

**ENVIRONMENT & TRANSPORT
CABINET COMMITTEE**

Thursday, 10th October, 2019

10.00 am

**Darent Room, Sessions House, County Hall,
Maidstone**



AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 10 October 2019 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

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

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

Membership (16)

Conservative (12):	Mr M A C Balfour (Chairman), Mr M D Payne (Vice-Chairman), Mr A Booth, Mr T Bond, Mr D L Brazier, Mr A Cook, Mr N J Collor, Mr S Holden, Mr A R Hills, Mr R C Love, OBE, Mr J M Ozog and Mr H Rayner
Liberal Democrat (2):	Mr R H Bird and Mr I S Chittenden
Labour (1)	Mr B H Lewis
Independents Green Party (1)	Mr M E Whybrow

Webcasting Notice

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UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

- 4 Minutes of the meeting held on 16 July 2019 (Pages 5 - 22)
- 5 Verbal Update
- 6 Heritage Service: Current Priorities and Future Strategy (Pages 23 - 34)
- 7 Performance Dashboard (Pages 35 - 44)
- 8 Gypsy and Traveller Service: Draft Pitch Allocation and Site Management Policy (Pages 45 - 98)
- 9 19/00050 - A20 Coldharbour Roundabout (Pages 99 - 128)
- 10 19/00067 - Waste Management Bulk Transfer Station Services - East Kent (Pages 129 - 142)
- 11 19/00068 - Food Waste Processing Contract (Pages 143 - 156)
- 12 19/00069 - Provision of a new Household Waste Recycling Centre (HWRC) to serve the needs of Tonbridge and Malling Borough and West Maidstone Residents (Pages 157 - 172)
- 13 19/00065 - Public Rights of Way Asset Management Plan 2019 (Pages 173 - 272)
- 14 19/00066 - Revised Detailed Emergency Planning Zone (DEPZ) for Dungeness B Nuclear Power Station (Pages 273 - 314)
- 15 ADEPT Kent Live Labs Project (Pages 315 - 350)
- 16 Winter Service Policy (Pages 351 - 392)
- 17 Work Programme (Pages 393 - 398)

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)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 2 October 2019

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.

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KENT COUNTY COUNCIL

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Sessions House on Tuesday, 16 July 2019.

PRESENT: Mr M A C Balfour (Chairman), Mr M D Payne (Vice-Chairman), Mr R H Bird, Mr A Booth, Mr T Bond, Mr D L Brazier, Mr A Cook, Mr N J Collor, Mr A R Hills, Mr R C Love, OBE, Mr J M Ozog, Mr I S Chittenden, Mr B H Lewis, Mr M E Whybrow and Mr H Rayner

ALSO PRESENT: Mrs S V Hohler and Mr M Whiting

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport) and Mrs S Holt-Castle (Interim Director of Environment, Planning and Enforcement)

UNRESTRICTED ITEMS

185. Membership

(Item 2)

Members noted that Mr R Bird had joined the Committee in place of Mr A Hook.

186. Apologies and Substitutes

(Item 3)

Apologies were received from Mr Hill and Mr Holden. Mrs S Hohler attended as a substitute for Mr Hill.

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

(Item 4)

There were no declarations of interest received.

188. Minutes of the meeting held on 24 May 2019

(Item 5)

RESOLVED that the minutes of the meeting on 24 May 2019 are a correct record and that they be signed by the Chairman.

189. Verbal Update

(Item 6)

1. Mrs S Hohler (Deputy Cabinet Member for Community and Regulatory Services) announced that the Community Wardens Service had successfully recruited ten

new wardens and subject to passing their accreditation their role within the community would start in August 2019.

2. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) provided a verbal update on the following issues:
 - (a) KCC was formally recognised for its proactive approach to risk management and casualty reduction at the EuroRAP results event on 4 July
 - (b) Over 75 highway improvement plans had been developed working with Parishes
 - (c) KCC had secured £2m funding to look at how new technologies could help improve performance of drainage and winter services
 - (d) The Old Chalk New Downs project ran the 'Walk the Chalk' walking festival in June which featured 7 guided walks including one for blind and partially sighted. A total of 78 people took part and KCC received positive feedback
 - (e) The second phase of work at the Pepper Hill Waste Recycling Centre would require the site to be fully closed from Sunday 18th August 2019 for a period of 9 weeks. No kerbside collections would be affected as alternative tipping locations were in place for all kerbside material streams. Also, local residents would be able to use alternative sites with extended opening hours at Swanley, Dartford and Tovil. There also remained an agreement for KCC resident to utilise the sites at Medway, but they would require ID to access their sites. Social media communications via Twitter and Facebook were due to be posted to inform residents of the closure and would be updated as to the progress, timescale of the works and opening hours of alternative sites.
 - (f) A fire at the Ashford Waste Transfer Station on Saturday 29th June was quickly attended to by the Kent Fire and Rescue Service. Mr Whiting praised the Fire Service, the contractor Biffa and KCC officers who ensured that disruption to residents and District collection crews was minimised.
 - (g) Following KCC intervention, Southern Gas Networks had completed its work on Rye Road in Hawkhurst nearly three weeks ahead of schedule. There was huge concern locally around the original plans to close the road for 11 weeks during the summer, which would have had a massive effect on local residents and businesses, so to reduce this to five weeks was a good result.
 - (h) Mr Whiting congratulated all KCC staff, volunteers and partners who made such a success of the Kent County show. It was a valuable opportunity to talk to residents about their environment concerns. Not surprisingly the biggest challenge was deemed to be plastic, followed by litter and fly tipping, the quantity of buildings/housing development and climate change. There was also good promotion for Kent's Plan Bee with visitors being given free wildflower seeds in support of the Plan.

- (i) The Government has published the Clean Maritime Plan which is the UK's blueprint for clean growth and zero emissions in the maritime sector by 2050 which is in line with KCC's policy on zero emissions. By publishing this plan, the UK becomes one of the first countries since the agreement of the strategy to publish a National Action Plan. The plan was developed in consultation with key stakeholders, including the Clean Maritime Council and it identifies actions on economics, infrastructure, innovation and regulation to bring about a future of zero-emission shipping in the UK.
 - (j) In recent weeks there had been huge disruption on the M2 Junctions 5 to 7 caused by Highways England's works. Mr Whiting wrote a letter to Highways England asking them to postpone all Saturday works and restrict the works to evening only.
3. The Cabinet Member and officers responded to comments and questions as follows:
 - (a) Mr Beaver (Head of Waste Management Services) informed Members that the fire at the Ashford Waste Transfer Station on 27th June may have been caused by a number of materials i.e. lithium batteries, hot ash etc. that have often led to a build up of heat. During operation hours a member of the public disposed their waste into the residual bay, and it was believed that when the shovel entered the bunker to turn over the material, air came into contact with the contents which caused the bunker to ignite. After the Pepperhill fire, before closure of the sites, KCC brought in a number of operatives with heat seeking equipment to help detect hotspots around the site and only when satisfied that there were no hotspots was the decision made to close the sites. Ashford was a separate scenario caused through the dispatch of waste by a resident.
 - (b) It was agreed that a briefing be scheduled for all Members on the existing and forthcoming road works
 - (c) Mr Whiting agreed to take Members comments and ensure the following points were raised by Mrs Cooper (Corporate Director of Growth, Environment and Transport) to Highways England:
 - To further reduce the delay caused by gasworks on Tonbridge Road (A26) due to pressure on surrounding minor roads
 - The continual use of laybys on the A2 by HGV drivers
 - The synchronisation of Lydd traffic lights on J7
 - Unmanned roadworks on the A258 causing congestion

4. RESOLVED that the verbal update be noted, with thanks.

190. 19/00051 - Fastrack Full Network - Bean Road Tunnel
(Item 7)

1. Mr Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out the Fastrack Full Network scheme. The Bean

Road Tunnel was one of the core infrastructure projects for the Ebbsfleet Garden City and would help to deliver a high-quality Bus Rapid Transit system for new and existing communities within Gravesham and Dartford.

2. Officers responded to Members comments and questions as follows:
 - (a) Mrs Cooper (Corporate Director of Growth, Environment and Transport) agreed to respond to Members queries regarding the Oyster Card scheme and whether this would be recognised by the Fastrack Network.
 - (b) Mrs Cooper informed Members that the work would be delivered by Kent County Council through forward funding from Bluewater and some investment from Ebbsfleet Development Corporation. Repayment of the proposed forward funding from Bluewater would be funded from the Fastrack revenue surplus (Fare box).
3. RESOLVED that the proposed decisions (19/00051) to be taken by the Cabinet Member for Planning, Highways, Transport and Waste to:
 - (a) give approval to the progress of the reference design as shown on Drawing No. B2350500-JAC-HA-XX-DR-D-0001 Rev P01 for development control and land charge disclosures,
 - (b) give approval to progress all statutory approvals or consents required for the scheme including transfer of land and rights,
 - (c) give approval to carry out consultation on the scheme,
 - (d) give approval to underwrite and enter into forward funding and investment funding agreement(s) subject to the approval of the Infrastructure Commissioning Board,
 - (e) give approval to enter into a design & build construction contract as necessary for the delivery of the scheme subject to the approval of the Infrastructure Commissioning Board to the recommended procurement strategy; and
 - (f) give approval for the Corporate Director of Growth, Environment & Transport, under the Officer Scheme of Delegations, to take further or other decisions as may be appropriate to deliver the Fastrack Full Network – Bean Road Tunnel scheme in accordance with these recommendations,

be endorsed.

191. KCC Bus Feedback Portal - Summary of Feedbacks Received January to May 2019
(Item 8)

Phil Lightowler (Head of Public Transport) and Steve Pay (Public Transport Planning and Operations Manager) were in attendance for this item.

1. Mr Whiting (Cabinet Member for Planning Highways Transport and Waste) introduced the report that set out the results of the Bus Feedback Portal following its implementation and the actions that were due to be carried out by the bus operators as a result of the feedback received.
2. Mr Lightowler informed Members that alongside the less formal feedback conversations that continued to be had between the bus operators and the Cabinet Member, the portal results were a standing agenda item on all Quality Bus Partnership meetings which provided a more formal setting for Public Transport Officers to highlight trends and concerns. In addition, the portal sat alongside a number of school groups (Maidstone, Tonbridge and Tunbridge Wells) which enabled concerns to be flagged with Public Transport Officers directly. Mr Whiting informed Members that he and Mr Gough (Cabinet Member for Children, Young People and Education) would be sending a letter to all Kent schools informing them of the Bus Feedback Portal and how to register their concerns.
3. Officers responded to Members comments and questions as follows:
 - (a) Mr Lightowler informed Members that the contrast in feedback between the East and West of the county was primarily due to the liability issues around service number 89 (Coxheath to Maidstone) which encountered a number of mechanical failures at the start of the school year, thus increasing the level of complaints received. Furthermore, Stagecoach which operated within the East of the county promoted its local customer care helpline whereas Arriva diverted its customers to a national customer care centre which failed to provide a reliable service.
 - (b) In response to the accessibility of the Bus Feedback Portal, Mr Whiting agreed (through the Chairman) that a small Member working group be established to assist Mr Lightowler and the Communications Team with the system interface and to put recommendations forward on how to improve it. Mr Whiting asked Members to contact Mr Lightowler directly to confirm their interest.
 - (c) Mr Whiting agreed to liaise with Members directly regarding their queries on the following issues:
 - Reinstatement of bus service to assist with new medical centre in Linton
 - Developer roundabouts
 - (d) Mr Lightowler informed Members that not all complaints were congestion related, however, the issues in relation to reliability had been addressed with Stagecoach and plans had been devised to improve service performance. In particular, the Maidstone depot was due to receive a new fleet of double-decker buses which would help to reduce complaints in relation to mechanical faults.
 - (e) In response to Members comments, Mr Pay agreed to present a report on the Bus Feedback Portal on a quarterly basis and to circulate a monthly report to all Members of the Council to help cascade information within their wards.

4. RESOLVED that the contents of the reports be noted, and that the frequency of the results be published on a quarterly basis.

192. Performance Dashboard

(Item 9)

Barbara Cooper (Corporate Director of Growth, Environment and Transport), Stephanie Holt-Castle (Interim Director of Environment, Planning and Enforcement) and David Beaver (Head of Waste Management) were in attendance for this item.

1. Mrs Cooper introduced the Performance Dashboard which showed progress made against targets set for Key Performance Indicators (KPIs) up to May 2019.
2. Mr Beaver addressed the red rating for KPI *HT01: Potholes repaired in 28 calendar days* and said that the percentage of potholes repaired within the given timescale was behind target due to poor weather conditions and resourcing issues within the Highway Term Maintenance contract, this was primarily in relation to the preparation work required for Brexit which placed additional pressures on Amey. However, urgent faults continued to take precedence and Amey staff were deployed to carry out those works under priority measures to protect the Local Authority from insurance claims. Mr Beaver assured the Committee that resourcing issues had since been resolved and that in June 2019, 92% of potholes had been repaired within the 28-day period and that targets were on track to be achieved for July 2019.
3. Officers responded to Members comments and questions as follows:
 - (a) Mr Beaver acknowledged Members continued concerns and agreed to review the following issues outside of the meeting:
 - The waste tonnage collected by District Councils and how this impacted on waste volumes
 - The need for a revised target on the percentage of municipal waste diverted from landfill; and
 - The need for a revised target on the percentage of municipal waste converted to energy
 - (b) In response to how economic uncertainty impacted on KPI *WM03: Waste recycled and composted at HWRC's*, Mr Beaver said that the amber rating was primarily due to seasonality factors as green waste was not often produced in April. In terms of economic uncertainty, there had been a reduction in large consumers goods and personal finances may have been a contributing factor, however, further work needed to be done to review the reduced rate in which people used the Household Waste Recycling Centre's.
 - (c) Mrs Holt-Castle assured Members that KPI *EPE14: Greenhouse Gas Emissions from KCC Estates in tonnes*, was reducing each year as the Council improved its performance, however, welcomed Members the opportunity to discuss targets outside of the meeting.
 - (d) Mr Beaver informed Members that Amey was under contractual obligations to carry out work that had been designated to them. Capital funding had also been allocated to the Find and Fix Programme which again, allowed KCC to designate work to groups of contractors.

- (e) Mr Beaver acknowledged Members concerns with the incident portal and said that an extensive amount of work had been carried out to improve the systems interface. With regard to the delayed response from the contact centre, Mr Beaver agreed to raise the issue with the appropriate division.
 - (f) In response to Members queries regarding the percentage of young people who had used the Bus Feedback Portal to raise issues on the Kent Saver Travel Card, Mrs Cooper agreed to liaise with Mr Lightowler and respond to Members directly.
 - (g) Mrs Cooper informed Members that some of the targets were contractual which restricted GET from amending the target levels.
4. Mr Whiting applauded the performance of Kent County Council and its improved recycling rates which had been achieved through the innovative and commendable efforts of officers. Mr Whiting thanked all those involved for their continued work.
 5. RESOLVED that the report be noted.

193. 2018/19 Growth, Environment and Transport Directorate Equality Review
(Item 10)

Stephanie Holt-Castle (Interim Director of Environment, Planning and Enforcement) was in attendance for this item.

1. Mrs Holt-Castle introduced the report that set out the position statement for the Growth, Environment and Transport (GET) Directorate for 2018/19 regarding the embedment of equality and diversity within work programmes and organisational development. The evidence for each project identified had been captured through the Members of the Equality and Diversity group having reviewed one another's division. The GET directorate continued to take a firm approach to equality and diversity as it was integral to KCCs customer service programme and continued to improve the ways in which it understood and responded to customers and non-customers' needs using customer data across all ten protected characteristics.
2. Officers responded to Members comments and questions as follows:
 - (a) Mrs Holt-Castle said that GET used a number of internal Key Performance Indicators (KPIs) to measure performance against the equality duty, the principle one however was the number of Equality Impact Assessments (EQIAs) delivered by each division and signed off by the Director each year. In 2015 the GET directorate had completed 5 EQIAs whereas up to June 2019 the directorate had completed 200 which demonstrated the significant improvement in the quality of EQIAs completed. In terms of what further work needed to be done to improve equality and diversity, the GET directorate had produced a spreadsheet that mapped out all 9 characteristics against the EQIAs and had captured data over the past 12 months which allowed for further analysis at directorate level to be carried out. The learning from that analysis would be used to improve equality and diversity and influence the directorates future customer care activity.

- (b) Mrs Holt-Castle agreed to cascade information to Members regarding future Equality and Diversity briefings.
 - (c) With regard to complaints, Mrs Holt-Castle said that the GET directorate received all data on a quarterly basis and a review would be carried out to identify whether there were any explicit or implicit issues raised around a protected characteristic. A record would also be kept by the directorate as to how that complaint was dealt with and any actions that arose from that complaint. The complaint would also be reviewed by the Directorate Management Team and the GET Equality and Diversity Group to ensure all issues were addressed appropriately. Mrs Holt-Castle agreed to include this information in future reports.
3. RESOLVED that the report be noted, and that the Committee continue to receive an annual report in order to comply with the Public Sector Equality Duty 2010.

194. Gypsy and Traveller Service - Emerging Policies

(Item 11)

Stephanie Holt-Castle (Interim Director of Environment, Planning and Enforcement) and Helen Page (Head of Countryside and Community Development Group) were in attendance for this item.

