lower costs, raise productivity and secure ever better standards of customer service.

(iv) The proposed changes to the senior management arrangements to be outlined in the following appendix to this report (once consultation has closed) will seek to achieve the above and also to make the overall organisation leaner and fitter for future purposes. Without doubt, Kent benefits from the considerable talents and energies of the Council's most senior managers. But these benefits are not without significant cost to the taxpayer. In lowering costs and raising productivity, all layers of management need to be examined to assure cost-effectiveness and fitness for purpose. And it is crucial that the Council's senior management arrangements are reviewed to assure Members that value for money is secured and that these managers can together drive through the essential changes that are required across the County.

(v) In usual times, top-level organisational changes can help drive change throughout organisations. In times of tightening fiscal constraint they are essential to drive even deeper change throughout services and organisations. These top-level changes need to be approached in a disciplined and corporate manner. This is why I am proposing a coherent approach that secures Council-wide improvements in managerial culture, direction, and co-ordination. In particular I am mindful that during a period of major spending reductions, the conventional risks to service delivery pale against the potential risks of failure when services are being delivered on (an average of) three-quarters of their current budget. Controls based on single service or professional domains need to be strengthened by newly fashioned corporate controls to enable Members to better govern the risks to be faced over the next four years.

(vi) In order to deliver sustainable levels of budget savings over the coming four years we will require organisational courage and resilience from Members and officers alike. But these virtues are not of themselves sufficient. The Council needs to ensure that its senior managers are able to execute the changes that are required over the coming period. These senior managers need to possess the competencies and capabilities to take the

whole organisation forward and they need to possess the collective confidence to take the next bold steps.

2. OUTCOME OF THE INFORMAL CONSULTATION PROCESS

(i) The response to the initial informal consultation has been positive with nearly 200 members of staff already offering comment on the design principles. The comments are predominately positive in nature to the proposals contained within the draft design principles. Eight meetings were also held with managers about these design principles and feedback from those meetings is also being incorporated into the final draft recommendations for Cabinet.

(ii) All the feedback received will be collated and reported to Cabinet to inform their decisions and thinking about the way forward. They will also be used to assess the value of the draft design principles that have been circulated and the design of the Council's operating framework that will then flow from these.

3. PROJECT PLAN

Detail of the sequence and timing of the implementation steps will be provided in the following report. The detail of this will need to be based around the final recommendations of any proposed changes to the operational framework to be made to Cabinet.

4. PROPOSED NEW ORGANISATIONAL STRUCTURE.

The supplementary report to follow will cover:

- Details of the proposed directorates' structure,
- The proposed senior posts in each directorate and the business activity reporting into these roles.
- Outline job descriptions for each of the proposed senior roles
- A list of the current posts that it is proposed are deleted and a list of the new posts that it is proposed to create.
- Details of proposals to create a number of new companies to deliver Council services. The detail of these new company models will need to also be developed during the consultation period.

5. REVIEW OF REWARD POLICY FOR SENIOR POSTS

(i) Cabinet is asked to agree to a review, by the HayGroup, of the appropriate salary levels for the proposed senior posts. The review will take account of the level of responsibility and accountability of each proposed role and recommend an appropriate level of salary taking account of internal relativities and market rate. The review will be completed between the 18th October and 5th November.

(ii) The current salaries for senior posts are "spot" salaries, i.e. there is a rate for the job and no salary scale. Some senior posts have a contractual entitlement to a performance payment which applies a percentage lump sum

bonus according to the level of performance. However, these payments were frozen last financial year and will not be paid for this current financial year. It is proposed that senior managers are consulted during the formal consultation period on bringing senior performance pay in line with the Total Contribution Pay scheme in place for all other Kent County Council staff on the Kent Scheme of terms and conditions of employment. This proposal includes removing the current contractual bonuses for senior staff.

(iii) At the end of the formal period of consultation, all proposals for any changes to the terms and conditions for these proposed senior posts will be put to Personnel Committee for consideration before being reported to Cabinet on 16th December.

6. PROCESS FOR APPOINTING TO SENIOR POSTS

(i) Details of the process and timeline for populating the proposed senior level posts will be included in the supplementary report. This could include Member panel interviews preceded by assessment centres. Before any such arrangements like this can be agreed to, it will be necessary to follow the Council's process outlined in the Council's Blue Book of terms and conditions of employment.

(ii) This will of course be followed in deciding whether individual senior managers are "slotted" (i.e. automatically placed) to the proposed posts in the structure. This means that an individual may be slotted if all the following criteria are met:

- the job must be the same grade as before the re-organisation,
- there must be the same number of jobs (or more) as job holders
- the job is deemed 75% the same type of work in term of job accountabilities, activities and broad objectives

(iii) Then there is no recruitment process either internal or external and the employee whose job has been altered by this process is slotted in to the new job. This can only be assessed at the end of the consultation process and following the full Council's final decision on the proposals.

4. CORE VALUES AND BEHAVIOURS

(i) This change programme is aimed at enabling Kent County Council to alter the way it operates so that it can meet the new challenges it is facing. It cannot therefore be solely about the organisation structure, but must also lead to a new organisational culture.

(ii) It is therefore proposed that an external provider is procured to engage with staff across the Authority and with Members and senior managers to design a set of draft values and behaviours. This process when shared with staff has been warmly welcomed as a means of being involved in shaping the Council and ensuring we can deliver as well in the future as we have in the past.

(iii) These values and behaviours will be put forward for discussion and agreement at the County Council meeting on 16th December. Once agreed these values and behaviours will drive all aspects of the Authority's HR strategy.

5. EXIT MANAGEMENT PROCESS FOR SENIOR POSTS

It is suggested that a voluntary redundancy process is introduced, to be offered to any of the senior managers affected by the restructure proposals at the start of the process. Details of the process for this together with proposals around notice periods, appeals against decisions made and alternative job search support will follow in the supplementary report.

6. RECRUITMENT TO ANY POSSIBLE VACANT SENIOR POSTS

It is critical to the stability of the organisation, the continuation of excellent service delivery and the success of the many significant change programmes being undertaken that any senior posts left vacant are filled as soon as possible. The standard Kent County Council personnel process will be applied to any post that is not filled by a priority candidate, and the post will be advertised to internal staff with external candidates being sought contemporaneously if required. This has worked very successfully in the past and it is hoped that if such a circumstance arises of a vacant post needing to be filled, internal staff are able to come forward and be assessed for the vacancy.

7. FINANCIAL IMPLICATIONS

(i) The Council is facing significant financial challenge more so than at any time in its past by virtue of the economic conditions of the country and the forthcoming comprehensive spending review that is proposing to reduce Council budgets between 25% to 40%. Officers have been working on a series of options to increase the efficient working of the Council and to review ways in which services can be delivered to reduce costs whilst maintaining quality to meet this level of reduction.

(ii) The management costs and organisational structure costs of the authority must be examined along with all other costs within the Council. This process will naturally contribute to the savings required. Details of the proposed savings will be available once consultation has closed and a final draft proposal for Cabinet can be created. Other savings proposals that will affect staffing arrangements in the Council will undoubtedly follow in the budget proposals that will be presented to Members later this Autumn / Winter. Effective corporate programme management will ensure alignment and enable any possible double counting to be dealt with.

8. RISKS

(i) It is important early on in this work to highlight a number of possible risks facing the Council from these proposals. A fuller risk register will be supplied

following the closure of consultation and the draft proposals being able to be concluded.

(ii) This proposed change process is happening at a very congested time for this Council. The Council along with all others in the public sector is facing unprecedented external policy and financial changes. Local people's expectations from services and what they are willing to pay for them is also changing fundamentally. We are in the process of discussing with Members and the Scrutiny committees the Council's new medium term plan "Bold Steps for Kent" which is considering a brand new focus and way of working for the next four years. The draft medium term plan is also on this Cabinet's agenda for approval for consultation.

(iii) It is imperative that the process of transforming our operational framework, preparation of the Council's medium term financial plan and the development of the medium term plan dovetail and absolutely align. They are all intricately related and the individual success of each of them relies upon the success of all.

(iv) The Group Managing Director's role is to ensure the co-ordination of such major developments and also to plan and manage the risk of non-alignment by working very closely with key officers in the Council. Therefore these programmes will be programme managed through the Group Managing Director's office and the Corporate Management Team will be the programme board for these activities. The programme office resource is in place to support this.

(v) It is important to be clear about the need to ensure accurate financial control is maintained throughout this change. This risk will be strongly mitigated by the programme management approach, the corporate management team's role as the programme board and very strong input from the financial services division into the programme team that is already in place.

(vi) In addition to the risk being mitigated by the effective programme management resource, another possible mitigation of this risk could be to delay one or several of these programmes that are occurring at the same time.

(vii) "Bold Steps for Kent" the new medium term plan, has to take place in this timeframe. Our current medium term plan "Towards 2010" has concluded and this Council needs to be clearly focused on dealing with the new policy challenges facing us and being able to plan for and deliver Members' ambitions for the next four years.

(viii) The transformation of the Council's operating framework is intrinsically linked to making certain that the Council can deliver "Bold Steps for Kent" the new medium term plan, which requires of us a new integrated delivery model and new ways of working.

(ix) The new medium term plan “Bold Steps for Kent” also supports and enables many of the proposals currently being developed to deliver the new medium term financial plan and the estimated £340m of reductions that the Council may have to find over the next four years.

(x) The medium term financial plan clearly has to take place at this time to deliver the Council’s budget and respond to the outcome of the comprehensive spending review on the 20th October. The changes proposed by this report will enable many of the financial reductions that will be necessary to be made.

(xi) If we are to avoid a period of managed decline we need to deliver our services at lower cost and in different ways. If we halt the organisational change that this report contemplates we face a different risk of “salami slicing” of services and being unable to deliver the quality of service that Kent is renowned for. It is important that the costs of how this organisation delivers its services are considered and challenged as much as the costs of what we deliver in actual services.

(xii) Kent has a national reputation for being able to seize opportunities at the right moment. If we fail to align these three programmes effectively and not maximise the support they give to each other and manage the pace of each through a co-ordinated and resourced programme office we run the different risk of losing the benefits of these processes and prolonging the period of turbulence for this organisation.

(xiii) Another two risks of all these programmes and in particular the subject of this report are the risks to morale and leadership capacity. Members will be able to see from the responses from staff to this informal consultation (those received to date) that they talk about the uncertainty that they all feel. There are also comments welcoming the fact they we are facing up to this and want to involve staff in how we deal with the situation. There has also been very positive support expressed in the managers meetings about taking up this difficult situation with their teams to help manage the transition and deal with the uncertainty that the external policy changes and financial environment are driving.

(xiv) As our services have to be reduced and the policy challenges we are facing and also wish to create ourselves are changing, we need to examine the most senior posts that we have in this organisation. We must ensure that they along with all the other roles and services are fit for purpose and that the overhead costs that they represent are appropriate. The period between our current operational framework to any different framework that Members agree will need to be very carefully managed through a transition programme to ensure effective capacity is available to keep the programmes of the Council going.

(xv) All areas of this Council are being reviewed and challenged as part of the process to find the £340m reductions needed over the next four years. There is the risk that if we fail to examine the costs of our most senior management structures and whether they are designed in the most effective way for our

future, we will give a contradictory message to the rest of our staff about the different values placed upon roles at different levels in the Council. That is clearly not part of the values of this authority and it is important that we must be seen to be demonstrating explicitly the equity and fairness of the approach that we take to examining all costs at all levels and in all services.

(xvi) This Council can be proud of the fact that we have a strong pool of resilient and steadfast managers who have met such challenges as this in the past and have managed the transition and uncertainty that is necessary in such a turbulent period.

(xvii) Cabinet must also consider in assessing the options that this report will place before them a slightly different type of risk. The risks above can be described as a type 1 risk. The risk of something going wrong that can then either be mitigated or put right.

(xviii) here is also the type 2 risk that needs to be considered. This is the risk of not doing something, that if you had done it – it would have delivered the future you are seeking to achieve.

(xix) The consequence of a type 2 risk in relation to this report and the proposals that are to follow; is that changing the organisation at a later date when the opportunities we are seeking to take advantage of have moved on could be much more costly and damaging for us. The external demands of the policy changes from the new government and the financial reductions we will have to find show no sign of slowing down or reducing, indeed they seem to be accelerating. Cabinet will need to consider the cost of change now in all its dimensions or a possible much increased cost at a later date.

9.RECOMMENDATION

Cabinet is asked to note and agree as appropriate the proposals put forward in this report and to note that further recommendations will follow in the supplementary report.

Note: *This report will also be discussed at a meeting of the Scrutiny Board which is taking place on 11 October on the rising of the Cabinet meeting and a meeting of the Cabinet Scrutiny Committee taking place on Friday 15 October 2010*

Background documents: The First Bold step Informal consultation document

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Change to keep succeeding Appendix 1

The challenges facing us

1. As described in the Cabinet report already circulated, KCC is facing; along with all other local authorities and public service agencies, an unprecedented level of and pace of change. The challenges facing the Council arise from three main sources.
 - From the changing patterns of needs and demands from service users and local residents.
 - From the financial reductions that are being applied to public spending generally.
 - From the fundamental changes planned by the Government to public sector policy and our own Kent new policy ambitions in the draft medium term plan “Bold Steps for Kent”.
2. The needs and demands of our public do change and are changing rapidly and if we are not equally nimble in responding to them we can appear rigid or fixed in terms of the style of our service delivery and our ability to change our cost base. The demographic changes we are facing in Kent are significant enough on their own but they accompany further social and economic change as well as the fast paced changes in local peoples’ use of media technologies such as Face Book campaigns, electronic petitions and the widespread use of direct contact email. KCC has embraced the transparency agenda and this will yield further avenues for media technologies to engage with the delivery of our services and our functioning as a Council.

The demographic challenge

3. Over the next eighteen years the total population in Kent is predicted to increase by 18%, which is higher than the growth predicted for the whole of England and the South East. The particular population growth trend that we need to be mindful of in thinking and planning for our future is the growth of the over 85 population. At one level this should be absolutely celebrated as many more people are living past this age than ever before.
4. Over the next eighteen years the percentage of over 85’s in our total Kent population will increase by 99% from a population of 38,700 to 77,400. (ONS – 2008 –based sub national population projections) In contrast our younger population group of 4-10 year olds only increases by 12% between 2009 and 2019 and then remains constant after that.
5. This clearly has major issues for a wide range of services we provide and certainly is not restricted in its impact to adult social care services. The principle that its not just adding years to life but life to those years means each of our services must think very hard how we address this significant increase in our over 85 population.

The service delivery challenge

6. Essentially, future needs and demands for public services will differ in character from those of today – they will not simply differ in the level or amount we deliver. People want more appropriate, more flexible, more personally tailored and responsive services. They want more self-organised services and they expect, wherever practicable, for services to be made available online. How people privately consume goods and services will continue to influence their expectations of our services.
7. In order for us to be able to meet our future challenges, KCC, local government, indeed all public institutions and agencies will need to be more agile in how they organise themselves. The stress will rightly be on redesigning services, on reshaping the systems of service delivery, and on revising “service user pathways” such as in care for elderly people with specific conditions, and really maximising the use of the latent potential of our Gateways. But to do so will require us to be much more flexible in how we finance our services and how we shape our functions and activities. We must also be very clear this does not simply apply to how we work on our own, but increasingly we will be working with our partners and we will need to be flexible and agile in the many differing types of relationships that will emerge.
8. Eight briefing sessions with 219 of the Council’s managers have taken place over the informal consultation period. We have discussed the changes that the Council will have to face over the next period. We have also discussed between us the new policies that the Coalition Government is introducing. Members will see from Appendix 2, a summary of the responses from those sessions. One of the very consistent themes raised in those discussions was the impact of the level of financial reductions that we have to plan for and contemplate ahead of the 20th October CSR announcement and also the effects that this could have on local jobs and services in our county.

The financial challenge

9. The Government have adopted a broad plan for public sector reductions. The current plan is for 85 per cent of the planned reductions to come from public spending cuts. The period of private sector recession of 2008-9 is being followed by period of public sector retrenchment from 2010-14.
10. At the very broadest level this presents a background of considerable uncertainty for KCC and its public sector partners in the county, all of whom face the challenge of planning for this future. Nationally local government has had to deliver efficiencies of around 3% a year. As an excellent authority KCC has delivered above that level at around 4% a year. This has required significant focus and activity by the organisation and Members. The level of reductions we are expecting from the CSR announcement translates roughly into reducing our spending by up to eight per cent each year for the coming three years.
11. Efficiencies of three or four per cent can be planned for by way of productivity improvements and the like. Ongoing cumulative reductions of eight per cent are significantly much more demanding – to determine, and then to implement.
12. They require some bold steps to be taken.

The policy challenge

13. The Coalition Government has published an ambitious agenda for fundamentally altering the nature of public service in this country. It has resonated very closely with the future vision for public services that the County Council set out in the Leader's paper "Bold Steps for Radical Reform" in January 2010.
14. Kent's history of innovation, delivery of quality services and strong relationships with Whitehall places us in an enviable position to develop many of these new ideas and bring additional advantages for example through investment in new service models, by a government willing to see its ideas being tested and trialled. All throughout the meetings with managers their willingness to try new ideas and pride in the history of innovation and entrepreneurialism of their Council was very evident and staff are getting ready to step up to these new challenges.
15. The fact that we have two externally driven major changes of a policy framework and a financial framework is significant. We must avoid the pressure of such a reduction in our funding to feel that the future has to be one of managed decline and a timid future then emerging.
16. This point was raised in the consultation process and many staff opted for creating a new future and not just face an endless "salami slicing" of Council services. Their responses are very true to a core aspect of KCC – that of facing up to our future and changing it for the better. That characteristic will be essential for us going forward and managing these challenges. We need to be able to take advantage of the new ideas that are emerging about public services and really offer a different future for public services in Kent. These draft structure proposals aim to enable that capacity to be in place as soon as possible and to aid the financial reductions we must face.
17. The structure charts that are included with this report for Cabinet to approve as a consultation draft for the organisation and our partners, attempt to capture the challenges we face and to enable the County Council to fully respond to the new opportunities in the changing financial and policy environment both from our own draft medium term plan "Bold Steps for Kent" and the Government's radical agenda.
18. A series of design principles were developed and circulated in a leaflet "The first bold step" to all staff to create a debate about what was facing us as a Council and whether we are currently organised and operating in a way that enables us to deal with that future in the most effective manner. The summary of the comments received back from staff is attached at Appendix 2. There are a wide range of comments, both critical and supportive and I have responded to each, full copies of which are available in the Member's Information Point as well as to each Member of Cabinet and the Scrutiny Boards overseeing this report. Overall there is a positive sense of energy and desire to change some of the ways that we operate as an organisation, most notably on how we connect internally and operate as one organisation. Many

of the design principles were supported and they have shaped the draft structure proposals placed before Members today.

19. The changing nature of the delivery of public services will require KCC to think very carefully about the current way it is organised. As recently as Sunday 3rd October the Secretary of State for Communities and Local Government – Eric Pickles MP made a statement of how local government must end duplication and increase its productivity, He urged us all to share more services between Councils and between other public agencies. The proposals in this restructure rise to the challenge that the Secretary of State has thrown out to all local government in ensuring we are joining ourselves up as an organisation and making the use of our internal systems much more productive. This will enable an easier connection to be made as one Council with partners when needing to join up services together.
20. It will also enable us to create new forms of service delivery vehicles with our key partners in Schools and with GP's. It will also help us to deliver more effectively in localities, joining decision making with our other partners in District Councils, the Police and Health and other local organisations to really tailor our services to the particular needs of that locality. The intention is that this locality approach does not stop at the district level but can explore closer delivery with our parish and town Councils and in local neighbourhoods.
21. All of this is exactly in line with the Secretary of State's determined vision for the future of local government delivery. On coming into office the Secretary of State declared his priorities to be;

“localism, localism and localism – but not necessarily in that order”.

22. In the face of that drive to join up and also increase our productivity; how we internally organise our business support resources also needs to alter so that we are connected and integrated as one organisation. We can then become much more efficient and productive in how we use those systems and processes – a “one pass” approach and (leading to much more effective and coherent) can then effectively integrate with others.

Explanation of the structure in general and process for staff impacted

23. In addition to the text below which describes the main themes that the proposed structure is attempting to deliver, it may be helpful for Members to look at the structure diagrams. These are portrayed in two ways, a traditional organogram of posts and reporting lines showing the whole Council and a more detailed picture outlining the top two tiers of management posts in each proposed Directorate that are directly impacted by this proposed restructure consultation. The array of functions that are shown (in the grid boxes) for that Directorate then would lie within their areas of responsibility if those senior posts at first and second tier were approved. Please note these are not all current service teams but also denote capacity and functions that will need to be created.
24. Please also note that the areas described as functions and any staff or managers within those are **not** affected at this stage by any of these restructure proposals. If at a later stage further re-organisation is required then that will be dealt with, within the terms and conditions of the KCC's employment policies. Appendix 5 of this report lists the current senior

management posts that are directly impacted by these draft structure proposals. It needs to be explicitly understood that these are the **only** posts which are affected by this process.

25. Those post holders are **not** placed formally at risk by this consultation process. That can only happen if and when Members take their final decision on the proposals at the Full Council meeting on the 16th December. It will only be at that stage that it will be possible to determine whether any of the current posts have altered significantly and therefore whether any of the post holders are then formally at risk. The Director of Personnel and Development and the Group Managing Director will be writing formally to all senior officers directly impacted by this process on Friday 15th October following the outcome of Cabinet Scrutiny Board. Formal consultation can only begin following the outcome of that meeting. However all senior staff are being briefed on the morning of the 11th October so that they are fully aware of the draft structure proposals and can ask any additional information about the process that they require. The Corporate Management Team have also all been informed of these proposals on Friday 8th October, either in a meeting or by receiving copies of the proposals due to other meetings preventing them attending.
26. It is very important to be aware that the posts at the second tier level do **not** all carry the same level of seniority, size of job or price tag for that job. The inclusion of director level posts in this way represents the first visible sign of implementing the design principle of a flatter structure leading to fewer management tiers between the top of the organisation and the front line.
27. There are a number of posts that have been designated “director” that have a very singular focus such as waste and procurement. These have been included in the most senior tiers of management as they are such significant areas for the Council and to give them a very clear focus and priority.
28. By virtue of the design principle that was endorsed by staff, this structure is aiming to connect all business support services together in one Directorate serving the whole of the Council. There are two posts in that Directorate however that are also members of the Corporate Management Team with the same first tier status as the Corporate Directors leading Directorates. These two posts are Corporate Director Finance and Corporate Director Human Resources. The reporting lines and day to day operational activity of these two divisions need to be part of the Business Strategy and Support Directorate but they play such a significant role in the life of this authority that they will be formally members of the Corporate Management team and enable to enact their strategic role in full. It is also critical for the statutory role of the Chief Finance Officer post that it is a member of the Corporate Management Team in order to be able to fulfil its duty.
29. The Corporate Director Business Strategy and Support has also been designated as Deputy Managing Director. This will ensure continuity of organisational leadership in the absence of the Managing Director. The current job title of the post of Group Managing Director is proposed to be altered through this process to Managing Director. This is now possible due to the other Directorates being re-titled away from being Managing Directors in their own right and also denoting the one Council – one organisation design principle.

Detail regarding the role of the Corporate Director

30. The post of Corporate Director denotes the most senior tier – first tier of management in the authority and membership of the Corporate Management Team. The Corporate Director along with all other first and second tier posts will share identical responsibilities in their job descriptions in regard to overarching responsibilities for being focused on; our customers, working with partners, leading services, leading people, performance, finance and risk. In addition they will also have the specialist responsibilities in line with their Directorate's functions.
31. The Corporate Director is the overall managerial head of the Directorate and as such has a key responsibility for ensuring its smooth running. The post has to have a strong relationship with the business partners who will support the operation of that Directorate. The Corporate Director is also a strategic policy client initiating the development of major policy via the Director of Business Strategy and the resources in that division and in close liaison with their Cabinet portfolio holder. The design of the business strategy division is to ensure a holistic approach can be taken to policy and strategy development in the Council and that the staff working there are able to cross fertilise ideas and develop their thinking in the broadest context of the direction of the Council as a whole.
32. Corporate Directors will still as happens currently take the lead on a number of cross cutting issues and themes that are critical for the smooth running of the organisation. Health and Safety and Equalities are two very obvious areas of work that both require the most senior posts in the authority to champion.
33. Those Directors and Corporate Directors who have responsibility for the business partner relationships for their particular functions with other Directorates are also designated Heads of Profession". This covers finance, human resources, property, IT, communications, consultation and engagement The Director of Governance and Assurance is also the Head of Profession for legal services.
34. The Chief Officer Group has been redesigned over these last three months into a Corporate Management team (CMT) and its new way of working is in line with the design principles. It will be a key element in ensuring effective corporate working and that new silos don't replace the old.
35. CMT's role is primarily in two areas. One is giving advice to Members. In large-scale multi-functional local government there are, inevitably, competing claims for resources, assets, facilities, services and political attention. In this context one key feature of corporate management is the requirement to advise Members on how best to balance differing interests and how best to weigh competing claims. Members may require a plurality of views but these must first be considered through a corporate lens – policy, service and managerial issues need to be considered in the round and not simply through the prism of one singular service domain. This if not counteracted can be a major driver of silo behaviour.
36. The other is managerial leadership. The Council's services, functions and activities are all directed to improve outcomes for the people of Kent. The

Council's top team are collectively responsible for the coherence of management direction and controls – operationally, strategically and corporately. The team is responsible for overall results, the stewardship of resources, the Council's corporate reputation and its effective risk management (results, resources, reputation and risks).

37. The Chief Officer Group whilst it has clearly undertaken a number of the above roles in the past has not operated as explicitly as the new terms of reference of the Corporate Management Team describe. This new Corporate Management Team role is critical for the smooth operation of the new operating framework of the authority.
38. In the face of all our challenges the Corporate Management Team must absolutely share one responsibility that of explicitly challenging all our areas of service and practice to ensure we are truly delivering the best we can. This is not just a question of ensuring that the things we are doing are being done in the right way. But also in the light of the significant financial, and policy changes both nationally and of our own volition that we are now doing the right things.

Delivering the new vision of the authority – delivering the design principles

39. It may seem odd in a report to Members that is primarily about draft structure proposals to say that the future operating framework cannot just be about a structure. Throughout the consultation and in the manager's meetings, we have discussed a way of looking at the organisation through a number of areas, one of which is the structure. We have also discussed the style of the Council – how it works, the systems we use, our shared values, the skills, our staff need, etc. Staff strongly responded to this and have endorsed that we need to develop other aspects of the way we work and organise ourselves and not solely focus on the structural arrangements of services and reporting lines as important as they are.
40. The earlier report that was circulated to Cabinet refers to the development of a new set of shared values and workplace behaviours that will be designed by staff for staff. This too has been welcomed in the feedback as a means of engaging the Council and making the design principles really come to life in our day to day interactions.
41. The Council will shortly be consulting on its draft medium term plan "Bold Steps for Kent". The outline of this was captured in the first design principle which shared with staff the three proposed ambitions for Kent; to grow the economy, tackle disadvantage and put citizens in control. The way we will work to deliver that, will be through operating as one Council and very much focused on the localities of Kent with our partners. The role of KCC in speaking out for the whole of Kent and its needs is also captured in this principle and the need for us to stand up for our county and ensure our needs and demands are clearly understood.
42. The structure proposals have been developed in line with the thinking in "Bold Steps for Kent" and will strongly support the new ambitions and provide capacity to implement the direction of travel for public services in KCC and the whole of Kent that is outlined in there.

43. Draft proposals for consultation on the future structure of Kent County Council

44. It is proposed to create five Directorates – Business Strategy and Support, Customer and Communities, Enterprise, Families, Health and Social Care and Education, Learning and Skills. These Directorates aim to deliver the design principles that have been consulted upon with staff. (see Appendix 2)
45. They are also intended to reflect the three draft Council and county wide ambitions contained within the draft medium term plan “Bold Steps for Kent”. These are 1. Growing the Economy – Enterprise Directorate, 2. Tackling Disadvantage – Education, Learning and Skills Directorate and Families, Health and Social Care Directorate and 3. Putting the Citizen in Control – Customer and Communities Directorate. The Business Strategy and Support Directorate contains the policy development and intelligence function for the whole Council and contributes overall to the whole plan. These descriptions are not intended to suggest that the other Directorates would not contribute to any of the other ambitions but to show a correlation between their focus and the Council’s ambitions for the future.
46. One of the design principles was to enable the Council to work as a more integrated organisation rather than as a series of federated services. This is an essential shift if we are going to be able to focus completely on the delivery of “Bold Steps for Kent” and those three overarching ambitions. It is also an essential shift if we are to be able to channel our delivery into a series of locality delivery boards and the integrated frontline of the authority to meet the pattern of service delivery that local people require at the price we can afford.