1. Mrs Hohler (Deputy Cabinet Member for Community and regulatory Services) introduced the report that set out the emerging proposed policy changes of the Kent County Council Gypsy and Traveller Services. In particular, the report outlined the approach to developing an Asset Management Plan and a Draft Pitch Allocation and Site Management Policy. The paper also described the intention to develop a new draft Gypsy and Traveller Service Charges and Rent Setting Policy, and by the end of the financial year 2019, an Unauthorised Encampment Strategy.
2. Mrs Holt-Castle informed Members that a consultation took place in October 2017 on a draft Gypsy and Traveller Pitch Allocation Policy to meet residents' needs and changing demands on the service to ensure sustainable provision for the future. The results of the consultation indicated that Kent County Council had not taken the correct course of action and therefore, extensive work had been carried out over the past 18 months to rectify the issues and develop further proposals to inform two future draft policies and two draft strategies. The draft Pitch Allocation and Site Management Policy, the draft Gypsy and Traveller Service Charges and Rent Setting Policy and the draft Unauthorised Encampment Strategy were due to be brought back to the Committee in autumn 2019 ahead of the respective public consultation.
3. With regard to Asset Management, Ms Page said that a survey had been carried out on 3 of the 8 existing sites managed by Kent County Council and a lifespan project had been devised for each site that calculated the cost of all assets and how much it would cost to replace those assets; this calculation would then be used to inform the annual service charge for residents for the maintenance of communal areas and the rent charge within the Policy. Ms Page said that the plan was to emulate the work across all 8 sites to help inform the Asset Management Plan. There would also be a planned maintenance Programme for each site that would help to reduce the emergency maintenance costs that the service was currently incurring.

4. In terms of the Pitch Allocation and Site Management Policy, Ms Page said that the consultation highlighted the disparity between the application process for social housing and KCC Gypsy and Traveller pitch accommodation. The draft policy addressed the disparities by introducing a banding (prioritisation) system similar to that used by other councils nationally and offered a fairer process. Kent County Council would also be working with District Councils on their Home Choice Based Lettings to enable applicants to apply for bricks and mortar properties. The respondents from the 2017 consultation also referred to the practices of social housing in terms of the Councils vetting procedures and residents would also be required to pay two weeks rent in advance to manage the risk of residents going into arrears.
5. An Unauthorised Encampments Strategy had also been devised as numbers of unauthorised trespassers had risen by 50% since 2018/19. The increase in work had created additional pressures for the Gypsy and Traveller Service and the Strategy helped to address the resource issues to ensure performance of the service could be sustained.
6. Officers responded to Members comments and questions as follows:
 - (a) In response to concerns regarding the statutory obligations placed on district councils to provide accommodation to the Gypsy and Traveller community through the Gypsy and Traveller Accommodation Assessment (GTAA), Ms Page said that work was being done to review the local letting plans and transit sites in Thanet as part of the emerging Local Plan, however, Ms Page agreed to brief the Member outside of the meeting for further clarity on the matter and to circulate statutory guidance to Members of the Committee.
 - (b) Ms Page said that the term 'steady state' meant that KCC was investing money back into the sites to avoid dilapidation, the cost of which would be covered by the rent. Mrs Page assured Members that KCC was not offering a subsidy and that all proportionate costs were allocated appropriately.
 - (c) In terms of anti-social behaviour and criminal activity displayed by residents on the sites, Ms Page said that KCC had a licence agreement that every tenant had to sign if they wanted to live on one of the pitches. Within the licence agreement there were terms and conditions around acceptable standards of behaviour and enforcement processes were in place, all of which would be addressed within the Pitch Allocation Policy.
 - (d) Ms Page said that the Asset Management Plan would help to inform the rent charge, however KCC were looking to make it fair and equitable and in line with other forms of social housing. The rent from the Gypsy and Traveller site residents was considerably low compared with other social housing charges; by aligning it with the national cost, this would reduce preference over sites and the Policy would also introduce banding and eligibility criteria to ensure that KCC offered pitch allocations to those who met the correct standards.
 - (e) The Chairman asked that a briefing be held for all Members of the Council on the emerging policies of the Gypsy and Traveller Service.
7. RESOLVED that the emerging proposed policies and strategies, and Asset Management Plan, be noted.

195. 19/00053 - Dover Bus Rapid Transit (BRT) - Infrastructure delivery partner with Dover District Council
(Item 12)

Barry Stiff (Project Manager, Capital Programme Team) was in attendance for this item.

1. Mr Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out the proposed decision for Kent County Council to enter into a legal agreement with Dover District Council in order to act as an infrastructure delivery partner and to project manage the design, detail, statutory approvals and construction contract of the Dover Bus Rapid Transit (BRT) project.
2. Mr Stiff said that the Dover Rapid Transit project would provide a high quality and reliable public transport service that would link major housing allocations at Whitfield (5,750 homes) to Dover Town Centre and the High-Speed Rail services at Dover Priory Station. The new route would be delivered through the build-out of the housing developments and the existing highway network. The key elements of infrastructure identified for the BRT route included:
 - (a) a new A2 overbridge for buses, pedestrians and cyclists
 - (b) a new dedicated bus link through White Cliffs Business Park to Dover Road
 - (c) the localised widening of Dover Road; and
 - (d) junction improvements at Castle Hill Road

Dover District Council submitted a funding bid to Homes England (HE) through the Marginal Viability Housing Infrastructure Fund (HIF) and in April 2019, was awarded £16.1m to carry out the required work, subject to Dover District Council's completion of pre-contract conditions which were due to be completed by July 2019. Mr Stiff said that the project was fully funded by the allocation of £16.1m of the HIF funding and therefore would not pose any risk or financial implications to KCC's revenue or capital budgets.

3. The Chairman welcomed Mr Collor (Member for Dover) to respond to the report. Mr Collor commended the BRT project and the new mode of traffic to help improve traffic congestion and air quality in Dover. Mr Collor thanked both KCC and Dover District Council officers for their work and reported that Dover was still on track to execute the pre-contract conditions prior to the allocation of funding from Homes England.
4. RESOLVED that the proposed decision (19/00053) to be taken by the Cabinet Member for Planning, Highways, Transport and Waste to give:
 - (a) Approval to enter into legal agreements with Dover District Council to undertake the delivery of the Infrastructure Works at no cost or risk to the County Council
 - (b) Approval for KCC officers to project manage, input into the delivery and supervision of the project, with the cost of all staff and consultant time being recoverable against the project funding.
 - (c) Approval to undertake the detailed design and surveys for the project, to include a new bridge crossing the A2, associated approaches to link to

existing/proposed highway, a new link road through the undeveloped White Cliffs Business Park, improvements to the existing Dover Road and links/improvements for the junction onto the existing A258. This work will be undertaken by procuring consultants through an existing framework contract

- (d) Approval to acquire the land and rights for carrying out the construction and maintenance of the BRT project
- (e) Approval to progress all statutory approvals and consents required for the scheme including Section 6 Agreement with Highways England, drainage and environmental consents and detailed planning permission.
- (f) Approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Infrastructure Commissioning Board to the recommended procurement strategy; and
- (g) Approval for any further decisions required to allow the scheme to proceed through to delivery to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member,

be endorsed.

196. 19/00054 - KCC Country Parks - Decision to approve fees and charges for Pay and Display and Season Ticket charging, and the principles for establishing future fees and charges

(Item 13)

Stephanie Holt-Castle (Interim Director of Environment, Planning and Enforcement) and Helen Page (Interim Head of Countryside and Community Development) were in attendance for this item.

1. Mrs Hohler (Deputy Cabinet Member for Community and Regulatory Services) introduced the report that set out the Pay and Display and Annual Parking fees and charges for Kent Country Parks following an annual review. The report sought approval to increase fees and charges for Pay and Display and Annual Season Ticket fees and to delegate authority to the Head of Country Parks to annually review and publish revised fees and charges subject to a number of key principles.
2. Ms Page highlighted to Members the typographical error within the report and confirmed that the key principles referred to in the recommendation were not listed in Appendix A and instead could be found within paragraph 1.9 of the report. Kent Country Parks were a key asset to the Council's portfolio and generated a degree of income that was then invested directly back into the parks and their facilities. A recent review of the charges identified a significant increase in Blue Badge season ticket holders visiting the parks, however, the operational cost of administering the Blue Badges had not increased over the past years. Therefore, the report proposed that the annual price of both season tickets would rise from 1 September 2019 by £2 meaning that the standard ticket would be increased to £52 (costing customer £1 per week to use all nine country parks) and

the Blue Badge season ticket would increase to £5 (£9.62 per week). The £5 figure was set at the cost to make the processing cost of all Blue Badge season ticket applications neutral.

3. Officers responded to Comments and questions as follows:

(a) Ms Page confirmed that it cost the service £7.57 to administer Blue Badge Season Tickets, however, the current charge for this was £3 and had remained at that same cost for the past two years. The proposed increase would ensure that the provision of Blue Badges was not at a cost to other customers who purchased season tickets. The current £3 figure did not provide any contribution to the running-cost of the parks and therefore, the service needed to ensure that future costs of the Blue Badges were not being supplemented due to not charging the appropriate amount.

(b) Mr Lewis proposed that the Blue Badge Season Ticket be amended to £4 instead of £5 in order to make it more equitable. Mr Lewis's proposal was not seconded and fell.

(c) In response to whether future decisions regarding an increase to fees and charges should be delegated to the Head of Country Parks, Mrs Holt-Castle informed Members that the delegation of authority to make minimal increases would reduce the need for further Executive decisions to be made in order to respond to the changing market. The constitution states that where a decision affects two or more electoral divisions, it must be taken as a key decision, however upon discussion with the Cabinet Member for Communities and Regulatory Services, it was agreed that the recommendation should include a clause within it that delegates authority to the Head of Country Parks to annually review and publish revised fees and charges and this would be subject to consultation with the responsible Cabinet Member.

(d) Ms Page said that there was an online payment system to purchase Season tickets, however, a majority of Blue Badge Ticket holders continued to use the contact centre which required more administrative support. The £5 fee still failed to cover the entire cost of the operational fees (£7.57) generated through the application of Blue Badge Season Tickets, however, the view was taken that over a period of time more customers would be able to use the online purchasing system and therefore reduce admin costs.

4. RESOLVED that the proposed decision (19/00054) to be taken by the Cabinet Member for Community and Regulatory Services to increase fees and charges for Pay and Display and Annual Parking Season Ticket fees and to delegate authority to the Head of Country Parks to annually review and publish revised fees and charges, subject to the application of a number of key principles, be endorsed.

Endorsed (14)

Abstained (1)

197. Fly Tipping Enforcement Plan

(Item 14)

David Beaver (Head of Waste Management), Hannah Allard (Waste Business Development Manager) and Natalie Liddiard (Intelligence and Standards Manager) were in attendance for this item.

1. Mr Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out the current and future action plans to address fly tipping in Kent. Mrs Whiting informed the Committee that the Leader had announced at County Council additional funding to help reduce the level of fly tipping in the county through increased enforcement and improved communications between partner agencies with the aim to better inform both householders and businesses of their duty of care and responsibilities relating to waste disposal.
2. Prior to discussion, Mrs Allard informed Members that where the report mentioned VOSA (Vehicle and Operations Service Agency), this should have read DVSA (Driver and Vehicle Standards Agency). Mrs Allard addressed the key areas of the report that looked at the current actions including Op Assist that was carried out in five districts and led to a number of successful prosecutions, future actions to combat fly tipping and the measures that were being developed including social media campaigns, Magistrates training and the use of covert equipment to improve awareness and increase the number of successful prosecutions.
3. The officers and Cabinet Member responded to Comments and questions as follows:
 - (a) Mrs Allard agreed to circulate to Members the number of prosecutions
 - (b) Mrs Liddiard said that Op Assist was piloted within the East of the County, however, following its success, KCC hoped to work with district and borough councils, Kent Police and other partners to deliver more days of action across the rest of the county. KCC used an intelligence led approach to increase the success rate and impact of the 'days of action' and with the £250,000 commitment from KCC, resources could be deployed more effectively within the district and borough councils and by the Police to improve enforcement and reduce fly tipping.
 - (c) Mr Whiting (Cabinet Member for Planning, Highways, Transport and Waste) informed Members that the Police and Crime Commissioner had doubled the Rural Police Task Force and that Kent Police continued to tackle fly tipping as a priority and work with KCC on Op Assist. Mr Whiting acknowledged that KCC needed to publicise the results of the fly tipping operations and asked officers to cascade the information.
 - (d) The officers agreed to send regular updates to Members of the Council to ensure that the correct information was cascaded to residents.

- (e) Mr Beaver assured Members that the intelligence equipment was used in hotspots and provided targeted intelligence to the Police. A trial of the new covert equipment was due to be carried out across four key sites and use of the technology was advancing successfully.
- (f) Mrs Allard informed Members that new legislation imposed a duty of care on households to check that their waste was being disposed of by an authorised waste carrier. Households were advised to contact the Environment Agency to ensure appropriate checks had been carried out and that a form of receipt be provided by the waste collection service to the Household as proof that all checks had been carried out by the Household to the best of their knowledge to avoid prosecution if that waste was to be incorrectly disposed of.
- (g) The Chairman asked that regular reports be presented to the Committee and thanked officers for their continued efforts in tackling fly tipping.

4. RESOLVED that the report be noted.

198. Kent County Council's Response to Transport for the South East's Proposal Consultation (Item 15)

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

1. Mr Payne introduced the report that outlined Kent County Council's (KCC) proposed response to the consultation by the emerging Sub-national Transport Body (STB) – Transport for the South East (TfSE), on its proposal to government for statutory powers.
2. Supplementary to this, Mr Ratcliffe informed the Committee that the primary purpose of the report was to agree KCCs proposed response supporting the establishment of an STB for the South East with it as a constituent authority within TfSE and support the proposed voting mechanism for the Partnership Board. Mr Ratcliffe referred in particular to the table under paragraph 3.4 of the report that summarised the powers and KCCs response to support or conditionally support each power sought by the TfSE. Mr Ratcliffe noted that the proposal was expected to be submitted by the TfSE to Government in late 2019, with statutory status subsequently being awarded should approval be given by the Secretary of State in 2020. However, after the consultation was launched, the Secretary of State wrote to all emerging STBs indicating that his preference for the foreseeable future was to continue to work with the STBs as voluntary partnerships rather than grant statutory status. Mr Ratcliffe informed Members that as the TfSE was part way through the consultation when the letter was written, it placed them in a good position to move forward if and when the position of the Secretary of State changed. A new approach would be discussed by TfSE's shadow board in September and should the position change, a KCC Leader decision would come back to Committee for formal endorsement which would be the first step in a long process of establishing such a body.

3. The officers responded to Comments and questions as follows:
- (a) With regards to the status of the STB and whether this would remain as a shadow body until further notice was given by the Secretary of State, Mr Payne said that funding continued to be provided to TfSE by the Secretary of State for further studies which was not the case for other Sub-national bodies around the country and consultations would continue to be had in a manner that recognised the TfSE as a statutory body.
 - (b) Mr Ratcliffe said that the purpose of the consultation was to hear the views of all constituent member authorities and stakeholders and to revise the proposal following the received feedback. The revised proposal would then be presented to the TfSE shadow Board for endorsement. In order for KCC to sign up to the revised proposal, a decision would need to be taken by the Leader of the Council (under article 10(1) and 10(4) of the constitution), providing that there would be no transfer of powers, to endorse the final proposal made by the TfSE to government on the powers and responsibilities relating to the establishment of TfSE following formal consultation. However, should the revised proposal include a transfer of powers, the decision would need to go to full County Council to amend the constitution. Mr Ratcliffe assured Members that a revised final proposal by the TfSE would be brought back to the Cabinet Committee prior to the decision being taken by the Leader.
 - (c) In response to queries regarding the inclusion of the M25 J5, Mr Ratcliffe informed Members that the request for the inclusion of the M25 J5 was featured within the original submission to Highways England (HE) and the Department for Transport (DfT) several years ago when compiling the list of priorities for RIS2. KCC were awaiting confirmation of what the final RIS2 priorities would be, however, KCC were mindful that there were competing demands that needed to be taken into consideration from the Kent Network, the wider South East and the rest of the country. Mr Ratcliffe assured Members that work had been done to support the scheme and welcomed Members the opportunity to discuss matters further outside of the meeting.
 - (d) Mrs Cooper (Corporate Director of Growth, Environment and Transport) said that stakeholders from around London and the South East used the forum to discuss major priorities and KCC were in a strong position at the table to ensure it was articulating the needs for Kent and applying for bids when possible. Mrs Cooper paid tribute to the offices involved who continued to push for Kent's needs to be prioritised.
 - (e) Mr Ratcliffe informed Members that the A229 work was part of a large local major scheme funding bid and work continued to be undertaken to resolve ongoing concerns.
4. RESOLVED that the proposed response by Kent County Council (KCC) to the consultation by Transport for the South East (TfSE) with proposed support for powers 1 to 9, and conditional support for powers 10 to 15 as set out in the table in section 3.4 and in the conclusions in paragraphs 4.6 to 4.8, be noted.

(The conditional support is that it is agreed by TfSE that the principle of subsidiarity applies in that decisions on the use of those powers are made at the most immediate (or local) level, i.e. by constituent authorities, e.g. KCC)

Mr Love did not participate in the Committees agreement to note the response.

199. 19/00055 - Contract for Coroners' Post-Mortem Examinations, North West Kent Coroners Area

(Item 16)

Stephanie Holt-Castle (Interim Director of Environment, Planning and Enforcement) was in attendance for this item.

1. Mrs Hohler (Deputy Cabinet Member for Community and Regulatory Services) introduced the report that set out the proposed future provision of contractual arrangements for mortuary and Post Mortem Examination (PME) services in the Mid Kent and Medway coroner area. Local authorities had a legal obligation to support the work of coroners, to fund all costs of the service and to provide the necessary resources to enable the coroners to carry out their statutory obligations. Kent County Council did not have its own public mortuary and had therefore always commissioned the NHS in Kent and Medway to provide the service. The paper therefore proposed that a four-year contract be awarded to Maidstone and Tunbridge Wells NHS Trust for the provision of post mortem facilities at Tunbridge Wells Hospital in Pembury for the Mid Kent and Medway coroner area.
2. The officer responded to comments and questions as follows:
 - (a) Mrs Holt-Castle assured Members that Kent County Council worked closely with the South East 7 (SE7) to compare the various costs that the NHS Trusts were charging, however, Kent County Council were under legal obligation to meet the costs of the Coroner Service and were required to pay the requested amount by local NHS Trusts. Kent County Council was exploring alternative providers to the NHS which allowed for a public mortuary and digital autopsy, however, PME facilities were currently limited to the NHS as there were no private sectors suppliers that could offer the same highly specialised service. Kent County Council was also due to host an inaugural seminar of the SE7 Coroner Services to review the pressures, both nationally and within the South East.
3. RESOLVED that the proposed decision (19/00055) to be taken by the Cabinet Member for Community and Regulatory Services to award a four-year contract to Maidstone & Tunbridge Wells NHS Trust (MTW) for the provision of post mortem (PM) facilities at Tunbridge Wells Hospital in Pembury, for the Mid Kent & Medway coroner area, be endorsed.