Education, Learning and Skills Directorate

47. Overall the Directorate will focus upon ensuring strategic leadership and the County Council’s championship of high quality learning opportunities from early years through to 19+. It will make sure that there is genuine choice and diversity in provision to meet the needs and aspirations of all children, young people, and parents, with information advice and guidance so they can make the appropriate choices. It will coordinate and facilitate collaborative working amongst schools, keeping Kent at the leading edge of educational practice. It will also ensure the coordination of admissions, home to school transport, special needs education and link closely with the children’s services team to ensure every child is attending and flourishing in school. Finally it will be keeping a very close eye on standards and achievement, making sure support and intervention is there when required.
48. Capacity has been created within the proposed Directorate to develop with our community of Schools, Head teachers and Governors, a number of new vehicles to provide them with continuing professional development, school improvement, curriculum development and a really strong range of school support services which many of them access currently. It is envisaged that this type of new vehicle will enable us to support both the thinking of the new Department of Education in the greater independence they wish to see schools having and also to continue to support the large number of Kent schools who currently value a very close working relationship with us. This model as a “best of both worlds” approach has been broadly welcomed in recent meetings with head teachers.

49. The proposed Directorate also signals a move to recognise the new policy thinking within the Department of Education on the “every child matters” policy framework of integrated children’s services. There have been significant advantages gained from this policy framework. There have however been some losses mostly in the relationship with adult social services in terms of being able to conduct a real integrated assessment and develop properly integrated continuous care pathways for clients. The proposed structure tries to rebalance our service delivery models so that we are able to regain these elements and also retain the excellent work that has been done to date in this county on the integration of children’s services.
50. The current Children, Families and Education Directorate has re-organised itself to ensure in the twelve district areas of our county, there are integrated children’s services for school support, children’s social care services and preventative services such as children’s centres. These operate with a series of twelve locality boards and an over arching Kent Children’s Trust Board. This is a valuable forerunner of the thinking that is being proposed within the draft medium term plan “Bold Steps for Kent” and the 12 locality district boards and it will be essential to learn from its experiences in the development of the model being proposed for the whole Council.
51. The proposal in this draft structure is to support and maintain those links in the localities of integrated children’s services but to designate the line management “home” of targeted Children’s services as the proposed Families, Health and Social Care Directorate. Throughout the proposed consultation period there will be a number of bills and white papers published by the Government. Amongst them is expected to be an Education White Paper. This will give us further guidance on what the residual statutory duties of the local authority are likely to be in regard to education and may also discuss what the future statutory role of the Director of Children’s Services could be. The consultation period should allow enough time to take into account any proposed changes and give us the flexibility to respond.
52. Bearing in mind the current statutory requirements, it is proposed that a protocol be produced to ensure that the accountability of the Director of Children’s Services is properly maintained and not fettered by a different reporting line arrangement. The reporting links to the statutory role of the Lead Member must also be maintained pending any national review. The current statutory guidance on the role of the DCS does not insist that there has to be a direct reporting relationship of these posts.

Families, Health and Social Care Directorate

53. This Directorate will focus on the continued delivery of high quality adult social care services; develop a new model of integrated delivery of social care with our health partners and others, develop the new role of Public Health and work to ensure the Council is able to support the GP practices in the county facing their new agenda as commissioners. The Directorate will maintain the high standards of care practice for children and continue to champion safeguarding for adults and children throughout all the Council’s services. It will also seek to deliver new models of more integrated assessment and care pathways with the addition of the children’s services division and commissioning, assurance and delivery of services for other vulnerable groups.

54. The draft structure proposals for this Directorate show this as the new home of the Director of Children's Services and the line management arrangements and the locality connections to integrated children's services as described above. It must be emphasised that the dotted line is to represent a real living relationship of the services across these two Directorates.
55. This Directorate is also home to the significant range of adult social care services that are provided by the Council, both their commissioning and provision. The future of direct delivery and possible integration with health services or with other models of delivery are very current. The role of Transition Director in this Directorate is to enable the future model of service delivery to be developed for Members and also to ensure the new relationship with the GP's and their responsibilities under the Health White Paper can be properly developed.
56. Safeguarding is a critical issue for all services in the Council but most notably for adult and children's social care services. Whilst the personal responsibility and activities within the different social care teams – adults and children's, will continue unaffected, there is potential to draw together the support services to the safeguarding boards, training and promotion and the commissioning of and oversight of any investigative work that may need to happen. Whilst adults and children's safeguarding practice have a different legal basis, there are many similarities within the culture, approach and core workload of these different teams to promote and ensure safeguarding is a live issue for all our staff. The function would also be expected to look across the Council and raise the profile of safeguarding for everyone.
57. In this Directorate there is also the role of the joint post of the Director of Public Health. The post holder at present is shared between the two primary care trusts in Kent – Eastern and Coastal Kent and West Kent and ourselves. We share a third of the costs of the post each. The national changes proposed by the Department of Health are as wide ranging as the national policy changes to education. It is certainly one of the most significant policy proposals of this Government. Health is being redesigned to move the majority of commissioning decisions into GP practices, new roles for local authorities are being developed and new roles at a national commissioning body level are also being developed.
58. Kent County Council has a proud history of involvement with health and pioneered the development of Health Watch which has been mirrored by the Government in their new policy framework. We will need to see the Public Health White Paper when it is published and the further detail that will emerge from the Department of Health over the next few months as to how this role will develop. There are very likely to be many changes in this area that we will need to discuss with Members as and when the picture becomes clear.
59. Within this Directorate there is also a new division headed by a Director of Supporting People. This division is intended to house significant commissioning activity to vulnerable groups, via the supporting people commissioning body we have, for children's health and for children's social care. There is also the critical role closely related to commissioning as a function, that of quality assuring the delivery of social care. The safeguarding new function has been referred to above and will be placed here. Youth Offending and KDAAT whilst needing to retain their existing links to the

community safety function will focus on delivering particular support to the vulnerable people in need of those particular services.

Enterprise Directorate

60. Overall this Directorate focuses upon three key areas, the delivery of the regeneration of our county, the planning and environment issues that are associated with that and the delivery of major contracts that affect every single resident in Kent.
61. Growing the Economy is one of the three proposed Council and county wide ambitions in the new draft medium term plan “Bold Steps for Kent”. The County Council has made a bid with Essex to create a Local Enterprise Partnership to really drive the growth of the two very significant economies in the south east. The Government has announced the £1bn Growth Fund that we will seek to access for significant work in the LEP. We will continue to invest monies ourselves as a Council in growth activity. We have also made a very strong bid to HM Treasury as part of a place based budgeting bid for the nationally controlled funding stream that is spent within our county.
62. This bid if successful will enable us to decide how that money is most effectively spent. The delivery of this integrated funding stream will be from this Directorate. The regeneration policy development will be led from the Business Strategy and Support Directorate as part of the overall integrated policy unit and will commission this work in the Enterprise Directorate in consultation with the Cabinet Member and Corporate Director for Enterprise. This integrated approach to policy development supports the concept of the “one Council” that ensures that any major initiative is thought through in the context of the whole Council and not just a part.
63. Our highways and waste disposal services are essential in maintaining the quality of life in our county and the smooth passage of all our residents in their daily lives. These are mostly “invisible” services in that their actual provision by the County Council is often invisible to the residents that use them day to day but they are critical and fundamental services to all of us. They become instantly visible and a very high priority if things are not working smoothly. The focus of these two divisions – Highways and Waste will be to ensure just that and that we take forward the very exciting waste agenda that we have embarked upon with our District and Borough colleagues.
64. The Directorate also houses the development control and environment activity of the Council, our keen focus on the rural parts of our county and of course our coastline. The quality of the environment of Kent is very precious to this Council and the very many people visiting and living in the county and this will be a key role for this Directorate to be able to continue to develop partnerships and invest in these services at a time of real financial pressure for the authority.
65. The Directorate will also newly house the re-purposed commercial services operation we have but it will be housed with other services where we believe there could be a significant advantage if those services could be developed in a different way.
66. This should not be presumed to be on the same business model as our current very successful commercial services division that has operated to

date. The Coalition Government is encouraging the public sector to develop a wide range of new and alternative vehicles for public service delivery – social enterprises, employee buy outs, mutuals, joint ventures etc, which will all contribute strongly to local economic growth and enterprise. This division will help the Council to explore these models. As the Prime Minister said on 6th October

“The countries that succeed will be those that find new ways of doing things, new ways of harnessing the common good, better alternatives to the old-fashioned state. I am saying to the people who work in our public services - set up as a co-operative, be your own boss, do things your way. I am saying to business, faith groups, charities, social enterprises – come in and provide a great service.”

67. This division will also house the project resources for the major regeneration activity that may continue to be invested in by us and our partners. As explained above it will also provide the engine room for any implementation of combined expenditure if we are successful in our Place Based Budgeting proposal on regeneration monies spent in Kent. We will learn more about that after the 20th October and the spending review announcement.

Customer and Communities Directorate

68. The purpose of this Directorate can be summed up very simply as owning the “front line” for the whole Council. It could be thought of as a “Directorate of the front line” – and by that we mean both the physical buildings, the call centre and web access. The Council has made a significant investment over recent years in the Gateways – jointly run with our partners. This has been nationally recognised as excellent practice. This Directorate will have a clear focus on developing the Gateway model across all our public access buildings and re-engineering services to take full advantage of delivering an integrated front line to the public and delivering savings from that.

69. The Directorate will also be home to a range of services that share a similar characteristic in that the public choose to use them – i.e. “they come to us”. In addition to the Gateways, there are the registrar service, libraries and our parks. It will also house key strategic services for the Council from community safety and public protection to adult learning, skills and youth services. These services have a particular significance in relation to the Kent economy.

70. This will require a significant change programme to re-engineer services so that the reality of the frontline service can really fulfil the vision of the Gateway model. There are also a number of new approaches to service delivery that will need development. The draft medium term plan “Bold Steps for Kent” contains a proposal to create locality delivery boards. The intention is to pilot a number of these next April. A resource will need to be created to develop these pilots. We have also made two further place based budgeting bids one building on the leading edge work on the Margate Task Force and another building on earlier work around offender management that paved the way for many of the Total Place pilots that then took place nationally. If these bids are successful then the activity will be driven from here. This division is also home to KCC’s commitment to create the Big Society. “Bold Steps for Kent” raises a number of ideas such as a Big Society Bank, working more closely with volunteers etc, and all this work will be developed from here.

71. The Directorate will also be home to the new integrated division of Communications, Consultation and Community Engagement. This is a key design principle that has been warmly welcomed. Concerns have been raised about needing to ensure flexibility in communicating to different groups and this is acknowledged in the design principle itself. This division will also co-ordinate all external consultation activity and will also connect the engagement activity that takes place with all areas of Kent but at present is not internally as connected as it could be. We are losing the opportunity to add a whole Council value to this engagement. Further work will be needed to establish what connections with the teams currently involved in community engagement should look like and how embedded in Directorates or drawn together in this division the service should be.

Business Strategy & Support Directorate

72. The provision of a sound, efficient corporate support and strategy function is an essential component in enabling the effective operation of KCC as a public service provider delivering a range of services to the community. Therefore whilst the role of this area of business is self-evident – *how* it is set up and the business model it follows invariably depends on the wider political, financial and policy pressures the organisation must respond to.

73. In responding to the increasingly clear direction set by the Coalition Government for the future of public services it is clear that a number of key principles are critical success factors

- Efficiency
- Effectiveness
- Customer Experience
- Intelligent commissioning
- Engagement

74. Priorities will now have to be set across and between different services – rather than simply within them - in order to deliver the size of the financial savings required by the Treasury. The challenge will not be to become more efficient at doing what is currently being done, but to focus resources on doing the right things. This will require the political and managerial leadership of the authority to continually evaluate what services to provide, how they should be delivered,

75. The role of BSS therefore must be to structure itself and its business model around meeting the changed needs of the organisation – it must therefore:

- Continue to provide transactional support services, but seek to provide these at ever-lower cost to the organisation.
- Support the political and managerial leadership in its strategic decision making role in regard to the prioritisation and value of services.

76. These core activities are the driving force behind structural changes that provide support for:

- A clear separation of the activities that are about ‘deciding’ what should be provided from those responsible for providing services
- An overall reduction in layers of management
- Professional and technical support services and resources to be delivered from a single point and not replicated in individual services

- Priorities to be set in relation to the identified needs based on independent, sound, accurate, reliable data.
77. Therefore central to ensuring KCC is fit for the future is the need for a strong corporate function to offer clear intelligence and effective controls for the organisation in support of its strategic decision-making role, whilst professional, technical and other support services are grouped together to provide consistency, economies of scale and remove unnecessary duplication.
78. Within this Directorate is a new business strategy division. The division would undertake high-quality policy analysis, to provide in-depth professional advice in support of Cabinet and CMT in their strategic decision-making role. The division would act as an integral driving force behind the decisions of Cabinet/CMT, with the functions to ensure they have the capacity to provide the full range of analysis and advice required.
79. This will be a mix of generalist and service specialists networked into the service delivery, partnerships and national and local government policy framework that are able to provide sound evidence based advice and judgement on service policy questions and opportunities in support of Cabinet and CMT. This policy function handles both strategic and specialist policy activities to support the business of the Council, including strategic and spatial planning, regeneration, social and education policy. In addition this function would allow Directorates to access high quality, professional policy advice and support, from specialists with service specific-knowledge. It would also provide the capacity for specific one-off pieces of work on behalf of Cabinet/CMT, as and when the need arises.
80. Partnerships work would be directed by, and inform, organisational strategy in a way that is targeted towards specific objectives. Delivering through and with partners will be a core requirement over the medium to long term and the management and support of partnership arrangements to drive this agenda forward needs to be mainstreamed into the strategic decision making process of the authority.
81. The Business Intelligence Unit would focus on providing the information and research capability that drives meaningful and effective prioritisation and decision making. The logic behind this is both the fundamental role they play in effective, evidence-based strategy & prioritisation, and the critical mass of core skills sets required for these functions.
- Horizon scanning
 - Knowledge management
 - Needs/ demands analysis function
82. Monitoring and management of KCC's progress against strategic objectives as set by Cabinet/CMT. Working closely with the business review and audit functions, Performance Management will provide the strategic decision-makers of the organisation and external regulators with robust, timely information about how well services are performing, identified reasons for performance variance and options and solutions open to resolve against poor performance. The information gathered by the function will also feed into the analysis and prioritise phases of strategic decision-making, by allowing Cabinet/CMT to gain a holistic understanding of what is working well and what isn't.

83. The corporate and business support to all the Directorates of the authority will be conducted through this Directorate. This includes the key support functions that underpin the business of the whole authority (Finance, Information Technology, Law, HR and Property) as well as governance and democratic support. The overriding objective should be for all our support functions to be provided at the lowest possible cost whilst meeting appropriate business need. Economies of scale require and a 'one Council' approach necessitates the continued provision of support services in Directorates no longer can be afforded. Effective market understanding and sound commissioning / procurement skills should ensure an ability of corporate support services to cater for even the most service specific of Directorate requirements.
84. In order to make the model work all corporate support functions should be grouped together. However, a strategic interface does not necessarily mean that support functions would be delivered to a one-size-fits-all business model. Different support services to different services must recognise their different market conditions and complexities which mean there may be different business solutions as to the most cost effective way to provide these services to the organisation. For any support service there are a number of business models that will be explored by service managers to ensure provision in the most effective way. These will be explored throughout this consultation period.
85. As mentioned earlier in the report there are two Corporate Directors also housed within this Directorate. They are first tier officers who are Members of the Corporate Management Team providing strategic advice and guidance to the operation of the whole authority. They also deliver significant operational activity that supports the smooth running of the whole Council. Therefore on the basis of the design principle they need to be based here. The two statutory posts that reside in this Directorate (Monitoring Officer and Chief Financial Officer) have at all times a clear and direct relationship with the Managing Director even though there is no direct reporting relationship.
86. The post of Director of Governance and Assurance has been created so to reflect the increased need of the authority to build upon its current governance environment and to ensure in the light of the very significant changes both policy wise and financially that we are facing, the Council is spending its money wisely and taking its decision well. It is also intended over time to explore how we could develop our currently very successful legal services into a company
87. Property continues as a division in this structure but will change to become the corporate landlord and home of all the Council's capital development activity.
88. The HR Division will also draw together all the learning and development activity currently undertaken within Directorates to achieve greater economies of scale and coherence within the development programmes of the Council's staff. Some of this training is also directed at the Council's partners and wider related workforces. This will of course be maintained through this new function.

Conclusion

89. Cabinet have before them a draft proposed structure for consultation and new ways of working within the Council. There are also actions contained within the previous report that will enable us to ensure that we can shape the whole of the Council's operating environment and not just the "reporting lines".
90. There have been three weeks of consultation with staff and eight meetings with 219 managers to assess whether in the face of all that we see in the future – policy changes both here and nationally and financial changes to name a few – we are still fit for purpose in our current arrangements.
91. The Managing Directors and Executive Directors and Director of Finance and HR have had a number of 1:1 meetings with the Group Managing Director about these ideas and have had two meetings as sub groups of CMT (due to annual leave) on 1st September and the 8th September and one CMT discussion on the final draft this week – 5th October. It is a very difficult balancing act being both consultee and affected by a developing process and being able to fully discuss matters in a personally disinterested way. I do acknowledge that some members of CMT would have liked more involvement. However I believe the way it has been structured has enabled them to properly influence my advice to Cabinet.
92. A wide range of views have been received, and overall although Members can clearly judge for themselves from the feedback that they have it is my view there is a broad level of support for change and a recognition that we cannot stay the same.
93. Many of them say – "let's see what we could change into" and these draft structure proposals offer that alternative view. This is a genuine consultation and many of the early ideas on what the structure could look like have been altered by the feedback received so far.
94. A risk register is attached as Appendix 3 for Cabinet's assessment in their consideration of their decision to proceed with this consultation. It is important that this is fully considered in the decision process.
95. There are two particular types of risk that Cabinet must consider. There are the type 1 risks that are very clearly laid out in the register and the mitigating actions that are in place or are proposed. There are also the type two risks that if we do not take this decision now – what are the consequences of not acting in the light of all the challenges we face. If this is as successful as it is believed and will position the Council to be able to deal with its challenges in a stronger and more effective way than if we stay as we are – what additional benefits and opportunities do we risk for the people of Kent and our staff.
96. A community impact assessment is also contained as Appendix 4 assessing the implications and impact of this decision to formally consult on a new structure.
97. In the previous report to Cabinet already circulated paragraph 7. ii) indicates that this restructure must of course contribute to the savings that the council needs to make in response to the CSR shortly to be announced. It is also recognised good practice for any organisation to be constantly assessing

whether its managerial overheads are at the right price and are organised in the most cost effective way for the current and developing circumstances for that organisation. At this stage it is not possible to accurately quantify a amount- although human resources estimate a potential saving of at least £500,000 from these proposals.

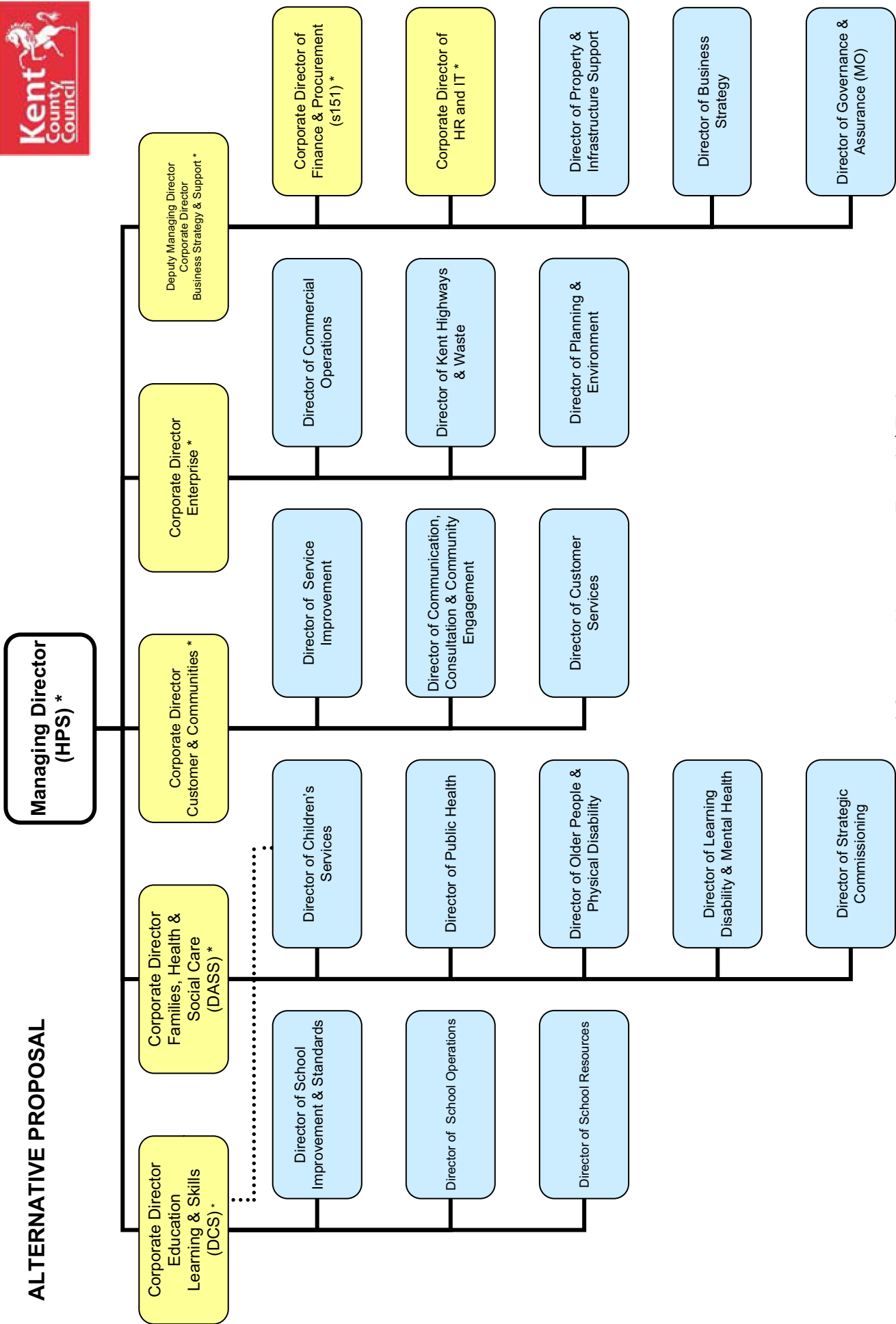
98. Whilst that is undeniably useful, what is much more important is whether or not the council's structure and its managerial resources are organised in the best way possible to deliver the quantum of savings that we know we must.

The real value in this redesign is that it provides the platform as we work through the changes for major savings to be delivered.

99. I commend these draft structure proposals to Cabinet to endorse for formal consultation until the 3rd December 2010. The outcome of that consultation process will then be brought before Full Council for its decision on the 16th December 2010.



ALTERNATIVE PROPOSAL



* Corporate Management Team (1st Tier)

CORPORATE DIRECTOR
Education, Learning & Skills
(DCS)

Director of School Improvement & Standards	Director of School Operations	Director of School Resources	Dotted line relationship to Director of Children's Services
<p>Early years and Childcare</p> <p>Standards and School Improvement</p> <ul style="list-style-type: none"> ▪ Primary School Improvement ▪ Secondary school improvement ▪ Special school improvement <p>14-19 Entitlement</p> <p>Careers guidance</p> <p>Connexions</p>	<p>Association of Schools</p> <p>Governor Services</p> <p>Information and support for parents</p> <p>Financial Awards</p> <p>Admissions & Transport</p> <p>Commissioning</p> <p>Attendance and Behaviour</p> <p>Assessment of Learners with Additional Needs</p> <p>Planning & Provision</p> <p>Children and YP disability (including SEN, health assessment and transition planning)</p> <p>Specialist services</p> <p>Educational Psychology</p>	<p>Education finance, Schools personnel service</p> <p>Development of a schools company/vehicle to include:</p> <ul style="list-style-type: none"> ▪ Property ▪ Personnel ▪ Traded services ▪ Continuous professional development ▪ School improvement service 	<p>This means that connections are maintained to the team around the child and the team around the school</p> <p>Links with the 12 district teams, locality boards and the Children's Trust</p>

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR
Families, Health & Social Care
(DASS)

Director of Strategic Commissioning	Director of Children's Services (dotted line to DCS)	Director of Older People & Physical Disability	Director of Learning Disability & Mental Health	Director of Public Health
<p>Children's Health Commissioning</p> <p>Children's social care Commissioning</p> <p>Supporting People</p> <p>Strategic Commissioning OP / PD & LD & MH</p> <p>Contracts & Procurement</p> <p>Planning & Market Shaping</p> <p>Quality assurance of health and social care</p> <p>Safeguarding Adults and Children</p>	<p>Children's Services West Kent (Initial duty and assessment, child protection and long term care, prevention including children's centres)</p> <p>Children's Services East Kent (ditto)</p> <p>Children's Services Mid Kent (ditto)</p> <p>Corporate Parenting (includes, including adoption and fostering, Unaccompanied Asylum Seeking Children and care leavers)</p> <p>Links with the 12 district teams, locality boards and the Children's Trust (joint commissioning with partners to support vulnerable young people)</p>	<p>HoS Ashford /Shepway</p> <p>HoS Dover /Thanet</p> <p>HoS Canterbury /Swale</p> <p>HoS Maidstone / Malling</p> <p>HoS South West Kent</p> <p>HoS Dartford, Gravesham & Swanley</p>	<p>HoS LD – WK</p> <p>HoS LD – EK</p> <p>VPN Manager</p> <p>Transition support to Directorate to create for e.g. Community Health Trust</p> <p>Development team (commissioning & back office)</p> <p>Development team to create social enterprises</p> <p>Relationship to Director of Service Improvement</p>	<p>Public Health Intelligence</p> <p>Commissioning of provision</p> <p>Health promotion</p> <p>Case management of Health watch</p>

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR Customer and Communities		
Director of Service Improvement Need close links to Director of Business support	Director of Customer Services	Director of Communication, Consultation and Community Engagement
Re-engineering resource Change resource Developing new models for externalising service delivery, e.g. outsourcing/ mutuals / social enterprises Locality Delivery Team Place based budgeting delivery of offender management proposals Margate Task force Place based budgeting delivery of Margate task force proposals Supporting independence Welfare reform Kent supported employment Building social capital (SILK) Big Society Volunteering	Gateway Delivery Contact Centre Business web development Health watch Libraries & Archives Registrars Arts & Kent Film Office Sport, Leisure & Olympics Countryside Access – PROW Country Parks & Kent Downs AONB Extended Schools Youth Service Community learning & Skills Adult Learning Adult Apprenticeships Community Safety Trading Standards Youth Offending service KDAAT	Engagement / public involvement Community Liaison Business partners- Directorate communications Internal Communication Employee Engagement Media and Operations Digital & Moving Images Events

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

**CORPORATE DIRECTOR
Enterprise**

Director of Kent Highways and Waste	Director of Commercial Operations	Director of Planning & Environment
<p>Community Operations</p> <p>Network Management</p> <p>Transport & Development</p> <p>Technical Services</p> <p>Countywide Improvements</p> <p>Waste Management</p>	<p>Commercial Services</p> <p>Kent Scientific Services</p> <p>Visit Kent</p> <p>Locate in Kent</p> <p>Produced in Kent</p> <p>Tourism</p> <p>Project management capacity</p> <p>Delivery of regeneration projects and any place based budgeting proposals on regeneration</p>	<p>Development Planning (MWF & LDF's)</p> <p>Planning Applications</p> <p>Environmental Programmes & Partnerships (rural agenda & climate change)</p> <p>Natural Environment & Coast</p> <p>Gypsy & Traveller Unit</p> <p>Heritage Conservation</p> <p>Emergency Planning</p>

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR
Business Strategy & Support
And Deputy Managing Director

Corporate Director of Finance & Procurement (Chief Financial Officer - S151)	Director of Business Strategy	Director of Governance and Assurance (Monitoring Officer)	Director of Property and Infrastructure Support	Corporate Director of Human Resources & Information Technology
<p>Audit & Risk</p> <p>Financial Services</p> <p>Financial Management</p> <p>Business partners - Directorate Finance</p> <p>Procurement team</p>	<p>Corporate policy</p> <p>Europe / International</p> <p>Public affairs</p> <p>Public health</p> <p>Economic development</p> <p>Regeneration strategy</p> <p>Strategic planning – spatial & transport.</p> <p>Strategic assets strategy</p> <p>Social policy</p> <p>Education strategy</p> <p>Customer strategy</p> <p>Engagement strategy</p> <p>Performance Management & Monitoring</p> <p>Business Intelligence & service review</p> <p>Partnership support</p> <p>External Funding</p> <p>Cabinet Office</p>	<p>Information resilience and transparency</p> <p>Corporate data protection</p> <p>Democratic Services</p> <p>Legal Services (transition to external arms length trading organisation)</p> <p>Elections</p> <p>Coroners</p>	<p>Capital & infrastructure support</p> <p>Strategic Asset & Enterprise Fund</p> <p>Delivery of Total Place activity</p> <p>BSF, PFJ & Academies</p> <p>Directorate PFI & development (KASS)</p> <p>Business partners Directorate – Property</p> <p>Office Transformation</p> <p>Estates management & property operations</p>	<p>HR Business operations (includes graduate scheme)</p> <p>HR Employment Strategy</p> <p>Organisation development (including embedded – learning and workforce development)</p> <p>Business partners Directorate – HR</p> <p>Business support – case work Directorate HR</p> <p>Health and Safety</p> <p>ICT commissioning</p> <p>ICT operations</p> <p>Kent Connects</p> <p>Business partners - Directorate IT</p>

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

Appendix 2

The First Bold Step

Report on the informal consultation process

Informal Consultation process

1. The leaflet 'The first bold step – proposals for consultation with staff on a new KCC' was published on KNet on Wednesday 9 September following agreement by private cabinet and the Conservative Group to this. Hard copies were sent to home addresses for all staff without access to KNet.
2. This was an informal consultation, not done to meet an obligation under employment law, and with no mandated timescale. Three weeks were allowed to the submission of responses from staff.
3. All staff were invited to respond with their views. Responses could be made electronically or in hard copy. Consultation closed on Friday 1 October at which point:
 - 4,000 copies had been distributed
 - 7878 copies were accessed or downloaded from KNet
 - 319 responses had been received: 41 in hard copy and 278 online
 - 170 staff members have requested to be involved in further activity to transform KCC.
4. Responses could be made anonymously and with the implication that staff could speak openly, freely and without recrimination. All responses have been read by Katherine Kerswell who has responded personally to every respondent who opted to include their e-mail address.
5. Comments were predominantly positive and supportive, though some questioned the value of consultation. Most welcomed the proposals for change and overwhelmingly recognised the need for change now. Many advocated a reduction in the cost and number of senior managers, or were fearful that the cost savings would fall disproportionately on front-line staff and service delivery. A large number of comments were specific to their service and directorate, often focussing on improvements to process and cost savings.
6. Comments were wide ranging. A summary of the responses is provided below from paragraph 10 onwards.

7. In addition to seeking responses by email and hard copy, feedback was sought from senior staff through meetings with Katherine Kerswell. In all, 242 senior staff were invited to, and 219 attended, 1 of 8 meetings between 9 September and 30 September at which Katherine presented and sought feedback on whether we should change the organisational framework in order to be able to respond to the very different policy and financial context facing us and our own plans under Bold Steps for Kent. Meetings were all held at Sessions House and each meeting included a question and answer session. There was a balanced mixture of all directorates at every meeting.
8. As part of each 90 minute meeting, feedback was sought from staff on:
 - 8.1. likes and dislikes – “how I feel about KCC”.
 - 8.2. their view of current KCC values in practice
 - 8.3. ‘horizon scanning’ - what risks did they see that would need to be recognised and managed as we transform the organisation.
9. Feedback was by individual rather than by groups, unprompted in that individuals could comment on any aspect of KCC, not prioritised or ranked or given a position in a range, and not moderated or challenged. The feedback provides a simple unedited snapshot of managers’ opinions of KCC and by implication of themselves. A summary of the feedback is below. It was very evident after the first two meetings that feedback from managers in each meeting was broadly the same in what it praised KCC for and what it criticised KCC for.

Summary of the responses from the Informal Consultation

10. The responses received to “The First Bold Step”, whether at meetings with managers or as written responses, are summarised below. Appropriate direct quotes are included in italics.
11. The following general themes were evident:
 - 11.1. There is appetite for change: we are realistic about the financial situation, and we accept the need to change and do it now. No one denied the financial situation or proposed delaying change.
 - 11.2. The engagement of staff in the process of change is seen as wholly positive and we want more not less communication. A very few individuals thought information was being withheld and that there were *fake consultations when decisions are pre-made*.
 - 11.3. KCC is seen as a good employer. There were a small number of negative comments, but the majority view was that we: *value staff; value staff contribution; train staff; are a fair employer; a good employer; and have good pay and pensions, we are inclusive*.

11.4. We like our colleagues. We are *fair, kind, polite, fun, have respect for each other* and are *caring*. We are *principled, honest, show courage, are dedicated, committed* and *hard-working* and we are a *loyal workforce*.

11.5. We are critical of our management style.

12. **Our strategy** was accepted. Staff showed their approval of the strategy through their endorsement of *support for vulnerable people, support for the local economy* and a *desire, if not always followed through, to put the customer first*. There were the following challenges to the strategy:

- in addition to tackling disadvantage we should continue to provide high quality services for the rest of the population
- we should not lose sight of children and young people's services as a priority
- our commitment to grow the economy should not be at the expense of the environment.

13. **Our structure** was accepted.

13.1. No one disagreed with a flat structure and no alternative types of structure were proposed. There were only three comments on structure and they proposed:

- three directorates: one for each of the three ambitions of our strategy
- KASS and Children's Services to combine
- the federated system be retained.

13.2. There was a very strong dislike of silos. Among managers 15.2% (i.e. 33) explicitly cited silos as something they disliked about the way KCC worked: *it is sometime easier to work with partners than with other parts of KCC, silo mentality between directorates, silos within directorates; deliberately duplicate to self-protect, protect budgets rather than deal with problems*. There were 2 comments that thought we worked well across directorates. In comparison there were over 50 comments to the contrary on silos, duplication and failure to share information

14. **Our systems**

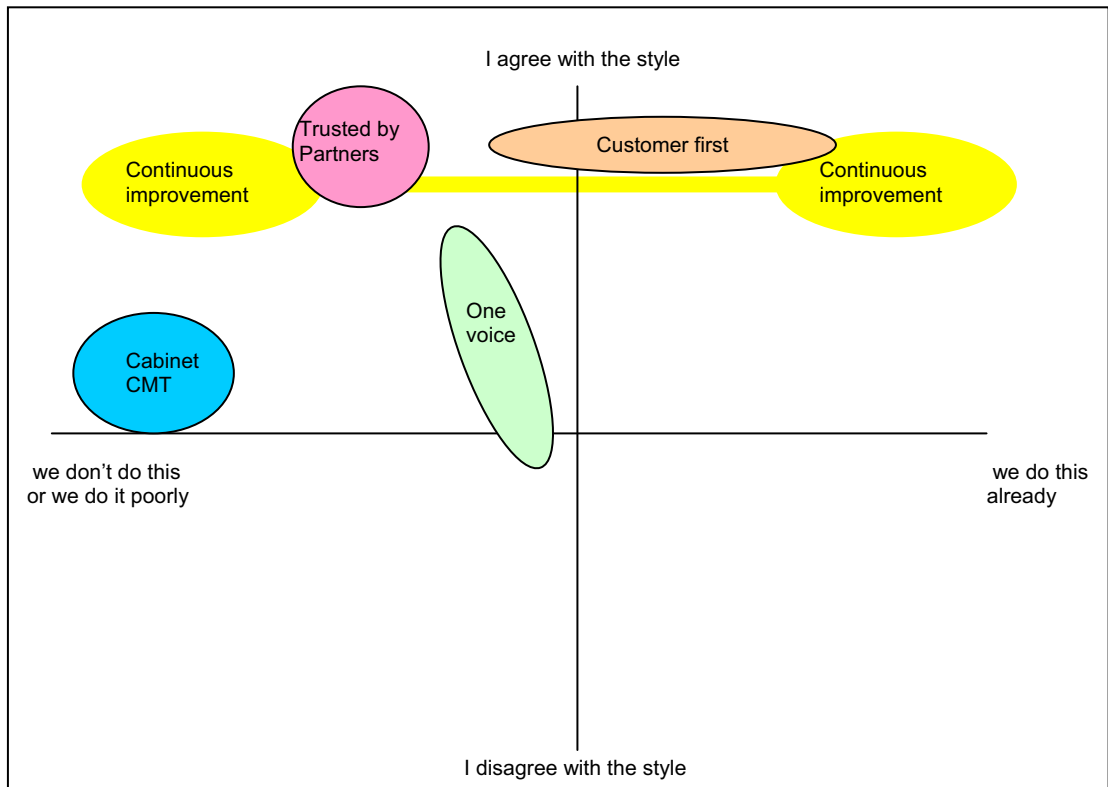
14.1. While some thought we manage well, others were critical of the way we manage and are managed – and that criticism came from managers. We *micromanage, we overmanage; we have top heavy oppressive management; we are obsessed with protocols and process and tick boxes. We talk big about empowering*

managers but it does not happen; we have a treacle layer which can be insular and resistant. There is favouritism, ego and he/she who shouts loudest gets heard. We are not decisive.

14.2. Gateways were welcomed. There were reservations about their implementation and whether staff will be adequately trained to deal with service issues.

15. **Our shared values.** No one thought we had a set of shared values, although some were confident they had a set of shared values within their directorate. No proposals were made for shared values.

16. **Our style** drew the largest response. There was broad agreement with the styles, but considerable disagreement over the extent to which we currently exhibit those styles. Below is a diagrammatic representation of where the responses fell:



16.1. We put the customer first

- Staff accepted this without exception as a style we should have for external customers, and showed a massive commitment to public service. But staff were largely silent on how we should treat internal customers.
- Many thought that we already put the customer first, but a substantial number thought we *spoke of putting the customer first but in practice did otherwise*. Specific comments were:

we are controlling; we pretend to consult; we don't really want to know what the public thinks.

16.2. We communicate as one voice as one unified organisation

- Staff largely accepted this as a goal. They want us to speak out for Kent as a whole and communicate clearly and more often. Some comments show discomfort over 'one voice' as it *stifles debate* and is *Orwellian*. *One respondent thought we should retain separate cultures and styles.*
- We are not a unified organisation as evidenced by the comments objecting to silos and duplication throughout the organisation. Autonomy and the flexibility to make local decisions found favour with a few respondents.

16.3. Cabinet and CMT work as a joint team with clear roles

- A small number thought the *administration is clear about what it wants* and *liked the experienced leadership at MD level.*
- But the substantial majority of comments were negative. *No joint working with the senior leadership team; CMT in-fighting and 'them and us' between the centre and the directorates; too many plans and directives with mixed messages; business planning is meaningless and non-responsive; and we challenge Government on regulation but we still over-regulate and monitor internally.* It must be noted that all of these quotes came from managers.

16.4. Everyone is hungry for continuous improvement

- Staff accepted this style without exception, but have polarised views on our current performance
- Many staff said we already practiced this style: *we are innovative, creative, willing to change, forward thinking and willing to take risks and try new things.*
- A greater number disagreed. Many thought we failed to innovate, others said we are *big on rhetoric of creative and challenging thinking but the reality is we are risk averse; we are resistant to change; it has to be like that because that's how we have done is for years; governance restricts innovation; we don't deliver but strategise well; we fail to act on what we hear, we know best and fail to learn from the past; and we are sometimes dazzled by our own brilliance.*

16.5. **Our relationship with partners should be based on trust**

- Staff accepted this style without exception, but we do not practice it. A few thought *we work well with partners* but most spoke of a poor relationship: *we preach at prospective partners; we are autocratic with partners, we are dismissive of partners and districts, we think we know best and we are arrogant.*

17. **Our skills.** The general view was that we value staff training and staff appreciate that, but otherwise this style generated little comment.

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(template source: Risk and Audit)

Change To Keep Succeeding
 Objective: to deliver a new organisational framework completed by: Jeff Hawkins, Transformation Programme Manager completed 7 October 2010

Risk No	Challenges	Assessment of Inherent Risk (with no controls in place)		Risk Rating	Risk Control Measure		Assessment of Mitigated Risk (with controls in place)		Risk Rating
		Impact	Likelihood		Impact	Likelihood			
RA 1	the change to the framework is happening at the same time as other demands on KCC: external policy changes and financial changes; planning and delivering the new medium term plan. That places great demands on KCC management resources.	5	4	20	This change in framework is being led by the Group Managing Director and supported by a programme manager reporting directly to her. CMT is the Programme Board, and the programme has weekly visibility at CMT. (It is the role of GMD and CMT to lead the organisation through major change and manage the inherent risks, and it essential that CMT and their direct reports are committed to the change).	3	3	9	
					A project plan and timeline are in place, a project team established, risks are identified and mitigation steps already taken.				
					Transition planning is taking place and a detailed transition plan is being developed.				
					CMT will discuss and examine the different proposals and create models for new ways of working.				
					Type 2: the consequence of NOT implementing the new framework at this time:				
					1. It is imperative that the process of delivering a new operational framework dovetails and aligns absolutely with the preparation of the Council's medium term plan and delivery to that plan over the next four year.				
					2. The success of each of these relies upon the success of the others.				
					3. If we do not make these savings we may have to resort to managed-decline and be unable to deliver the quality of services that Kent is renowned for.				

(template source: Risk and Audit)

completed by: Jeff Hawkins, Transformation Programme Manager
completed 7 October 2010

Change To Keep Succeeding

Objective: to deliver a new organisational framework

Risk No	Challenges	Assessment of Inherent Risk (with no controls in place)		Risk Rating	Risk Control Measure		Assessment of Mitigated Risk (with controls in place)		Risk Rating
		Impact	Likelihood		Impact	Likelihood			
RA 2	Cabinet or Council delay a decision on the new operational framework proposal, or reject the proposal outright.	5	4	20	Cabinet and Members, including opposition Members are being briefed and kept abreast of development and progress. Scrutiny will also play a role in assessing the draft proposals at the outset and then during the process to ensure the proposals made are relevant and appropriate to our future success Informal consultation with managers and staff on the need for change has already taken place to gauge their views. However if a decision is delayed there is no control measure or contingency plan that would allow the new operational framework in place by 1 April 2011.	5	2	10	
<p>Type 2: the consequence of deferring a decision or rejecting the proposal:</p> <ol style="list-style-type: none"> 1. We would proceed with the savings as currently envisaged yet with uncertainty over management framework in the medium term. 2. We would also not build in at the earliest opportunity capacity to deliver the new policy framework of our new medium term plan or new national policy developments. 3. Making the savings within our current organisational framework would mean we lose the opportunity to make savings from "how" we work and more savings will need to be made from the front line - the "what" we do. 4. We would also lose the new organisational framework's role as the platform from which to deliver the £340 m savings that are required. 									

Managing Business Risks - Risk Assessment

(template source: Risk and Audit)

completed by: Jeff Hawkins, Transformation Programme Manager
completed 7 October 2010

Change To Keep Succeeding

Objective: to deliver a new organisational framework

Risk No	Challenges	Assessment of Inherent Risk (with no controls in place)		Risk Control Measure	Assessment of Mitigated Risk (with controls in place)		
		Impact	Likelihood		Impact	Likelihood	
RA 3	<p>Senior managers do not support the new framework and actively resist the changes.</p> <p>Partners and key stakeholders - headteachers, governors etc - do not support the changes.</p>	3	3	<p>Full consultation is taking place in order to engage staff in the process of change and allow them to influence the outcome.</p> <p>Elements of the new operational framework will be designed with staff and managers to create relevant new solutions and buy-in.</p> <p>Early contact, regular communication and other meetings with partners and stakeholders to explain our ideas.</p> <p>Proposals have been made for voluntary redundancy and for filling vacant posts according to standard protocols (i.e. the Council's 'slotting in', priority candidate, and redeployment processes)</p>	2	2	4
RA 4	<p>staff morale falls and impacts on service delivery</p>	3	4	<p>Full consultation and engagement has taken place and staff have welcomed the fact that we are actively pursuing change. The risk to morale is limited to senior staff who are impacted by these proposals.</p> <p>Uncertainty damages morale; moving quickly and decisively will reduce this risk.</p> <p>Communication plans are in place and for most staff and most services any proposed changes to, and consultation with, the senior management will not impact their day-to-day delivery of service.</p> <p>It is the role of senior managers to show leadership during change.</p> <p>Type 2: the consequence of not changing the framework</p> <p>1. Failure to tackle silo-working may actually have a worse effect on morale. Staff expect change and are ready for it.</p> <p>2. Maintaining the current culture may worsen staff morale as the informal dialogue so far has indicated a positive desire among staff for change</p>	3	2	6
RA 5	<p>Staff who are not successful in being 'slotted in' or redeployed to a new post as a priority candidate may leave.</p>	3	3	<p>HR is ready to appoint replacements following the standard processes of looking first for internal candidates to 'act up' as interims.</p>	2	3	6

Managing Business Risks - Risk Assessment

Appendix 3

(template source: Risk and Audit)

completed by: Jeff Hawkins, Transformation Programme Manager
completed 7 October 2010

Change To Keep Succeeding

Objective: to deliver a new organisational framework

Risk No	Challenges	Assessment of Inherent Risk (with no controls in place)		Risk Control Measure	Assessment of Mitigated Risk (with controls in place)		
		Impact	Likelihood		Impact	Likelihood	
RA 6	consultation is legally challenged causing delay	5	2	Mitigation has already taken place: <ul style="list-style-type: none"> - we are allowing longer than statutorily necessary - we are communicating widely and frequently - we have a robust process that is legally defensible - meetings have been held, and will continue to take place, with the Trades Unions 	4	1	4
RA 7	HR division does not have the resources to manage the HR elements of the project or produce the new HR structure in time for 1 April 2011	3	3	HR have scoped the requirement and dedicated staff to this project	3	2	6
RA 8	Finance division does not have the resources to recast the 2011/2 budgets to align with the new structure, or create the new accounting structure and controls, possibly due to being occupied by other major projects (Oracle release 12 in Nov 2010 and IFRS)	5	4	Finance are currently scoping the work. Extra resources will be provided if necessary. The workload will be eased by: <ul style="list-style-type: none"> - restructuring at directorate level: individual outward-facing services will not be restructured but will either not move or move in their entirety to a new directorate structure - all moves will take place at the end of the FY - so no need for mid-FY adjustments - finance can reassess their current workload priorities in the light of Member decisions today as this proposed new structure was outside their knowledge when the business plan for the division was set in April 2010. 	4	3	12

Type 2: the consequence of NOT implementing the new framework on 1 April 2011

The work will become more complex, and maintaining proper financial controls made more difficult if the change does not align with the year end.

Managing Business Risks - Risk Assessment

Appendix 3

(template source: Risk and Audit)

Change To Keep Succeeding
 Objective: to deliver a new organisational framework completed by: Jeff Hawkins, Transformation Programme Manager
 completed 7 October 2010

Risk No	Challenges	Assessment of Inherent Risk (with no controls in place)		Risk Control Measure		Assessment of Mitigated Risk (with controls in place)		
		Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	
RA 9	The change in framework weakens financial controls	5	3	15	Finance are engaged on scoping the changes necessary. The work to ensure robust financial controls in the new organisational framework will be itemised in the transition plan. The change at a single date (1 April) means we avoid the intermediate states (and their associated risk of confusion over accountability) which are inevitable if the changes are done as a sequence over time. Type 2: taken at face value this risk could be used to advocate not changing the framework at any date	3	3	9
RA10	The change to a new framework causes confusion over accountabilities and responsibilities (not just financial matters, but accountabilities and responsibilities for services in general)	4	4	16	The changeover applies only to Tier 1 and tier 2 managers. Responsibility for services and finance will need to be clarified through the transition plan and the 'D Day' handover plan A single changeover date for all affected will be planned for to reduce the opportunity for confusion among staff in general.	2	2	4
RA 11	Actions 'in flight' and responsibilities are dropped or lost during the change to a new framework (not just financial matters, but accountabilities and responsibilities for services in general)	3	3	9	We will have a scrupulous transfer of all activities including (a) a default destination for activities in each existing directorate - anything that is not itemised goes to the default destination and (b) a small close down team to make sure there are no trailing edges in any directorate that closes.	3	1	3
RA 12	Changes to IT may not be made in time	5	3	15	IT are already working with HR and finance to identify changes to systems, and examining changes to IT support systems. The next stage is to identify whether, as a result of the new structure, staff need access to additional applications (a service moving to a new directorate may need access to some of that directorate's internal systems)	3	3	9

Managing Business Risks - Risk Assessment

Appendix 3

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Risk No	Challenges	Assessment of Inherent Risk (with no controls in place)		Risk Rating	Risk Control Measure	Assessment of Mitigated Risk (with controls in place)		Risk Rating
		Impact	Likelihood			Impact	Likelihood	
RA 13	Service delivery suffers as a result of changes to top-level structures, and performance drops	3	4	12	Individual services are not being restructured, but continue unchanged except that the reporting line to a director may change on 1 April This 'no change' message for services will be repeatedly communicated. Detailed planning will take place for every directorate to identify every exception to the 'no change' rule. The new directorates will be expected to nominate a transition manager to ensure that all the necessary steps are taken in advance to ensure smooth operation from 1 April. We aim to fill tier 1 posts in January 2011. Tier 1 appointees will be 'designate' until 1 April 2011 giving them time to prepare for a new role.	3	2	6
RA 14	Adverse media coverage. Staffs openness about the areas for improvement could be portrayed by the media in a manner that is damaging to KCC's reputation	4	3	12	By starting the savings on efficiency at the top tiers of management, the changes should be seen in a positive light. The positive support of staff for the changes is a factor that supports us - we need to maintain that support through engagement of staff. It is the sign of an excellent organisation that it is willing to examine how it currently operates and be frank and open about itself and look for ways to improve.	4	2	8

Managing Business Risks - Risk Assessment

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Risk No	Challenges	Assessment of Inherent Risk (with no controls in place)		Risk Control Measure		Assessment of Mitigated Risk (with controls in place)	
		Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
RA15	<p>Not able to plan for the 2011/12 budget. Within the planning for the four-year MTFP - as well as ensuring we are able to achieve overall balance and implementation of any proposals - it is clearly essential that we have proposals costed and ready to balance the 2011-12 budget. This could be disrupted by the change programme.</p> <p>Impact of these proposed changes to senior management and disturbance to existing management teams may undermine the ability of senior officers to support KCC in implementing the significant actions that are likely to be required for the MTFP and the reductions we may face of between 25% - 40% in funding</p>	5	4	<p>These changes to management arrangements are being widely consulted upon, have been preceded by a widely-held informal consultation, and officers are well aware that change is underway. The responses have shown a broad recognition of the need for change and awareness of the difficulties we have from our current style of working.</p> <p>The timing of this process is well ahead of the actions necessary for any implementation of the MTFP, and any changes to senior management arrangements should be in place by the end of January 2011. Any vacancies that may arise from this process will, in the first case, be filled by internal acting-up interims to ensure continuity.</p> <p>CMT as the programme board for the change programme and for the MTFP should ensure that work is not carried out in two separate but parallel workstreams but is co-ordinated.</p> <p>A separate workstream with the programme board will oversee the detailed activity necessary to compile the budget proposals for 2011-12 and ensure actions are prepared/pursued appropriately. This will be reported separately to CMT.</p>		5	2
RA16	<p>There is currently a safeguarding inspection into Children's social care. It is important that the inspectors do not make any invalid assumptions about the impact upon the service of the consultation or the proposed change to</p>	5	3	<p>KK and RT will speak directly with inspectors to explain and allay any concerns</p>		5	1

Managing Business Risks - Risk Assessment

Appendix 3

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completed by: Jeff Hawkins, Transformation Programme Manager

completed 7 October 2010

Change To Keep Succeeding

Objective: to deliver a new organisational framework

Risk No	Challenges	Assessment of Inherent Risk (with no controls in place)		Risk Control Measure	Assessment of Mitigated Risk (with controls in place)	
		Impact	Likelihood		Impact	Likelihood
RA17	Risk of opposition to the business support directorate model	4	3	Detailed transition planning provides the opportunity to address concerns and, within the remit of a business support directorate, to adjust the delivery of service. Workshops will be held with staff and managers to design new processes for business support.	2	3
RA18	Risk of opposition to the new Education and Families model from headteachers and partners	4	3	<p>Type 2. Failure to implement the business support directorate</p> <p>Retention of the current federated model of business support within directorates perpetuates the duplication of effort and silo-working and their associated cost - something which staff have identified as a feature of KCC that needs to change.</p> <p>Consultation and explanation of the model. Reassurance around Children's Trusts and Locality Boards. Await guidance from Government on new role</p>	2	2

EQUALITY IMPACT ASSESSMENT SCREENING GRID

“Change to keep succeeding”. The transformation of the Council’s operating framework.

Minority strand	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Reason for assessment
			Positive	Negative	
Age	Yes	Yes		Medium	<p>Younger employees may be more likely to have shorter service than others and be less experienced.</p> <p>Younger workers may be impacted in terms of redundancy payments, or in terms of pay progression given the proposal involves staff potentially affected will receive pay based on performance based on the Total Contribution Pay Scheme (TCP).</p> <p>Older staff should also not be treated less favourably over younger staff on the grounds of age.</p> <p>The proposed evaluation of roles by Hay Group will ensure equal opportunities and alignment of pay / roles.</p>

APPENDIX 4

Disability	Yes	Yes	Medium	<p>The recruitment process may require reasonable adjustments to be made for staff with disabilities covered by the Equality Act 2010.</p> <p>The new posts may require reasonable adjustments to be made for staff with disabilities covered by the Equality Act 2010.</p> <p>Managers will need to be aware of disabilities in the above and ensure staff are not treated less favourably as a result.</p>
Sex (Gender)	Yes	Yes	Low	<p>Female senior officers are under-represented compared to the KCC workforce (65% v 84%).</p> <p>Female staff may also have shorter service due to caring responsibilities.</p> <p>Female staff are also more likely to have primary caring responsibilities or be part time.</p> <p>Most post-holders are however full-time.</p>

APPENDIX 4

Gender Reassignment	No	No	No	None	None	None	Gender reassignment should not be a factor in this project, either in recruitment or in performing the roles.
Race	No	No	No	None	None	None	As above
Religion or belief	No	No	No	None	None	None	As above
Sexual orientation	No	No	No	None	None	None	As above
Marriage & Civil Partnership	No	No	No	None	None	None	As above
Pregnancy & Maternity	No	No	No	None	None	None	As above

Current Posts Impacted

Chief Executive's Department

Executive Director of Strategy and Business Support
 Director of Finance (s.151)
 Director of Law & Governance (MO)
 Director of Personnel & Development
 Director of Property
 Director of Commercial Services
 Director of Strategic Development Unit & Public Access
 Director of Public Health

Children, Families and Education

Managing Director Children, Families & Education
 Director of Commissioning and Partnerships
 Director of Capital Programmes and Infrastructure
 Service Director - Learning
 Director of Resources and Planning
 Service Director - Specialist Children's Services

Communities

Managing Director – Communities
 Director of Cultural Services
 Director of Community Safety & Regulatory Services
 Director of Youth Services & Kent Drugs Alcohol Action Team
 Director of Policy & Resources

Environment, Highways & Waste

Executive Director, Environment, Highways & Waste Directorate
 Director of Environment & Waste
 Director of Integrated Strategy & Planning
 Director of Kent Highway Services

Kent Adult Social Services

Managing Director, Kent Adult Social Services
 Transforming Social Care - Lead Officer
 Director of Strategic Business Support
 Director of Operations
 Director of Commissioning & Provision x 2

NB: These are the only posts directly impacted by this process.

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By: Nick Chard, Cabinet Member, Environment, Highways & Waste

To: Environment, Highways & Waste Policy Overview & Scrutiny Committee

Subject: Delivering Road Safety Service into the future

Classification: Unrestricted

Summary: This paper identifies alternative proposal to the current approach and seeks views from Policy Overview and Scrutiny Committee to consider these changes as we continue to strive to reduce road crash casualties.

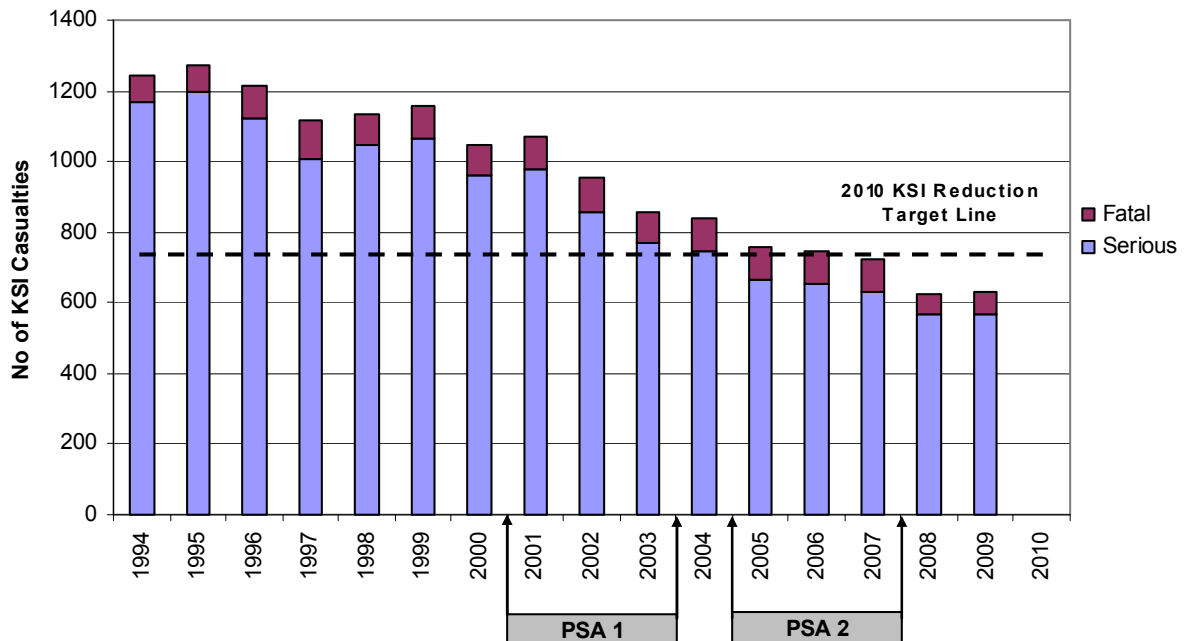
1. Introduction

Kent Highway Services has the primary objective of ensuring that safety is at the heart of managing the highway asset. Road Safety has a single purpose, 'to contribute to life in Kent, by reducing the number of people killed and injured on Kent's roads'. Government has set local authorities targets to reduce the numbers of those Killed or Seriously Injured (KSI's), Kent County Council has monitored through the 2010 targets and now through corporate Core Monitoring.