200. Serious and Organised Crime

(Item 17)

Natalie Liddiard (Intelligence and Standards Manager) was in attendance for this item.

1. Mrs Cooper (Corporate Director of Growth, Environment and Transport) introduced the report that provided an update on Serious and Organised Crime and paid tribute to Natalie Liddiard and her team who were leading on Kent County Council's response to tackling increased criminal activity. The main categories of serious offences covered by the term 'serious organised crime' were extensive, however, evidence suggested that supplier sectors were potentially of higher risk from criminal exploitation, including waste firms, taxis and domiciliary care. KCC had a responsibility to use its public protection intelligence to best effect to ensure that it was not inadvertently adding risk to its procurement activities and would be coordinating actions across all of KCC, including Children's Young People and Education and Adult Social Care to review how KCC organised itself to avoid exposure to Serious Organised Crime.
2. Mrs Liddiard added that since publication of the Committee paper the national Audit Office had also produced a paper reviewing how Government aimed to tackle Serious and Organised Crime. This reinforced the message that whilst the extent of the problem was not fully known, it was a national issue that needed to be addressed and KCC were in a good position to respond.
3. The officers responded to comments and questions as follows:
 - (a) Mrs Cooper agreed to organise a confidential all Member briefing on Serious and Organised Crime.
 - (b) Mrs Cooper agreed to bring an update report to a future Cabinet Committee in 2020
 - (c) Mrs Cooper assured Members that the work of the Public Protection team would not protract the work of the Select Committee on 'Knife Crime in Kent.'
4. RESOLVED that KCCs approach to Serious and Organised Crime, be endorsed.

201. Work Programme

(Item 18)

1. RESOLVED that the Work Programme be noted, subject to the inclusion of the following items:
 - (a) An update on the North West Maidstone Transfer Station (October 2019)
 - (b) Quarterly report on bus feedback portal

- (c) The draft Pitch Allocation and Site Management Policy, the draft Gypsy and Traveller Service Charges and Rent Setting Policy and the draft Unauthorised Encampment Strategy - October 2019
- (d) Transport for South East (TfSE) - October 2019
- (e) Update report on Serious Organised Crime (date TBC)
- (f) Update report on Brexit (date TBC)

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

To: Environment and Transport Cabinet Committee - 10th October 2019

Subject: Heritage Service: current priorities and future strategy

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: This paper sets out the current priorities and future direction of the Heritage Conservation Service. The paper provides an opportunity for members to comment on what will be included in a future strategy.

Recommendation(s):

The Cabinet Committee is asked to note and make comments to the Cabinet Member for Planning, Highways, Transport and Waste on the current priorities and strategic direction of the Heritage Conservation Service.

The Cabinet Committee is asked to agree that a KCC Member Archaeology Champion role be created, and that both the existing Member Heritage Champion and the proposed role of Member Archaeology Champion form part of a Member Working Group to help inform the drafting of the Heritage Conservation Strategy.

1. Introduction and background

1.1 This paper sets out the current priorities and future direction of the Heritage Conservation Service. The paper's purpose is to brief the Environment and Transport Cabinet Committee and to provide an opportunity for members to comment on what will be included in a future strategy. Later this autumn, a briefing will be given to the Growth, Economic Development and Communities Cabinet Committee as aspects of the team's work support that committee's remit also.

1.2 Kent has an extremely rich and varied historic environment which is everywhere around us: in its historic buildings, in the patterns of its towns and villages, fields and woodland and in the archaeological remains still visible or buried beneath the ground. In a lowland county like Kent the physical environment is predominantly the product of human activity, shaped by

agriculture, industry and settlement over the millennia. Kent has featured prominently in the history of England and its close proximity to the continental mainland has resulted in it having a special place in our understanding of how England has related to Europe since prehistoric times.

- 1.3 Kent's proximity to Europe and London, along with the growth agenda, gives rise to major development pressure but also fantastic archaeological discoveries and opportunities to conserve amazing historic buildings. Natural erosion and ploughing and other agricultural processes can harm archaeological sites and historic landscapes, but improved management is possible through environmental stewardship. Careful management of this often fragile and vulnerable resource is needed and opportunities for heritage-led regeneration and development-related benefits for heritage assets must be seized. The character of Kent's historic environment can contribute greatly to the development of Kent's sense of place and identity, and forms an important resource for education, leisure and tourism. KCC's Heritage Conservation Service has a key strategic role in helping to safeguard, manage and make accessible this heritage for present and future generations.
- 1.4 The main activities of the Service are to provide expert historic environment planning advice to Kent County Council, Medway Council, districts and others; to maintain the Historic Environment Record as the main data source for decision-making; to manage KCC's eight historic windmills; to deliver the Portable Antiquities Scheme in Kent and to promote involvement of communities in archaeology and the wider historic environment. The Service aims to:
- Provide archaeological planning advice (over 2,000 applications per year) to KCC, Medway Council, Ebbsfleet Development Corporation, Kent's Districts (except Canterbury) and others, including the setting or agreeing of specifications for archaeological work and the monitoring of their implementation
 - Manage and enhance the Kent Historic Environment Record (a computerised database with information on almost 90,000 heritage assets and features, with c. 300-400 records added each year) as required in the National Planning Policy Framework
 - Develop historic environment policy particularly in relation to the implications of development
 - Promote the role of the historic environment in regeneration, particularly in the growth areas
 - Provide historic built environment planning advice to KCC
 - Provide advice on archaeological work in connection with KCC road schemes
 - Manage, maintain and safeguard KCC's eight historic windmills, in partnership with KCC Infrastructure and volunteer windmill groups, as owner of last resort
 - Manage the Portable Antiquities Scheme and assist with the Treasure process in Kent; average of 100 records added per month and over 60 Treasure cases in 2018

- Promote access to Kent's heritage through projects such as Cobham Landscape Detectives, Shorne Wood HubCAP, Fifth Continent Landscape Partnership Scheme and others
- Increase awareness of the historic environment by ensuring significant discoveries are exhibited and brought to the attention of local people where possible, seeking funding through Section 106 agreements e.g. as at Chilmington Green, Ashford

2. Policy

- 2.1 The work of the team, in providing historic environment planning advice and maintaining the Historic Environment Record, is carried out within the legislative framework of the Town and Country Planning Act 1990 and the Planning (Listed Buildings and Conservation Areas) Act 1990. The team operates under the National Planning Policy Framework, Environmental Impact Assessment regulations and the Valetta Convention. Its work in relation to the Treasure process is covered by the Treasure Act 1996.
- 2.2 The KCC windmills are mostly Grade I or II* listed buildings and are covered by the Planning (Listed Buildings and Conservation Areas) Act 1990. If their special character is considered to be at risk, they would be placed on Historic England's Heritage at Risk Register and the district council could use statutory enforcement powers such as issuing an urgent works notice. Work carried out at the mills would be covered by the Health and Safety at Work Act 1974.
- 2.3 The Heritage Conservation team contributes to KCC Strategic Outcome '*Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life*' and the following Supporting Outcomes in particular:

Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

We support well planned housing growth so Kent residents can live in the home of their choice

Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure

Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors

3. Current priorities

3.1 *Archaeology and development:*

- 3.1.1 The main priority for the Heritage Conservation Service is to provide advice on archaeology in relation to development management across Kent. The service was set up in 1989 in partnership with Kent's district councils. Advice is

provided to KCC, Medway Council, Ebbsfleet Development Corporation and all the Kent districts (except Canterbury which currently has its own adviser). The advice is provided under a service level agreement, with benefits to both Kent and the Local Planning Authorities (LPAs) on reducing costs for advice on strategic developments. The service provided to KCC and the other local authorities includes:

- Pre-application archaeological advice to planners and developers (and other stakeholders) including assisting in the design and monitoring of advance fieldwork, reviewing reports etc.
- Direct advice to local authorities on planning applications for archaeology (not built heritage which is mainly provided by District conservation Officers)
- Strategic advice to KCC and where requested to local authorities.
- Planning advice to KCC
- Advice to KCC teams on our own developments and where appropriate management of the archaeological work on these.
- General advice on the County's heritage to the wider public and stakeholder groups
- Overseeing the discharge of planning requirements for archaeology through agreeing schemes of archaeological works, monitoring their implementation and standards, and reviewing the results of the works and reporting
- Local knowledge and understanding of the archaeology of the county.
- Expert advice in planning appeals
- Promotion of the archaeology of Kent

3.1.2 The archaeology advice service deals with in excess of 2,000 planning applications per year ranging from small scale householder proposals to extensive strategic developments. The richness of Kent's archaeological resource together with the growth pressures means that archaeology is a consideration in the majority of major development and infrastructure proposals. The team has higher workloads than most corresponding services in adjacent counties and in recent years considerable effort has been needed to keep up with casework. The introduction of the Nationally Significant Infrastructure Project process, the proposals for garden settlements in several areas, and the major expansion of housing and other development into greenfield areas of most districts has been particularly challenging and required substantial archaeological assessment and mitigation.

3.1.3 The service needs to respond to changes in planning legislation and the use of planning conditions, including the way in which we are asked for comments by local planning authorities. Currently the consultation process from districts varies depending on their own in-house methods and the main trigger is a single level map of areas of archaeological potential, which needs updating to take account of new discoveries. We are currently undertaking a project, partly with Historic England funding, to update the mapping and improve efficiency by creating a layer of graded 'Archaeological Notification Areas' which will guide the LPA on whether to consult the service depending on the size of application.

This should reduce the number of 'false positives' i.e. applications on which we are consulted but send 'no comment' responses.

3.1.4 An important part of the work is to ensure consistent and appropriate standards for archaeological investigation in the county. This has been challenging, particularly given that all contractors are experiencing difficulties with staffing due to high development pressure across the south-east. We are currently updating and adding to our standard specifications for archaeological fieldwork which set out what is required from development-led fieldwork in Kent.

3.2 *Kent Historic Environment Record (HER):*

3.2.1 The database of almost 90,000 heritage assets and features includes designated assets such as Listed Buildings and Scheduled Monuments as well as non-designated archaeological sites, unlisted historic buildings, parks and gardens and findspots. Its primary role is as the main source of heritage information for development management in Kent but is also used for research, education and tourism purposes. It is therefore critical that it is as up-to-date and accessible as possible. The information in the HER is also made freely available to the public via the KCC website but there is a charge for providing detailed information to developers.

3.2.2 The HER team (1.6 FTE) process about 300 development management requests for information each year from developers and consultants and about 20 research requests from universities and other sources. The team adds about 350 archaeological reports to the system arising from development management projects and about 4,000 additional records each year from enhancement projects including national and local research.

3.2.3 The volume of information requests and new information arriving at the HER has created a backlog of more than 1,100 archaeological reports awaiting entry. This has risen from c. 200 in 2014, primarily due to a reduction in staff provision and to an increase in agri-environment scheme applications in Kent.

3.2.4 The service has recently completed, with Historic England funding, an Urban Archaeological Database (UAD) for Dover; this provides a more detailed and comprehensive dataset than normal HER data and will improve decision-making in a growth area with high heritage value. We are also preparing a UAD for the Ebbsfleet Development Corporation area and a UAD was previously created for Canterbury City by a contractor working for Canterbury City Council.

3.2.5 To keep the HER up-to-date and meet the extra requirements of the more detailed UAD areas, the resourcing of the HER team needs to be enhanced. Part of the proposed funding and strategy will be to consider how the service can generally grow its income to deliver sought outcomes, including from developer-related charging.

3.2.6 To ensure that the service continues to apply good practice the HER team will carry out an HER Audit in 2020 following Historic England guidance. The service was last successfully audited in 2013.

3.3 *Built historic environment planning advice:*

3.3.1 The Heritage Conservation Service only provides advice on the historic built environment to the County Council, except for key strategic infrastructure projects, as most districts have their own Conservation Officer. However, some districts have struggled to recruit appropriate staff and there could be opportunities to offer a built environment service similar to the archaeological advice service. The current main focus for the Conservation Officer is to advise on developments relating to school buildings to ensure that heritage assets are protected and enhanced where possible. This advice is most effective when given at an early stage in the design process and now that the Conservation Officer post has been successfully filled we will engage with KCC Infrastructure and Gen2 to develop efficient working methods and seek sources of funding to maintain the post as full-time beyond the present two years.

3.4 *KCC owned heritage assets:*

3.4.1 The other main priority for the Conservation Officer is to manage, maintain and safeguard, with Infrastructure and the volunteer mill groups, KCC's portfolio of eight historic windmills which is unique in England. Three are listed at Grade I and three at Grade II*, placing them in the top 10% of historic buildings in the UK. The Council is committed to maintaining the windmills in good condition and in full working order where possible. KCC's work to maintain these irreplaceable buildings is supported by seven volunteer groups who ensure the mills remain accessible to visitors on regular open days throughout the year. Currently, the Heritage Conservation team is managing a £300k capital programme of essential works to ensure the mills are made weatherproof and safe to use and visit. Specialist millwright contractors from outside the county must be used in order to ensure that works are completed in a safe and cost-effective way. A new bid for capital funding for essential structural work at three of the windmills (cost £348,000) has been prepared which includes match funding of £50,000 which along with staff and volunteer time would provide match funding for a National Lottery Heritage Fund bid totalling £1.8 million to carry out restoration work, activities and training at three of the currently static mills. In addition to capital funding there is a modest revenue budget of £35k for minor repairs, surveys and routine testing (lightning conductors etc).

3.4.2 The ongoing repair and maintenance of KCC's historic windmills is threatened by rising costs and the unavailability of suitable specialist contractors in south-east England. Reliance on KCC capital budgets alone to restore and safeguard the windmills is unsustainable. External funding for a comprehensive project combining windmill restoration and repair with archaeology and heritage crafts will form part of a future maintenance strategy.

3.4.3 Information about the important heritage assets which KCC owns is spread amongst several databases and the assets are under day-to-day management of different parts of the County Council which generally lack historic environment expertise. There is a need for the Heritage Conservation Service to work with Infrastructure, Highways and other divisions to create a single accessible heritage asset list, to develop a strategy, and where appropriate

agree a working method, to ensure appropriate awareness and management is in place thus avoiding damage to heritage assets and reputational impacts.

3.5 *Supporting the development of robust heritage strategies*

3.5.1 The NPPF guides Local Plans to set out a positive strategy for the conservation and enjoyment of the historic environment. The Heritage Conservation service has worked with Dover District Council to produce the Dover District Heritage Strategy, which received a Royal Town Planning Institute South East award for planning excellence and is recognised by Dover District Council as having brought in millions of pounds in investment. It is regularly referred to by the district's officers and members in their decision making and as a robust evidence base has been used to support funding bids, shape regeneration and planning, manage heritage assets and advance Conservation Appraisals in partnership with local communities.

3.5.2 We are presently writing a similar strategy for Folkestone and Hythe District Council which is now being amended following public consultation. A particular outcome of the Folkestone and Hythe Heritage Strategy has been a case study that highlights the positive contribution that heritage can make towards public health and wellbeing. A project that tests ways in which heritage can be used in public health and how its impact can be properly measured is currently being developed.

3.5.3 While the impact of a heritage strategy such as that written for Dover can be readily demonstrated, preparation was a substantial task. Other authorities have tried alternative abbreviated approaches, perhaps with lesser impact, and others remain without one. The service's capacity to take on further work in this area is limited. It may be that developing a county level heritage strategy could benefit both the Council and district authorities who could draw upon it as a framework for their own as many issues and themes are commonly held.

3.6 *Archaeological archives:*

3.6.1 When archaeological work is carried out as part of the development management process, a subset of the material discovered, and the records made are retained as an 'archaeological archive'. Kent has a greater number of archaeological archives waiting for a permanent home than almost any other county forming a hugely important but under-utilised resource. The archive is kept for display of important artefacts, academic research and so that a resource is still available for checking and reinterpretation as techniques and knowledge improve. Typically, each archive consists of a few cardboard or plastic boxes containing pottery, stone, organic and metal remains, accompanied by digital and paper records and photographs, although those for larger excavations will be far greater. Provision for archaeological archives was not included in the design of the Kent History Centre, where documentary archives for Kent are stored, due to space restrictions.

3.6.2 Traditionally archaeological archives have been deposited in museums. Increasingly, however, museums are not accepting more archives because

they do not have space and their focus has moved to interpretation and activities. The number of development proposals in the county, and the quality of the archaeological remains, means that there are estimated to be about 10,000 boxes of materials in need of storage (this estimate assumes a sorting and re-boxing programme). These are currently held by archaeological contractors around the country. KCC also owns another 2,100 (after re-boxing) boxes that were produced by High Speed 1 construction. As part of that scheme the archaeological archives were transferred to KCC at the end of the project. These are currently stored at KCS Aylesford, Chatham Historic Dockyard and in Dover Eastern Docks. A 2018 assessment suggested that an extensive programme of conservation and re-boxing is needed before they can be archived. KCC has some developer funding (£100k) to support these and the Westhawk Farm archive long-term storage.

3.6.3 The need for archaeological archives to be made publicly accessible is specifically mentioned in the NPPF (paragraph 199). KCC does not have a legal obligation to provide an archiving solution for Kent (except for the HS1 and Westhawk Farm archives) but as the strategic planning authority does have a moral obligation to help find a solution.

3.6.4 No storage facility capable of receiving the archives and storing them suitably has been identified in Kent or in neighbouring counties. KCS Aylesford has been considered for storing the entire archive and costs obtained, as have costs for the East Sussex County Council schools and libraries store but both were far too expensive to be practical. The cost of establishing a new store locally is prohibitive given the very limited income stream that comes with the archives (typically a box charge of about £200) and the need for it to cover long-term (i.e. 30 -50 years) storage. Other services in the south-east have been contacted and only East Sussex has an interest in working for a common solution which would not be enough to construct a new store or refurbish an existing building locally.

3.6.5 The Kent archaeological archives are currently held at more than 20 archaeological contractors around the UK in a wide variety of stores and storage conditions. Some will need remedial action before they can be deposited in a store. All in principle will need assessing, cataloguing and recording. Many of the archaeological archives will have no funding stream as they have been stored at the contractors for decades and any funds will have long been exhausted. A reduced box charge may need to be agreed for such cases.

3.6.6 The most cost-effective solution currently seems to be the Deepstore Salt Mine in Cheshire which is the only store that we have identified that has the space to accept large numbers of boxes, experience of storing archaeological archives, and a cost per box (about £1.50 per year) that is affordable. Deepstore has been storing Cambridgeshire archaeological archives for some time and a good transfer system has been established. We are therefore working with Cambridgeshire County Council and East Sussex County Council to explore whether a joint storage arrangement at Deepstore would have economies of scale and whether there is interest from other partners across the UK. Once a

viable solution is reached, we will submit a National Lottery Heritage Fund bid to include volunteers, training and improved display for important finds as part of the archiving project.

3.7 *Portable Antiquities Scheme:*

3.7.1 The Heritage Conservation Service hosts the Portable Antiquities Scheme for Kent with funding for the Finds Liaison Officer (FLO) post from the British Museum. The FLO records archaeological finds made by metal detectorists and members of the public and has a key role in reporting Treasure in accordance with the Treasure Act. The combination of a rich resource and a larger than average number of detectorists in Kent means that the FLO can only record a proportion of the finds made. There is a need to increase staffing levels to avoid disappointment for finders and reduced engagement. Solutions are being considered nationally and may involve a licensing system for metal detectors. The role experienced metal-detectorists can play in commercial archaeological excavations also needs to be developed.

3.8 *Community archaeology:*

3.8.1 Since 2006 the Heritage Conservation team has employed a community archaeologist usually through external funding. Highly successful Heritage Lottery projects have been carried out at Shorne Woods Country Park (Shorne HubCAP) and around Cobham (Cobham Landscape Detectives). The Community Archaeologist has been involved in a number of other projects across the county, some developed through the Heritage Conservation Service and some developed by others with the service providing community archaeology expertise. These include:

- Footsteps of Caesar Project – survey and excavation with the University of Leicester at Ebbsfleet (Thanet) and Worth. Focused on a site discovered on KCC's East Kent Access Road that is considered to connect with the invasion by Caesar.
- Command of the Heights – community excavation at Fort Amherst, Chatham for Medway Council.
- Rose Hill House – excavation of a 18th to 20th century house in Sittingbourne that involved direct participation of more than 300 primary school children from the adjacent school.
- Royal Military Canal – survey works to support enhancement of the Canal for Kent Wildlife Trust.
- Boxley Warren and Valley of Visions, Medway – survey work as part of landscape partnership schemes.

3.8.2 Now, through Section 106 funding for Chilmington Green and partnership working with Kent Wildlife Trust, a second Community Archaeologist has been employed on a fixed term basis to work with new communities in Chilmington Green and on the Fifth Continent Landscape Partnership Scheme.

3.8.3 Community Archaeology could be undertaken more often in development-led archaeological projects. Often major sites are excavated with little or no public

contact. To help redress this, Section 106 funding is sought where possible and in 2010 KCC specifically included a requirement for a programme of Community Archaeology and outreach in the contract for the East Kent Access Road scheme. The substantial archaeological programme for the development included open days, a community excavation area, volunteer finds work, school visits, exhibitions in local areas, talks and media. The highly successful engagement provided positive outcomes for the Council and road contractors and generated substantial interest locally and nationally.

3.8.4 Awareness of the historic environment is also raised through the *ArchaeologyinKent* Facebook page (www.facebook.com/ArchaeologyinKent) which now has over 3,000 followers and acts as a portal for community archaeology work across Kent, highlighting projects and facilitating volunteer recruitment. The service's community archaeology work is highly valued by local communities and has been reflected on positively by a number of KCC members. Activities generate substantial public interest, volunteer engagement, positive publicity and help to conserve and use the County's heritage in a positive way. The work has made a difference to the lives of many of the volunteers and there is an ambition to extend this in a way that can contribute further to public health and wellbeing, and in education.

3.9 *Securing sustainable funding:*

3.9.1 There is a need to secure a sustainable basis for funding the Heritage Conservation Service. The service currently consists of 11.3 FTEs with 13 people employed on a mixture of permanent and fixed term contracts including three part-time employees. As noted above two posts (one Senior Archaeological Officer and the Historic Environment Record Officer) which are critical to the effectiveness of the service are only funded on a temporary basis and in one case part-time basis at the moment.

3.9.2 KCC base budget for the Service last year was £215k; this was 40% of the total group budget of £537k, as external funding of £322k was secured. The income from SLAs with the local planning authorities for the service is similar to other counties and there may not be much scope for increasing this. There is a need to identify additional sustainable sources of income to place the business-critical temporary posts on a more sustainable footing. These could include charging for issuing/approving Written Schemes of Investigation, making site monitoring visits, approving/editing reports, providing pre-application advice and support, and charging for community archaeology support.

3.9.3 There is also potential to increase income from supporting utilities companies in their work. At present these are charged a reduced rate by the HER service but from October the full HER charge will be applied.

4. **Future Strategy**

4.1 On the basis of the priorities and work to date identified above, and encompassing both the challenges and the opportunities identified above, a

strategy for the Heritage Conservation Service will be prepared which it is anticipated will focus on:

- 4.1.1 Setting out a Vision and Medium-Term Plan (five years) for the Service
- 4.1.2 Communicating further the positive impacts that conservation of the historic environment can bring and improving the level of understanding of our customers and potential customers (stakeholders, investors and members of the public)
- 4.1.3 Sector specific outcomes to ensure Kent's heritage continues to be protected, understood and valued
- 4.1.4 Working with Infrastructure and Highways, to create an approach to maintaining and managing KCC's heritage assets; the detail and principles of the approach will be informed by the Heritage Strategy, but will lie outside the scope of the Heritage Strategy itself
- 4.1.5 Creating a future asset management approach for KCC's historic windmills
- 4.1.6 A continuous improvement review of the Heritage Conservation Service, including with peer authorities
- 4.1.7 A review and recommendations as to how the service can identify new income streams and achieve improved financial self-sustainability
- 4.2 All local authorities are encouraged to have a Member Heritage Champion. Matthew Balfour is the KCC Member Heritage Champion. Members have recently suggested that alongside the Heritage Champion it might be helpful to have a specific Archaeology Champion. This would be a first amongst local authorities as far as we are aware, and the first step would be to draw up terms of reference for the role. Both the Heritage and the Archaeology Champions could form part of a Member Working Group to help inform the drafting of the Heritage Conservation Service Strategy and its component parts outlined above.
- 4.3 A strategy for the Heritage Conservation Service will be prepared on the basis of the priorities and work to date discussed above. The draft strategy will return to Environment and Transport Cabinet Committee in May 2020, with a consultation and final strategy expected in Autumn 2020 (date to be confirmed when committee dates are known).

5. Risk, Equality and Diversity, Legal and GDPR Considerations

- 5.1 These will all be explicitly addressed in informing the creation of the Heritage Conservation Service Strategy. EqlAs have been or will be prepared for all the projects mentioned above. There are significant risks associated with managing the historic windmills, and other designated heritage assets; if KCC does not uphold its statutory responsibility then a notice could be served, the district planning authority could commission the works and KCC would have to pay

costs which were potentially out of our control if proven that we have failed in our responsibilities. Similarly, if the council does not have appropriate historic environment expertise when taking planning decisions, it could face problems at public inquiries or even judicial review of decisions. If insufficient resource is available within the historic environment advice service then important heritage assets in Kent could be lost forever or not appropriately protected with potential impact on tourism, leisure and quality of life.

6. Conclusions

- 6.1 The extremely rich historic environment of Kent combined with high development pressure within the county has resulted in important archaeological discoveries in recent years but also great pressure on the staffing and resourcing of the Heritage Conservation Service. This affects all areas of work but particularly impacts the Archaeology Advice and Historic Environment Record parts of the service. There is a need to improve the efficiency of working methods and also to place the funding for the service on a more self-sustaining basis. At the same time the benefits of Kent's rich historic environment in developing attractive places to live, work and play, and as an important resource for education and tourism, need to be realised more fully.
- 6.2 There is also a need to create (with Infrastructure and other departments) a sustainable approach to managing KCC's own heritage assets and for KCC's historic windmills in particular.

7. Recommendation(s)

Recommendation(s):

The Cabinet Committee is asked to note and make comments to the Cabinet Member for Planning, Highways, Transport and Waste on the current priorities and strategic direction of the Heritage Conservation Service.

The Cabinet Committee is asked to agree that a KCC Member Archaeology Champion role be created, and that both the existing Member Heritage Champion and the proposed role of Member Archaeology Champion form part of a Member Working Group to help inform the drafting of the Heritage Conservation Strategy.

8. Contact details

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

To: Environment & Transport Cabinet Committee – 10 October 2019

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Environment and Transport Performance Dashboard shows progress made against targets set for Key Performance Indicators (KPIs). The latest Dashboard has data up to July 2019.

Thirteen of the of the eighteen KPIs achieved target and were RAG rated Green. The remaining five KPIs were below target but did achieve the floor standard and so are RAG rated Amber. No KPIs were RAG rated Red having all achieved the floor standard.

Recommendation(s):

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

1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the second report for the 2019/20 financial year.

2. Performance Dashboard

2.1. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) for 2019/20. These KPIs, activity indicators and targets came before the Cabinet Committee for comment in May 2019. The current Environment and Transport Performance Dashboard is attached at Appendix 1.

2.2. The current Dashboard provides results up to the end of July 2019, with the exception of EPE 14 which is reported a quarter in arrears and WM04 which is an annual indicator.

2.3. KPIs are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

- 2.4. Latest performance is ahead of target for all of the five KPIs in Highways & Transportation. Streetlights, illuminated signs and bollards moved to achieving target following a move to a shared system with the contractor, and the completion of the LED conversion programme leading to improved performance.
- 2.5. Performance is ahead of target for three of the five Waste Management indicators. Municipal waste recycled and composted did not meet the target to be RAG Rated Green following a slight decrease in performance from the previous month and the implementation of a new higher target. The KPI on waste recycled and composted at Household Waste Recycling Centres (HWRCs) also experienced a reduction in recycling of soil and rubble which may be related to the introduction of charging for these items.
- 2.6. For digital take-up, four indicators achieved target and three achieved the floor standard and were RAG Rated Amber. It is indicated that the volume of more complex queries which result in customers calling KCC rather than using online systems has resulted in these Amber KPIs remaining below target levels.
- 2.7. For Environment, Planning and Enforcement, Greenhouse Gas emissions have reduced further. The target is based on a 32% reduction by 2021 from a 2016 baseline. Due to the good progress, a revised target is being considered.

3. Recommendation(s):

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

4. Contact details

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Environment and Transport Performance Dashboard

Financial Year 2019/20

Results up to July 2019

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Produced by Strategic Commissioning – Performance & Analytics

Publication Date: October 2019

Guidance Notes

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

RAG RATINGS

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

*Floor Standards are the minimum performance expected and if not achieved must result in management action

DOT (Direction of Travel)

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

Activity Indicators

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

Key Performance Indicators Summary

Highways and Transportation	Month RAG	YTD RAG
HT01 : Potholes repaired in 28 calendar days (routine works not programmed)	GREEN	AMBER
HT02 : Faults reported by the public completed in 28 calendar days	GREEN	GREEN
HT04 : Customer satisfaction with service delivery (100 Call Back)	GREEN	GREEN
HT08 : Emergency incidents attended to within 2 hours	GREEN	AMBER
HT12 : Streetlights, illuminated signs and bollards repaired in 28 calendar days	GREEN	GREEN

Waste Management	12-month RAG
WM01 : Municipal waste recycled and composted	AMBER
WM02 : Municipal waste converted to energy	GREEN
WM01 + WM02 : Municipal waste diverted from landfill	GREEN
WM03 : Waste recycled and composted at HWRCs	AMBER
WM04 : Percentage of customers satisfied with HWRC services	GREEN

Digital Take up	YTD RAG
DT01 : Percentage of public enquiries for Highways Maintenance completed online	AMBER
DT02 : Percentage of KCC Travel Saver applications completed online	AMBER
DT03 : Percentage of concessionary bus pass applications completed online	GREEN
DT04 : Percentage of speed awareness courses booking completed online	AMBER
DT05 : Percentage of HWRC voucher applications completed online	GREEN
DT06 : Percentage of Highway Licence applications completed online	GREEN
DT13 : Percentage of 16+ Travel Saver applications completed online	GREEN

Environment, Planning and Enforcement	RAG
EPE14 : Greenhouse Gas emissions from KCC estate (excluding schools)	GREEN

Service Area	Director	Cabinet Member
Highways & Transportation	Simon Jones	Mike Whiting

Key Performance Indicators

Ref	Indicator description	June	July	July RAG	DOT	Year to Date	YTD RAG	Target	Floor
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	94%	93%	GREEN	↓	80%	AMBER	90%	80%
HT02	Faults reported by the public completed in 28 calendar days	96%	95%	GREEN	↓	94%	GREEN	90%	80%
HT04	Customer satisfaction with service delivery (100 Call Back)	87%	92%	GREEN	↑	89%	GREEN	85%	70%
HT08	Emergency incidents attended to within 2 hours	92%	100%	GREEN	↑	97%	AMBER	98%	95%
HT12	Streetlights, illuminated signs and bollards repaired in 28 calendar days	88%	95%	GREEN	↑	91%	GREEN	90%	80%

HT01 – After additional pressure caused by crews preparing for Brexit and prioritisation on urgent faults delivery is now back on track and above target.

HT08 – After pressure caused by heavy rainfall impacting on crews attending all emergencies in 2 hours, the latest month is now above target.

Service Area	Director	Cabinet Member
Highways & Transportation	Simon Jones	Mike Whiting

Activity Indicators

Ref	Indicator description	Year to date (Apr – Jul)	In expected range?	Expected Range		Previous Year YTD
				Upper	Lower	
HT01b	Potholes repaired (as routine works and not programmed)	3,942	Yes	5,300	3,700	6,808
HT02b	Routine faults reported by the public completed	16,726	Yes	19,200	15,200	23,931
HT06	Number of new enquiries requiring further action (total new faults)	27,628	Below	36,200	29,500	35,322
HT07	Work in Progress (outstanding enquiries waiting action at end of July)	5,789	Yes	6,750	5,500	7,896

HT06 –Settled weather has helped to keep demand at lower levels, and investment in streetlighting and pothole blitz/resurfacing is helping keep typically high demand services such as pothole and streetlight faults lower than previous years.

Service Area	Director	Cabinet Members
Waste Management	Simon Jones	Mike Whiting

Key Performance Indicators

Ref	Indicator description	12 months to March	12 months to June	To June RAG	DOT	Target	Floor
WM01	Municipal waste recycled and composted	49.5%	48.6%	AMBER	↓	50%	45%
WM02	Municipal waste converted to energy	48.8%	49.5%	GREEN	↑	48%	44%
01+02	Municipal waste diverted from landfill	98.3%	98.1%	GREEN	↓	98%	89%
WM03	Waste recycled and composted at HWRCs	68.7%	68.3%	AMBER	↓	69.3%	67.3%
WM04	Percentage of customers satisfied with HWRC services (Annual Indicator. *Dec 18)	99% (*)	n/a	GREEN	n/a	96%	85%

WM01 - This now includes the highway sweepings collected by the Districts that are recycled at two processing plants.

WM03 – There has been a reduction in recycling of soil and rubble which may be due to recent change of policy to start charging for these items. There has also been a slight fall in recycling of organic materials. The target is currently being reviewed so this change is accounted for.

Activity Indicators

Ref	Indicator description	12 months to March	12 months to June	In expected range?	Expected Range	
					Upper	Lower
WM05	Waste tonnage collected by District Councils	539,527	534,721	Below	555,000	535,000
WM06	Waste tonnage collected at HWRCs	171,208	168,167	Yes	184,000	164,000
05+06	Total waste tonnage collected	710,735	702,888	Yes	739,000	699,000

WM05 – Waste tonnage arisings have been declining over the last 2 years and are slightly below expectations.

Service Area	Director	Cabinet Member
Highways, Transportation and Waste	Simon Jones	Mike Whiting

Digital Take-up indicators

Ref	Indicator description	Previous Year (2018/19)	Year to date (Apr – Jul)	YTD RAG	DOT	Target	Floor
DT01	Percentage of public enquiries for Highways Maintenance completed online	47%	48%	AMBER	↑	50%	40%
DT02	Percentage of KCC Travel Saver applications completed online	80%	75%	AMBER	↓	80%	60%
DT03	Percentage of concessionary bus pass applications completed online	28%	35%	GREEN	↑	25%	15%
DT04	Percentage of speed awareness courses bookings completed online	78%	77%	AMBER	↓	80%	65%
DT05	Percentage of HWRC voucher applications completed online	97%	97%	GREEN	↔	95%	85%
DT06	Percentage of Highway Licence applications completed online	80%	83%	GREEN	↑	70%	60%
DT13	Percentage of 16+ Travel Saver applications completed online	79%	82%	GREEN	↑	80%	60%

DT01 – The reduction in the number of standard streetlighting and pothole faults means that a greater volume of enquiries are more complex where the customer prefers to speak to an agent rather than report it on-line and this has impacted on the overall result. Over 75% of straightforward faults are reported on the webform and the benefits of reporting online is communicated to those customers who call to report a routine fault.