Reductions of those killed or seriously injured have been made and Government targets have been exceeded. In Kent the 1994-98 baseline figure stood at 1196 KSI's and the 2010 target was set as 718 KSI's. At the end of 2009 the KSI figure was 629 KSI's representing a 47% reduction. The chart below shows the casualty reduction progress made since 2000.

Overall casualty reductions across Kent can be seen on the following graph;

KSI's on Kent (KCC and HA exc Medway) roads 1994-2009



Whilst Government targets have been exceeded it remains that further reductions need to be achieved.

Through Kent Highway Services, Road Safety has four key activities that have played a part in casualty reduction – these are the four “E’s”

- Education through awareness and training
- Encouragement through publicity campaigns
- Engineering, through making changes to the Highway Network that control or influence road user behaviour
- Enforcement, through the Kent and Medway Safety Camera Partnership

The contribution to casualty reduction at the Kent and Medway Safety Camera Partnership (KMSCP) is attributed to the number of KSI's being reduced from an annual average of 142 down to 41 (the annual average of 2007 to 2009). The Casualty Reduction groups (CaRe) and KMSCP, partners of these two bodies are Kent Police, Kent Fire and Rescue, KCC, Medway Council, Highways Agency and HM Court Services – partners aim to continue working together to make a positive impact for Kent.

2. Statutory Duty for Kent County Council

Kent County Council has a statutory duty under the Road Traffic Act 1988 to:

- carry out studies into the cause of accidents on the roads in their area
- take appropriate measures to prevent accidents

These measures must include:

- distribution of road safety information and advice
- provision of practical training for road users
- use of measures for controlling and assisting the movement of traffic on all roads
- use of appropriate measures for reducing the risk of accidents when constructing new roads

Whilst future budget provision is to be determined, KHS Road Safety remains committed to deliver the highest possible outcome of financial return through the reduction of casualties on Kent roads. It is estimated by the Department for Transport that each fatality costs society in the region of £1.6m and each serious injury around £189k.

3. Future financing of Road Safety

In the past the Road Safety operations have been funded by reward and area based grants. KCC's contribution for the current financial year is £970k. Current levels of Road Safety resource grant have been reduced to £1.6m; this has been primarily used to fund the Safety Camera Partnership which costs £1.2m, the remainder funds education, training and publicity programmes.

The comprehensive spending review has removed all ring fencing of area based grants. It remains for KCC to decide how Road Safety should be financed. In anticipation of the spending review ACPO has recommended to the Department for Transport that a revised operating and financing model be introduced, it is anticipated that this operating model creates a sustainable Safety Partnership, presently this has not been fully modelled in Kent.

This critical factor should be considered as future proposals are discussed.

4. Key proposals for discussion to create a sustainable service

Kent has a successful casualty reduction partnership that could evolve to form a more holistic approach to better inform and influence Road Safety priorities and policies. It is proposed to bring the Health Service to the Road Safety Board (described in the benefits paper, *Rationale for establishing working relations between Kent County Council and the health economy in Kent*)

It is proposed and documented in “*An Operational Review of the Kent and Medway Safety Camera Partnership*” to create a new operating model which leads more offenders to being referred to driver improvement rather than fixed penalties. The Association of Chief Police Officers (ACPO) and the Department of Transport are considering these changes, this is likely to change the stewardship of the Safety Partnership away from KCC to Kent Police, detailed decisions are due in the coming months.

Governance and operational working mechanisms will be established to create a more holistic solution through the four “E’s” enabling:

- Development of cross cutting policy opportunities and recommendations, and providing insight into the impacts upon casualty reduction
- Discussion around areas of public concern such as wider speed enforcement and perception of safety
- Better understanding of crash data and broader intelligence to inform casualty reduction strategies at individual and collective agency levels
- Improved common understanding that reducing casualties not only serves society on a human level but also relieves financial pressure upon individual partners

Further consideration will be given to determine how the existing Road Safety Team should be best positioned in the future. This will be determined through the Future Highways Programme led by the Director of Kent Highway Services.

5. Recommendations

Members support the recommendations made in this paper.

6. Background documents

- An Operational Review of the Kent and Medway Safety Camera Partnership
- Rationale for establishing working relations between Kent County Council and the health economy in Kent

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By: Nick Chard, Cabinet Member – Environment, Highways & Waste

To: Environment, Highways & Waste Policy Overview & Scrutiny Committee – 4th November 2010

Subject: Barrier & Pedestrian Guardrailing Policy

Classification: Unrestricted

Summary: This report informs members of the new policy for barriers and pedestrian guardrailing. It is intended to provide guidance on the standard to be used for the provision and maintenance of safety barrier and pedestrian guardrailing on Kent County Council's (KCC's) road network

1. Introduction

- 1.1 Barriers are an important element in aiding to maintain the safety of Kent's highway network for highway users. Objects on or adjacent to the highway can present a significant hazard to the road user and there is a clear need to ensure they are properly protected.
- 1.2 This policy aims to support other Kent County Council (KCC) policies, strategies and initiatives, for example the Passive Safety policy and the Road Safety Targets.

2. Background

- 2.1 Kent Highway Services (KHS) are required to maintain road restraint systems (including barriers) in an effective condition and to replace where necessary. The purpose of providing safety barriers and parapets is to prevent vehicles from leaving or crossing the carriageway, to reduce the severity of impact with roadside hazards and to protect essential roadside equipment from damage.
- 2.2 The new Standard (TD 19/06) was drafted as a result of a formal review of standards following the Selby train crash in 2001. This new Standard introduces performance based criteria and uses a risk analysis approach to the assessment process. TD 19/06 has a companion document, the Road Restraint Risk Assessment Process (RRRAP). This was developed to calculate the safety barrier requirement for a range of situations.
- 2.3 The RRRAP has not been developed to assess the risk from roadside hazards at speeds of less than 50mph and/or for traffic flows of less than 50,000 AADT. For these roads a local risk assessment shall be used which is a review of the potential hazards and ensuring the risk identified has been lowered as much as possible before the cost of risk mitigation starts to outweigh the benefit.
- 2.4 Pedestrian guardrailing has been used historically to channel pedestrians and/or cyclists to designated crossing points, allowing movement of all road users to be

managed effectively and efficiently, especially at signalled crossing points/junctions. Recently there has been a 'push' to improve street scenes and making the public realm more walk-friendly and less cluttered.

3. Aims and Objectives

- 3.1 This policy aims to provide guidance on the standard to be used for the provision and maintenance of safety barrier and pedestrian guardrailing.
- 3.2 The policy sets out the methods for assessing the requirement for safety barriers and pedestrian guardrailing.
- 3.3 Adherence to the policy will assist in improving the environment through identifying unnecessary barrier and pedestrian guardrailing.

4. Consultation and Data

- 4.1 The policy has used the KHS Document toolkit. This has been developed by KHS Business Performance team and clearly sets out how all KHS documents will be approved and published. Documents are often a legal requirement and may be used, for example, in insurance claims or other legal proceedings to show how we use our council powers to carry out approved tasks.
- 4.2 The document has been forwarded to KCC Finance for comment to ensure the Council is able to afford policies made. Internal consultation within KHS was undertaken over a 4 month period from April 2010.
- 4.3 The Customer Impact Assessment has been completed and waiting on a decision from the CIA Group if further action is required. Initial findings suggest that this will not be required.

5. Recommendation

- 5.1 It is recommended that the Cabinet Member for Environment, Highways and Waste:

- a. Approve the Barrier & Pedestrian Guardrailing policy**

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KHS Policy Document

Title	BARRIER & PEDESTRIAN GUARD RAILING POLICY
Document Number	RRSPG 001

Author	Rachel Best
Responsible Officer	Signs, Lines & Barrier Manager

Superseded Documents	-
Associated Documents	<i>TD19/06 Local Transport Note 2/09 Pedestrian Guardrailing April 2009 Local Transport Note 1/08 Traffic Management and Streetscape Manual for Streets BS 7818:1995 Specification for pedestrian restraint systems in metal</i>

Release Status

Version	Authorisation	Authorisation Date	Effective Date
[X.X]	Director of Highways Services	[xx Month Year]	[xx Month Year]
		Review date	[xx Month Year]

Document History

Version	Authorised by	Authorisation Date	Effective Date	Sections modified
[X.X]	Head of Technical Services	[xx Month Year]	[xx Month Year]	New document
	Finance			New document
	POSC			New document

1. Introduction

Barriers are an important element in aiding to maintain the safety of Kent's highway network for highway users. Objects on or adjacent to the highway can present a significant hazard to the road user and there is a clear need to ensure that they are properly protected.

Pedestrian guardrailing is used to improve safety at a specific location by channelling pedestrians to a suitable crossing point.

2. Purpose

This document is intended to provide guidance on the standard to be used for the provision and maintenance of safety barrier and pedestrian guard railing on Kent County Council's (KCC's) road network.

3. Background

3.1 Road Restraint System (RRS)

Kent Highway Services (KHS) are required to maintain RRS in an effective condition and to replace where necessary. The purpose of providing safety barriers and parapets is to prevent vehicles from leaving or crossing the carriageway, to reduce the severity of impact with roadside hazards and to protect roadside equipment from damage.

The Highway Agency (HA) published the new standard on RRS, also referred to as crash barrier, in August 2006. It replaced the earlier standard TD 19/85, the Interim Advice Note IAN 44, BA 48/93, BD 52/93, TA 45/85 and TD 32/93.

It was drafted as a result of a formal review of standards for Nearside Safety Fences following the Selby Train Crash in 2001. Although there were considered to be no major shortcomings in the earlier standard TD 19/85, there were some concerns. TD 19/85 had been primarily written for new works and therefore it gave no help as to how to deal with existing safety barriers.

The new Standard introduces performance based criteria, and uses a risk analysis approach to the assessment process. TD 19/06 has a companion document, the Road Restraint Risk Assessment process (RRRAP), a computer based evaluation process, developed to calculate the safety barrier requirements for a range of site situations. The RRRAP has not been developed to assess the risk from roadside hazards at speeds of less than 50mph and/or for traffic flows of less than 50,000 AADT.

3.2 Pedestrian Guard Railing

Pedestrian guardrailing was first introduced in the 1930's to improve pedestrian safety. The report 'The Design and Layout of Roads in Built-

up Areas' in 1946 highlighted early concerns of feeling restrained by pedestrians should installations of pedestrian guardrailing be overused. Since 1960's pedestrian guardrailing has been used to channel pedestrians and/or cyclists to designated crossing points, allowing movement of all road users to be better managed, especially at signalled crossing points/junctions.

Recently there has been a 'push' to improve street scenes and making the public realm a more walk-friendly environment, resulting in a reduction on the installation of pedestrian guard railing. A recent street scene programme was undertaken in Kensington High Street where over 700m of pedestrian guardrailing was removed as part of the Mayor of London's Transport Strategy 2004.

4. Scope & Implementation

For Kent County Council (KCC) promoted (including works to be adopted by KCC e.g. development led highway improvement schemes) this policy shall be complied with from [dd month yyyy](#).

This Policy applies across KCC. Where projects are to be installed after the above date and the detailed design fails to comply with this policy, exemptions will need to be sought from Kent Highway Services and recorded on the project file.

5. Definitions

Road Restraint System (RRS)	General name for VRS and Pedestrian Restraint System use on the road
Vehicle Restraint System (VRS)	A system installed on a road to provide a level of containment for an errant vehicle
Road Safety Assessment	A review of the potential hazard to determine the risk to the road user and identify measures to lower the identified hazard.
Hazard	Is a feature (e.g. embankment) or object (e.g. lighting column) that can cause harm or loss. Harm or loss can be physical, financial or economic, strategic, or be time-based, or any combination of these
Risk	Is the chance, high or low, that somebody or something will be harmed by the hazard. Risk can be described as the likelihood of the hazard being reached or hit by an errant vehicle (chance) multiplied by the resulting consequence if the hazard is reached or hit (harm). The hazard may be within or beyond the highway boundary. A risk may also occur if a hazard that is hit by an errant vehicle falls, or

becomes detached and forms a projectile, and causes an injury to others or causes further damage.

Departure from Standard Is a report from the Design Engineer to the Signs, Lines & Barrier Manager on each occasion that the Standard can not be complied with.

Risk Assessment Is a review of the potential hazards. The risk assessment should demonstrate that the risk identified have been lowered as much as possible before the cost of risk mitigation starts to outweigh the benefit.

6. Legal & Policy Framework

6.1 Crash Barrier

It should be noted that TD 19/06 is not a statutory or regulatory document, but it does represent recommended best practice. Therefore there needs to be a good reason for not complying with it.

6.2 Pedestrian Guardrailing

Section 66 of the Highways Act 1980 (as amended) allows a highway authority to provide, maintain, alter and remove pedestrian guardrailing in a highway.

There is no specific UK guidance; however, in specific pedestrian facilities guidance documents recommendations are made regarding pedestrian guardrailing installation.

7. Policy

7.1 Road Restraint System

7.1.1 New RRS Installation

RRS 1 New works requiring land acquisition shall meet the full requirements of TD 19/06 for all categories of RRS covered by the Standard.

RRS 2 New works on roads with speeds of 50mph or more shall meet the full requirements of TD 19/ for all categories of RRS covered by the Standard. However, if land availability is insufficient to allow full compliance with the Standard, then a Departure from Standard may be necessary. In the case of a Departure, a risk assessment is required to show a

proposed solution that has a risk level as low as reasonably practical.

- RRS 3 New works for roads with speeds less than 50mph shall meet the recommendations in TD 19/06, but the final assessment will be based on a KHS risk assessment.
- RRS 4 On minor roads in environmentally sensitive areas or on listed structures, special consideration shall be given to the appearance of the barrier system.

7.1.2 Existing RRS

- RRS 5 Major maintenance of RRS on roads with speeds of 50 mph or more shall meet the full requirements of TD 19/ for all categories of RRS covered by the Standard. However, if land availability is insufficient to allow full compliance with the Standard, then a Departure from Standard may be necessary. In the case of a Departure, a risk assessment is required to show a proposed solution that has a risk level as low as reasonably practical.
- RRS 6 Major maintenance of RRS on roads with speeds less than 50 mph shall meet the recommendations in TD 19/06, but the final assessment will be based on a KHS risk assessment.

7.1.3 Maintenance of RRS

- RRS 7 All sub standard RRS installed on Kent's road will be replaced with barrier in accordance with the current Standard when it has been deemed unserviceable.
- RRS 8 Minor damage to existing RRS shall be replaced like-for-like basis except in the following conditions where replacement with current Standard should be considered:
- If a major section of the overall length is damaged in a vehicle crash
 - If a new hazard is introduced along its length
 - If the length of road has a poor accident record
- RRS 9 All VRS shall be tensioned every two years

7.1.4 Removal of RRS

RRS 10 Road Safety Assessments will be undertaken prior to the removal of any crash barrier

7.2 **Pedestrian Guardrailing**

7.2.1 New Pedestrian Guardrailing Installation

PG 1 All new County Council promoted highway improvement schemes and highway schemes proposed to be adopted by the local highway authority shall only provide pedestrian guardrailing where there is an identified and evidenced need.

PG 2 Installation of new guardrailing shall not be considered if other suitable safety measures can be used instead.

7.2.2 Existing Pedestrian Guardrailing

PG 3 Guardrailing assessed as unnecessary shall be removed.

PG 4 Minor damage to existing pedestrian guardrailing shall be replaced on a like-for-like basis except where it has been assessed as not necessary.

7.2.3 Removal of Pedestrian Guardrailing

PG 5 Road Safety Assessments will be undertaken prior to the removal of any pedestrian guardrailing.

8. **Roles & Responsibilities**

The design engineer is required to record formally all the factors considered in the design process that were used to determine the need or otherwise for a RRS at a particular location(s) and / or pedestrian guardrailing. This will include the nature and parameters, position and extent of the RRS and hazards present or known about at the time and justification for the decisions made in the design. The results of the RRRAP procedure for each design must be included as part of the Health and Safety documentation required under CDM Regulations.

The safety assessment for pedestrian guardrailing removal must be retained as part of works information.

9. Performance Measurement

- 9.1 90% of damaged RRS and pedestrian guardrailing works completed by published dates
- 9.2 Reduce pedestrian guardrailing – Base line data will be total length of pedestrian guardrailing identified by the asset register at the start of financial year. At the end of the financial year the percentage of pedestrian guardrailing removed from the asset can be calculated.

10. Implementation

For all KHS promoted highway improvement schemes and maintenance work this policy shall be complied with from the date the Cabinet Member has authorised its effective date.

For development led highway works this policy shall be introduced into all Section 38; Section 278 and other agreements from the effective date.

This policy applies to all projects where site installation will commence after the effective date. If detailed design has been completed and fails to comply with this policy, exemptions need to be sought from the Signs, Lines & Barrier Manager.

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By: Nick Chard, Cabinet Member – Environment, Highways & Waste

To: Environment, Highways & Waste Policy Overview & Scrutiny Committee – 4th November 2010

Subject: Signs and Lines Policy & Technical Directive

Classification: Unrestricted

Summary: This report informs members of the new policy for signs and road markings. To assist with the implementation of the policy a Technical Directive has been developed which provides further detailed information on signing and road marking. This has also been produced to assist in bridging the skills shortage Kent Highway Services (KHS) has with sign and road marking design.

1. Introduction

- 1.1 Kent Highway Services (KHS) provides and maintains traffic signs, road markings and road studs to assist with road safety and provide guidance and information to road users on how to use the road network.
- 1.2 Signs and road markings have to be easily understood by all road users regardless of their age and nationality. Kent has a significant volume of non local traffic, especially foreign vehicles therefore it is essential that KHS bases its standards within the national framework and is consistent with its implementation of them.

2. Background

- 2.1 The existing signing policy has been reviewed as it is over five years old. It was developed when the districts and boroughs had their own highway units. As these highway units have been brought back into Kent County Council the policy needs to be able to manage public and Member expectations and be delivered in one consistent way.
- 2.2 There is no existing policy relating to road marking and road studs.

3. Aims and Objectives

- 3.1 This policy aims to contribute in achieving the highway related subjects of Kent County Council's Local Transport Plan 2006 - 2011 (LTP) by providing traffic signs and road markings using the most appropriate materials affordable, to assist improving road safety by making the signs and road markings more visible in all conditions.
- 3.2 A Technical Directive document has also been produced to ensure all involved in design of this asset group (internal and external) are able to consistently apply the

policy. It provides further detailed information regarding why a policy statement has been formulated, background information detailing how the policy statement was generated and how the policy should be applied to our road network.

- 3.3 Adherence to the policy and Technical Directive will assist in enhancing the appearance of the urban and rural environment through removal of sign clutter and the use of innovative design and materials. It will enable KHS to contribute to environmental and climate control policies. It will assist in enabling cost efficiencies to be gained through specification of materials and number of signs required to be kept to a minimum.

4. Consultation and Data

- 4.1 This policy reviews existing policy relating to signs and also includes new policy in relation to road marking and road studs.
- 4.2 Both the policy and the Technical Directive have used the KHS Document toolkit. This has been developed by KHS Business Performance team and clearly sets out how all KHS documents will be approved and published. Documents are often a legal requirement and may be used, for example, in insurance claims or other legal proceedings to show how we use our council powers to carry out approved tasks.
- 4.3 The document has been forwarded to KCC Finance for comment to ensure the Council is able to afford policies made. Internal consultation within KHS and also with Kent Police was undertaken on 14 June 2010. All responses and action taken is reported in Appendix 3. A further meeting relating specifically to illumination of traffic signs was undertaken on 24th August 2010 and the policy has been amended accordingly.
- 4.4 The Customer Impact Assessment has been completed and waiting on a decision from the CIA Group if further action is required. Initial findings suggest that this will not be required.

5. Recommendation

- 5.1 It is recommended that the Cabinet Member for Environment, Highways and Waste:
 - a. **Approve the Signs and Road Marking policy**
 - b. **Approve the Technical Directive**
 - c. **Note the comments made during the internal consultation**

Appendices

Hard copies of the appendices were issued to all Members after the September POSC meeting.

Appendix 1 – Signs and Road Marking policy

Appendix 2 – Technical Directive

Appendix 3 – Consultation Responses and Actions

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Tel: 08458 247 800

By: Nick Chard, Cabinet Member, Environment, Highways & Waste
To: Policy Overview and Scrutiny Committee – 4 November 2010
Subject: Inclusive Design & Placemaking Guidance
Classification: Unrestricted

Summary:

It has been recognised that there is a need for clearer guidance and policy about inclusive design. Inclusive design ensures that the pedestrian environment is accessible for all members of society regardless of ability. In order to address this, a technical appendix to the Kent Design Guide has been drafted. The draft document was presented to Environment Highways and Waste, Policy Overview and Scrutiny Committee in September 2010. In addition, the document has been through a process of expert stakeholder consultation and has been amended accordingly. The amended guidance is presented to the committee who are asked to agree to the document going forward for a) public consultation and b) to be submitted for a Cabinet decision to adopt the guidance as formal policy.

Introduction

A draft Inclusive Design & Place-making Technical Appendix for the Kent Design Guide (December 2005) was submitted to the Environment Highways and Waste Policy Overview and Scrutiny Committee in September 2010. The committee gave valuable feedback on the guidance which has been fed into the stakeholder consultation process.

The rationale for the document stems from the recognition that there is a need for clearer guidance and policy about inclusive design. This has been requested from a number of District Planning Officers. As a result a working group consisting of Officers from KCC, Maidstone District Council and Tunbridge Wells District Council have worked in partnership to produce the draft Inclusive Design technical appendix.

Inclusive design ensures that the pedestrian environment is accessible for all members of society regardless of ability. The guidance aims to provide specific detail and guidance on how to address “*accessibility for all*” in Kent’s future built environment. In addition, the document includes an audit tool which can be used to help guide professionals when assessing the accessibility of a public space. The guidance in this document applies to the design of the public realm, including arrival at a building or public space, for new and re-development schemes. It does not intend to deal with matters inside buildings that are covered under Building Regulations, nor restate existing highway and streetscape guidance.

Progress to date:

Following comprehensive expert stakeholder consultation, the original draft document has been amended and is attached for comment. If the Cabinet agree, the intention is to now undertake a public consultation on the guidance. Following final amendments, the document will then be submitted for Cabinet approval and adoption as formal policy.

Conclusions and Recommendations:

Following expert stakeholder consultation the draft Inclusive Design & Place-making Technical Appendix for the Kent Design Guide (December 2005) has been amended. The draft is now ready to go out for public consultation.

Members of the committee are asked to:

- Continue to support the need to produce a cross-county policy on Inclusive Design & Placemaking;
- To endorse the next step to carry out a public consultation
- To endorse submitting the final document for Cabinet approval and adoption as formal policy.

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Background Documents:

Equalities Act 2010
Inclusive Design & Place-making Technical Appendix

Inclusive Design and Placemaking
Supplementary Appendix to Kent
Design Guide

Consultation Draft
22nd October 2010

Produced in partnership by Kent County Council, Maidstone Borough Council
and Tunbridge Wells Borough Council

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Produced in partnership by Kent County Council, Maidstone Borough Council
and Tunbridge Wells Borough Council

1.0 Overview

1.1 *The Kent Challenge*

Addressing design issues with disabled people is becoming increasingly necessary. According to the Office for National Statistics in March 2009, nearly one in five people of working age (7 million, or 18.6%) in Great Britain have a disability. In Kent, this figure is lower, with 8,740 (1% of resident working age population) of people registered as disabled (NSO, May 2009).

However, when considered alongside the fact that the population of the UK is ageing, one can expect this figure to rise, and with the number of 'oldest old' (i.e. 75 yrs+) doubling over the last 25 years, it is clear that accessibility for all has to be given significant priority.

1.2 *Access for All is Essential*

The Equality Act 2010 sets out clear principles for the way in which public services should meet the needs of their customers, including disabled people. Specifically there is a duty to ensure that all reasonable measures have been taken to understand and accommodate their requirements inclusively and fairly.

Effective shaping of the public realm is a vital part of this process, providing opportunities for people to move around safely and independently. This guidance is essential to encourage professionals to consider access issues early on in the way they design and deliver their schemes - ensuring opportunities to improve access are not missed and 'think access' becomes second nature.

1.3 *Supporting the Kent Design Guide*

Inclusive Design and Placemaking (hereinafter *Inclusive Design*) supports the Kent Design Guide by providing specific detail and guidance on how to address *accessibility for all* in Kent's future built environment. As such, it should be read alongside the Kent Design Guide and its other technical appendices.

It acts as a reference point for developers and their landscape, urban design and planning consultants at an early stage in the planning process but is also a key reference tool for County, Unitary and District Authorities who are responsible for good quality design of the public realm (e.g. highways, parks, open spaces).

The guidance in this document applies specifically to the public realm, including arrival at a building or public space. It does not intend to deal with matters inside buildings that are covered under Building Regulations, nor restate existing highway and streetscape guidance. However, the relationship of the guidance to Manual for Streets versions 1 and 2 and other documentation that encourages a 'think access' approach is explicitly signposted.

For complete clarity the public realm is defined as '*public space between private buildings including pavements, streets, squares and parks*' (Homes and Communities Agency 2010). These spaces will normally be usable by the public either explicitly or permissively, including:

- Adopted Highways
- Public Rights of Way
- Spaces owned and maintained by local authorities as part of their own property portfolio, including civic spaces, parks, leisure facilities, housing estates, schools etc
- Private forecourts adjacent to adopted footways
- Privately managed spaces as part of 'public' facilities (e.g. shopping courtyards, access frontages to railway stations, car parks)

The guidance can facilitate how planners consider access issues early on in their pre-planning application discussions, and can help those determining planning applications to ensure proposed new developments meet specific design standards. *Inclusive Design* also provides links to relevant legislation, standards, guidance and best practice case studies, to ensure that a more comprehensive approach to accessibility is considered during the early stages of design and development.

1.4 Scope of the Guidance

Inclusive Design focuses on the public realm, spaces and environments outside of buildings. However, where local authorities and other agencies are planning to develop transport facilities, it will be expected to adhere to latest best practice and approved guidance on the design of passenger transport facilities (e.g. park and ride utility buildings, new rail stations, bus stops and shelters, taxi ranks).

The Kent Design Guide (KDG) was originally produced in 2005 and was adopted as Supplementary Planning Guidance to the Kent and Medway Structure Plan 2006 under policy QL1: *Quality of Development and Design*. With the demise of the Structure Plan, 10 of the 13 local authorities in Kent have subsequently endorsed the Kent Design Guide as Supplementary Guidance; retaining KDG's role as the county-wide design policy framework and platform for future design policy initiatives.

The Kent Design Guide covers all forms of development, identifying good design as something that supports the social, environmental and economic vitality of the community in creating vibrant attractive places that are both memorable and contribute to Kent's character.

Inclusive Design is in the form of professional guidance and therefore has to be read in conjunction with any existing planning guidance and commitments relating to issues such as crime prevention principles, listed buildings and conservation areas.

Therefore this *Inclusive Design* document focuses on:

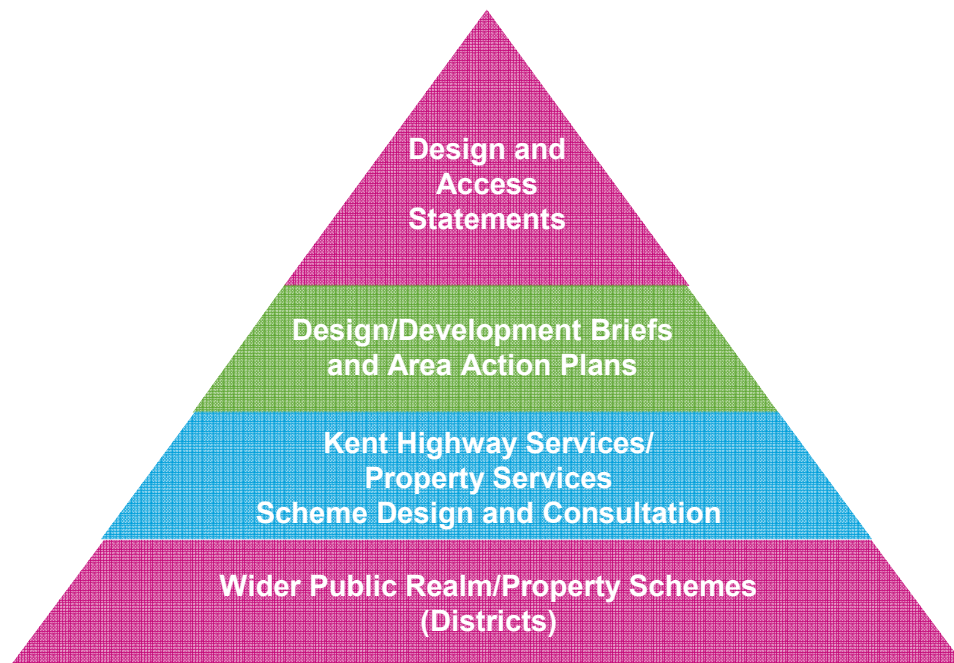
- Access from the outside of buildings to the public highway
- Access within 'grounds' and site curtilages (e.g. school sites)
- Access within and to masterplan areas (i.e. large new developments)
- Parks/open spaces/public rights of way including connections to spaces maintained by other organisations (e.g. towpaths maintained by British Waterways)

- Public realm including town centres, civic squares, home zones, streetscape etc

1.5 Achieving a Common Approach to Inclusive Design

Inclusive Design therefore seeks to bring together public, private, community and voluntary sectors in achieving quality environments for Kent, whilst not stipulating rigid provision or solutions which may be impractical and over-costly to deliver. This document is a framework based on key principles allowing local solutions to be developed in specific sites.

How the guidance relates to existing planning and design processes



Whilst the guidance will be used to support planning application scrutiny and development management activities, it will also be applied to Kent County Council's own programme of highways, transport and public realm projects, applying the same standards and approach to inclusive design in the way KCC operates. This also applies in the case where KCC is the developer, e.g. for a new school or park and ride site. It is intended that this dual focus of the guidance will also be promoted by each of the Kent District Councils through their own internal practices.

Who the document will support:



The document is therefore designed to help the following stakeholders achieve consensus and a common approach to access within Kent's urban and rural areas:

Kent County Council:

- As the *highway authority* responsible for the streetscape and other publicly adopted space. This covers a wide range of activities from new traffic management schemes through to maintenance responsibilities and asset management.
- As the *transport authority* responsible for provision of socially necessary public transport services, and also design of new infrastructure in partnership with rail and bus operators.
- As a *property organisation* responsible for its own estate including acting as developer; this also includes any partnership

arrangements that KCC may have through a PFI or equivalent programme.

- As the *education authority* responsible for provision of school facilities, home to school transport and access to schools by sustainable modes of travel.
- As the *social services authority* responsible for social care.
- As the authority responsible for *countryside access and public rights of way*.

District Councils:

- As the *planning authorities* responsible for the Local Development Framework and other local policies.
- As the *planning authorities* responsible for development management and making planning decisions on new development proposals including the negotiation of developer contributions.
- As the authorities responsible for *parks, open spaces, recreation and other green infrastructure*.
- As holders of *property portfolios* of land and public buildings where the Councils will also act as developer.
- As *town centre managers* and owners of other shared public spaces.
- As the authority responsible for *community safety*.

Developers:

- As *applicants for planning permission* for new development proposals where access issues should be addressed early in the planning process including building design, the overall site, and its relationship and connectivity with the surrounding area.

Town/Parish Councils:

- As *key local stakeholders, landowners and statutory consultees on planning applications*, to respond effectively on access issues

within their local communities and present this in a consistent and transparent manner.

Access Groups:

- As *key* stakeholders who can provide helpful insight and intelligence into both pre-existing access issues and those associated with planning applications and new highways/transport projects.

Community Support Sector:

- As providers of further *enabling support* and advice to local groups and organisations to gather, collate and present key access issues e.g. Royal Town Planning Institute Planning Aid.

Statutory Consultees:

- Such as the Highways Agency, English Heritage and other organisations who will benefit from a consistent and transparent approach to public realm access in Kent, thus enabling a common platform for engagement.

1.6 A Shared Challenge – A Shared Solution

Inclusive Design sets out a *common approach* to understanding development access solutions. At its heart is early engagement and participation not just from specific disability groups, but from wider community stakeholders that have an interest in placemaking in their local communities.

As part of early consultation on major developments or highway schemes, the intention will be to engage with the local access group where one is already in place. Where there is no specific access group available, this guidance actively encourages district councils to facilitate local voluntary action. Commitment to re-forming local access groups has already been evident.

Where new development occurs with no existing population to consult, it is particularly important to source an ‘access for all’ perspective. In these circumstances, it would be advisable to call upon regional or national access bodies to give an independent view.

1.7 Inclusive Design and Placemaking

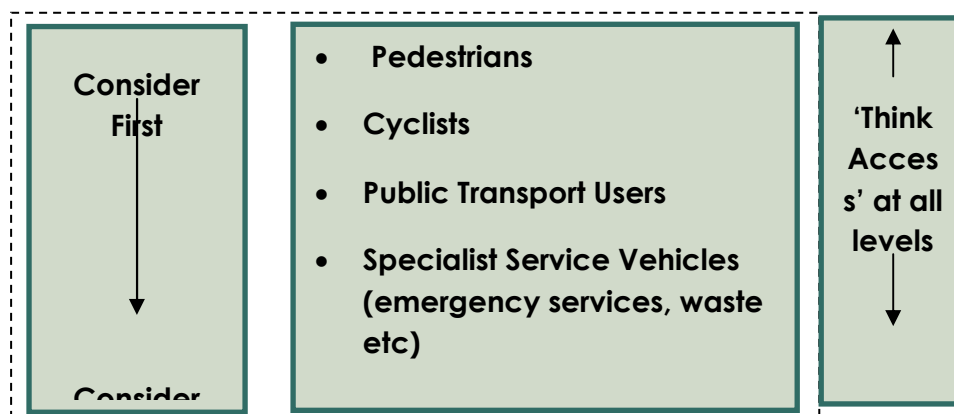
It is vital that this explicit linkage between inclusive design and how it supports wider placemaking objectives is fully understood and appreciated. The guidance is concerned with making the public realm accessible to everyone and is not targeted solely at disabled people.

For example, when a route to a railway station is being improved, existing and potential user needs should be considered. This would equally cover issues of safe access and waiting areas for women, alongside the level of physical accessibility of the scheme. There is already helpful best practice in place on wider gender access issues such as TfL Women’s Action Plan which tackles gender inequality in the travel environment.

Ensuring that the pedestrian environment is ‘accessible to all’ is not only critical to meeting the access needs of individual disabled people, but contributes towards social inclusion and quality of life to a much wider section of the population. There is an explicit link between Department for Transport (DfT) and Communities’ latest thinking on sustainable transport and the need to ensure walking and cycling feature highly within developers’ solutions.

Both Manual for Streets (2007 and 2010) and Guidance for Building Sustainable Transport Infrastructure into New Developments (2008) by necessity rely heavily on an inclusive design approach, and one which places the pedestrian environment at the top of the access hierarchy. See below for diagram.

Manual for Streets 1 – Street User Hierarchy (Adapted)



The physical improvements packaged together for Equality Act purposes will also support other sustainable transport mechanisms such as travel plans and other smarter travel interventions designed to reduce car use.

1.8 Providing Stakeholders with Key Tools

This guidance signposts key documentation on the Equality Act 2010 and 'access for all' that enables a more detailed understanding of the reasons for inclusive design.

1.9 Access Audit Toolkit

In order to provide a consistent approach to inclusive design, Kent County Council have produced a *Public Realm Access Audit* toolkit to help stakeholders engage and assess access issues early in the design and planning process. This is signposted later in the guidance, but will provide an easy to use tool that local authorities, consultants, developers and community groups can use.

1.10 Equalities Impact Assessment

KCC recognise the importance of the EIA process to the development of the guidance. To date, consultation has been on the basis of informal engagement and workshops. An EIA will be produced (in Winter 2010) as part of the formal consultation process.

2.0 Equality Act and Inclusive Design Guidance

2.1 *The Importance of the Equality Act 2010*

The most recent legislation covering responsibilities towards disabled people is continued in the Equality Act 2010. The main difference between the previous Disability Discrimination Acts and this Act is that it covers much wider strands of equality, including age, sex, sexual orientation, gender re-alignment, pregnancy and maternity, marriage/civil partnerships, race, and religion or belief alongside disability characteristics.

This changes the landscape in which disability equality sits and many of the specific issues outlined in the DDA have now been widened more universally. This means that both direct and indirect forms of discrimination need to be avoided (See Equality Act Sections 13, 14, 15 and 19).

The key clause for public sector organisations is Section 149 which sets out their duties. Briefly, there is a requirement to actively support all the groups mentioned above, but in terms of disabled people this certainly would include improvements to the accessibility of the public realm. The focus of Section 149 is that public bodies should eliminate discrimination in the way they carry out their work, and take positive action to advance equality. There are also provisions in the Act to allow disabled people to be treated more favourably in certain circumstances.

The Equality Act consolidates much of the existing equalities legislation and superseded the DDA as of the 1st October 2010.

2.2 *Disability Discrimination Act (DDA)*

The Disability Discrimination Act (DDA Parts 3 & 5: 1995/2005) and subsequent Disability Equality Duty (DED: 2006) gave disabled people important rights not to be discriminated against. This included the areas of transport and highways, and access to everyday goods and services such as civic buildings, shops, cafes, banks and places of worship.

The concept of inclusive design has emerged to counteract potential discrimination in the area of access to goods and services, by focusing on an approach to designing buildings and public spaces that are accessible to all.

The new 2010 legislation makes it even more important for professionals to actively look for opportunities to positively enhance public spaces, so that they are easily usable by all sectors of society. However in order to keep the scope of this guidance well-defined, and to ensure that it maintains its role as a *planning* document, the focus has been on physical accessibility and legibility.

All of the legislative requirements point to the value of early consultation and participation in projects, as part of a *'think access'* approach to place making.

3.0 The Planning and Transport Policy Context

3.1 *The Planning Status of the Inclusive Design Guidance*

Inclusive Design will ultimately be adopted by Kent County Council as Supplementary Planning Guidance to the Kent Design Guide (2005). Planning Policy Statement 12 (PPS12) gives local authorities the ability to adopt a document prepared in accordance with plan making regulations as a Supplementary Planning Document (SPD) which would form part of that authority's Local Development Framework (LDF). However in order to adopt an SPD, the authority must already have in place an adopted higher tier policy 'hook' in its LDF.

Where a higher tier policy is not in place, PPS 12 explains that local authorities can endorse a document prepared by a government agency, regional body or a County Council as supplementary guidance. Unlike an SPD, supplementary guidance does not form part of the LDF but is supplementary to it. Nevertheless, provided the document has undergone the requisite community engagement (and equalities/sustainability appraisals where required) it can be endorsed by a local authority and given the weight equivalent to an SPD in any decision making process. This would include decisions on individual planning applications, masterplan applications, Area Action Plans, and Conservation Area designations.

The Kent Design Guide, which has either been adopted or endorsed by a number of Kent Districts and Medway Council, is supported by the '*Strategy for Community Involvement for the Kent Design Guide*' and the '*Sustainability Appraisal of the Kent Design Guide*'. Both the consultation document and sustainability appraisal comply with the requirements of the 2004 Town and County Planning Act and Regulations.

Inclusive Design will undergo the same disciplines and consultation for SPDs as set out in the Regulations (Town and County Planning [Local Development] [England] Regulation 2004 as amended 2008 and 2009) and will be capable of adoption or endorsement by local authorities as a supplement to the Kent Design Guide, in addition to its status as professional guidance supported by the Equality Act 2010.

There are also a number of national policy and guidance sources which support inclusive design generally and advocate practical ways in which the public realm can be enhanced, particularly for disabled people and other pedestrians. These are set out in Appendix 1 for reference, where it is explained why these policy tools are important for inclusive design.

4.0 Principles of Inclusive Design

A truly inclusive society demands an environment in which a diverse population can exist harmoniously and where everyone, regardless of disability, age or gender, ethnicity or other circumstances, can participate equally and independently, with choice and dignity. The design and management of the whole range of buildings, spaces, and places are a fundamental part of this.

An important principle that underpins recent legislation and work on producing an inclusive society has been the wider application of the “Social Model of Disability”. The social model views everyone as equal and demonstrates that society itself can create physical, institutional, and relational barriers that prevent people participating and restricts their right to access. The key role of inclusive design thinking is to ensure professionals actively look for opportunities to improve accessibility and consider the needs of disabled people at scoping stage.

CABE (2006) describe inclusive design as ‘making places everyone can use’. In their guidance document, entitled *Principles of Inclusive Design* (2006), CABE note that by ‘designing and managing the built environment inclusively, the frustration and hardship experienced by many.....can be overcome (2006: iii).’ Five principles set by CABE are deemed vital towards achieving this objective, and are broken down as follows:

Principles of Inclusive Design

1. Placing people at the heart of the design process – through extensive stakeholder consultation right at the start of the thinking process.
2. Acknowledging diversity and difference – good design can only be achieved if the environment created meets as many people’s needs as possible.
3. Offering choice – where a single design solution cannot accommodate all users, applying the same high design standards should enable the access requirements of all users to be met.
4. Providing flexibility in use – places need to be designed so they can adapt to

changing uses and demands.

5. Providing buildings and environments that are convenient and enjoyable to use for everyone – involves considering roads, walkways, building entrances, signage, lighting, visual contrast, materials.

5.0 KCC Inclusive Design Guidance

5.1 Sound Principles

The principles above provide an important starting point for addressing inclusive design in the built environment. They should be used in assessing planning applications and in drawing up masterplans and area planning frameworks, as well as in the scoping of highways and traffic management schemes.

5.2 Planning Applications and Masterplans

Local Authorities must also require most new development proposals to include a Design and Access Statement, showing how the principles of inclusive design, including the specific needs of disabled people, have been integrated into the proposed development, and how inclusion will be maintained and managed. Linked to this, they should also show how 'secured by design' principles have been integrated into new schemes.

5.3 Highways and Traffic Management

Unlike new development proposals (with the exception of change of use or renovation schemes), much of KCC's highways activity is based on existing streetscape. In these circumstances, the full potential for applying 'access for all' principles should be investigated, but it must be noted that retrofitting cannot always result in a 100% accessible environment.

Whilst KCC already carry out a Customer Impact Assessment which includes equalities issues as a part of the appraisal. Should specific issues arise, a disability impact assessment may also be required where KCC as a public body are adopting a highway scheme. This would also extend to Section 278 works and Section 106 funded schemes. This is to ensure that the scheme will not worsen the situation and/or ensure that 'advancement of opportunity' (S.149 Equality Act) occurs.

These principles and the guidance below should be adopted by all responsible for changing or managing the built or highways environment.

KCC Inclusive Design Guidance

Local Authorities should integrate and adopt the principles of inclusive design so that public realm spaces, schemes and new developments:

- *Can be used safely, independently, easily and with dignity by all regardless of disability, age, gender, ethnicity or other circumstances.*
- *Are convenient and welcoming with no barriers, so everyone can use them independently without undue effort or separation.*
- *Are flexible and responsive to taking account of what different people say they need and want, so people can use them in different ways.*
- *Are planned in a way that encourages active community participation, particularly from disability/access groups.*
- *Are realistic, offering more than one solution to help balance everyone's needs, recognising that one solution may not work for all.*

The expectation is that the principal guidance above can be applied at different layers within the local authority's planning activities i.e.

- **Level 1 - Local Development Framework (LDF)**
Ensuring the principles of inclusive design are recognised within the high level strategy and objectives of each LDF in Kent
- **Level 2 - Area Action Plan (AAP)**
Ensuring that the principles of inclusive design are captured in terms of general access principles and access 'design codes' within AAP documentation
- **Level 3 - Masterplan level**
Ensuring that connectivity principles, layout, street functionality/hierarchy, land use zoning and access to play and open space are built around an inclusive design approach. This may also include a strategic access audit which looks at a number of pedestrian routes connecting into the area

- **Level 4 - Outline planning application for major development**

Ensuring all masterplan principles are adhered to, including an access audit for assessing the connections beyond the red line boundary of the site. This should be linked to the Transport Assessment, Travel Plan and Section 106 agreement

- **Level 5 - Detailed planning application for major, minor and other development**

Ensuring a full access appraisal including costing is carried out for Section 106 purposes. The detail and scale of the audit will depend on size and type of development

This hierarchical approach can equally be applied to the Council's transport and highways activities, ranging from Local Transport Plan 3 through to town centre traffic schemes and localised improvements.

5.4 Conservation and Design Quality

Whilst inclusive design is a primary objective of any development or streetscape scheme, it is appreciated that there are other policies and drivers associated with the conservation of specific buildings and their setting, and the preservation and enhancement of wider locations through Conservation Area designations.

The provision of an 'access for all' approach does not need to preclude high quality design solutions. However, careful consideration should be given to the design rationale early in the scoping and planning process, so that 'competing demands' can be managed and stakeholder discussions facilitated. Attention to materials palette, long term maintenance and problems associated with a disconnected streetscape environment need to be tackled early in discussions.

In line with Manual for Streets 2, there is scope to develop a phased approach to streetscape improvements, without needing to deliver complex or expensive

solutions. For example, decluttering pavements and removing surplus railings and signs can give an area a strong 'lift' in character, and also make it more accessible. Moving to a full design solution may only be needed in certain sensitive locations. TfL's graded approach to streetscape design supports this.

6.0 KCC Access Audit Tool

6.1 Introducing KCC Access Audit Guidelines

In order to provide a consistent and universal approach to public realm access auditing, KCC's Access Audit Toolkit is suitable for scheme engineers, developers and their consultants to follow when appraising a location prior to a scheme design or as part of preparation of a planning application. This ensures that key access issues are flagged up early and addressed as part of the scheme or application process. The audit guidance will stand alone as a separate toolkit, which will be available to download from www.kent.gov.uk in due course.

The access audit guidelines have been developed through best practice and continual improvement over a number of years and tested in several locations across the UK (Gloucester, Cheltenham, Bath, Bristol, Carlisle, Essex and East Sussex) with success.

The audit process is therefore suitable for a number of applications i.e.

- Auditing a streetscape prior to preliminary and detailed scheme design to ensure that all access 'failures' and opportunities are properly recorded and explained to the design team. Through this process, a large number of access issues can be 'designed out' at no extra cost. This avoids the risk and cost of remedial action later on in the implementation process, and to futureproof schemes from both consultation and installation/maintainability angles
- Auditing a series of key pedestrian routes to ensure that all future development affecting the route contribute 'fairly and reasonably' to their improvement under the provisions of Circular 05/05 (Planning Obligations)
- Assessing pedestrian routes on a town wide basis to inform Area Action Plan and Local Transport Plan activities

- Auditing specific routes that connect to a particular development proposal, to be presented as an Annex to the Transport Assessment and linked to the Travel Plan in relation to walking accessibility and the target level of reduction of car trips anticipated. This applies to public developments (e.g. schools) and to private developments and guidance given on the need for the assessment at pre-application stage. Each case will be assessed on its own merits, as overall scale or class of development is not the principal reasons for invoking an access audit e.g.
 - Change of use of a residence to form a doctors or dentists would require an assessment because of the customer base likely to need access
 - Adding a mezzanine floor within a retail store (internal) would not need an access audit unless extra customers were generated
 - A masterplan for a new shopping centre would require full assessment to provide connectivity
- Setting out a rolling programme of audits for critical locations in Kent, in line with emerging LTP3 priorities. This would ensure the necessary intelligence is collected and processed prior to scheme development and that social inclusion and accessibility issues are identified early in the process

In all cases the remedial works can be prioritised and then costed according to KCC's standard schedule of works. An important part of the audit process is the accurate recording of barriers and obstacles in the streetscape, including existing clearance widths to ensure the extent of remedial works are properly recorded. The information can be recorded digitally or manually, and then translated into the appropriate format (i.e. GIS).

The pricing can be used to support business cases and collaborative funding assembly. It can also be used to justify negotiated Section 106 contributions where the pedestrian linkages are particularly important to the viability of the development scheme and the target levels of sustainable travel use from the site.

The costing tool will also help evaluate the cost/benefits of enhancing an existing scheme with 'top up funding' to remove a more substantial number of barriers. For example, in Essex, the access audit processes for Chelmsford and Loughton led to the development of scheme solutions that could remove over 90% of the access issues, by making the scheme engineers fully aware of the specific items early in the design process.

As part of the access guidelines, there are signposts of 'Do's and Don'ts that point out frequent mistakes and pitfalls made in the design process and how to avoid them. There is already in place a training programme associated with the access audit tool which draws on wider best practice, and in particular, shows instances where the access audit approach has assisted with:

- Early support from developers and their consultants
- Section 106 negotiations, prioritising measures that will bring most benefit for the local community
- Making the transport case for development easier and more acceptable
- Supporting major urban extension applications and smaller scale developments
- Planning Appeal evidence and Common Ground
- Community level audits
- Supporting town centre Area Action Plans
- Town centre civic and public realm schemes
- Improving linkages from employment areas to public transport facilities
- Safer Routes to School Audits
- Preliminary and detailed design of highway schemes, removing many DDA barriers as part of the scheme proposals

7.0 Signposting: Legislation

The Equality Act 2010

http://www.equalities.gov.uk/equality_act_2010.aspx

The Equality Act 2010 is a new act bringing together and extending all the previous equality laws. It replaces older discrimination and equality impacts, such as the Disability Discrimination Act, Race Relations Act, and Sex Discrimination Act and consolidates these provisions – alongside new one – in the new Act. Some provisions came into force on the 1st October 2010, with more to come in operation from April 2011.

Although the Acts cover many forms of discrimination, Section 15 specifically covers discrimination arising from disability – which means that disabled people have specific rights to not be treated unfavourably. As most issues of poor design of the public realm have a greater effect on people with physical impairment, this is why *Inclusive Design* focuses on this group.

Section 13 of the Act also states that in relation to disability that it is not discrimination to treat a disabled person more favourably than a person who is not disabled.

The Disability Discrimination Act (1995/2005) (now repealed by the Equality Act as of 1/10/10)

http://www.direct.gov.uk/en/DisabledPeople/RightsAndObligations/DisabilityRights/DG_4001068

The DDA contained duties to make reasonable adjustments to physical features of premises in certain circumstances.

The Disability Equality Duty (2006) (now repealed by the Equality Act as of 1/10/10)

http://www.direct.gov.uk/en/DisabledPeople/RightsAndObligations/DisabilityRights/DG_10038105

The DED represents an opportunity for the public sector to address the inequalities that disabled people face in their day-to-day lives and their chances for the future. This has been rolled forward into the Equality Act via Section 149 in particular

Public bodies had a statutory duty to produce a Disability Equality Scheme (DES) which is a framework that assists authorities to plan, deliver, and report on activities which they undertake to ensure that they comply with the DED. Local Authorities still have a duty to ensure that they have clear audit trails and to act conscientiously within the Equality Act.

Part M of the Building Regulations (2004): Access to and Use of Buildings

www.planningportal.gov.uk/england/professionals/buildingregs/technicalguidance/bcapproveddocumentslist/

This Approved Document deals with the requirements of Part M of Schedule 1 to the Building Regulations 2000 (as amended). The most relevant Section is entitled '*Access to and Use of Buildings Other Than Dwellings*'. Approved documents are intended to provide guidance for some of the more common building situations. The guidance, technical details and diagrams that follow in Part M cover the areas of approach paths, car parking, access steps, handrails and entranceways.

8.0 Signposting: General Design Guidance

British Standard BS8300:2009 - Design of buildings and their approaches to meet the needs of disabled users (2009)

<http://www.ihsti.com/tempimg/5F34176-CIS888614800288303.pdf>

BS8300:2009 explains how the built environment can be designed to anticipate, and overcome, restrictions that prevent disabled people making full use of premises and their surroundings. It makes recommendations for car-parking provision, setting-down points and garaging, access to and around all buildings, and entrances to and interiors of new buildings.

CABE: Civilised Streets (2008)

<http://staging.cabedb.precedenthost.co.uk/publications/civilised-streets>

Civilised Streets looks at different design approaches and at notions of street safety. It explores recent discussions on shared space and explains the many benefits of the recent change in thinking away from the car and towards the pedestrian, with a focus on creating streets that work for all.

CABE: Inclusion by Design - Equality, Diversity and Built Environment (2008)

<http://www.cabe.org.uk/files/inclusion-by-design.pdf>

Inclusion by Design addresses the wider issues of design and social inclusion, beyond the more traditional definitions of “access”.

CABE: Living with Risk: Promoting Better Public Space Design (2007)

<http://www.cabe.org.uk/files/living-with-risk-full.pdf>

Living with Risk explores views from national organisations concerned with risk and public spaces, while 10 case studies of public space schemes help establish how consideration of risk impacts of the design process and the implications for the choices of clients, professionals and the public.

CABE: The Principles of Inclusive Design: They Include You (2006)

<http://www.cabe.org.uk/files/the-principles-of-inclusive-design.pdf>

The Principles of Inclusive Design sets out 5 key principles at the heart of inclusive design. This guide sets out the principles of inclusive design to create places that everyone can use.

Centre for Accessible Environments – Designing for Accessibility (2004)

http://www.cae.org.uk/publications_list.html

Designing for Accessibility contains a good introduction explaining Part M, Approved Document M, BS8300, Access Statements and the Disability Discrimination Act 1995. It also uses diagrams and technical data to highlight how inclusive design can be facilitated in external environments.

English Heritage: Easy Access to Historic Landscapes

<http://www.english-heritage.org.uk/publications/easy-access-historic-landscapes/>

English Heritage: Easy Access to Historic Buildings (2004)

<http://www.english-heritage.org.uk/publications/easy-access-to-historic-buildings/>

Easy Access to Historic Buildings offers advice on how to develop a framework in which the requirements of each property, and the needs of its users, can be assessed and an access strategy agreed. The guidelines are intended for those who own, manage or occupy historic buildings in England, and who, under the service provider, employer and education provisions of the DDA, have particular responsibilities towards disabled people. The guidelines also extend to those who

will be professionally involved in planning alterations to historic buildings or in advising on alternative forms of service provision.

Guide Dogs: Inclusive Streets: Design Principles for blind and partially sighted people

<http://www.guidedogs.org.uk/index.php?id=134>

Commissioned and produced by Guide Dogs on behalf of Action for blind people, Association of Visually Impaired Office Staff, Deafblind UK, Joint Committee on Mobility of Blind and Partially Sighted People, NALSVI, National Federation of the Blind UK, RNIB, Sense and The Access Association with a foreword by the Equality and Human Rights Commission. This document sets out the key design principles for the provision of inclusive accessible street environments whether in traditional streets or in a shared space design.

Papworth Trust: Guide to Developing Inclusive Communities - A 12 step guide to planning, designing and managing communities which are inclusive for disabled people (2008)

<http://www.papworth.org.uk/downloads/FINAL%20Guide%20to%20Developing%20Inclusive%20Communities%20Mar%202008.pdf>

RNIB and Sign Design Society Publication – Sign Design Guide – A Guide to Inclusive Signage

www.rnib.org.uk/shop/Pages/Category.aspx?Category=access_inclusion_publication

The Sign Design Guide is published jointly by the Sign Design Society and the Royal National Institute of Blind People (RNIB). It focuses on making environments accessible to everyone and addresses the concept of inclusive signage. It provides clear guidance on producing signs and other wayfinding information.

Planning and Access for Disabled People – A Good Practice Guide ODPM (2003)

<http://www.communities.gov.uk/publications/planningandbuilding/planningaccess>

This document offers a number of good practice points to inform the reader on how best to facilitate disabled people in the planning and design process.

ODPM (2004) Safer Places – The Planning System and Crime Prevention

http://www.securedbydesign.com/pdfs/safer_places.pdf

Sport England: Accessible Sports Facilities (2010)

<http://www.sportengland.org>

This recently updated guidance note addresses the requirement to provide disabled people with full access to all sports facilities. It indicates what reasonable provision in a modern sport facility is, and provides checklists for use in conjunction with access audits and an audit methodology.

The Countryside Agency: Paths Without Prejudice (2001)

<http://www.naturalengland.org.uk/>

This best practice guidance provides information aimed at improving countryside paths, trails and routes that to make them suitable for users of all ages and abilities. *Paths Without Prejudice* is designed to assist Highways Authorities when deciding upon what steps they will be taking to comply with the duties of service providers within the Disability Discrimination Act 1995.

The Countryside Agency: Sense and Accessibility (2000)

<http://www.naturalengland.org.uk/>

Sense and Accessibility provides guidance to land managers in rural settings for improving access to people with mobility impairments.

Play England – Better Places to Play through Planning

www.playengland.org.uk

This deals with universal design principles for children’s play space and ensures provision is inclusive and integrated. This is particularly important to local authorities receiving Play Pathfinder and play Builder funding for new and refreshed play provision.