DT02 – Over 21,000 Travel Saver applications have been processed and some of the more complex cases are difficult to deal with online. As more ‘routine’ applications are processed, the percentage will move closer to target.

DT04 – The new software system is delivering benefits to customers who book online but there remain some more complex enquiries that customers still need to ring in and seek assistance.

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

Key Performance Indicator (reported quarterly in arrears)

Ref	Indicator description	December 2018	March 2019	RAG	DOT	Target	Floor	Previous Year
EPE14	Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	31,885	30,462	GREEN	↑	36,500	39,400	36,885

EPE14: The target is based on a 32% reduction by 2021 from a 2016 baseline. Due to the good progress, a revised target is being considered.

From: Mike Hill, Cabinet Member for Community and Regulatory Services
Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 10 October 2019

Subject: Gypsy and Traveller Service: Draft Pitch Allocation and Site Management Policy

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Pathway of Paper: N/A

Electoral Division: Canterbury City North, Cranbrook, Dover North, Malling Central, Malling North East, Sevenoaks Rural North East, Sevenoaks West, Sittingbourne North

Summary: This report updates Environment and Transport Cabinet Committee outlining the key features of the draft Pitch Allocations and Site Management Policy. It also describes the development of a new draft Gypsy and Traveller Service Fee Setting and Charges Policy for presentation in November 2019, and by the end of the financial year, an Unauthorised Encampment Strategy.

Recommendation: The Cabinet Committee is asked to discuss and make recommendations to the Cabinet Member on the draft Pitch Allocations and Site Management Policy for public consultation beginning in December 2019.

1. Introduction and background

- 1.1. Kent County Council (KCC) owns and manages eight settled Gypsy and Traveller sites. KCC manages a further two sites on behalf of Maidstone Borough Council. Out of the 4,522¹ estimated Gypsy and Travellers living in Kent, approx. 343 residents² live on the eight sites owned and run by the KCC Gypsy and Traveller Service (GTS).
- 1.2. The district and borough councils have a duty to provide accommodation for the Gypsy and Traveller community through the Gypsy and Traveller Accommodation Assessment (GTAA). KCC has no statutory obligation to provide or manage sites however contributes to a number of Kent Districts' assessments by providing 131 pitches in total, across the county.
- 1.3. The decision for KCC to own and manage sites is historic but came about through negotiation in 1967 where a number transferred from six district and borough councils within Kent. The sites must be managed in line with the Mobile Homes Act 1983. In addition, as a local authority, all policies and practices relating to the

¹ Office for National Statistics: Census 2011, CT0769 Metadata – Ethnic group: Gypsy, Traveller, Roma, Gypsy/Romany

² Gypsy and Traveller Service Census 2016, encompassing the eight KCC owned sites.

sites must meet the Public Sector Equality Duty. Case law has determined that Romany Gypsies and Irish Travellers are protected against race discrimination as they are recognised as ethnic groups under the Equality Act.

1.4. In October 2017, a consultation took place on a draft Gypsy and Traveller Pitch Allocation Policy, both to meet the residents' needs and the changing demands on the service, thereby developing sustainable provision fit for the future. Respondents highlighted their concerns regarding: the approach to allocation not having parity with social housing; charges and increased fees; investment into the sites; literacy and ICT challenges affecting the consultation process.

1.5. As a result of the consultation, KCC has developed further proposals informing two draft policies, the Pitch Allocation and Site Management Policy which is presented in this report and the Fee Setting and Charges Policy, due to be presented to ETCC in November 2019.

2. Draft Pitch Allocation and Site Management Policy proposals

2.1. Table 1 below details the two key features of the draft policy proposals

Table 1

Outcome	Summary highlights
<p>Increased parity with social housing and improved customer journey</p>	<p>Pitch Application and Allocation Process (part 1 & 2) Respondents from the first consultation highlighted the disparity between the application process for social housing and KCC Gypsy and Traveller pitch accommodation allocation processes. The draft policy before Environment and Transport Cabinet Committee introduces a banding (prioritisation) system used by social housing that can be applied to Gypsy and Traveller pitches.</p> <p>The draft policy proposes participation in Home Choice Based Lettings (HCBL) used by the district and borough councils of Kent, to enable applicants to apply for pitches in the same way as applicants would apply for 'bricks and mortar' properties.</p> <p>This involves registering online, where the application will then be assessed and banded. Once a band has been given accommodation can be applied for in line with the social housing allocation processes within that district. Applications for KCC pitches, commonly known as 'bids', will be undertaken by the applicant to show interest in a KCC Gypsy and Traveller pitch and processed by the GTS.</p> <p>The current GTS allocation process requires applicants to apply to a waiting list where assessment for a pitch only takes place when a vacant pitch becomes available. This leaves the applicant uncertain as to whether they are likely to gain a pitch in the near future or at all. The consultation feedback suggested that the Gypsy and Traveller community would prefer parity with the district/borough banded allocation process.</p> <p>The Gypsy and Traveller community are currently disadvantaged by the existing process as social housing applicants are banded at</p>

	<p>registration bringing increased levels of control and transparency to the applicant. The new policy proposes that the same principles be applied for eligibility and assessment to those applicants wishing to register and apply for a pitch on a KCC managed gypsy and traveller site.</p> <p>The banding award is not based on a points system but by how the allocation of a pitch meets the accommodation need of the individual.</p> <ul style="list-style-type: none"> • Band A – urgent need to move • Band B – high priority • Band C – medium priority • Band D – low priority <p>Further information on the Priority Bands can be found in the draft Pitch Allocation and Site Management Policy, Appendix 1.</p>
<p>Sustainable and innovative service</p>	<p>Site Management (Part 3)</p> <p>An asset management approach is being developed by the GTS to ensure a fair condition of pitches and communal areas across the KCC sites. This has involved site condition surveys and pitch assessments enabling the GTS to forecast capital spends for the next five years.</p> <p>This policy levies a charge consistent with social housing provider practice, in addition to the pitch fee to cover maintenance costs incurred for the upkeep of these communal areas. In addition, the policy sets out expectations for residents in relation to the upkeep of pitches and to not falling into arrears with fee payments. Residents are requested to keep a two-week credit balance maintained to reduce the risk of debt for residents. The GTS, like social housing providers, will seek to deliver ‘pre-tenancy’ support to those applicants who may require help.</p> <p>The policy also sets out what is expected of KCC including welfare responsibilities and site management.</p>

3. Public Consultation

3.1. The consultation on the draft Pitch Allocation and Site Management Policy is planned to begin in December 2019 and will engage all current site residents, district and borough councils, the Voluntary and Community Sector (VCS) and wider stakeholders, including national representative groups for gypsy and traveller communities. This consultation will be one consultation on both the Pitch Allocation and Site Management Policy and the associated Fee Setting and Charges Policy which Environment and Transport Cabinet Committee will review at its November meeting. It is envisaged that the consultation will run for 12 weeks.

3.2. As the draft Pitch Allocation and Site Management Policy will directly complement the district / borough councils’ existing housing policies, it has been imperative to participate in pre-consultation dialogue. This has shaped the current draft of the policy and highlighted areas for further partnership working, such as delivery.

- 3.3. As the previous consultation received a low number of responses, the GTS will be delivering an engagement period over 12 weeks and will be ensuring face to face opportunities are made available with current residents of sites. Once the consultation has commenced stakeholders will be sent draft policy documents providing details of the proposals, a questionnaire, an easy-read version and a copy of the Equality Impact Assessment. The consultation documents will also be available in hard copy from KCC libraries, Gateways and will also be available online. During the consultation period, the Service will hold drop-in events at each of the eight KCC sites across the county for site residents and potential residents to come and talk to staff about the proposals.
- 3.4. Following the end of the consultation a full analysis and report will be completed which will be presented to Environment and Transport Cabinet Committee in anticipated for May 2020. The recommendations from Committee will then be considered by the Cabinet Member for Community and Regulatory services before a key decision is taken on each of the policies: Pitch Allocation and Site Management Policy, and the Gypsy and Traveller Fee Setting and Charges Policy.

4. Forthcoming Policy:

Draft Gypsy and Traveller Service Fee Setting and Charges Policy

- 4.1. The District Valuer Services (DVS) in the past have assessed and set 'rent' for Gypsy and Traveller sites. However, since 2016 'Rents' have been agreed with individual local authorities in line with the localised rent affordability calculations for social housing within any particular district or borough.
- 4.2. Nationally pitch costs vary, few are genuine comparisons with publicly run Gypsy and Traveller sites and even fewer are in the South East. This has led the GTS to look to take an asset management approach to fee setting which will increase sustainability and improve transparency. The Asset Management Strategy and Plan has been developed to ensure all costs are recovered.
- 4.3. The draft Fee Setting and Charges Policy is to be presented in November 2019 to ETCC and will be included in the public consultation to commence in December 2019.

5. Equalities Implications

- 5.1. An Equality Impact Assessment (EqIA) has informed the Pitch Allocation and Site Management Policy and is attached as Appendix B. Based on the analysis to date it is concluded that there are potential effective mitigations to be tested at consultation.

6. Financial, GDPR and HR Implications

- 6.1. Currently the allocation of pitches is processed by the GTS team manually. This process can be frustrating for the applicant. A written application can be a barrier to some applicants in regard to literacy levels making it harder to make a

submission. It is also time consuming for the applicant especially when further information needs to be gained. Delivering this service online with 'pre-tenancy' support in line with district / borough practice would streamline the process, increase control for the applicant, bring greater transparency and improve efficiency. A costed, business case to fully test this assumption will be developed during the consultation period.

- 6.2. There are limited financial implications in relation to the draft Pitch Allocation and Site Management Policy as most implications are considered within the Fee Setting and Charges Policy. However, the development of the online allocation process and on-going associated costs will be allocated within the revenue budget.
- 6.3. This report does not contain nor consider any personal data and therefore there are no GDPR implications of this report.

7. Conclusion

- 7.1. By delivering an allocation process that has parity with social housing, KCC will be delivering a comparable and fit-for-purpose pitch allocation and site management policy. The current 'waiting list' approach lacks transparency and fairness whereas the new proposed policy aligns processes in partnership with the district / borough councils to improve outcomes for the Gypsy and Traveller community.
- 7.2. The draft Pitch Allocation and Site Management Policy, and the draft Gypsy and Traveller Service Fee Setting and Charges Policy will be brought to Environment and Transport Cabinet Committee in October and November 2019 respectively, ahead of one public consultation, to support KCC providing a sustainable service for the Gypsy and Traveller Community and in turn deliver against our strategic outcomes.
- 7.3. An optional briefing for Members on the draft Pitch Allocation and Site Management Policy, draft Fee Setting and Charges Policy and on wider priorities and work of the KCC Gypsy and Traveller Service will be organised for December 2019.

<p>Recommendation: The Cabinet Committee is asked to discuss and make recommendations to the Cabinet Member on the draft Pitch Allocations and Site Management Policy for public consultation beginning in December 2019.</p>
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Background Documents

- **Appendix A** - Draft Pitch Allocation and Site Management Policy
- **Appendix B** - Equality Impact Assessment

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Pal Sandher, Head of Gypsy and Traveller Service.
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Kent County Council

Gypsy and Traveller

Pitch Allocation and

Site Management Policy –

Draft for consultation



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1. Introduction

1.1. Kent County Council (KCC) owns and manages eight public Gypsy and Traveller permanent sites in Kent and manages a further two sites on behalf of Maidstone Borough Council. KCC's Gypsy and Traveller Service (GTS) provides a safe environment for residents and their families by delivering:

- Effective site management – reactive and proactive site maintenance, pitch fee and utility payment management and support, issue resolution
- Advice and guidance about community support services – providing practical local information to residents, directing them to appropriate assistance, liaising with partner agencies
- Appropriate enforcement – management of unauthorised encampments on the sites, debt recovery, licence agreement breaches

This policy has therefore been developed to ensure that the services delivered are fair, consistent and accessible, and meet the needs of the Gypsy and Traveller community. The key features will cover:

Allocation of pitches: The policy explains how the county council will support the prioritisation of applicants to ensure that those with a recognised need are given access to register. It sets out in detail the application and eligibility process, how accommodation need is assessed, and how pitches are allocated on KCC owned and managed Gypsy and Traveller sites through a process modelled on social housing allocation.

Site Management: KCC is committed to providing fit for purpose accommodation that supports improving health and social outcomes for the Gypsy and Traveller community. The site management element within this policy supports residents' welfare, includes how pitch fee payments are made, how repairs and maintenance are undertaken, and how to make compliments, comments and complaints.

1.2. Scope of the policy: This policy describes the activities and responsibilities involved in the allocation and management of pitches at all eight KCC-owned sites and any other sites managed by KCC agreed with the associated District or Borough Council. The policy does not cover processes for other types of social housing and accommodation as they are subject to the relevant local District or Borough Council allocation policies and are outside of KCC's remit.

1.3. In setting out the criteria that KCC uses to allocate pitches on its sites, this policy complies with KCC's Equality and Human Rights Policy. This is to make certain that those who are most in need of help and support are prioritised according to clear and publicly available criteria.

2. Aims and objectives of the policy

2.1. Through the Pitch Allocation and Site Management Policy, KCC aims to implement an equitable process for offering pitches to the Gypsy and Traveller community. As such the Council is committed to:

- Eliminating unlawful discrimination and harassment and promoting equality of opportunity and fairness.
- Complying with the requirements of all relevant legislation.

- Working in partnership and consultation with the Gypsy and Traveller and local communities to promote understanding and mutual respect, considering the needs and expectations of all communities.
- Allocating KCC pitches fairly and consistently through a transparent, clear and accountable process that ensures the allocation of pitches is based on priority need.
- Ensuring sites are managed effectively and efficiently, protecting the interests of all residents.
- Continuing to work in partnership with other statutory and voluntary agencies to meet the accommodation and welfare needs of the Gypsy and Traveller community

2.2. We will deliver the above commitments by:

- Operating a banding scheme for pitch allocation where applicants are assessed and placed in one of four bands according to their level of need.
- Introducing an 'asset management approach', through which we will assess site facilities comprehensively to develop a maintenance and investment plan for each site
- Providing support, advice and signposting to pitch applicants and residents when needed.

3. Equality and Diversity

3.1 Romany Gypsies and Irish Travellers are recognised as ethnic groups under the race protected characteristic, against whom discrimination is unlawful under the Equality Act 2010. As a public sector organisation, we follow the Public Sector Equality Duty (PSED) under the Equality Act to protect individuals from discrimination on the basis of their protected characteristics. These characteristics are: age; disability; gender reassignment; marriage & civil partnerships; pregnancy & maternity; race; religion or belief; sex; and sexual orientation. As part of following the PSED, as a local authority we must have due regard to:

- Eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act
- Advancing equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Fostering good relations between persons who share a relevant protected characteristic and persons who do not share it

3.2 The GTS will demonstrate our commitment to equality and diversity by:

- Ensuring that there is an element of choice in the allocation of pitches where possible and assessing each application on the basis of individual need.
- Providing appropriate and well-maintained accommodation to Gypsies and Travellers in Kent, which respects the culture and traditions of the Gypsy and Traveller communities.
- Providing advice, support or assistance to anyone from the Gypsy and Traveller community who may have difficulty with the allocation process or other site matters due to any protected characteristic that might make it harder for them to access our service.

- Making all pitch allocations and undertaking site management in a clear, fair and transparent manner which complies with KCC's Equalities and Human Rights Policy

3.3. There are 131 KCC-owned pitches available in Kent. Although KCC is outside the scope of the Housing Act and local District Council allocation schemes regarding social housing, we have adopted the same principles for eligibility and assessment for pitch allocation, and for site management in order to promote equal access to social housing. Using a banding scheme to assess housing need, verifying applications through reference checks, and updating our charging policy will bring our procedures into line with social housing practices in order to provide parity for Gypsy and Traveller applicants and residents with social housing tenants.

4. Background

4.1. Legislative framework and national context:

Our Gypsy and Traveller sites are governed by the Mobile Homes Act 1983 (as amended) and the Housing Act 2004. This policy also has due regard to the Acts listed below:

- The Equalities Act 2010
- The Housing and Regeneration Act 2008
- Clean Neighbourhoods and Environment Act 2005
- The Homelessness Act 2002
- Human Rights Act 1998 (as amended)
- The Rehabilitation of Offenders Act 1974
- Caravan Sites and Control of Development Act 1960
- Race Relations Act 1976 and Race Relations (Amendment) Act 2000

The KCC also recognises the definitions of Gypsy and Travellers as defined by relevant legislation:

- **Caravan Site and Control of Development Act 1960:** A person of a nomadic habit of life, whatever their race and origin
- **Housing Act 2004, section 225:** Persons with a cultural tradition of nomadism or of living in a caravan and all other persons of a nomadic habit of life whatever their race or origin, including: a) such persons who, on grounds only of their own or their family's dependants' educational or health needs or old age, have ceased to travel temporarily or permanently; b) and members of an organised group of travelling show people or circus people (whether or not travelling together as such).
- **Race Relations Act 1989 superseded by the Equality Act 2010:** Distinct ethnic groups usually visibly identified with caravans, but mobility not being their defining characteristic. Comprising many groups, each with their own lifestyle, culture and traditions.

Part 6 of the Housing Act 2004 sets out guidance to ensure the allocation of accommodation for Gypsy and Travellers is in line with social housing for the settled community. Therefore, every effort has been made to closely align this policy to social housing policies of District and Borough Councils in Kent to ensure parity of the Gypsy and Traveller community with other residents of social housing.

To achieve the aims and objectives of the Pitch Allocation and Site Management Policy, KCC actively follows central Government guidance however guidance has been limited since the Homes and Communities Agency was disbanded in 2014. The Gypsy and Traveller Site Management Good Practice Guide, 2009 was withdrawn by Government and replaced by the Planning Policy for Traveller Sites, 2015. However, the new Planning Policy does not present guidance for site building standards, this has led to the Good Practice Guide being used to steer the KCC Gypsy and Traveller Asset Management Strategy and Plan.