9.0 Signposting: Highways and Transport Guidance

DfT Inclusive Mobility – A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure (2003)

<http://www.dft.gov.uk/transportforyou/access/peti/inclusivemobility?page=1>

Inclusive Mobility provides guidance on established best practice in a general sense, which relevant organisations can apply to their particular situations. The document includes information and diagrams on best practice for footways, footpaths, pedestrian areas, tactile paving surfaces, car parking, transport related access guidance, i.e. Taxi stops, bus stops, transport related buildings etc. The DfT's Manual for Streets references this document in a section entitled Street Users' Needs.

DfT Manual for Streets (2007)

<http://www.dft.gov.uk/pgr/sustainable/manforstreets/mfssummary.pdf>

Manual for Streets provides guidance for practitioners involved in the planning, design, provision and approval of new residential streets, and modifications to existing ones. The importance of inclusive design is addressed in Chapters 1 & 6 and emphasises that consideration of access for all issues is an opportunity for enhanced design solutions rather than a 'compliance' regime. The DED principles are also supported through the Manual for Streets approach.

Manual for Streets 2 (2010)

www.ciht.org.uk

Manual for Streets 2 - Wider Application of the Principles is the result of collaborative working between the Department for Transport and the transportation industry. Since streets and roads make up around three-quarters of all public space – their design, appearance, and the way they function have a huge impact on the quality of people's lives.

The aim of the document is to extend the advantages of good design set out in Manual for Streets 1 (2007) to cover streets and roads outside residential areas and to provide an environment that improves the quality of life. By rethinking the way High Streets and non-trunk roads are designed, the fabric of public spaces and the way people behave can be changed. It means embracing a new approach to design and breaking away from inflexible standards and traditional engineering solutions.

The new guide does not supersede Manual for Streets; rather it explains how the principles of the first document can be applied more widely. The guide further integrates the fundamentals of “Link and Place”, allowing designers to set the right design strategy for the particular nuances of busier streets. It also outlines a process to deliver the Government's new de-cluttering agenda which will go a long way to creating barrier-free environments.

DfT/CLG Good Practice Guidelines: Delivering Travel Plans through the Planning System (2009)

www.dft.gov.uk/pgr/sustainable/travelplans/tpp/

This document sets out in detail how travel plans should be developed to accompany planning applications, and the importance of introducing the travel plan early on in the scoping and pre-application stages.

The guidelines also stress the need for the necessary infrastructure (including walking/cycling networks and access to public transport) to be scoped out as part of the travel plan process, so the necessary support infrastructure is in place to enable people to use sustainable transport alternatives.

This approach supports the allocation of the access audit tool, as it helps to identify, plan and priorities those 'easy access' routes which are vital to site connectivity and safe and independent access.

DfT Shared Space Project: Stage 1 Appraisal of Shared Space (Nov 2009)

<http://www.dft.gov.uk/pgr/sustainable/sharedspace/stage1/pdf/stage1.pdf>

This report has been prepared by the DfT as an early output from their Shared Space programme. Designed to develop evidence based guidance on shared space and its application, the research includes analysis of those schemes which feature a level surface without kerbs.

DfT Building Sustainable Transport Infrastructure into New Developments (2008)

www.dft.gov.uk/pgr/sustainable

Whilst these guidelines were originally written to focus on Eco-towns and Growth Points they contain a number of key design principles which are useful for any larger scale development proposal or urban extension situation. Given the growth planned for the South East, and particularly in Kent towns such as Ashford, this document clearly encourages both local authorities and developers to fully consider the 'menu' of sustainable transport options early on in the planning process.

The guidance explains how Growth Points and Eco-towns should therefore foster an ethos of green travel from the outset by integrating sustainable travel choices into their planning and design process. In order to influence travel behaviour it is imperative that the future needs of a community are considered and captured through good quality planning before infrastructure is put in place. Opportunities must be taken within the planning process to make cycling; walking and public transport the modes of choice. These modes must be made more convenient for the majority of journeys than car usage, in order to promote genuine modal shift.

Planning, buildings, streets and disability equality (Disability Rights Commission, 2006)

www.dotheduty.org/sectoral-guidance.asp

A guide to the Disability Equality Duty and Disability Discrimination Act 2005 for local authority departments responsible for planning, design and management of the built environment and streets.

Inclusive Projects (Disabled Persons Transport Advisory Committee, 2003)

<http://dptac.independent.gov.uk/pubs/inclusive/guide/02.htm>

This stresses the need to commit to and integrate inclusive design principles when planning and implementing projects.

Planning and Access for Disabled People (Office of the Deputy Prime Minister, 2003)

www.communities.gov.uk/publications/planningandbuilding/planningaccess

This defines an inclusive environment as one that can be used by everyone regardless of age, gender or disability.

Providing for Journeys on Foot (2000)

www.ciht.org.uk

The guidance outlines best practice in planning and providing for pedestrians. The document outlines how to plan and implement walking measures as part of a wider integrated transport strategy.

DfT Guidance on the use of Tactile Paving Surfaces (2005)

<http://www.dft.gov.uk/adobepdf/259428/tactilepavement>

For blind and partially sighted people. The document covers key design principals for information surfaces, guidance paths, warning surfaces, pedestrian crossings etc. This document also uses diagrams and measurements to make the content more understandable.

DfT Pedestrian Guard-railing (April 2009)

<http://www.dft.gov.uk/pgr/roads/tpm/ltnotes/ltn209pedestrian.pdf>

This Local Transport Note provides guidance that local authorities may choose to adopt, including a description of the development of policy guidance on guard-railing and an assessment procedure for the evaluation of the need for the installation or removal of pedestrian guard-railing, particularly at pedestrian crossings and road junctions.

10.0 Signposting: Access Statement Guidance

CABE: Design and Access Statements: How to write, read and use them (2006)

<http://www.cabe.org.uk/files/design-and-access-statements.pdf>

Explains what design and access statements are and how they work with both detailed and outline planning applications. This document also shows people who are writing statements what to include, and outlines how local authority planners and councillors and anyone else considering a planning application can use statements to check if the proposal is good enough to approve.

Design and Access Statements - Issued through CLG Circular 01/2006: Guidance on Changes to the Development Control System

<http://www.communities.gov.uk/documents/planningandbuilding/pdf/144854.pdf>

This document provides guidance on changes to the DC system introduced by the Planning and Compulsory Purchase Act 2004. A design and access statement must accompany planning applications for both outline and full planning permissions. Amongst other things, an access statement should provide information on any consultation undertaken in relation to issues of access and how the outcome of this consultation has informed the development proposals. This should include, for example, a brief explanation of the applicant's policy and approach to access, with particular reference to the inclusion of disabled people, and a description of how the sources of advice on design and accessibility and technical issues will be, or have been followed.

Design and Access Statements: the Access element - Planning Advisory Service (PAS): <http://www.pas.gov.uk/aio/39119>

11.0 Signposting: Case Studies

In order to support local authority officers, developers, consultants and community groups we plan to produce a series a case study 'proformas' to show what can be achieved and lessons learnt. This will not form part of the formal guidance but will be 'living' tool.

This is not designed to duplicate existing national best practice sources (e.g. CABE, CAE) but designed to bring a Kent focus to the case studies

At this stage it is planned that the case studies will cover:

- A major town centre economy and public realm scheme
- A tourism-led strategic access scheme
- A major housing scheme/urban extension
- A town centre traffic management/urban improvement scheme
- A residential-based traffic management programme
- A Safer Routes to School/community walking route
- A public right of way enhancement
- A new school development
- A retail development
- A public transport interchange scheme
- An improvement scheme to a park/open space, potentially including a new play area

12.0 Signposting: Training and Development

As part of the development of Inclusive Design KCC have held a stakeholder workshop as part of the engagement process

The workshop (Sept 2010) involved a number of stakeholders who have a 'technical' interest in the guidelines and will be used as a screening process to establish the user-friendliness of the documents and the access audit process to professionals who will need to use the tool. Key disability groups, access organisations and umbrella community groups are being included in this round of consultations

It is intended to run dissemination training events for local authority staff, developers and their consultants to ensure there is consistent application of the guidelines, particularly across KCC's own scheme programme and through the planning application process. The running of a simplified programme for Parish Councils, Access Groups and other community organisations is also being considered.

There are also a number of existing training and development opportunities available to planners, engineers, architects and other professionals involved in 'placemaking'. Whilst this guidance cannot recommend one particular source of training, the Centre for Accessible Environments website provides a helpful portal through which training can be accessed. Go to www.cae.org.uk for more information.

13.0 Key Organisations & Sources of Further Information

Access Association

<http://www.access-association.org.uk>

Centre for Accessible Environments

<http://www.cae.org.uk>

Chartered Institution of Highways and Transportation

<http://www.ciht.org.uk>

Commission for Architecture and the Built Environment (CABE)

<http://www.cabe.org.uk/>

Tel: 020 7070 6700, Fax: 020 7070 6777

Department for Communities (formerly DCLG)

<http://www.communities.gov.uk/corporate/>

Department for Transport

<http://www.dft.gov.uk>

Tel: 020 7944 8300, Fax: 020 7944 9643

Equality and Human Rights Commission (EHRC)

<http://www.equalityhumanrights.com/>

0845 604 6610

Disabled Passengers Transport Advisory Committee (DPTAC)

<http://www.dptac.independent.gov.uk>

Tel: 020 7944 8011, Textphone: 020 7944 3277, Fax: 020 7944 6998

E-mail: dptac@dft.gsi.gov.uk, Website: www.dptac.gov.uk

Design Council

<http://www.designcouncil.org.uk/>

English Heritage

<http://www.english-heritage.org.uk/>

Guide Dogs

<http://www.guidedogs.org.uk>

Highways Agency

<http://www.highways.gov.uk/>

Institution of Civil Engineers

<http://www.ice.org.uk>

Institute of Highways Engineers

<http://www.ihie.org.uk/>

National Federation of Shopmobility

<http://www.shopmobilityuk.org>

National Register of Access Consultants (NRAC)

<http://www.nrac.org.uk>

Royal Association for Disability and Rehabilitation (RADAR)

<http://www.radar.org.uk>

Royal National Institute for Blind People (RNIB) including RNIB Access Consultancy Services

www.rnib.org.uk

Royal National Institute for Deaf People (RNID)

<http://www.rnid.org.uk>

Royal National Institute for the Blind (RNIB)

<http://www.rnib.org.uk>

Royal Town Planning Institute

www.rtpi.org.uk

Town and Country Planning Association (TCPA)

<http://www.tcpa.org.uk/>

www.dotheduty.org

www.direct.gov.uk/en/DisabledPeople/RightsAndObligations/DisabilityRights/

www.equalityhumanrights.com/

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<http://www.statistics.gov.uk/cci/nugget.asp?ID=6>

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(www.tfl.gov.uk)

Transport for London, Women's Action Plan
<http://www.tfl.gov.uk/static/corporate/media/newscentre/archive/4345.html>

Equality Act 2010
www.equalities.gov.uk

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http://www.securedbydesign.com/pdfs/safer_places.pdf

APPENDIX 1: Summary of Relevant National Planning and Transport Policy

Planning Policy Statement 1 (PPS1) 'Delivering Sustainable Development' (2005)

PPS 1 sets out the overarching planning policies on the delivery of sustainable development through the planning system. Paragraph 13 of PPS1 sets out a number of key principles that are to be applied to ensure development plans and development management decisions contribute to the delivery of sustainable development.

One of the key principles states that planning policies should promote high quality inclusive design in the layout of new developments and individual buildings in terms of function and impact not just for the short term but over the lifetime of the development.

PPS 1 also states that development plans should contain clear, comprehensive and inclusive access policies in terms of both location and external physical access. Such policies should consider people's diverse needs and aim to break down unnecessary barriers and exclusions in a manner that benefits the entire community. An example of this is that through designing out of crime, new communities will be safer and engender community cohesion and integration.

Planning Policy Statement 3 (PPS3) 'Housing' (2006)

Reflecting advice given in PPS1, PPS3 advocates that good design should contribute positively to making places better for people. It is advised that design policies should be aimed at creating places, streets and spaces which meet the needs of people, are accessible, safe, inclusive, functional, visually attractive, have their own distinctive identity and maintain and improve local character.

Planning Policy Statement 4 (PPS4) 'Planning for Sustainable Economic Development' (2009)

PPS4 states that Local Planning Authorities should assess planning applications for economic development against a number of impact considerations, including, whether a proposal secures high quality and inclusive design, which takes opportunities available for improving the character and quality of the area and the way it functions.

This supersedes PPS6 which focused on retailing and town centres.

Planning Policy 5 (PPS5) 'Planning for the Historic Environment' (2010)

PPS5 is concerned with those parts of the historic environment that have significance because of their historic, archaeological, architectural or artistic interest, which are termed 'heritage assets'. This statement also covers heritage assets that are not designated but which are of heritage interest and are thus a material planning consideration.

If a site is considered to have potential to include heritage assets, PPS5 requires developers to provide an assessment of the impact of the proposal in the planning application for the site (within the design and access statement when this is required). This will form part of the

Planning Policy Statement 12 (PPS12) 'Local Development Frameworks' (2008)

Advice in PPS12 states that in preparing local development documents, local planning authorities must include policies on design and access. Furthermore, PPS12 encourages development that is well-designed and responds to the local physical, social and economic context, as well as being safe, clean, attractive and accessible for all users.

Planning Policy Guidance Note 13 (PPG13) 'Transport'

PPG13's primary objectives are to integrate planning and transport at the national, regional, strategic and local level as well as to promote more sustainable modes of transport (for both carrying people and moving freight).

The guidance outlines that when managing development local authorities should look to promote sustainable modes of travel by ensuring that people can access key areas and services by walking and cycling and public transport. It also highlights that major travel generators should look to be developed close to major public transport interchanges and that the needs of disabled people as pedestrians are fully accounted for. It specifically outlines that quick, easy and safe interchange is essential to integration between different modes of transport.

The document also outlines that in the design of individual developments community safety and road safety are paramount. It emphasises that a key planning objective is to ensure that jobs, shopping, leisure facilities and services are accessible by public transport, walking, and cycling particularly in relation to promoting social inclusion.

Planning Policy Guidance Note 17 (PPG17) 'Planning for Open Space Sport and Recreation' (1991) and Consultation Draft 'Planning and the Natural Environment' (2010)

PPG17 advises that in looking to improve existing open space and facilities, local authorities should encourage better accessibility of existing open spaces and sports and recreational facilities, taking account of the mobility needs of the local population. Also, in identifying where to locate new areas of open space, and sports and recreational facilities, local authorities should promote access by walking, cycling and public transport, and ensure that facilities are accessible for disabled people.

The latest consultation focusing on the natural environment and green infrastructure, emphasises that sustainable development is the core principle underpinning planning. Specifically the document outlines that planning should:

- Conserve and enhance the natural environment;
- Minimise vulnerability of places, people and wildlife to the impacts of climate change;
- Deliver safe and attractive places to live including ensuring that open spaces, green infrastructure, sports and recreation spaces are safely and easily accessible by walking, cycling or public transport.

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**Inclusive Design and Placemaking
Supplementary Appendix to Kent
Design Guide**

Access Audit Toolkit

22nd October 2010

Produced in partnership by Kent County Council, Maidstone Borough Council
and Tunbridge Wells Borough Council

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Access Audit & Guidelines

Technical Guidance and User Guide
October 2010

1 Introduction

Setting the Scene

A high quality and accessible environment is central to increasing walking levels and providing an experience that meets the needs of all users irrespective of age, ability, experience or understanding. National guidance issued by the DfT and Communities' highlights the central role of combining 'hard' and 'soft' measures to create accessible environments that encourage a shift to sustainable travel and help respond to issues of congestion, poor health, climate change, regeneration, as well as housing and economic growth.

It is apparent that understanding and addressing issues of accessibility will be a dominant factor in decisions to grant planning permission.

Creating an Accessible Environment – Key Principles

Almost everyone is a pedestrian at some point, as such; environments must cater for a wide variety of users. Whilst individual user needs may vary, people walking can be considered to have the same basic requirements and making an environment walkable for all can be summarised using the '5 C's':

- **Connected** – consideration should be given to the locations of local attractor destinations and routes should be designed or improved to provide links and help people get from A to B in a direct, safe and easy manner
- **Convenient** – developing pedestrian networks should be a high priority in street design. They should connect to one another and crossings should be on pedestrian desire lines to minimise deviation.
- **Comfortable** – routes should make walking an enjoyable experience by ensuring they are high quality, safe, free from obstructions and of an acceptable gradient and width.
- **Conspicuous** – streets should be made safe by increasing natural surveillance, reducing speeds and mitigating the impact of anti-social behaviour for people walking.
- **Convivial** – the quality of the walking environment should be improved to enhance the way people feel about and interact with the local area and other people. This involves tackling issues such as litter and graffiti and by creating engaging and interesting public space through the use of materials, lighting and art.

This highlights the importance of providing a pleasant and comfortable experience for users. However, it is important to note that a pedestrian should not be thought of

as just a transport user getting from 'A to B', the term applies to anyone using the public realm, for instance people sitting, talking or reading. This needs to be borne in mind when creating and reviewing pedestrian environments.

The importance of objective appraisal

This accessibility audit tool has been developed to allow users to undertake an independent appraisal of existing and/ or proposed streetscapes to evaluate the quality of an environment ahead of development of a scheme or planning application. The tool will help ensure consideration of priorities from an Equality Act perspective have been met. This tool is designed to assess both the quality of an environment for its users whilst providing a check on basic design standards. The majority of users within an environment do not consider whether their surroundings meet design standards, they assess an environment based on how it caters for their needs. In many circumstances it will be appropriate to exceed standards (which are commonly based on minimum desirability) to achieve a higher quality of public realm.

Nevertheless, to ensure an environment caters for all its users and to help identify quick-wins this tool helps to identify issues and problems associated with design. Environments should be considered from the view point of more vulnerable users including adults with children or buggies, wheelchair users, visually impaired people, older pedestrians and children.

Relationship with Part M Building Regulations and other Standards

Our rationale is to apply a single common approach to the pedestrian environment for both public and private spaces where there is more intensive movement. Both *Part M* (Building Regulations) and DfT's *Inclusive Mobility* document provide specifications to support access to buildings and access within public spaces. Part M specifically relates to means of access from the boundary of a site to the entrance of a building; whereas *Inclusive Mobility* generally uses higher standards for pedestrian routes.

For planning applications the schemes must comply to Part M but the spirit of the guidance is to encourage the designer **to look beyond minimum standards to create a solution that best suits the location**. The audit process is designed to help highlight specific weaknesses in the public realm so that the designer can make informed recommendations and decisions about the dimensions and standards he will use. In the same way as *Manual for Streets* encourages a thought process that moves away from 'meeting minimum standards' so the access audit process is in place to help the designer develop an optimum, user-friendly development or scheme.

In order to address the requirements of the Equality Act to **advance opportunity** for disabled people wherever possible designers should be looking to apply the higher standards rather than adopt a minimum compliance approach.

Aims of the Access Audit

The aims of the audit are to:

- Evaluate the quality of an environment from a users perspective;
- Identify all the barriers to movement in the public realm that may restrict the opportunities for pedestrians to move freely in the streets and gain entry to any public building along the route;
- Produce an accurate on-site record of the barriers so that the information can be entered into a database and used for asset management, scheme design or Section 106/278 obligations; Note that this includes recording of existing street furniture locations and clearance widths.
- Testing of connections between new development site and the surrounding area.
- Make a record of suggestions about the actions necessary to remove the barriers.

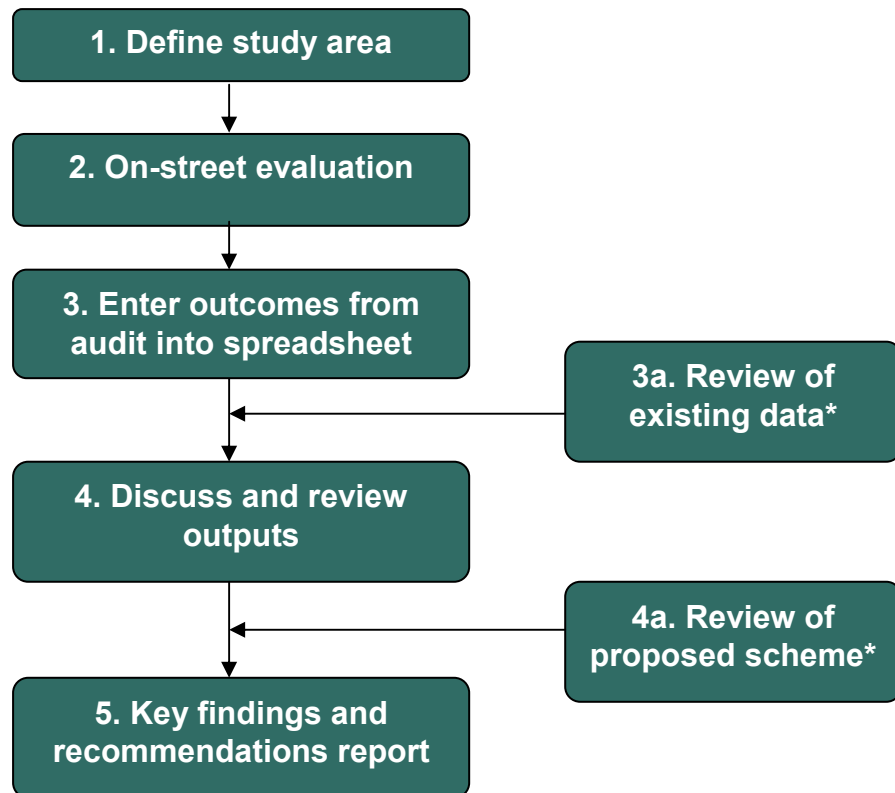
The audit can be applied to the following environments:

- Streets / Roads including residential streets, shopping streets and all other streets where there is a demand for pedestrian movement. This includes links to and facilities at public transport nodes and crossings;
- All public rights of way;
- Public amenity space;
- Parks and open spaces.
- Pseudo=public areas e.g. shopping courtyard maintained by private companies
- Access to rail and bus stations, bus stops and other transport interchanges

Whilst the main audit is normally carried out during the working day in order to capture photographs and other intelligence, it is recommended, if resources allow, to carry out an audit at the busiest time (e.g. shopping street on a Saturday morning) and also in the evening/night-time to pick issues of surveillance, personal safety and visibility.

2 Audit Process

The key stages of the review process are illustrated below:



** Where appropriate*

Stage 1: Define study area

The study area should be defined using computer based or paper mapping to identify the audit boundaries, allow each environment to be identified and help allocate the routes to be assessed. Reviewers should take copies of the maps on-site for orientation and assessment purposes.

Stage 2: On-street evaluation

The identified routes should be assessed as set out below, prior to an assessment being undertaken, reviewers should have read this document and familiarised themselves with the potential barriers and appropriate standards as set out in Appendix A. The review should not be undertaken mechanically, and reviewers should assess how people are likely to want to use the environment and how well the environment serves their needs. The reviewer should not only consider an environment from their own point of view but also as if they were mobility or visually impaired for example. Reviewers should also be mindful of the impact of weather conditions and time of day.

To provide assistance a set of prompts have been developed and are attached at the end of this guidance document.

On-street review method:

1. Walk the route to get a feel of the general ambience of the area.
2. Complete the survey sheet in full, including names of the surveyors, date, time, weather and location;
3. Start at the beginning of your allocated section and look out for any obstructions or barriers that may impede movement. Give each barrier a number (starting at 1), and note the number on the plan as accurately as possible. If a particular problem relates to the whole street use arrows or shading to denote the extent of the problem. If there is a nearby property with a number/ name or other landmark it would be sensible to record this as well as marking the number on the map.
4. Enter the barrier number in the Route Point column of the survey sheet and describe the nature of the barrier in the Observation column and a proposed solution in the Recommendation column.
5. Where the barrier is not in-line with specific design standards, for instance where a dropped kerb is not flush or the gap between items of street furniture is too narrow or the footway is below standard widths the appropriate measurement (e.g. dropped kerb has a 10mm upstand) should be noted in the Measurement(s) column.
6. Take a photo of the barrier and log the photo reference in the Photo(s) column of the survey sheet.
7. If the property adjacent to the environment being reviewed is a public building i.e. not a private house, check to see whether access is restricted. Categorize the properties on the route as follows:-
8.
 - a. **Colour in red** - properties that could not be entered by mobility impaired persons.
 - b. **Colour in yellow** - properties that could be entered by a mobility impaired person with assistance.
 - c. **Colour in green** - properties that could be easily entered by all users. (N.B. It will not be necessary to enter the property to complete this assessment)
9. Continue walking the street noting barriers in the same way until you reach the end of your route. If auditing both sides of a street, number one side of the street consecutively and then return along the opposite side.
10. At the end of your audit make notes on the survey sheet concerning the general quality of the pedestrian environment using the qualitative indicators (Appendix A) as a guide to the type of matters that should be taken into

account. An overall score for each indicator should also be identified as explain in Appendix A. Reviewers should also include any other general observations they feel will enhance the overall quality of the findings.

An example survey sheet is attached to this document.

Note: The conduct of the audit inevitably involves making a judgment about what constitutes a barrier. Try to be as objective as possible by referring to the Prompts, Barrier Checklist in Appendix A and discussing any questionable points with members of the team in an attempt to arrive at a consensus. If in doubt - record the problem - it can always be eliminated if it is thought to be of minor significance. The Indicator Checklist is intended to provide a guide to the things to look out for on the route but reviewers should add any other matters that are not on the list and make a note in records as this may help to refine the audit checklist for future use.

Stage 3: Enter outcomes from review into electronic spreadsheet

The on-site evaluation survey sheets should be used to complete the electronic spreadsheet entering both Observations and Recommendations along with the relevant short-hand codes. These codes are attached in Appendix B.

In addition, the anticipated cost of each recommendation should be provided along with the OS coordinates, a link to the photos and an assessment of the barriers' relative priority from 0 where no action is considered necessary/ worthwhile to 5 where immediate action is required.

Stage 3a: Review of existing data

Where available and appropriate a review of existing data will support and inform the above analysis, this should include the following if available:

- Road accident data
- Stakeholder views
- Traffic flows and speeds
- Pedestrian flows / count data
- Crime and disorder data
- Complaints
- Public transport information.

Stage 4: Discuss and review outputs

The outcomes of the above stages should be reviewed and discussed with colleagues to arrive at a consensus over the identified costs and priorities.

Stage 4a: Review of proposed scheme

Where a new scheme is proposed, the plans/ drawings should be reviewed in a similar manner to that described in Stage 2. Each potential barrier should be numbered on the plan and logged within the spreadsheet along with the appropriate Observation and Recommendation Codes. The barriers identified previously through the on-street audit should be borne in mind to check that issues are being addressed.

2.2 Audit Prompt Sheets

FOOTWAYS AND OFF ROAD PATHS

Effective Width

- How wide is the 'effective' pedestrian space?
 - Is it sufficient for flows?
 - Is it suitable for wheelchair use?
 - Does the link meet standards?
 - Is it wide enough to allow pedestrians to pass one another and obstructions?
 - Is there congestion?
-

Kerbs/ Dropped kerbs

- Are kerb upstands located where appropriate?
 - Are kerbs dropped and consistent?
 - Are they situated on desire lines?
 - Can dropped kerbs be used to cross the road easily?
 - Are they wide enough?
 - Is the gradient suitable?
 - Are they flush? Should be a maximum of 6mm
 - Should be bull-nosed, not square
 - Do the dropped kerbs have the appropriate tactile paving
-

Tactile Information

- Is tactile information present?
 - Is the tactile information consistent?
 - Is the tactile information correct?
 - Does the tactile provision meet with the standards?
 - To what extent is it maintained?
 - Is the tactile paving faded?
 - Is the tactile paving the right colour?
 - Are there any interruptions, service hatches for example?
-

Steps/ Gradient/ Ramps/ Handrails

- Are alternatives to steps provided?
- Is there sufficient contrast between the steps?
- Is a textured surface provided?
- How severe is the gradient?
- Are there rest points? (NB individual ramp sections must be less than 6m)
- Are handrails provided? Do they meet standards?
- Do the steps have the recommended contrast highlighted step nosings?

- Do the steps have warning corduroy paving at the top and bottom?
 - Is there enough space for a wheelchair user to turn?
-

Surface quality

- Is the surface even and smooth?
 - Are there any trip hazards?
 - Is there adequate surface friction?
 - Has the surface been reinstated to a high standard?
 - Is it consistent?
 - Are covers and gratings flush with the footway?
-

Drainage/ Crossfalls

- Is there evidence of ponding?
 - Is the crossfall severe?
-

Shared-use

- Is shared use the only option in this location?
 - Is there a shared-use path? Is it well signed?
 - Is there any type of segregation?
 - Is the segregation in line with DfT Guidance in the use of tactile paving surfaces?
 - Are widths sufficient to cater for flows and movement?
-

Signage

- Are street signs provided and maintained?
 - Is signage present, clear, concise correct and consistent?
 - Have the signs been placed in an appropriate position to enhance visibility?
 - Does the signage have good contrasting features?
 - Information boards / maps provided?
 - Does signage include time or distance?
 - Are they well lit?
 - Is it accessible to all users?
-

Guard Rail

- Is guardrail in place?
- Is it necessary and can it be removed without prejudice to road safety?
- Evidence of dangerous behaviour? Is visibility affected?
- Could alternatives be used?