In addition, the 'Local Authorities and Gypsy and Travellers: a guide to responsibilities and powers, 2007' has been circulated recently as guidance by the Ministry of Housing, Communities and Local Government.

4.2. Local context:

The Office for National Statistics figures suggest that there are 54,962¹ Gypsy and Travellers in the UK and that 13,858 live in the South East. Kent has an estimated 4,522 living within the county. This could include individuals living on private or local authority owned sites, in 'bricks and mortar' housing, unauthorised developments or travellers in the literal sense. Kent County Council has approximately 343 residents² living on the eight sites owned and run by KCC.

The district councils have a statutory duty to provide accommodation for the Gypsy and Traveller community through the Gypsy and Traveller Accommodation Assessment (GTAA) to which KCC contributes in a discretionary manner by providing 131 pitches. The Gypsy and Traveller pitch allocation and site management policy supports the priorities set out in KCC's Equalities and Human Rights Policy and Objectives recognising the diverse needs of Kent's community, promoting equality of opportunity and diversity paying due regard to the protected characteristics of service users.

This policy also contributes to achieving the following outcomes in [KCC's 2015-2020 Strategic Statement, 'Increasing opportunities, Improving Outcomes'](#):

- Strategic Outcome 1: Children and young people in Kent get the best start in life
 - Supporting outcome: Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people
- Strategic Outcome 2: Kent communities feel the benefits of economic growth by being in-work, health and enjoying a good quality of life.
 - Supporting outcome: Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities
- Strategic Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently
 - Supporting outcome: More people receive quality care at home avoiding unnecessary admissions to hospital and care homes
 - Older and vulnerable residents feel socially included

¹ Office for National Statistics: Census 2011, CT0769 Metadata – Ethnic group: Gypsy, Traveller, Roma, Gypsy/Romany

² Gypsy and Traveller Service Census 2016.

PART 1 - PITCH ALLOCATION APPLICATION PROCESS

5. Overview of the Application Criteria and Process

- 5.1. This policy ensures all applicants are treated fairly, and that applications are considered on a case by case basis from the information provided. Anyone aged 18 or over wishing to be considered for a pitch must register; however, registration does not bind KCC to accepting registration or offering a pitch. Priority for pitches will be given to those with the greatest housing need, detailed in section 7.
- 5.2. Applicants can complete an initial application form to establish if they qualify for the Accommodation Register. If they are assessed as qualifying, they can complete the full Accommodation Register application form to have any priority needs assessed. Priority Needs are defined at 7.1 below and Appendix 1.
- 5.3. If an applicant to the Accommodation Register has been successful, confirmation of priority banding and priority date (date of allocation to a priority band) will be sent by email or other method if specified by the applicant. This notification will include:
 - the band in which the applicant has been placed
 - the type of pitch the applicant is eligible for
 - details on how to apply (bid) for a pitch
 - a request to inform of any change of circumstances
 - details of the KCC appeals procedure
- 5.4. If an applicant is ineligible or does not qualify to join the Accommodation Register, notification of the decision and grounds for this will be given in writing. This is detailed in Part 2, section 14 Refusals.
- 5.5. The vacant pitches are advertised to those on the Accommodation Register as soon as they become available. When applicants have successfully joined the Accommodation Register, they can 'bid' for their choice of pitch should they qualify for the pitch criteria. 'Bidding' in this context is not a financial term but is undertaken by the applicant to show interest in a pitch; this provides greater flexibility and transparency to the allocation process. Some pitches may have specific criteria that may favour an applicant according to the lettings plan, for example a pitch may be more suited to a disabled person if adaptations to the pitch have previously been made.
- 5.6. The successful applicant will be the person in the highest band, with the highest accommodation need and with the earliest priority date (the date the applicant was allocated to a priority band). Once an offer for a pitch is made by KCC and accepted by the applicant, confirmation details are sent, and a Site Licence Agreement signed. Incorrect or false information may result in the offer being withdrawn and the banding reassessed.
- 5.7. All registered applicants will be required to reapply annually, to ensure all details recorded are accurate. If any considerable changes are made, banding reassessment may be necessary, as detailed in section 22.
- 5.8. Information concerning eligible and qualifying applicants including household members is kept by KCC on the Accommodation Register securely in line with the requirements of the General Data Protection Regulation (GDPR).

6. Eligibility and qualification

6.1. Applicants eligible for a pitch must apply to the Accommodation Register and indicate that they are a member of the Gypsy and Traveller community as per the definition³ in section 4.1 and are interested in a pitch provided by KCC. The Gypsy and Traveller Service will ask on application if the applicant is a Gypsy or Traveller to enable registration. The nomination for a pitch or pitch allocation will be based on the applicant's level of priority as assessed against the lettings criteria, detailed in section 7.

6.2. Eligibility criteria – Applications will be accepted from Gypsies and Travellers who meet all three criteria below:

- Those looking to live within Kent on KCC managed sites
- Those who are not subject to immigration control within the meaning of Asylum and Immigration Act 1996, unless they are an exempt group as decided by the Government.
- Those who are living in the UK

It may be necessary to decline an application for the accommodation register should the applicant:⁴

- Be under the age of 18 (16 and 17-year olds may be exempt if already living independently under section 17 of the Children Act 1989)
- Has not met the criteria defined for Gypsy and Travellers⁵
- Be an owner-occupier or part own a property elsewhere or have access to alternative accommodation
- Not habitually residing in the Common Travel Area (a travel zone that comprises the islands of Great Britain, Ireland, the Isle of Man and the Channel Islands, unless exempt from the habitual residence test or has rights of residence under European Union Law)
- Be or have been guilty of anti-social behaviour (ASB) and /or has a conviction for ASB or are subject to an anti-social behaviour contract (ASC) and may be excluded for a period of three years unless they become unintentionally homeless.
- Be perpetrators of Hate Crime / Domestic Abuse as identified by any agency such as the Police, health or social care agencies, or the multi-agency risk assessment conference (MARAC).
- Have rent/pitch fee arrears or other rechargeable debts until they have made 12 successive monthly repayments as part of an agreed payment plan or have paid their outstanding balance in full
- Have no local connection as per local plans detailed in section 8 of this policy
- Have made themselves intentionally homeless under the Part 7 of the Housing Act 1996 and may be excluded for a period of three years unless they become unintentionally homeless.

³ Caravan Site and Control of Development Act 1960: A person of a nomadic habit of life, whatever their race and origin. Housing Act 2004, section 225.

⁴ In accordance with the Allocation of Housing and Homelessness (Eligibility)(England)Regulations 2006.

⁵ Caravan Site and Control of Development Act 1960: A person of a nomadic habit of life, whatever their race and origin. Housing Act 2004, section 225.

- 6.3. Exclusions and Subsequent Applications:** Applicants may be excluded from the register if they do not qualify at registration or are subsequently not eligible to apply for a pitch. If so, the applicant will receive confirmation of this in writing (within 28 calendar days). The applicant will be provided with appropriate advice, assistance and a guide date for reconsideration where appropriate. Any applicant has a right to make an appeal, as described in Part 2, section 16.
- 6.4. Applicants who have been excluded from the Register due to ineligibility may make a fresh application should either: a) a 12-month period pass or b) a change of circumstance occur altering the qualifying status. It will be for the applicant to provide up-to-date evidence concerning the change in circumstances, demonstrating either the fulfilment of any previous requirement or that the cause for their exclusion no longer applies, in order to make a new application for registration.
- 6.5. Verification and references:** When applying to the Accommodation Register applicants will be required to provide proof of identification, current housing status, medical information where applicable and a reference from their most recent former landlord. Where there is no former landlord reference available, the applicant should nominate someone outside of their own family and from a professional background/occupation to provide a reference, for example a key worker, another council, or GTS site officer.
- 6.6. To assess eligibility and allocate the appropriate band to the application, KCC will need to seek references or information from relevant external agencies. As a minimum we will be seeking references from the Police (for example, to check for criminal records), Local Authority (to check for council tax arrears) and previous landlords (for example, to check for rent or pitch fee arrears). We may also seek information, for example from Health, education authorities, Social Services, or Probation. We will seek references and any additional information with permission from the applicant. If permission is not given by the applicant, then KCC will be unable to complete the verification process or progress the application. This verification process is in line with social housing providers' allocation processes according to section 167 (2a) of the Housing Act 1996.
- 6.7. An applicant may have deliberately worsened their circumstances in order to qualify for additional priority on the Accommodation Register. For example: an applicant may have given up suitable accommodation to move into overcrowded accommodation. If it is determined that the applicant has deliberately worsened their circumstances, down-banding may be applied, meaning that the housing need could be re-assessed, registration cancelled or the priority banding reduced.

7. Priority Banding and Housing Needs

- 7.1. Applicants who are eligible and qualify to join the Accommodation Register will be assessed for accommodation need and placed in one of the following priority bands taking into consideration those applicants who fall into one or more of the reasonable preference categories⁶ for their household for example:
- Band A if there is an urgent and severe accommodation need
 - Band B if there is a high accommodation need

⁶ In accordance with section 166A(3) of the Housing Act 1996 (as amended by the Homelessness Act 2002 and the Localism Act 2011).

- Band C if there is a medium accommodation need
- Band D if there is a low accommodation need

Further information on the Priority Bands can be found in Appendix 1.

- 7.2. In accordance with the Housing Act 1996 the council is required to determine relative priority and that 'reasonable preference' for allocation is made for applicants in the following circumstances as set out in the Housing Act 1996 (as amended):
- People who are occupying unsanitary or overcrowded accommodation or otherwise living in unsatisfactory conditions.
 - People who need to move on medical or welfare grounds, including grounds relating to disability
 - People who need to move to a particular locality and where failure to meet that need would cause hardship (to themselves or others)
 - People who are homeless (Part 7 under the 1996 Housing Act or owed a duty under section 190(2), 193 (2) or (195 (2) of the 1996 Act or 65, (2) or 68 (2) of the Housing Act 1985 or section 192 (3), while also meeting Gypsy and Traveller eligibility criteria.
- 7.3. In order to determine priority between applicants who have met the 'reasonable preference' conditions, the Council may consider additional factors such as available financial resources, local familial/social connection or welfare needs.
- 7.4. Other 'reasonable preferences' for allocation from the Gypsy and Traveller Community may be made to meet local priorities set out in the local lettings plan as detailed in section 9.
- 7.5. Should an applicant be assessed to have more than one accommodation need for their household, the applicant will be registered for the band most appropriate to their greatest need. Banding is allocated on the applicant's highest need, not the accumulation of needs.
- 7.6. Within each band, the person who has been on the Register for a longer period of time has the higher priority. This is identified by assigning each applicant a 'priority date': this is the date on which they were allocated to a band.
- 7.7. The issuing of Emergency Priority Banding and access to emergency accommodation are not included within the scope of this policy, because this is the duty of a district or borough council. Should the district/borough council issue an Emergency Priority Band for an applicant due to exceptional circumstances and an 'urgent' move is required to ensure the applicant's safety and welfare, the district/borough council will be responsible for accommodating the applicant.

8. Local connection

- 8.1. This policy may prioritise applicants who have a local connection. Local connection may differ by district or borough council area and will be defined within the district or borough council housing guidelines. However, given the culture of the gypsy and traveller community, the GTS will consider local connection on a narrower definition of circumstances.
- 8.2. Local connection is where the applicant:
- a) has close family members residing currently in the district or borough (local area)

- b) a serving member of the Regular Forces or a former member within a period of time as set by the district or borough council where the site is located
- c) or is currently residing outside the district or borough (local area) but has a special reason to reside in the local area, for example fleeing violence, providing care or support

9. Local lettings policies

9.1. KCC may also need to prioritise an applicant based on the priorities identified in the District Council's local lettings policy or plan. For example, they may specify criteria such as age or disability due to the fabric or social balance of the site. This may come from planning conditions that District or Borough Councils have stipulated, for example through 'rural exception sites'.

PART 2 - ALLOCATION

10. Advertising the pitches

- 10.1. Vacant pitches will be advertised on the KCC website. Alternative communication methods will be used for potential applicants where appropriate, such as telephone or written contact.
- 10.2. The advertisements will give details about the pitch available, information on who will be eligible to 'bid' for the pitch (see 11.1), and where appropriate, specific criteria that has been placed on the pitch. This could include criteria to accommodate factors such as age, disability, medical requirements, or household size and requirements (including pets), or in accordance with the local lettings plan, as explained in section 9 above.
- 10.3. Those applicants who are unable to access the website to keep up to date with vacancies will be offered the opportunity to participate in an 'auto bidding' process whereby the applicant states preference and matching properties are bid for automatically or if preferred signposted to a service appropriate to them to ensure that they are aware of the relevant properties available. Information about the website and alternative access methods will be available from the GTS staff, District and Borough Councils and libraries. In addition, it may be appropriate for GTS to regularly update applicants through site visits, phone, texts or emails, depending on applicants' communication preferences.

11. Expressing interest in an advertised pitch: 'Bidding'

- 11.1. 'Bidding' in this context is not a financial term but describes the process undertaken by the applicant to show interest in a pitch. This approach provides greater flexibility and transparency to the allocation process.
- 11.2. Those on the Accommodation Register may 'bid' for a pitch by completing an expression of interest. A variety of methods can be used to express interest including online, automated bidding (predetermined preferences made on the applicant's behalf automatically), by telephone, or in person. Should an applicant require additional support to bid for a pitch, the GTS will provide appropriate arrangements.
- 11.3. As mentioned in 10.2, the advertisement for the pitch may have specific criteria for bidding, such as the size of a pitch. For example, a single pitch may only be suitable for a limited number within a household and therefore KCC may not accept bids from those with larger households who do not meet the criteria.

11.4.If an applicant has an outstanding offer for a pitch in place they will not be permitted to 'bid' for any other pitches, because having been made an offer is deemed to have met their particular housing need. However, if the applicant felt the pitch was not suitable for their needs, they would have to refuse it (see section 14) before bidding for other pitches.

11.5.Should an eligible applicant apply for a pitch that is subsequently not ready for occupation and is not likely to be ready to move into for some time, the applicant will be given the option to 'bid' for any other suitable pitches.

12. Assessment and selection of 'bids'

12.1.Once the bidding period for the pitch has closed, all bids are put into priority order and ranked according to priority bands. Each band is then ordered by priority date (the date the applicant was allocated to a priority band), producing a shortlist. The applicant at the top of the list is then contacted to ensure all information given is correct, verification checks are satisfied where appropriate, and that the property is affordable. Subject to all criteria being met the pitch is offered to the highest priority applicant.

12.2.Where a pitch has already been adapted to accommodate residents with specialist medical needs, KCC may make best use of the pitch stock and offer the property based on the applicant's medical needs. This will be highlighted in the pitch advertisement (as mentioned in 10.2).

12.3.During selection, additional references may be sought (see 6.5). Should offering the pitch to the highest priority applicant put others or themselves at risk, KCC may offer the pitch to the next applicant on the shortlist. Such a decision would be clearly documented and available where appropriate.

13. Offers of a pitch

13.1.When offering a pitch to an applicant, the relevant site details will be explained in full in writing and a verbal summary given; reasonable adjustments will be made for those who may not have English as a first language. The site details will include:

- pitch fees
- the amount of pitch fees expected in advance
- Site Licence Agreements to be agreed and signed.

13.2.If an offer is refused by the applicant or if it has not been possible to contact the successful applicant within seven calendar days of the offer, it will be offered to the next applicant on the shortlist until the pitch has been successfully let. This is unless the applicant has notified the GTS that they will be unavailable during that seven-day period.

14. Refusals

14.1.If an applicant is unsuccessful in securing a pitch, notification will be given with the reasons to the individual applicant both verbally, and confirmation in writing within seven calendar days of the decision.

14.2.Applicants who are unsuccessful in acquiring a pitch may request a review of the decision by making an appeal to the GTS. Further detail is provided in section 16 Appeals.

14.3.If an applicant refuses an offer of accommodation, the pitch will be offered to the next eligible applicant. Applicants who refuse three offers of accommodation over the registration year may have their registration cancelled and considered ineligible for a 12-month period Records will be maintained on the number of refusals per applicant and the reason why the applicant decided to refuse the offer of accommodation. This may exclude those with exceptional circumstances such as medical reasons. If the applicant feels that the offer made is unsuitable for their needs, they can request a review to assess suitability and if successful will not be counted as a refusal.

14.4.If an applicant has been previously excluded from the registered list for refusing multiple pitch offers and their exclusion period has expired, they may choose to reapply, and will be awarded a new priority date (the date on which an applicant is allocated to one of the priority bands) if successful.

15. Site Licence agreement

15.1.All new residents must sign the Site Licence Agreement and pay two weeks' pitch fees in advance before they move onto the site. A member of the GTS team will explain the terms of the Site Licence Agreement to the new resident, and where relevant will explain key information, for example from the Mobile Homes Act, KCC Further Expressed Terms and KCC Good Neighbouring Terms. Residents will also receive a Plain English resident's handbook that explains this information in full, to ensure the new resident and their household understand their responsibilities. This handbook, together with a copy of the signed Site Licence Agreement will be kept by the resident.

15.2.An applicant will not be permitted to occupy a pitch without first signing the Site Licence Agreement and paying the specified pitch fees' amount in advance.

15.3.Residents are only permitted to have pets if specified and agreed within the Site Licence Agreement for their pitch.

16. Appeals

16.1. The Housing Act 1996 requires that due regard is demonstrated in any decision-making process. All applicants have a right to make an appeal if they are unhappy with any decision made regarding their application and have the right to information about decisions which are taken in respect of their application. Every applicant is entitled to appeal any decision made regarding a banding or the allocation of a pitch if they feel they are dissatisfied with the outcome.

16.2. An appeal should be made in writing by the individual or through an advocate on their behalf. The appeal should be submitted to the KCC Gypsy and Traveller Service either by email to gypsy.traveller@kent.gov.uk or by post to:

Gypsy and Traveller Service, First Floor, Invicta House, County Hall, Maidstone, ME14 1XX.