- Where in place, does it meet DfT standards?
-

Street furniture

- Is street furniture aligned to minimise deviation and obstruction?
 - Is there confusion? Is the item necessary?
 - Is there colour contrast with the surrounding area?
 - Are the materials non-reflective to reduce glare?
 - Is the street furniture consistent in materials and design code throughout the street?
 - Could furniture be combined? E.g. Lighting and signage/ bins?
 - Are telephone boxes and cash points accessible to users of all abilities?
 - Is seating provided, is it correctly located and designed
 - Are lighting columns provided? Do they meet standards?
 - Does the lighting system give uniform light coverage?
-

Surfacing

- Is the surfacing suitable for all users?
-

Gates/ Barriers

- Are gates or barriers provided?
 - Are the gates and barriers easily visible and do they contrast with their surroundings?
 - Could a disabled person negotiate the barrier? Think about the needs of e.g. a wheelchair or mobility scooter user, assistance dog owner etc)
 - Are they necessary? Would an alternative be possible?
 - Is visibility affected?
-

Surveillance/ Security

- Is the path overlooked?
- Is it well lit?
- Is it busy?
- If it is a footpath, can people walk directly from 'A to B'?
- Does the route contain acute deviation that people could hide behind?

AT GRADE CROSSINGS

Location/ Type

- Is there a safe crossing place where needed?
 - Is the facility correct based on location, traffic speed/ volume and users?
 - Is it located on pedestrian desire lines?
 - Has the appropriate tactile paving been used in line with DfT Guidance (layout and colour contrast)?
 - Have localised adaptations taken place on the use of tactiles (brass studs, grey blocks etc)
-

Dropped kerbs

- Are the dropped kerbs in suitable locations at the crossing point?
 - Is the capacity of the dropped kerb adequate?
 - To what degree are the kerbs dropped?
 - Is the gradient suitable?
 - Is the provision of dropped kerbs on the crossing consistent?
 - To what extent are they flush with the footway and carriageway?
-

Tactile paving

- Is tactile information provided at the approach, in the refuge and at the end of the crossing?
 - Has tactile paving faded or been damaged?
 - How appropriate is the tactile information? Does it meet requirements?
 - Is there colour contrast in defining the crossing point?
-

Audible/ Tactile push button

- Is the positioning of the button adequate for all users?
 - Is the button located near to the tactile surface?
 - Is there audible information for sensory impaired users?
 - Do controlled crossings have rotating cones
-

Waiting zone/ refuge

- Is capacity sufficient to cater for demand?
 - Does it meet standards?
-

Crossing timings

- Is there a pedestrian phase?
- How long, approximately, is the waiting time?
- How long does it take to traverse the entire crossing?

GRADE SEPARATED CROSSINGS

Location/ Access

- Is a subway or footbridge provided?
 - Would an at-grade crossing be more appropriate?
 - Has the recommended central delineator line been installed?
 - Has tactile paving been installed in line with DfT Guidance?
 - Is there clear definition between pedestrians and cyclists using tactile paving?
 - Are ramps provided as well as steps?
 - Are the surfaces suitable?
-

Security

- Are security measures in place?
 - Is there sufficient lighting?
 - Do they appear safe to use?
 - Is CCTV provided?
-

Shared use

- Is the facility shared with cyclists?
- Is there signage?
- Is there suitable space for users to pass one another in comfort?

PUBLIC TRANSPORT NODES/FACILITIES

Bus stops/ shelters

- Is there a shelter?
 - Is seating provided?
 - Are maps and information accessible for all users?
 - Is there audio or help point information?
 - Is there sufficient space on the footway to cater for waiting passengers and passing pedestrians?
 - Are dropped kerbs provided in the vicinity?
-

Bus boarder

- Is a bus boarder provided?
 - Are access and egress points obstructed in any way?
 - Are the gradients accessible?
 - Is tactile paving provided?
 - Can the vehicle position itself parallel to the waiting area?
-

PUBLIC BUILDINGS

Access

- Can all users easily access the building?
 - Do steps/ ramps etc cause a barrier?
 - Is there an automatic door? Does it open inwards?
 - Is there a revolving door? If so, is there an alternative entrance?
-

Usability/ Appearance

- Can the handles etc be used with limited handling dexterity?
 - Is there warning of the door's existence?
 - Is the door easily identifiable with good contrasting features?
 - If there are glass doors do the panels have markers to ensure visibility?
-

PUBLIC LAVATORIES

Access

- Are they accessible?
 - Can they be used by both males and females?
 - Is there space for baby changing?
 - Are braille signs available?
-

Maintenance

- Are they well maintained and clean?
- Is there an on-site assistant?

PEDESTRIANISED ZONES

Area

- Is it clear where the pedestrianised area ends?
 - Is there any chance of danger for users?
 - Is there confusion?
-

Street furniture

- Is there excessive street furniture?
 - Is it well aligned or randomly scattered?
 - Is there a clear route through the space?
 - Is seating provided?
 - Are items of interest provided?
 - Does the street furniture contrast well against their surroundings?
-

CAR PARKS

On-street/ Off-street

- Are spaces provided?
 - Are they accessible by all users?
 - Do they align with standards?
 - Does it feel safe?
-

Markings/ Surfacing

- Are bays for different users clearly marked?
 - Is the surface suitable for use by all users?
-

Location/ Security

- Is parking located close to public facilities?
 - Are dropped kerbs with tactiles provided to assist movement?
 - Are the parking spaces overlooked?
 - Is the area well lit?
 - Is there evidence of CCTV or manned surveillance?
-

OBSTRUCTIONS

Overhead

- Do trees, shrubs, shop awnings or signs result in overhead obstructions?
 - Is landscaping well-maintained?
 - Are they an acceptable height?
 - Do they also affect width or visibility?
 - Do they align with standards?
-

Temporary

- Are there any temporary obstructions such as parked cars, shop A boards, shop goods, café seating and street works?
 - Do they restrict pedestrian movement?
 - Do they cause conflict?
 - Are there specific risks for blind and partially sighted people?
-

OTHER

Maintenance

- Is the area clean?
 - What is the level of drainage?
 - How littered is the area?
 - Is there any evidence of neglect?
 - What is the quality of reinstatements?
 - What is the impact of seasonal foliage / leaf litter?
 - Has there been a failure to remove graffiti?
 - Is soft landscaping well tended or neglected?
-

Inconsistency

- Has access provision been consistent across the area?
- Are there significant gaps?
- Are there areas where disabled people could be left 'stranded'?

Emergency Access

- Is there sufficient access for emergency vehicles to the street or space?
- In the case of redevelopment, has emergency access from the site been considered?
- If so, are there any barriers to safe independent egress/means of escape for disabled people?

QUALITATIVE FACTORS

Architecture

- What is the quality of the architecture?
 - Obvious 'eyesores'?
 - Quality of frontages?
 - Number of closed/ shut-up frontages?
 - Any distinctive features?
-

Ambience

- General ambience? Pleasant or unpleasant?
 - Visual/ sensory interest?
 - Activities/ interaction?
 - Quality of landscapes?
-

Character

- Is there a distinctive character?
 - Is there consistency in building materials and methods?
 - Is there a regular building form and/ or pattern?
 - Are the developments in scale to one another?
-

Landmarks

- Are there landmarks?
 - Do they help legibility?
-

Permeability

- Is the street permeable and connected?
 - Can you go where you want on a direct route?
 - Are dead ends signposted?
-

Safety/ Comfort

- Does the area feel safe? Does it feel threatening?
- Are there any dark spaces?
- Do you feel at risk?

- Are there any other dangers?
- Is there excessive noise, unpleasant smells etc?
- Is the route well used?
- Does it benefit from informal surveillance (children walking home from school at a certain time of day or physically adjacent to an '8 till late' shop)
- Does it form formal surveillance (e.g. CCTV, policed route by PCSO)

2.3 Access Audit Guidelines

The audit aims to: -

1. Evaluate the quality of the street environment from the perspective of a pedestrian user.
2. Identify all the barriers to movement in the public realm that may restrict the opportunities of pedestrians to move safely, independently and freely in the streets and gain entry to any public building along the route.
3. Produce an accurate on site record of the location of the barrier in sufficient detail so that the information can be entered later onto a spreadsheet and used for asset management, scheme design or Section 106/278 obligations.
4. Make a record of suggestions about the action necessary to remove the barriers.

Method

- Walk your route to get the feel of the general ambience of the area.
- Complete the names of the group members, allocated group number and weather conditions on the survey sheet.
- Start at the beginning of your allocated section and look out for any obstructions or barriers that may impede movement. Give each barrier a number. Note the number on the plan as accurately as possible. (See example). If a particular problem relates to the whole street use arrows or shading to denote the extent of the problem.
- Enter number 1 in column 1 of the survey sheet and describe the nature of the barrier in column 2 (see example below). In column 3 give a brief indication of what needs to be done to remove the barrier. If there is a nearby property with a number or name or other landmark it would be sensible to record this as well as marking the number on the map.
- If the property adjacent to the street is a public building i.e. not a private house, check to see whether access is restricted. Categorize the properties on the route as follows:-

- **Colour in red** - properties that could not be entered by a disabled person.
- **Colour in yellow** - properties that could be entered by a disabled person with assistance.
- **Colour in green** - properties that could be easily entered by all users. (NB It is not necessary to enter the property for this audit to ascertain whether it is possible to move freely around the interior. Your task is to check whether entry is possible.
- Continue walking the street noting barriers in the same way until you reach the end of your route. If you are auditing both sides of a street it is usually easier to number one side of the street consecutively and then return along the opposite side.
- At the end of your audit make notes of the general quality of the pedestrian environment using the qualitative indicators as a guide to the type of matters that you should be taking into account. Include any other general observations that you feel will enhance the overall quality of the findings.
- If you have a camera you may wish to photograph some examples of the problems that you encounter.

Route no.	Site reference	Observations / comments	Recommendations
7	3	Pavement surface damaged	Repair using materials to match existing i.e. concrete paving stones
7	4	Temporary obstruction-parked cars overhanging pavement	Consider campaign to inform owners of obstruction
Example of a completed survey sheet. Write clearly so that it will be possible to enter the comments on spreadsheet at a later date.			

The conduct of the audit inevitably involves making a judgment about what constitutes a barrier. Try to be as objective as possible by referring to the checklist and discussing any questionable points with the members of the team in an attempt to arrive at a consensus. If in doubt - record the problem - it can always be eliminated if it is thought to be of minor significance. The checklist is intended to provide a guide to the things to look out for on the route. Add any other matters that are not on the list and make a special note in your records as this may help to refine the audit checklist for future use.

The checklist is divided into quantitative indicators and qualitative indicators. The quantitative indicators relate mainly to matters of fact that can be recorded or quantified. The qualitative relate more to matters of judgment about the quality of the environment - this is where you have to make a sensible judgment.

2.4 Quantitative Indicators

KERBS

1. Is a kerb causing a barrier? E.g. no dropped kerb at crossing points.
2. Is the kerb poorly aligned?
3. Has the dropped kerb got tactile paving where appropriate?

If there is a dropped kerb please check: -

- **Width** - it should be 2 metres in width (3 metres for areas with very high pedestrian flows)
- **Slope of ramp** - it should be 5% (1 in 20) although 1 in 15 is adequate, 1 in 12 is absolute maximum e.g. can a wheelchair user self propel his or her wheelchair with reasonable ease?
- **Junction of kerb and road surface** - it should be flush - to enable smooth passage from pavement to street surface
- **Alignment** - it should be aligned with a matching kerb on the opposite side
Visibility -it should be possible for pedestrians to see clearly across the road
- **Desire Lines** - it should be placed in a position where pedestrians naturally want to walk - subject to safety considerations.
- **Tactile paving** -has this been provided where appropriate and to standard?

STEPS BARRIER

Note situations where steps exist and note if there is no alternative route via a ramp.
Where steps exist (with or without ramps) please check: -

Handrail

- Handrail should be on both sides of steps
- Note material of handrail - is it cold, slippery, difficult to grasp?
- What is diameter of handrail? Standard diameter is 45- 50mm.
- Height above step nose - should be 850mm
- Overall height from ground -should be 1000mm

Definition of Tread

- Is there sufficient contrast between the rising and going of step? If not sufficient, is there a painted white line or contrasting line (depending on the colour of the step) to assist people with visual impairments?
- Is there a textured surface set parallel to the step nosing at the top and bottom of each flight to act as a warning for people with visual impairments?
- Are stairs reasonably well lit by natural daylight or supplementary lighting so that user does not negotiate stairs in his or her own shadow?

Comfort and Safety

- Is there a reasonable relationship between the height and depth of each step?
- Has the warning corduroy paving been installed at the top and bottom of the flight of steps?

SLOPES OR RAMPS

- Are handrails provided?
 - Is there adequate colour contrast between the handrail and the background to enable people with visual impairments to see the rail?
 - What is the material of handrail?
 - Is it cold to the touch?
- Is a ramp provided?
 - Does ramp have an anti-slip surface?
 - Is ramp too steep? Should be 1 in 20 ideally (this regarded as level) 1 in 15 is adequate. 1 in 12 absolute maximum. As a guide a wheelchair user should be able to self propel wheelchair up ramp.
 - Is there a resting place at the top and bottom of the ramp i.e. a flat area clear of any outward door swing? This is an important safety feature.

SURFACE CONDITIONS

- Is surface regular? Check for cracks, irregularities caused by poor jointing or reinstatement, broken or damages surfaces. Are there any depressions that might collect rainwater, ice etc?
- Is there evidence of slippery surfaces on pavement e.g. growth of green algae?
- Are grids, gratings, drain covers flush with paving?

PAVEMENT (FOOTWAY)

Note situations where no pavement exists in spite of pedestrian demand.

If pavement exists check:

- Width - it should be 2000mm of obstacle free space. Minimum -1800mm. Note that a double pushchair is 1000mm, wheelchair (670mm, but with elbows 900mm) Electric pavement scooter or wheelchair-1000mm. At bus stops pavement should be wider (3000 mm including shelter). Minimum overall width at obstacles e.g. signs posts - 1000mm.
- Note cambers of pavement - does camber deflect a wheeled vehicle such as child's tricycle or wheelchair into road? If so record this as a DANGER point.
- Check situations where heavy pedestrian flow likely particularly at peak times e.g. outside a cinema or theatre. Is pavement wide enough to accommodate this peak use?
- Is there evidence of slippery surfaces on pavement e.g. growth of green algae?
- Check to see if paving is even - particularly at junctions between paving types. Are grids, gratings, drain covers flush with paving?
- If there is a completely flush shared surface, are there effective delineators in place to assist visually impaired pedestrians? What form do they take?

CROSSING PLACES

Note situations where no crossing but one needed.

Is there a safe crossing place where needed and justified by traffic volume e.g. signal controlled pelican crossing or a zebra crossing in points where pedestrian desire lines exist? (Places where people naturally want to cross the street)

If a crossing exists check:

- Is there a dropped kerb each side?
- Is there tactile warning for people with visual impairments? E.g. a surface with raised bubble finish (usually red in colour) that is perceptible to feeling underfoot.
- If tactile warning in place - has it been correctly laid? It should be L shaped for all new puffin, pelican and zebra crossings. Does the arm of the L extend back to the pavement where possible?
- Is the bubble pattern in line with the direction of the crossing?
- Is tactile paving laid in a way that causes obstructions for other users?
- Is there an audible signal - beeping sound or tactile signal - see rotating cone under box to help visually impaired pedestrians to cross?

- Time the length of time the green man is displayed and the length of time flashing green man in place. Note both these times on the audit sheet.
- Is the push button accessible?
- Is it facing the right way?

BUS STOPS AND SHELTERS

- Is there a shelter provided at the bus stop? Is there seating provided for waiting passengers?
- Is the seating user friendly? (upright seats, individual arm rests?)
- Are information boards/ route maps at an accessible height?
- Is text on information boards printed at a reasonable size to maximize use?
- Is frame orientated to help pedestrians? E.g. cantilever design, glazing on roadside behind kerb, no clear glazed panels in pedestrian desire lines.

BUS BOARDERS

- Are the gradients the boarders to the correct gradient?
- Are tactiles in place at the point of boarding?
- Can the bus access the platform so that the bus is parallel and flush? Note what is preventing this from happening
- Is there space to allow wheelchair users/people with pushchairs to turn 90 and board the bus?
- If people are waiting at the bus stop is there a clear 2m gap to allow pedestrians to pass?

ACCESS TO PUBLIC BUILDINGS ALONG THE ROUTE

- Is it possible for wheelchair users, baby buggies etc. to gain access to the properties along the route?
- Are there barriers caused by steps, narrow doorways etc?
- Does the threshold project above surface to create an obstruction? 13mm maximum up stand.

- Is it possible to open door to premises if using a wheelchair? 800 mm is minimum width for wheelchair access.
- If automatic doors exist do they open towards the user? This can be dangerous and alarming. Is there a flat area in front of the doors? Is timing set for a slow user? Where closers provided are they slow enough to accommodate a person whose mobility and agility may be affected by a disability? Note that sliding doors are preferred by visually impaired users.
- If revolving doors provided is there an alternative entrance adjacent for people who find this type of door alarming?
- Is the location of the entrance made obvious by detailing, colour or other design features?
- Can door furniture (handles, push bars etc. be used by people with limited manual dexterity?
- If door is fully glazed is there a warning of the existence of the door e.g. by graphics etc.

STREET FURNITURE AND SIGNAGE

- Is the item of street furniture or signage really necessary? Check for duplication.
- Is there signage confusion?
- Are signs provided for pedestrians as well as motorists?
- Do poles or bollards have the recommended contrast strip in line with best practice in DfT's *Inclusive Mobility*?

If pedestrian signage provided is it:

- Easy to follow? Do the signs lead the pedestrian or are there gaps in the signing instructions? Are the signs clear, legible and obvious? Is the written instruction in a mixture of upper case and lower case (NB many people recognize words by shape, not individual letters)
- Is there adequate colour contrast between lettering, pictograms and background? Are embossed letters, pictograms, numbers etc provided for people with visual impairments? Is sign fixed at a height to facilitate use by everyone? Are signs well placed at points of confusion or do they state the obvious?
- Do the signs facilitate visitor access to the attractions of the town? Are maps provided? If so are they provided with a textured tactile version are they well

produced in terms of graphics i.e. easy to understand for a wide range of users?

- Is there scope to dual use street furniture/utility provision to support disabled people, children etc – e.g. providing clear street maps on water/electicity service boxes at lower heights?
- Is the item of street furniture causing an obstruction or unreasonably disrupting pedestrian movement on the pavement?
- Is the item in a good state of repair? If not explain problem. How are signs fixed?
- Are poles really necessary - could signs be fixed to a building for example?
- Check sitting of pole- it should be minimum of 450mm, maximum of 600mm from edge of carriageway. It should have a white band marking of 140-160mm in width 1.5-1.7 metres in height to lower part of band.
- Distance between poles should be a minimum of 1000mm Minimum mounting height 2100mm - Maximum 2500mm

Telephone Boxes

- Are telephones accessible by wheelchair users? Is there a facility for a seated user or person of small stature? Can wheelchair user read visual displays or are they too high?
- Is there an inductive coupler for people with hearing aids?

Automatic Teller Machines (hole in the wall or cash points)

- Can wheelchair users reach automatic teller machines at banks and building society offices?
- Check if well signed so that screen displays are legible from a sitting as well as standing position.
- Check height of card dispenser (should be 1250, less if recessed.) Is there a clear space in front of the ATM to enable a wheelchair user to stop on a level surface (1500 x 1500)?

Pedestrianised Zones

- Check particularly for excessive use of street furniture. Is design of street furniture high quality?
- Is there an identifiable zone in which street furniture is positioned or is it randomly scattered?

- Ideally there should be tactile warnings of the existence of an item of street furniture e.g. use of a distinctive ground surface.
- Is there a clear unobstructed route through street furniture?
- Are tactile messages present to guide people with visual impairments through the route?
- Is it clear when the pedestrianised area ends? If confusion exists so that parents or people with visual impairments may not realise that the safe area is at an end please record this as a DANGER point.
- Is there confusion about the start and end of safe areas?
- Is seating provided? If so is it designed to be user-friendly? Does it have arms, straight back, and comfortable surface?
- Is there provision of tactile warning borders around trees and cycle racks?

CAR PARKS

If there is a car park along your route check whether:

- Bays are provided for disabled people/parents and clearly marked and signposted.
- Bays are wide enough to accommodate transfer from wheelchair. (3600mm or 2 linked spaces with a shared space of 1200mm) kerbs flush to facilitate transfer.
- Surface of car park – e.g. if gravel spaces or loose stones it would be unusable by wheelchair user.
- Sitting of spaces in relation to facilities being served is reasonable distance.
- Does car park feel safe - i.e. well-lit etc.

OVERHANGING TREES/SHRUBS ETC. OR OTHER OBSTRUCTIONS

- Do trees, shrubs; shop awnings, overhead heaters etc result in overhead obstructions for people with visual impairments? There should be a minimum of 2 100mm clear headroom.
- Do overgrown hedgerows result in reduction of effective width of pavement or obstruct visibility?

TEMPORARY OBSTRUCTIONS

Kent County Council has a policy on “The Management of Obstructions and Temporary Items on the Public Highway”. This policy outlines the need to maintain a 2m width for footway at all times although a 1.5m width will be permitted in some circumstances. Please refer to the document for further guidance:

[http://democracy.kent.gov.uk/Published/C00000529/M00003329/AI00012564/\\$ItemB4Appendix.docA.ps.pdf](http://democracy.kent.gov.uk/Published/C00000529/M00003329/AI00012564/$ItemB4Appendix.docA.ps.pdf)

In addition, to carry out work or place anything on the public highway that will cause an obstruction, hazard or danger, authorisation will almost certainly be required from Kent County Council. Information about the license application process can be found via the following link.

http://www.kent.gov.uk/roads_and_transport/highway_maintenance/applications_and_licences.aspx

- Note the position of temporary obstructions. E.g. cars parked at right angles to street on private forecourts or gardens that overhang pavement or street, cars parked with inside wheels on pavement etc.
- Note position of A-frame boards used by shopkeepers for advertising if these are obstructing the width or are goods on display in shop forecourts restricting access by pedestrians?
- Is there more than one A Board for an individual premise?
- Can the A Board be accommodated elsewhere safely or will it need to be removed?

STANDARD OF STREET MAINTENANCE

- Is there evidence of excessive litter? Is litter present that has obviously been in situ for a considerable period?
- Is there excessive fouling of the street or open spaces by dogs?
- Does the street show evidence of standing pools of water caused by inadequate drainage or blocked drains?
- Is there evidence of failure to clear the streets of leaves, ice, snow etc?

INCONSISTENCY ISSUES

- Across the study area, has access provision been applied consistently or are there ‘gaps’?

- Are there any locations where the disabled people may be left 'stranded' because the design code has not been followed through e.g. missing or mis-configured tactile paving, flush surfaces leading into areas with kerbs, missing dropped kerbs?
- What is the overall risk to vulnerable road users (you may wish to split your comments between primary and secondary (feeder) pedestrian routes)

2.5 Qualitative Indicators

Please write your comments on each aspect.

GENERAL PERCEPTION OF THE STREET ENVIRONMENT

Architecture

What is the quality of the architecture along the route? Is the area predominantly one of modern or historic buildings? Comment on the quality. Are there any obvious eyesores along the route? E.g. buildings that are completely out of character with the area, gap sites, ugly fencing, hoardings, security shutters, empty or under-utilized buildings? Note the location of any buildings or other features of this type on the map.

Ambience

What is the general ambience of the area? Pleasant or unpleasant? Stimulating or boring? Is there visual or sensory interest in the area? Is there a lack of colour or interest? Are there interesting activities taking place in the area? Are there any gaps in the building frontages that break the continuity of the area? What is the quality of the landscape provision, floral displays and public art e.g. sculpture, fountains, statuary etc? Are they appropriate for the character of the town?

Character

Do you think that the area has a distinctive character? How would you describe this? What makes it distinctive?

Landmarks

Is the area legible? E.g. are there landmarks that help you to find your way? Do visual or audible clues assist this process e.g. fountains, tree groups, prominent buildings etc.

Permeability:

- Is the street pattern permeable?
- Can you get to where you want to go on a direct route?
- Are there lots of dead ends?
- If dead ends exist are they signposted?

Perception of Safety

- Is the area safe or threatening? If the latter - why does it feel unsafe?
- Are there any areas along the route that have a potentially threatening atmosphere? Are there any 'no go' areas? Would you feel safe here at night?
- Are there blank alienating walls, gap sites, overgrown or uncared for areas?

- Are there any areas where there is the potential for ambush - especially at night?
- Are there parts of the route where you would feel at risk because of traffic danger? Dangerous corners, traffic too close for comfort. Imagine the situation for a person shepherding a small child. Would they feel safe?
- Are there any other dangers or perceptions of danger not mentioned?

Personal Comfort

- What is the level of personal comfort? Is it cold, windy, exposed? Is it warm, cosy, comfortable?
- Is there excessive noise, unpleasant smells, exhaust fumes or other?
- Inconveniences or health hazards?

Public Lavatories

Are there sufficient public lavatories in the area?

If lavatories exist are they:

- Accessible? Do lavatories include a specially designed unisex WC compartment for the use of disabled people? Is there space for baby changing facilities in WC's for men and women?
- Are the WCs maintained in a reasonably clean and hygienic way? Or are they unsavory and almost unusable?

Seating

Is there adequate provision of seating? The existence of resting places particularly helps to extend the walking range of elderly or disabled people.

Lighting

Although difficult to judge during the day look out for street lighting columns. If they are not present in the street consider whether this likely to be a problem after dark.

2.6 Dimensions – Quick Reference List

NB: Note that the dimensions are only minimum standards and that higher levels of accessibility should be aimed for wherever possible.

BASIC DIMENSIONS OF PEOPLE AND EQUIPMENT

Minimum passage width - stick user 750 mm
Minimum passage width - double crutch user 900 mm
Minimum passage width - adult and child 1100 mm
Minimum passage width - adult plus helper 1200 mm
Minimum passage width - wheelchair - standard 900 mm
Minimum passage width - wheelchair - scooter/electric wheelchair 1000 mm
Minimum passage width - adult plus guide dog 1100 mm
Length of pram plus pusher 900 mm
Length of 95th percentile wheelchair 1140 mm
Length of wheelchair plus pusher 1750 mm
Length of space for wheelchair 1250 mm
Length of adult plus guide dog 1500mm
Length of powered scooter 1270 mm
Length of electric pavement vehicle (average) 1400 mm
Width of double pushchair 1000mm
Width of wheelchair (with elbows) 900 mm
Width of 95th percentile wheelchair (excluding elbows) 670 mm
Width of electric pavement vehicle or scooter 1000 mm
Eye level of wheelchair user 1175-1265 mm
Seated height of wheelchair user 1300 - 1385 mm
Turning circle - manual wheelchair (also small electric) 1575mm
Turning circle - outdoor electric wheelchair 2420 mm
Turning circle - electric pavement vehicle 4350 mm

FOOTWAYS AND FOOTPATHS

Preferred obstacle free footway width (overall) 2000 mm
Minimum footway width (overall) 1800 mm
Widths at bus stops (overall) - including shelter width 3000 mm
Minimum width at local restrictions (clearance) (e.g. bus shelters) 1350 mm
Absolute minimum at obstacles (clearance) (e.g. sign posts) 1000 mm

WIDTH OF DROPPED KERB

Standard width 2 metres
With high pedestrian flows 3 metres
Adjacent to parking spaces of disabled people 1 metre

HANDRAILS

Standard 45-50 mm diameter
Round section 45 mm
Height above ramp section 900 mm
Height above step nose 850 mm
Height overall from ground 1000 mm

POSITIONING OF POLES

Distance from property line to outer edge of pole 275 mm
Distance from edge of carriageway - minimum 450 mm (In extreme circumstances this may be waived)
Distance from edge of carriageway - maximum 600 mm
Clear distance between 2 sign poles 1000mm
Minimum mounting height 2100mm
Maximum mounting height 2500 mm
Width of white band marking 140-160mm

Height of lower edge of band 1.5-1.7 metres

WASTE BINS, BOLLARDS, SEATS AND FLOWER BOXES

Height to top of bin 1300 mm

Height of bollard (minimum) 1000mm

Average height of seats 580mm

Height of flower boxes and free standing objects 1000 mm

Position of whit band marking (or paint on the top of the bollard) 800 mm

OVERHANGING TREES AND SIGNS

Minimum trimming height 3000 mm

Height of signs - Estate Agents, etc. 2500 mm

TACTILE PAVING

400mm x 400 mm slabs now standard

Inset controlled crossing 800 mm deep tail to back of footway (red)

In-line controlled crossing 1200 mm deep with tail (red)

Angled kerb situation at controlled crossing 800 mm deep at narrowest point (red)

Indented uncontrolled crossing 400 mm deep (buff)

Uncontrolled crossing away from junction (e.g. using with 800 mm deep pedestrian islands, flat top hump) (buff)

Refuge islands:

- less than 2 metres wide All paved in tactile (buff)
- greater than 2 metres wide 2 strips of 800mm depth (buff)

Pedestrian island (signal crossings):

- Strips of 800 mm width (red)
- Side road treatment at footway level 1200mm deep (buff)
- Shared use cycle/pedestrian routes. Directional slabs on pedestrian and cycle side 2400mm long

LIST OF CODES FOR USE ON ACCESS AUDIT OBSERVATION SHEETS/DATABASE

AS	Audible Signal
BB	Bus Boarder
BS	Bus Stop
CP	Crossing Point
DK	Dropped Kerb
DKR	Dropped Kerb Ramp
FM	Flashing Man
G	Gap between Dropped Kerb and Road
GC	General Comment
GM	Green Man
GU	General Unpleasantness
IC	Inspection Cover
MF	Make Flush
MS	Missing Section/Link
N.A.	Not Applicable
OHV	Overhanging Vegetation
PC	Pedestrian Crossing
PDL	Pedestrian Desire Line
PDS	Potential Danger Site
PMI	Poorly Maintained Inspection Cover
PPS	Uneven/Eroded/Messy Pavement Surface
PSQ	Poor Surface Quality
PTS	Potential Trip Site
PW	Pavement Width
RG	Reduce Gradient
SAB	Shop Advertising Board
SF	Street Furniture
SL	Street Lighting
SM	Shop Merchandise (inc. awnings)
SPS	Sunken/Raised Paving Slabs
ST	Step into shop or frontage premises
TK	Taper Kerb
TP	Tactile Paving
TS	Tactile Signal
ZC	Zebra Crossing

Recommendation Codes

CL	Clean Up
CU	Cut Down Vegetation
DES	Redesign Area
IP	Improve Signage
IS	Improve Surface
MF	Make Flush
MW	Make Wider/More Accessible
NA	Not Applicable
RE	Remove Object

RP	Repair Object/Area
RPL	Replace
RL	Relocate/Move

Observation Codes

AS	Audible Signal
BA	Bus Boarder
BS	Bus Stop
CP	Crossing Point
DK	Dropped Kerb
DKR	Dropped Kerb Ramp
FM	Flashing Man
G	Gap between Dropped Kerb and Road
GC	General Comment
GM	Green Man
GO	General Obstacles
GU	General Unpleasantness
IC	Inspection Cover
MS	Missing Section/Link
NA	Not Applicable
NS	Poor Signage
OHV	Overhanging Vegetation
PC	Pedestrian Crossing
PDL	Pedestrian Desire Line
PDS	Potential Danger Site
PMI	Poorly Maintained Inspection Cover
PPS	Uneven/Eroded/Messy Pavement Surface
PSQ	Poor Surface Quality
PTS	Potential Trip Site
PW	Pavement Width
RG	Reduce Gradient
SAB	Shop Advertising Board
SF	Street Furniture
SL	Street Lighting
SM	Shop Merchandise (inc. Awnings)
SPS	Sunken/Raised Paving Slabs
ST	Step into Shop or Frontage Premises
TK	Taper Kerb
TP	Tactile Paving
TS	Tactile Signal
UN	Unnecessary Object
ZC	Zebra Crossing

By: Nick Chard – Cabinet Member, Environment Highway & Waste
Behdad Haratbar – Head of Countywide Improvements

To: Environment, Highways & Waste Policy Overview & Scrutiny
Committee – 4 November 2010

Subject: Planned Carriageway Maintenance

Classification: Unrestricted

Summary: This report informs Members of the new ‘Planned Carriageway Maintenance Guide’. The guide provides a concise overview of how Kent Highway Services manages planned carriageway maintenance works in an easily understood format and has been produced for Council Members and the residents of Kent.

1. Introduction

Kent Highway Services new ‘Planned Carriageway Maintenance Guide’ is a concise document that explains how we invest in our roads, plan for the future and undertake preventative treatments to avoid costly repairs. The document outlines what causes roads to deteriorate, how roads are assessed and the range of treatments that are available. The document gives greater understanding of how we look after one of our most valuable assets, our roads

2. Key Points

Sites for inclusion in the annual programmed carriageway maintenance works are selected using a number of national and Kent Highway Services documents. These technical documents tend to be rather lengthy, written in a technical language and are often difficult for non-highway professionals to digest.

The road network in Kent has an impact on everyone who lives, works and travels within or through the County. It is the single most valuable physical asset that the County Council is responsible for maintaining. As well as the costs associated with its replacement its value must be considered in the context of the reliance that businesses and individuals place upon it in their daily activities and lives. Everyone within Kent has an interest in the way that the network is maintained in a safe and reliable condition.

The Planned Carriageway Maintenance Guide (shown in Appendix 1) provides this information in a suitable format. It identifies the maintenance issues and explains why certain maintenance techniques are used rather than others. The guide describes the value of timely preventative maintenance techniques, such as surface dressing, which are essential elements to maintaining the integrity of the road network.

5. Recommendations

Members are asked to note the Planned Carriageway Maintenance Guide.

6. Background documents

- Transport Asset Management Plan
- Well Maintained Highways – Code of Practise

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KENT HIGHWAY SERVICES

PLANNED CARRIAGEWAY MAINTENANCE

INFORMATION NOTE

September 2010

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Forward

Last winter's weather was the worst seen across the country for almost three decades and has forced all local authorities to review how they look after one of their most valuable assets, their roads. Kent Highway Services has reacted in a number of ways to the weather damage, from the successful 'find and fix' programme and innovative 'jet-patching' of minor country lanes to the improved information and reporting of faults via the website.

Kent County Council has a legal obligation under the Highways Act to maintain roads. Whilst this day-to-day repair activity is critical for the 'here and now', it is important that we plan for the future, invest in our roads and undertake preventative treatments to avoid costly reactive repairs.

In difficult financial times it is important that the public, Members and our staff have a clear understanding of how we are managing this type of preventative work. They also need to understand the options that we have available to us via the competitive market and why we use certain types of treatment, as opposed to others. It is critical we demonstrate that we are driving value for money in how the work is procured and that the appropriate treatment is delivered to local residents and road users.

The preventative maintenance work we undertake is a result of a series of technical surveys, inspections and engagement with the community. It also follows the standards set out in a number of policy documents and codes of practice. The 'Planned Carriageway Maintenance Guide' is a short and concise document that outlines what causes roads to deteriorate, how sections of roads are assessed and selected for repair and the range of treatments that are available. An important aspect of planned maintenance is the timely undertaking of preventative maintenance which has the benefits of being more costs effective and less disruptive. We often use the every day analogy that if you have a house fitted with wooden windows you would maintain them through regular painting rather than replacing them. In the context of highway maintenance we have available to us techniques that achieve this effect.

Kent Highway Services is keen to work with Members, District, Town and Parish Councils and the local community to ensure the right level of service is provided. By developing documents like the 'Planned Carriageway Maintenance Guide', we aim to provide better information about what we do, confidence in why we do it and better engage with the communities we serve, to work together to deliver a better service.

Nick Chard
Cabinet Member for Environment, Highways and Waste
September 2010

1.0 Introduction

As the Highway Authority, the Kent County Council (KCC) is responsible for the maintenance of Kent's roads and pavements, except for the motorways and trunk roads. KCC has a duty under the Highways Act 1980 to maintain the network in a safe condition. To achieve this, we carry out three types of maintenance activities, Cyclic, Reactive and Programmed. A brief description of Cyclic and Reactive is given below, but the main focus of this document is on Programmed Maintenance activities.

Cyclic Maintenance

This involves work that is done on a regular basis to maintain and protect the use of our roads. This includes things like drain and gully emptying, cleaning signs and bollards, repainting road-marking, replacing cats eyes, grass cutting and replacing lamps in street lights.

Reactive Maintenance

These are activities that need to be dealt with quickly, as a priority, in order to keep the road safe. These include things like potholes, local flooding, falling trees, trimming occasional overhanging branches and vegetation and repairing or removing damaged street furniture.

Planned Maintenance

The national guidance document 'Well-maintained Highways – Code of Practice for Highways Maintenance Management' describes programmed maintenance as:

“Programmed Maintenance is undertaken primarily in the interests of providing for a sustainable outcome, seeking to minimise cost over time, to add community value to the network or the environment. It can also be for safety purposes e.g. improving skidding resistance or contributing to serviceability, for example improving ride quality.”

A key theme within highway maintenance over the recent years has been the need for a greater understanding of the assets we own and how to maintain them. The Local Transport Plan (LTP) 2006 requires us to provide details of our Transport Asset Management Plan (TAMP). The plan applies to all types of transport infrastructures covered within the LTP and in practice consists of individual asset plans for all the various schemes we build. The Highways Asset Management Plan (HAMP) is the document that refers to the highway element of the transportation network. An Asset Management Plan must therefore consider both the physical condition of the asset as well as how the asset is used.

The highway network is the most valuable asset that KCC manage, in terms of its actual monetary value, and the role the network plays in day to day activities of communities and the county. It's therefore important that the network is managed in a way that ensures easy, safe and reliable movement along it. To achieve these, the Asset Management Plan

must consider the current make-up and condition of the network, what level of service it is required to provide, future changes both in terms of its make-up, condition and level of service, and how the network will be managed to achieve the desired results.

The purpose of this document is to provide an overview of how we implement this by undertaking the following measures in respect of our highway network

- Defining the network
- Understanding the existing and predicting the condition of the network
- Ensuring the most efficient maintenance regime is applied to the network

2.0 The Network

Kent's roads and pavements are known as the highway network. They are divided into two groups - the National Road Classification System, such as A, B, C and unclassified roads (U), and Kent's Road Maintenance Hierarchy.

Kent's Road Maintenance Hierarchy is based on the recommendations contained within the 'Code of Practice for Well-maintained Highways (Code of Practice)'. The Code of Practice states that a well considered network hierarchy is one that reflects how roads are actually used and that this should be the foundation of a consistent and affordable maintenance strategy.

We have adopted this recommendation and have grouped our road network into four hierarchical types:

- Major Strategic (MS) – routes, or parts of routes, linking major urban centres where these are not linked by trunk roads
- Other Strategic (OS) – routes or part of routes, between other urban centres or centres of industry/commerce.
- Locally Important (LI) – routes, or part of routes, of local importance in distribution of goods or people.
- Minor Roads (MR) – all other routes, including estate roads and rural lanes.

The inspection/survey and maintenance regime for each road reflects its position within the hierarchy. However, we are required to report to the Government on items such as the condition of the roads based on the national road classification system. The classification and maintenance hierarchy of the network in Kent is shown in the table.

District	Maintenance Hierarchy					Classification				
	MS	OD	LI	MR	Total	A	B	C	U	Total
Ashford	35	110	141	786	1072	128	50	332	562	1072
Canterbury	70	71	110	539	790	112	23	120	535	790
Dartford	27	54	47	170	298	45	36	34	183	298
Dover	7	73	92	587	759	74	17	205	463	759
Gravesend	24	27	81	229	361	44	9	59	249	361
Maidstone	51	71	163	709	994	108	50	212	624	994
Sevenoaks	10	91	98	588	787	64	76	236	411	787
Shepway	24	53	102	586	765	73	40	179	473	765
Swale	37	39	84	622	782	52	30	173	527	782
Thanet	31	64	78	335	508	71	38	52	347	508
Tonbridge & Malling	80	56	91	433	660	112	20	139	389	660
Tunbridge Wells	13	67	151	416	647	75	62	144	366	647
Total	409	776	1238	6000	8423	958	451	1885	5129	8423

3.0 Condition of the Network

3.1 Inspection/Survey Regime

Details relating to the condition of the highway network are obtained from the following sources:

- Safety inspections
- Reports from Kent Highway Services' (KHS) staff, Parish/District Councils, KCC Members and the public
- Condition surveys

i) Safety Inspections

As the name suggests, the purpose of safety inspections is to identify defects that present a hazard to the people who use the roads. They also provide important details for defending insurance claims. Problems that are reported as part of these inspections are limited in nature and include things such as potholes, defective manholes or gullies, worn and faded road making and are generally used for planning reactive and routine maintenance.

Safety inspections are carried out using the guideline in the Kent's Operational Reference Book (ORB) and the frequency of inspections relate to the network hierarchy, as identified below:

- High speed dual carriageways: weekly
- Major strategic and other strategic routes: monthly
- Local important and minor roads: twice a year

ii) Reports from KHS staff, Parish/District Councils, KCC Members and the public

These will usually result in a site inspection by a highway inspector or works gangs who will determine if routine or more major works are required.

iii) Condition Surveys

The surveys provide detailed information about the condition of the road and this is used to develop the annual maintenance programme. These surveys conform to national standards and are processed by accredited systems. The surveys establish key characteristics of the network including the quality of the journey, tyre grooves in the road, the depth of the road's layers and skid resistance. The main types of condition surveys and the roads they cover are identified below:

a) SCANNER (Surface Condition Assessment for the National Network of Roads)

This involves using a specialised survey vehicle that is able to establish the quality of the carriageway condition, such as surface texture, cracking, and edge deterioration, whilst travelling at normal driving speeds. The data collected from this exercise is used, along with other surveys to understand the specific maintenance needs of the classified network within Kent.



The SCANNER survey is undertaken on the classified road network as follows:

- 'A' and 'B' Roads – 100% of the network in one direction annually. The direction of the survey is alternated each year meaning both directions are covered within a two year period.
- 'C' Road Network - 50% of the 'C' road network in one direction annually. The direction of the survey is alternated every two years meaning both directions are covered every four years.

However, Kent has taken the decision to operate a slightly enhanced regime based on its maintenance hierarchy described in Section 2. Therefore, all unclassified roads that fall within the category of Locally Important or above are also covered by the survey.

b) Kent DVI (Driven Visual Inspection)

This is undertaken by a slow moving vehicle, which allows a large part of the unclassified network to be assessed each year. The survey is carried out by specially trained inspectors to ensure consistency. The data produced from these inspections is processed within the same system as the SCANNER data. It is used to assist in determining the specific maintenance needs of the unclassified network within Kent. Changes to the frequency of this survey have recently been considered and it is proposed that in future, the survey will be undertaken on 25% of the unclassified network each year, meaning all unclassified roads will be covered in a four year cycle.



c) SCRIM (Sideway-force Coefficient Routine Investigation Machine)

The SCRIM survey is used to identify the resistance of surface to skidding and is undertaken using a specialised vehicle travelling at normal driving speed.

All Major Strategic and Other Strategic network, as well as 'A' and 'B' class roads not within these categories, are surveyed annually.

The data from the survey is processed and assessed to identify sections of the network that require further investigation by an engineer.

3.2 Modes of Deterioration

Roads deteriorate over time and how this deterioration develops is largely dependant on the construction of the road and the type and volume of traffic using it. The highway network in the UK has evolved over a long period of time. Whilst the strategic network may consist of roads that have been designed to an appropriate standard, the local road network is more variable, ranging from a sound construction to 19th century roads.

There are three basic forms of road construction:

- Flexible – consisting of bituminous bound macadam, usually referred to as ‘Tarmac’, as surface and sub-surface structure.
- Rigid – consisting of concrete as surface and structural layers.
- Semi Flexible – a hybrid consisting of bituminous bound macadam surfacing layer and concrete structural layer.
- Modular – this type of construction is typically based on similar foundations to flexible but the surface consists of either small stone, concrete or clay paviors. Examples of this would be, roads surfaced using granite sets or block paving.

Each of these types of roads will deteriorate in a different way and therefore different methods of maintenance are required to address the defects as they develop.

The principal reasons for deterioration of roads are environmental effects, wear and tear or a combination of both. When a combination of both occurs, the rate of deterioration of the road increases quickly.

Environmental Factors:

- Rain – when rain penetrates cracks in the carriageway surface, can turn to ice and expand during cold weather conditions, breaking up the surface material.
- Air - causes oxidation of bitumen in flexible road surfacing, causing the material to become brittle and prone to cracking.
- Sunlight - UV radiation breaks down the bitumen used in flexible road construction.
- Heat – the thermal expansion and contraction of material due to temperature variations will crack the road surface.

Wear and Tear

This occurs either due to the volume and weight of traffic passing over the road or the activities of utility companies. A modern road is constructed to distribute the weight of vehicles passing over it to the underlying soil, at a level that the soil can support. If the load being transferred to the underlying soil becomes too high, the road structure will fail over time. The weight of vehicles is generally associated with high numbers of HGVs passing over the road. By contrast, light vehicles, such as cars, impose very little or no weight on the road and therefore have very little impact.

Work undertaken by utility companies also negatively affects the structure of the road because they create a break in the road structure and surface materials, and could weaken the road. If these works are poorly repaired then this affect builds up in time and the life expectancy of the road is greatly reduced

An example of these factors combining is when the road develops cracking due to heavy vehicles or poor road repairs thus allowing water to penetrate to the underlying soil. This in turn weakens the soil and so reduces its ability to withstand everyday use. This then leads to more extensive and serious cracking and ultimately results in the failure of the road.

As roads age and wear the incidents of defects increase. Outlined below is a list of typical defects with an overview of their causes and details on the most likely form of treatment.

Pothole



Potholes are the defect most familiar to road users. Whilst in isolation they are most likely to result from a localised failure in the surface material, in certain cases it may be a sign of a more major failure, especially when combined with cracking. Potholes can present a safety hazard and are normally managed as routine maintenance activity and made safe by small scale repairs. If left to deteriorate, potholes can grow quickly, both in area and depth, dependant on volume and weight of traffic and weather conditions.

Regular appearance of potholes can be a symptom that the surface material is approaching the end of its life and should be considered for replacement or the presence of other problems under the road surface.

Aggregate Loss (Bituminous Roads)

The public generally refer to the materials used in flexible road construction as 'tarmac'(short for Tarmacadam). Tarmac has not been used for a number of decades due to the lack of availability of tar and, more importantly, the health issues associated with it, so it has now been replaced by bitumen. Tarmac is essentially a mixture of stone and gravel of different sizes (called aggregate), compacted into layers to make the Macadam. This Macadam is held together by a binding material, originally tar, but now bitumen as stated above (hence the term 'Tar-mac'). This form of road construction was developed by John Loudon McAdam in the 1820's and over the subsequent years there have been many innovations in materials but the principle remains the same.



As referred to previously bitumen over a period of time is attacked by the elements, including oxygen within the air, and sunlight. This attack has the effect of making the material less flexible and therefore brittle. When this occurs the ability of the bitumen to act as a binding agent is reduced and ultimately it will fail. This can be seen either as loose aggregate on the road surface or small holes, which, if left untreated, will ultimately result in potholes. Once this process starts, the action of vehicles passing over the surface accelerates the deterioration. If localised, then routine patching may be the appropriate course of action but if the road is significantly affected then either surface dressing or micro asphalt should be considered.

Aggregate Loss (Concrete Roads)

Concrete roads will also suffer from a loss of material at its surface and within its structure, although typically over a much longer timescale than bitumen. Material loss (or aggregate loss) in concrete roads occurs through the process of wear, water seeping into the road and break down of the bond between the materials within the concrete's structure. Whilst in some cases shallow potholes occur, more frequently the result is a rough surface which provides uncomfortable and noisy ride quality. The repair of concrete roads poses a greater challenge than bituminous ones and whilst it is possible to undertake localised repairs, the area repaired has to remain traffic free for a period of time. If the affected area is large it is usual to consider some form of resurfacing which overlays the existing concrete surface.

Cracking (Bituminous Roads)



Unless it is severe, most people that use the roads will not notice cracking but it can present a significant threat to the structural quality of the road. Cracks in the road structure allow water to seep into the road causing a weakening of the underlying soil and accelerating the aging of bituminous materials.

Cracking can occur due to a number of reasons including the normal aging of the surface material, excessive strain on the road by the volume / weight of traffic, failure of the road foundation or changes in the underlying ground conditions. It is important for engineers to understand the actual cause of the cracking before deciding on the appropriate course of action. If cracking is due to aging and caught early, it is possible to stop further deterioration by improving the road surface (using surface dressing or micro asphalt). If the cracking is confined to the surface layer and there is no underlying structural failure, then resurfacing (replacing the road's top layer) may be selected. However, if cracking has been caused by a more fundamental structural problem then it may be necessary to replace the full depth of the structural layers of the road in a process known as reconstruction.

Cracking (Concrete Roads)

Cracking in concrete roads usually results from either excessive use of the road by heavy vehicles or changes that have occurred in the underlying soil. Whilst ground conditions may change through environmental and geotechnical reasons, they can also be affected by water seepage through the construction joints that are a feature of concrete roads. When the underlying soil becomes wet it loses its strength and therefore is less able to support the road. It is not unusual for gaps, or pockets, to form under concrete roads, which are, often caused by ground water washing the underlying soil away. The road will then span these pockets, and when subjected to routine traffic use, cracks will form and further wear and tear will occur. A typical feature of these is rocking slabs which, cause noise and vibration. The remedial course of action could range from the localised replacement of the affected area to more significant reconstruction of the road.

Rutting



When subjected to continuous high levels of traffic bituminous roads develop rutting in wheel track areas. The use of the road by traffic displaces the surfacing, and sometimes the materials within the road structure, by creating an uneven running surface that can, if severe, present a hazard. Although some materials used in more recent years are less prone to rutting, it still does occur on roads that carry high numbers of HGVs.

If localised, rutting can be treated through routine maintenance but if extensive, then resurfacing should be considered either by replacing or overlaying the existing surface as needed.

Deformation



Deformation can occur for several reasons including changes within the underlying soil, excessive road traffic and general wear and tear to the structure of the road caused by public utility companies or us doing works over time. Deformation generally results in a poor quality of journey and sometimes in increased noise levels, if severe, it can cause a hazard.

If localised, deformation can be treated through routine repairs, but if extensive, resurfacing should be considered either by replacing or overlaying the existing surface..

Edge Deterioration



Edge deterioration can be caused by several factors and generally occurs on un-kerbed rural lanes. It can take a number of forms such as deformation, potholes, cracking or a combination of all.

The most common causes are mainly due to the roads original construction not being suited for today's traffic levels. The edge of the road is driven on by vehicles and therefore weakens the underlying soil. This combined with poor drainage, results in the road edge

deteriorating.



If localised, edge deterioration can be routinely dealt with through patching, but if more significant lengths are involved an assessment would need to be made to determine whether reconstruction of the edge known as haunching (with the option of surface dressing the whole road during the next surface dressing programme) is required.

Low Skid Resistance



The ability of a road surface to resist vehicles skidding reduces over a period of time due to the wearing and polishing effect of the many thousands of vehicles that pass over it. In the case of bituminous roads, it may also be caused by heat damage leading to higher levels of bitumen on the surface. Either through

polishing or loss of surface texture, the road surface can reach the point where it could present a hazard to highway users, although unlike other defects identified above it is unlikely that drivers would be aware of this.

In most cases it is not possible to deal with this defect through routine maintenance and although repair methods exist to restore the texture of the existing surface material, the effect of such techniques in most cases will be short lived. If the problem is located near to a road feature, such as an approach to a roundabout or sharp bend, the decision may be made to apply a thin layer of high friction material to the existing surface. However, if the section of the road is of a significant length and not specifically related to a feature as described above it would be usual to treat the existing surface either by surface dressing, or resurfacing.

4.0 Planned Maintenance Regimes

4.1 Maintenance Methods

Planned Maintenance can be classed in two groups

- **Preventative:** Maintenance done to prevent the deterioration of the highway network and if not addressed more extensive, expensive and disruptive work would result. Surface dressing and Micro Asphalt are typical approaches to dealing with this problem.
- **Structural:** Maintenance done to restore either the surface, or where required, one or all of the structural layers of the road to the required standard. Resurfacing and reconstruction works fall into this category

A more detailed overview of the main types of work used within Kent is provided below.

Surface Dressing



Surface dressing is an effective and economic method of preventing the deterioration of road surface through aging, minor cracking and loss of texture. Used correctly, it can significantly extend the life of a road.

The process involves spraying the existing surface with a layer of bitumen to both seal the surface and to act as a bonding agent for a layer of chippings which are applied immediately afterwards. The bitumen is capable of sealing minor cracks and preventing future aging of the bitumen in the existing surface material. The layer or layers of chippings, as there can be more than one, restore the surface texture of the road. The process is relatively quick and disruption to traffic is limited.

Surface dressing will not change the existing shape of a road or deal with other serious defects. It is therefore necessary to undertake 'patching' of affected areas on the road surface to deal with these areas before undertaking surface dressing. The process may

not be suitable for all locations and therefore careful consideration should be applied to each potential site as to its suitability and design.

If managed poorly, surface dressing can prove unpopular with road users due to loose chippings and sometimes exposed bitumen but these problems are in most cases avoidable through good design, construction and maintenance.

As a guide, the typical average cost for Surface Dressing is £ 2.75/m² and a life expectancy of seven years

Micro Asphalt



Micro Asphalt, like surface dressing, is a preventative form of maintenance and works in a similar way by both sealing and restoring texture. However, the process differs in that the bitumen and aggregate are mixed prior to laying and to a degree the process can be used to regulate minor defects in the road surface.

As with surface dressing, if significant defects are present these must be attended to prior to laying Micro Asphalt. Micro Asphalt is considered by some to be a high quality form of surface dressing and is generally used in estate roads.

As a guide, the typical average cost for Micro Asphalt is £ 6.00/m² and a life expectancy of seven years.

Resurfacing



Resurfacing is the process of replacing the surface of the road usually to a depth of between 30 - 40mm. This may be done in one of two ways, either removing the existing surface material and laying new material in its place, known as 'inlay resurfacing', or laying new material on top of the existing surface material, known as 'overlay resurfacing'. The decision as to which method is used will depend on the site. Whilst the

overlay method is less expensive, and adds some strength to the existing road structure, the nature and type of the road may mean the increase in surface level is not acceptable due to issues such as kerbing, drainage etc.

Resurfacing is more disruptive than Surface Dressing or Micro Asphalt because the process takes longer. However, it is often possible to open the site to traffic when actual work is not in progress.

Whilst adding some strength to the road structure, the surface course main purpose is to provide good and smooth ride qualities and good levels of grip. However, if the road has serious underlying structural problems, resurfacing will not resolve these and whilst it may seem that a short term replacement of the road has been provided, it will quickly fail.

As a guide, the typical average cost for resurfacing is £18.00/m² and a life expectancy of 15-20 years.

Reconstruction



Where the structural integrity of the road has significantly failed to the point where none of the above techniques are appropriate, reconstruction of the road would be required. The objective of road reconstruction is to restore the expected life of the road before major maintenance is required again. This may involve the removal and replacement of part or all of the structural layers of the road, either

across the full width of the road or restricted to the side, when it is referred to as haunching.

Reconstruction is the most disruptive form of maintenance, as it is usually not possible to open the road to traffic when work is not in progress due to the depth of material that has been removed. It is also the longest and most expensive process. However, reconstruction allows us to recycle more of the waste products for use as aggregate in other resurfacing schemes.



As a guide, the typical average cost for reconstruction is £40.00/m² and a life expectancy of 25 years.

By: Paul Wickenden, Overview, Scrutiny and Localism Manager

To: Environment, Highways and Waste Policy Overview and Scrutiny Committee - 4 November 2010

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: This report advises Members on the progress of the Select Committee on Renewable Energy and invites further suggestions for future Select Committee Topic Reviews.

Select Committee: Renewable Energy

(1) The Select Committee on Renewable Energy, under the Chairmanship of Mr Keith Ferrin, engaged with Cabinet Members and Directorates on 7th October and has subsequently finalised its report.

(2) The report contains 22 recommendations, key themes of which are: increasing energy efficiency in the KCC estate in order to avoid wasted energy, reducing both costs and carbon emissions; capitalising, within the estate on government incentives which have been put in place to encourage the take up of renewable energy systems; and enabling Kent schools, businesses and householders to do the same by various means including through financial mechanisms such as the new Green Investment Bank; and finally ensuring that the county of Kent is more resilient to energy price rises and benefits in the future from the development and supply of sustainable energy while contributing to national renewable energy targets.

(3) The report will now be submitted to the Corporate Management Team before being considered by Cabinet on 29 November 2010 and, if time permits, County Council on 16 December 2010.

Suggestions for Select Committee Topic Reviews

(4) If Members have any suggestions for Select Committee topic reviews could they please contact Karen Mannering, Democratic Services Officer for this POSC.

<h4>Recommendation</h4> <p>(5) Members are asked to note the progress of the Renewable Energy Select Committee and to advise the Democratic Services Officer of any further items that they would like to suggest for inclusion in the topic review programme.</p> <p>Denise Fitch Tel No: 01622 694269 e-mail: denise.fitch@kent.gov.uk</p>	<p>Background Information: <i>Nil</i></p>
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