16.3.The appeal should be made within 21 calendar days of the decision and should include information the applicant believes has not been considered or new information which further supports the original application.

16.4. A response will be sent within 10 days of receiving an appeal and may include a request for further information. The appeal will be dealt with by a senior member of

staff in the GTS, or where this is not appropriate a senior member of staff from outside the GTS, who has not been involved with the original decision and the outcome of the review will be sent within four weeks of the request.

- 16.5. An applicant can appoint an advocate/representative, and if appointed and confirmed to the council, the GTS will deal directly with that advocate.

PART 3 - SITE MANAGEMENT

17. Introduction to the pitch and site

- 17.1 Once an applicant has accepted a pitch and the licence agreement has been signed, the site manager will explain to the new resident about the pitch boundaries, highlight the recorded condition of the pitch and explain what is expected of the licence holder. In addition, the site manager will offer a site familiarisation session.

18. Collection of pitch fees

- 18.1. Pitch fees will be reviewed, set annually and sent to residents in writing 28 days in advance of any change to the weekly pitch fee amount.
- 18.2. After paying the initial two weeks in advance as part of signing the Site Licence Agreement, pitch fees are then to be paid weekly in advance in order that a two-week credit balance is maintained. All residents should make the site manager aware of any change in circumstance that may affect their ability to pay.
- 18.3. The Site Manager will keep abreast of residents' pitch fee payments by reviewing the accounts monthly and highlighting any discrepancies where necessary. Early intervention solutions can be offered to affected residents to prevent arrears accumulating, for example payment plans and signposting to appropriate support agencies. Should specific needs, risks and circumstances be identified, this offer of early appropriate professional support and guidance aims to minimise arrears and provide achievable outcomes for all parties.
- 18.4. If pitch fee amounts remain outstanding and are not addressed in a payment plan or other solutions, then enforcement action will be pursued (see section 23).

19. Service charge

- 19.1. A fixed service charge will be applied per week for the communal services that are provided. This will be reviewed each financial year and a service charge schedule will be issued in writing to the resident together with any increases to pitch fees. The service charge contributes towards the yearly cost of services and repairs, such as grass cutting to the communal areas on the site and may be covered by housing benefit. Additional information about the service charge is provided in the accompanying Fee Setting and Charging Policy.

20. Site maintenance

- 20.1. Site maintenance is the responsibility of KCC. GTS employs external maintenance contractors to carry out any works. The Gypsy and Traveller Site Manager will log any maintenance required on site and allocate the maintenance work according to the priority of the job. For non-emergencies, the repair or maintenance will be

undertaken in normal office hours, Monday - Friday 9am - 5pm. Any works deemed necessary due to neglect or misuse will be recharged to the resident.

- 20.2. The Gypsy and Traveller Site Manager will be available to carry out weekly or fortnightly maintenance checks on all sites, depending on the size of the site. These checks will look for maintenance work to be undertaken and examine work completed. During these site visits required works can be requested by residents. All issues will be logged and prioritised within an individual site's Asset Management and Maintenance Plan.
- 20.3. Each resident has the Gypsy and Traveller Services telephone number to report repairs during normal office hours. Emergencies can be reported to the Out of Hours service between 5 – 11pm weekdays, 9am - 9pm weekends. There is no bank holiday service.
- 20.4. During out of hours, the site manager will assess the issue and commission works where necessary. Outside of those times (11pm – 9am weekday, 9pm - 9am weekends) and on bank holidays the resident will need to ring KCC's Contact Centre. The GTS will respond on the next working day, or where appropriate the Emergency Services will be called.

21. Residents' welfare and supporting the community

- 21.1. KCC are committed to finding ways to meet the needs of the Gypsy and Traveller community, keeping traditions and culture at the forefront whilst delivering services, maintaining good relations with other communities, and enabling access to health and education services. KCC will ensure individuals are treated fairly in a transparent manner enabling KCC to deliver a service that reflects the needs of the community.
- 21.2. The Gypsy and Traveller community in Kent should be given every assistance to access KCC services. KCC provides a telephone line on each site for those who wish to contact the GTS, to help those who may require extra support. Individuals are able to nominate a person to act on their behalf should they so wish.
- 21.3. GTS staff will engage with the residents on a regular basis to discuss site changes and to talk about their needs. This will ensure KCC is providing an effective service that is driven by our residents to enable independence and choice. This includes identifying specific areas to work on with the community, such as addressing access needs for older people in order to help reduce social isolation.
- 21.4. Working in partnership with statutory and voluntary agencies, the GTS is able to either directly support or redirect residents or applicants to relevant public and voluntary services, such as public health initiatives or Citizens Advice Bureau, if additional advice or support is needed.

22. Change in circumstances

For Applicants

- 22.1. Applicants on the Accommodation Register must inform KCC of any new circumstance, as their banding may need to be reassessed and the applicant placed into a different priority band to reflect their current accommodation need. Any changes to circumstances at the point of offering a pitch may prompt a reassessment of the applicant's band.

22.2. Contact will be made annually with those on the Accommodation Register to ask for any changes to circumstances and whether the applicant wishes to remain on the Register for another year. This contact may be made by site officers through visits, phone, texts or emails, depending on applicants' communication preferences. Applicants may be removed from the Register should they:

- request to be removed from the Register
- accept an offered pitch
- not respond to the annual review
- have moved without notification

Applicants will be given 21 days to respond before being removed from the Register.

For Residents

22.3. All site residents are required to advise their Site Manager of any changes to personal circumstances, such as the birth of a child, a new member of their household, a change to financial situation, etc, that may affect or inform their Site Licence Agreement, or make changes to it.

22.4. An annual Site Licence Agreement audit will be carried out whereby Site Managers will ask each pitch licence holder to confirm the relevant licence details are up to date, ensuring all details held are accurate.

23. Enforcement

23.1. If a breach of licence has occurred through the identification of an issue (for example, arrears in pitch fee payments), the appropriate enforcement action will be taken in accordance with the GTS Enforcement Procedure (see appendix 2), proceeding to eviction which, where necessary, will be pursued through the relevant court process.

23.2. Debt collection: Those accounts in arrears are in breach of the pitch licence and will therefore receive a breach letter. If the resident contacts the site manager or the GTS within 28 days and repays the debt or arranges a payment plan the breach is rectified and is no longer pursued. However, if contact has not been made, a notice of licence termination will be sent and KCC will seek to gain a court order and issue eviction proceedings. If the resident has not made payment, and the court has issued a possession order the resident will be evicted.

23.3. If court proceedings have led to an eviction notice, and the resident has not vacated within 28 days KCC will look to obtain a court order authorising lawful eviction. Once the order has been received KCC will instruct a bailiff to clear the site as set out within the GTS Enforcement Procedure (see appendix 2).

24. False information

24.1. Any applicant or resident giving false information, deliberately withholding information or instigating a false statement from another person acting on the applicant's or resident's request will result in appropriate action being taken against the applicant or resident. The outcome of this could range from recovering possession of the allocated pitch, informing relevant authorities, reducing priority banding or removing the applicant from the Accommodation Register.

25. Compliments, comments and complaints

Comments or complaints concerning any aspect of a KCC Gypsy and Traveller site should be presented to EITHER the Site Manager in person OR by emailing gypsy.traveller@kent.gov.uk OR writing to: Gypsy and Traveller Service, First Floor, Invicta House, County Hall, Maidstone, ME14 1XQ, OR via the KCC website www.kent.gov.uk/complaints, or by telephone on 03000 414141.

- 25.1.If the problem cannot be resolved straight away, you can expect to receive an acknowledgement to your complaint within three working days of receipt, and normally a full reply within 20 working days. If your complaint raises complex issues which cannot be answered within 20 working days, we will keep you informed of progress at four-weekly intervals until we are able to respond fully to your complaint.
- 25.2.If you are not satisfied by the response you receive in relation to your comment or complaint then you are invited to contact the Corporate Director for Growth, Environment and Transport by emailing them (the GTS service will confirm the Corporate Director's name and email address at time of second stage complaint) or in writing to: Corporate Director, Growth, Environment and Transport, Room 1.62, Sessions House, County Hall, Maidstone, Kent ME14 1XQ.
- 25.3.If you are still not satisfied after these steps have been taken, you have the right to take your complaint to the Local Government Ombudsmen. The Local Government Ombudsman is an independent and impartial person, appointed by central government to investigate complaints of maladministration by local authorities. You can make your complaint by writing to the Ombudsman at: The Local Government Ombudsman, PO Box 4771, Coventry, CV4 0EH, or via their website at www.lgo.org.uk or by calling the advice line on 0300 061 0614 .

Part 4 - SUPPORTING POLICY INFORMATION

26. Data Protection and information sharing

- 26.1.Any personal data held in relation to applicants will be held consistently with the General Data Protection Regulation (GDPR) through the Data Protection Act 2018, and only shared with other agencies with consent from the applicant, as detailed within the Pitch Allocation Application Privacy Notice (see Appendix 3).
- 26.2.Where disclosure has been requested and consent given by the pitch application for KCC to collect or use information provided by a partner or agency or to share information with a partner or agency only authorised staff within KCC, partners or agencies will be permitted to access this personal information.

27. Monitoring and reviewing the policy

- 27.1.This policy and its implementation will be reviewed regularly, and in line with legislation to ensure it is meeting its stated aims, meeting its equality and diversity obligations, to assess its effectiveness and continuing applicability to residents and applicants, and will respond to any changes in relevant legislation. Any minor changes will be approved by KCC's Director of Environment, Planning and

Enforcement, and more substantial policy changes will be reviewed and approved through KCC's Key Decision process.

27.2. We want to make sure that we are allocating pitches in a timely fashion to the appropriate applicants, in a process that is efficient and easy to navigate. To help us do this we will be monitoring the following:

- Monitoring of pitch allocations including location of applicants, number of pitches allocated and length of time for pitches to be allocated
- The protected characteristics of pitch applicants and residents, where consent is given
- The accommodation register including banding and priority.
- The number of applicants to the register and the number of successful and unsuccessful bids for pitches; reasons for unsuccessful bids
- The progress of the asset management plan
- The number of pitch allocation refusals and reasons for refusal
- The number and nature of site licence agreement breaches by residents, and number addressed
- The number and nature of complaints, comments and compliments, and actions taken

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APPENDICES

Appendix 1

Priority Banding may differ from district/borough to district/borough. Applications will be assessed and banded by **the local district or borough council**, below are the twelve District and Boroughs' Priority Banding Definitions.

As detailed at section 7.7 of this Policy, the issuing of Emergency Priority Banding and access to emergency accommodation are not included within the scope of this policy, because this is the duty of a district or borough council. Should the district/borough council issue an Emergency Priority Band for an applicant due to exceptional circumstances and an 'urgent' move is required to ensure the applicant's safety and welfare, the district/borough council will be responsible for accommodating the applicant.

Band A

- Households where one or more members are wheelchair depend in the home and do not currently occupy a wheelchair accessible/adapted home.
- Those with an urgent need to move as their accommodation is unsuitable for their medical or disability needs and they are unable to be discharged home from hospital or other in-patient setting.
Conditions at the property have been assessed as presenting an immediate threat of serious injury or are life threatening.

Band B

- Overcrowding – applicants needing at least one more bedroom than their current home.
- Homeless applicants where the council has accepted a duty to secure accommodation under part VII of the Housing Act 1996.
- Households where one or more members are awarded a high priority on medical, disability or welfare grounds.
- Those living in the borough in a home with significant adaptations to meet disability needs that are no longer required.

Band C

- Homeless applicants where the council do not owe a duty to secure accommodation, such as:
 - Non-priority homeless households; or
 - Households assessed as having become homeless intentionally; or
 - Those who are of no fixed abode, including those staying or 'sofa surfing' with relatives or friends, or living in a garage, shed, outbuilding, car or tent.
- Private sector tenants who are threatened with homelessness because they have been served with a valid notice to quit their tenancy (usually at least 2 months).

- Tenants occupying HM Forces service family accommodation who are threatened with homelessness because they have been served with a valid notice to vacate their tenancy (usually at least 3 months).
- Applicants assessed as needing sheltered accommodation who are not currently residing in sheltered accommodation.
- Applicants awarded priority on property condition grounds.
- Households where one or more members are awarded a low priority on medical, disability or welfare grounds.

Band D

- Applicants who are not overcrowded but are sharing kitchen and / or bathroom facilities with others who are not part of their household.
- Applicants living in non-traditional housing (for example houseboat, caravan or commercial premises) who lack any kitchen and/or bathroom facilities.

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Appendix 2

DEBT ENFORCEMENT PROCEDURE

1. Collection of Debts

What is a debt? For the purposes of this procedural document, it is a sum of money that is owed or due. For example; water consumption and usage, rental pitch fee and recharges for goods or maintenance services provided. Should a resident fall into debt the following procedure will be followed:

- a) All residents with accounts in arrears will be allocated to the lead site manager managing the site.
- b) All residents with accounts in arrears will be contacted at the earliest opportunity to address issues of debt recovery. The lead site manager responsible will complete a face to face visit with any resident who has not paid 28 days after the invoice due date.
- c) The site manager will coordinate an effective and timely debt recovery plan with the resident, supporting a proactive approach to debt payment.
- d) A resident in debt will be supported to adopt a phased repayment plan that will pay the arrears in full within the maximum time limit of two years ensuring that any repayments are affordable.
- e) The Council must act reasonably when chasing payment of an outstanding debt.
- f) If an agreement to repay the debt has been entered into then no further action will be taken unless the person defaults on the arrangement.
- g) If a further 28 days has elapsed and no payment plan has been agreed, then the Council can issue a licence breach letter 'ONE' however will favour the setting up of a debt recovery plan.
- h) If breaches in letter 'ONE' have not been rectified within the time period, then a further breach letter ('TWO') is served. A 28-day period is given to the resident to pay in full. If this is not rectified a debt claim will be made.

2. Court Action

- When all other reasonable avenues have been exhausted, the Council will, unless there are very good reasons not to, proceed to the County Court in order to recover the debt owed.

3. Court Action – Eviction Process

- Where all debt recovery action has been exhausted, without recovering the debt, and the Mobile Homes Act breach process has been pursued, then, eviction will proceed, subject to welfare inquiries.

Appendix 3

Gypsy and Traveller Service – Application for a Pitch -Privacy Notice

This notice explains what personal data (information) we hold about you, how we collect, how we use and may share information about you. We are required to give you this information under data protection law.

Who we are

Kent County Council (KCC) collects, uses and is responsible for certain personal information about you. When we do so we are regulated under the General Data Protection Regulation which applies across the European Union (including in the United Kingdom) and we are responsible as 'controller' of that personal information for the purposes of those laws.

KCC Gypsy and Traveller Service provides a safe environment for Gypsy and Traveller communities to live and thrive in Kent. In doing so, KCC have in place an application process, supported by an allocation policy which ensures that pitches are allocated fairly and where there is most need.

Personal information we collect and use

Information collected by us

During processing your application for a pitch on a KCC owned Gypsy and Traveller site, we collect the following personal information when you provide it to us:

- Name
- Current address
- Date of birth
- Contact details (Telephone number/email address)
- Immigration control status
- Names and dates of birth for all family members residing with you
- Existence of any benefits claimed and supporting evidence
- Existence of any medical conditions and supporting evidence (special category data)
- Existence of any criminal convictions

We recognise that personal information concerning criminal convictions and offences is not special category personal data but is a very sensitive type of personal information which can only be shared in narrow circumstances.

How we use your personal information

We use your personal information to assess your application and carry out a range of checks that you consent to as part of the application process, in accordance with

the KCC policy and any relevant updates due to changes in legislation, which is available on the KCC website.

Once we have assessed you will be able to 'bid' for a KCC pitch as per the KCC Gypsy and Traveller Pitch Allocation and Site Management Policy.

If you are successful in your application for a pitch license agreement, registration details will be used as the basis for your pitch license agreement. At the initial application stage, you are asked to confirm if any criminal convictions exist and consent to further checks being carried out. Before you are offered a pitch, checks will be carried out with Kent Police and your personal information will be used to facilitate these checks. Information about this process can be found in the KCC Gypsy and Traveller Pitch Allocation and Site Management Policy.

How long your personal data will be kept

Your details will be held on the register for a period of a year. You are responsible for updating the KCC Gypsy and Traveller Service with any changes to your circumstances or personal details, so we can update our records accordingly. If your circumstances change and you no longer need or wish to remain on the register you must inform us, so we can permanently remove your details from the register, files and database systems.

If you are successful in your application for a pitch agreement with KCC, your registration information including all personal details will be used as the basis for your pitch licence agreement and will be stored securely by the KCC Gypsy and Traveller team for the duration of your pitch licence agreement and for 3 years after the end date in accordance with the Council's data retention policy. After this time, all documents and information will be securely destroyed.

If you are unsuccessful in your application for a pitch, in most cases your application will be informed and able to 'bid' for further suitable accommodation. However, if the results of the mandatory checks show that you are not suitable for a pitch. In this case, you will be written to explaining this.

Reasons we can collect and use your personal information

The lawful basis on which we collect and use your personal data is that 'processing is necessary for carrying out a public task in the public interest' as a local authority, under statutory guidance and following the National Planning Framework KCC are encouraged to provide sites for travellers. Additionally, the processing of your personal data at the registration stage is 'necessary for the performance of a contract', which in this case, is the pitch licence agreement.

GLOSSARY

Accommodation Register	The list of eligible applicants who are waiting to apply for a vacant pitch
Asset management	The approach KCC takes to look after its property, sites and land.
Banding/bands	See Priority banding
Bidding	The process in which applicants apply and express a preference for vacant pitches
GDPR	General Data Protection Regulation
GTS	Gypsy and Traveller Service
KCC	Kent County Council
Local lettings plan/policy	An agreed plan for the allocation of social housing or accommodation by the local District or Borough Council
Priority banding/bands	The categories used to prioritise applicants according to their accommodation needs
Priority date	The date on which an applicant is allocated to one of the priority bands
PSED	Public Sector Equality Duty
Reasonable preference	A legal requirement to give additional priority to applicants who meet specific criteria as set out in the Housing Act 1996
Rural exception site	Small sites permitted specifically to accommodate traveller sites, if there is a lack of affordable land to meet local travellers' needs.
Site Licence Agreement	The agreement between the KCC GTS and the applicant which sets out the terms and rules for occupying a pitch.

Kent County Council - Growth, Environment and Transport Directorate (GET).

Equality Analysis / Impact Assessment (EqIA) template

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

The Gypsy and Traveller Pitch Allocation and Site Management Policy.

Changes to the allocation process to come into effect for the financial year 2020-2021

Brief description of policy, procedure, project or service

This EQIA review focuses on the Pitch Allocation and Site Management policy, to which the changes are shown in the table 1.

Table 1

	Change	Description
A)	Pitch allocation application process	A standardised process in-line with social housing to include housing need criteria and a priority banding system
B)	Allocation process	An allocation system including an automated option to enable choice and flexibility to applicants through a 'bidding' process.
C)	Site Management	This includes changes to financial requirements such as two weeks pitch fees in advance and service charges, the site maintenance approach prioritising required works, and assistance with licence obligations

The Allocation Process will change from a paper-based application form to a streamline system that bands applicants when they first apply. The GTS will be offering support with the new process, through pre-tenancy support, auto bidding and where appropriate partner agency support. After registering the applicant can bid for accommodation mirroring what takes place in social housing.

Date Document Updated 02/10/2019

This document is available in other formats. Please contact Jayne.collier-smith2@Kent.gov.uk or telephone on 03000 412379

The KCC Gypsy and Traveller Service's (GTS) Allocations Policy was last reviewed in 2012. There have been changes to GDPR and transformation within the service bringing the opportunity to fully review the Policy ensuring parity with social housing allocation.

The service provides accommodation for Gypsy and Travellers on eight sites within Kent and in the past the income generated from pitch fees has been used for reactive maintenance, it has not previously benefitted from an asset management approach. The new Policy utilises an asset management approach, looks at how individuals can apply for the accommodation and how the sites are to be managed. Registered Social Landlords deliver services on behalf of district and borough councils providing social housing locally through an online allocation process. The GTS recently consulted on a proposed change to the allocation process and found that many of the licence holders were confused to why the provision was not like other social housing. As a result, the new policy proposal brings the allocation process closer to district and borough social housing delivery.

Full details of the proposals can be found by reviewing the Environment and Transport Cabinet Committee Paper 10th October 2019 that accompanies this report, as well as the Policy itself which is also available alongside the cabinet committee paper at [kent.gov.uk/committees](https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=831&MId=8247&Ver=4) or via this link <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=831&MId=8247&Ver=4>

Aims and Objectives

The policy seeks to bring social housing parity, better promoting sustainable and economically active communities, providing a clearer more transparent understanding for the prioritisation of applicants for Gypsy and Traveller pitches. Kent has an estimated 4,522¹ Gypsy and Travellers some of which may wish to apply to KCC public sites. The policy seeks to allocate pitches in a fair, consistent open manner through a housing need banding system.

- The aim of this EQiA is to ensure the Pitch Allocation and Site Management Policy does not unlawfully discriminate against the Gypsy and Traveller community in delivering the policy objectives.

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant Protected Groups. If any negative impacts can be justified, please clearly explain why.

- **Adjust and continue** - adjust to remove barriers or better promote equality- see Action plan at the end

¹ Office for National Statistics: Census 2011, CT0769 Metadata – Ethnic group: Gypsy, Traveller, Roma, Gypsy/Romany

I have found the Adverse Equality Impact Rating to be Low

GET Document Control

Revision History

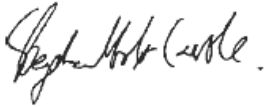
Version	Date	Authors	Comment
V0.1	02.10.18	Jayne Collier-Smith	
V0.2	26/02/2019	Jayne Collier-Smith / Helen Forster	It was decided to separate the EQiAs into two separate documents, allocation and fees.
V0.3	24/06/19	Jayne Collier-Smith / Helen Forster / Pal Sandher	We have been asked to put the two EQiAs into one
V0.4	30.08.19	Jayne Collier-Smith / Helen Forster	It was decided to have two separate docs again - allocation and fees as there are two separate policies
V0.5	26.09.19	Akua Agyepong	
V1 (this should be assigned to the version the Director signs off)	02.10.19	Jayne Collier-Smith / Pal Sandher	Final

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

Date Document Updated 02/10/2019

This document is available in other formats. Please contact Jayne.collier-smith2@Kent.gov.uk or telephone on 03000 412379

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

Name	Signature	Title	Date of Issue
Pal Sandher	Pal Sandher	Head of Gypsy and Traveller Service	02.10.19
Helen Page	Helen Page	Interim Head of Countryside and Community Development	
Stephanie Holt-Castle	Stephanie Holt-Castle	Interim Director of Environment, Planning and enforcement	
Barbara Cooper	Barbara Cooper	Corporate Director, Growth, Environment and Transport Growth, Environment and Transport	

Part 1 – Screening (further information included in the Action Plan)

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

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

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

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

The following has considered the three changes in policy as referred earlier in the brief description of the policy:

A) pitch allocation application process **B)** Allocation process **C)** site management.

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Protected Group	You MUST provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age			<p>A) <i>Older potential applicants may not be computer literate or have limited access to the internet / computers making it difficult to register online.</i></p> <p>Action 1) The GTS will look to promote the online application process through a mobile phone/ tablet application and provide</p>	<p>Standardising the allocation process in line with social housing will make the process simpler for the applicant.</p> <p>Promoting the use of digital will increase accessibility and reduce inconvenience for those living remotely or those unable to leave the home.</p> <p>Many of the younger generation use</p>

			<p>alternative options where necessary to ensure all applicants find it easy to access the process reducing barriers to applying.</p> <p>Action 2) Alongside the GTS 'pre-tenancy' support we will be working with the district/borough councils' and the Library Service to facilitate any further ICT access and/or support necessary. External agencies will also be able to support applicants with the online process.</p> <p>Action 3) Staff training will take place to ensure confident delivery of the face to face offer. In addition, supporting documents will be provided in a variety of accessible formats including easy read leaflets and for digital a screen reader.</p>	<p>SMART phones to access services; the online process will increase accessibility for mobile phone users and keep applicants up to date with their application.</p> <p>Keeping track of the application online will increase control for the applicant reducing anxiety.</p> <p>Clearer information will increase understanding of the process. This will be available in a variety of formats in line with current accessibility standards.</p> <p>Staff will have increased knowledge of the process and be better equipped to support applicants through the process.</p>
			<p>B) <i>'Bidding' for available pitches may be difficult for older people with little or no computer skills or have limited access to the internet / computers.</i></p> <p>Action 4) The GTS will develop an auto bid process that can be accessed for those applicants unable to use the online process. Applicants will be kept up to date regularly through their chosen communication method, their</p>	<p>Applying online will speed up the process of moving into suitable accommodation.</p> <p>Auto-bidding will assist those unable to access the online process reducing any inconvenience to the applicant.</p> <p>Being in regular contact about the application will help to reduce anxiety.</p>

			<p>preferences considered, and an automatic bid submitted.</p>	
			<p>C) <i>The youngest and oldest applicants may find it difficult to maintain a two-week balance on account.</i></p> <p>Action 5) The GTS will provide ‘pre-tenancy’ support to increase budget management skills. Further support will be given where appropriate to apply for awards and grants. The GTS review residents accounts regularly and where necessary will support with payment plans or signpost.</p> <p>D) <i>Older applicants may find it difficult to keep the pitch to the standard required as per the pitch licence agreement.</i></p> <p>Action 6) The asset management approach used by the GTS will assist with the ongoing monitoring of the site enabling site managers to identify whether any intervention or signposting is required. This will help reduce the number of pitch licence agreement breaches.</p>	<p>Having two weeks on account will benefit the individual should they depart from the pitch without notification reducing any unpaid debt. It can also assist with budget management should they fall into arrears.</p> <p>Payment plans can assist those who may require help getting back up to date rather than continuing in debt.</p> <p>Regular asset management checks monitoring the condition of the pitches will highlight areas of concern, prompting quicker assessment and resolution for vulnerable residents.</p> <p>Monitoring the asset will also ensure that repair works are prioritised for vulnerable residents.</p>
Disability			A) <i>People with disabilities and long-</i>	Standardising the process will bring

		<p><i>term illnesses who may have a low income, may not have access to the internet or may find accessing the online application difficult.</i></p> <p>Action 7) The GTS will promote ways to register for accommodation through mobile phones / tablets or where appropriate alternative methods. Support will be made available from the GTS and partners such as district/borough councils, library (LRA) or CAB to facilitate access to the internet including support in setting up an email account etc.</p> <p>Action 8) Staff training will take place to ensure confident delivery of the face to face offer. In addition, supporting documents will be provided in a variety of accessible formats including easy read leaflets and screen reader.</p>	<p>parity with social housing. The banding process will assess housing need ensuring that those with disabilities are prioritised appropriately.</p> <p>Clearer information will increase understanding of support available.</p> <p>The information will be available in a variety of formats in line with current accessibility standards. Staff will also be available to give face to face support or liaise with any designated advocate.</p> <p>With increased support from the GTS applicants can feel more confident about making their application and ready for site accommodation.</p>
		<p>B) <i>People with disabilities and long-term illnesses may not be able to access the internet to utilise the 'bidding' process for pitches</i></p> <p>Action 9) The GTS will focus on promoting auto-bidding to reduce barriers. In addition, district and borough councils, CAB or libraries where the LRA have IT buddies may be able to assist with access to</p>	<p>Utilising the auto-bid facility will increase the speed to which the applicant can move into suitable accommodation.</p> <p>Promoting the use of the online process and auto-bidding will increase accessibility and reduce inconvenience for those unable to leave their home due to disability/longer illness.</p> <p>Keeping track of the application online</p>

			digital where appropriate.	will increase control for the applicant reducing anxiety.
			<p>C) Those with disabilities may find it difficult to maintain a two-week balance on account due to possible low income.</p> <p>Action 10) The GTS will provide 'pre-tenancy' support and facilitate specialist service support to ensure all aspects are taken into account and where appropriate Information and Guidance (IAG) and budget management skills can be delivered. Further support will be given where appropriate to understand any impact to disability benefits and apply for awards such as discretionary grants from Local Authorities etc. The GTS review residents accounts regularly and where necessary will support with payment plans or signpost. <i>Those with disabilities may find it difficult to keep the pitch in order.</i></p> <p>Action 11) The asset management approach will assist with the ongoing monitoring of the site, enabling site managers to identify whether any intervention or signposting is required.</p>	<p>Having two weeks on account will benefit the individual should they depart from the pitch aiding budget management reducing debt.</p> <p>Discretionary grants can assist those who may require help with moving onto a pitch reducing the chance of debt.</p> <p>Regular asset management checks monitoring the condition of the pitches will highlight areas of concern, prompting quicker assessment and resolution for vulnerable residents.</p> <p>Monitoring the asset will also ensure that repair works are prioritised for vulnerable residents.</p>

Sex			This Policy will have no distinct impact on this protected characteristic however the GTS will track data and monitor any variance in outcomes based on sex.	This Policy will have no distinct impact on this protected characteristic
Gender identity/ Transgender			This Policy will have no distinct impact on this protected characteristic	This Policy will have no distinct impact on this protected characteristic
Race			<p>A & B) <i>Applicants may have low literacy levels or lack the ICT skills needed to access the internet or fully understand the pitch licence agreement.</i></p> <p>Action 12) GTS will ensure that the process is compatible with smart technologies such as screen reader etc and is easy to use to increase accessibility for those with low literacy levels or ICT skills.</p> <p>Action 13) Alongside the GTS 'pre-tenancy' support, we will be working with the district/borough councils' and the Library Service to facilitate any further ICT access and/or support necessary e.g. an ICT buddy would be able to assist individuals with the online process. Other external agencies will also be able to support applicants with the online process.</p>	<p>SMART technologies can be utilised increasing accessibility, flexibility and understanding of the application process increasing control and opportunities for those with low literacy or ICT skills.</p> <p>Clearer information will ensure that those who need support know what is available.</p> <p>The information will be available in a variety of formats in line with current accessibility standards. Staff will also be available to give face to face support.</p>

			<p>Action 14) Staff training will take place to increase knowledge of the process and the information available for site residents regarding site management. There will be easy to read literature for applicants regarding the new process and a handbook for site residents.</p>	
			<p>C) <i>Many may find themselves in the lower income bracket for a variety of reasons, including low literacy levels or their role as a carer for others. It may prove difficult for them to maintain a two-week balance on account.</i></p> <p>Action 15) The GTS will provide 'pre-tenancy' support to increase budget management skills. Further support will be given where appropriate to apply for awards such as discretionary grants from Local Authorities etc. The GTS review residents accounts regularly and where necessary will support with payment plans or signpost.</p>	<p>Having two weeks on account will benefit the individual should they depart from the pitch without notification reducing any unpaid debt. It can also assist with budget management should they fall into arrears.</p> <p>Payment plans can assist those who may require help getting back up to date rather than continuing in debt.</p>
Religion and Belief			This Policy will have no distinct impact on this protected characteristic	This Policy will have no distinct impact on this protected characteristic
Sexual Orientation			This Policy will have no distinct impact on this protected characteristic	This Policy will have no distinct impact on this protected characteristic

Pregnancy and Maternity			<p>A) and B) <i>These individuals may be on a lower income and not be able to access the internet or have the skills to do so. They could also find it difficult to access digital at alternative venues, as they may not have transport or find it difficult to use public transport.</i></p> <p>Action 16) The GTS will promote auto bidding where appropriate and help with the mobile phone / tablet application where required.</p>	<p>If applicants are remote or unable to leave the home, they may be more likely to access services through the internet increasing flexibility and accessibility.</p>
			<p>C) <i>Pitch upkeep may be difficult for a temporary period of time for this group</i></p> <p>Action 17) The GTS will carry out welfare visits and asset checks periodically and prioritise any works accordingly. This will enable site managers to identify whether any intervention or signposting is required.</p>	<p>The asset management approach will help with keeping up to date with all maintenance issues. The prioritisation of works will ensure vulnerable people can be prioritised.</p> <p>Regular asset management checks monitoring the condition of the pitches will highlight areas of concern, prompting quicker assessment and resolution for vulnerable residents.</p>
Marriage and Civil Partnerships			N/A	N/A
Carer's Responsibilities			<p>A) and B) <i>These individuals may find it difficult to leave the home, may not be able to access the internet or have the skills to do so. They may also find it difficult to access digital at alternative venues.</i></p>	<p>If applicants are remote or unable to leave the home, they may be more likely to access services through the internet increasing flexibility and accessibility.</p>

			<p>i) The GTS will promote auto bidding where appropriate and help with the mobile phone / tablet application where required by offering support to them in the home.</p>	
			<p>C) <i>Pitch upkeep may be difficult for this group.</i></p> <p>Action 18) The GTS will carry out welfare visits and asset checks periodically and prioritise any works accordingly. This will enable site managers to identify whether any intervention or signposting is required.</p> <p><i>This group may find it difficult to maintain a two-week balance on account due to possible low income.</i></p> <p>Action 19) The GTS will provide 'pre-tenancy' support to increase budget management skills. Further support will be given where appropriate to apply for awards such as discretionary grants from Local Authorities etc. The GTS review residents accounts regularly and where necessary will support with payment plans or signpost.</p>	<p>Regular asset management checks monitoring the condition of the pitches will highlight areas of concern, prompting quicker assessment and resolution for vulnerable residents.</p> <p>Monitoring the asset will also ensure that repair works are prioritised for vulnerable residents.</p> <p>Having two weeks on account will benefit the individual should they depart from the pitch aiding budget management reducing debt.</p> <p>Discretionary grants can assist those who may require help with moving onto a pitch reducing the chance of debt.</p>

Part 2 - Full Equality Analysis /Impact Assessment

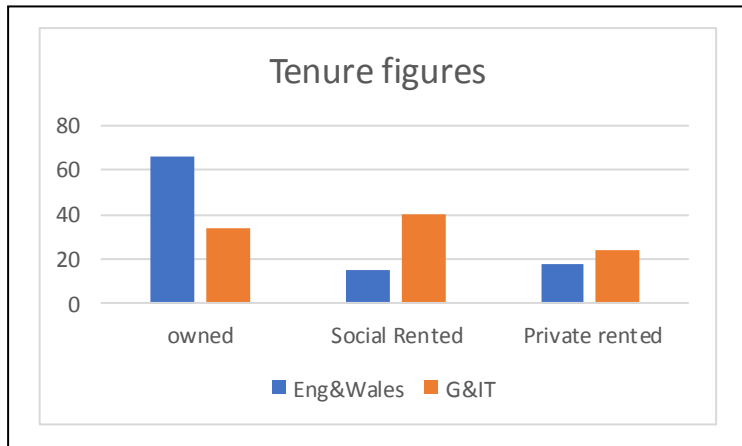
Information and Data used to carry out your assessment

Data used for this review has been taken from the National Census 2011, the current analysis of the resident population on KCC sites and previous applications for KCC pitches.

- The Office for National Statistics (ONS) figures suggest that there are an estimated 4,522² Gypsy and Travellers living in Kent. This could include individuals living on private or local authority owned sites, 'bricks and mortar' housing, unauthorised developments or travellers in the literal sense. Kent County Council has approx. 343 residents³ living on the eight sites owned and run by the KCC Gypsy and Traveller Service (GTS).
- The number of Gypsy or Irish Traveller households with dependent children in the 2011 Census was 45%. Higher than the average for England and Wales which was 29%. Of those Gypsy and Irish Traveller households with dependent children 45% stated they were lone parent families. Currently 27% of residents and applicants mixed are children.
- The 2011 Census showed that the number of Gypsy or Irish Traveller respondents living in the most common type of accommodation were those living in a whole house or bungalow at 61%. 24% of respondents stated they lived in a caravan or other mobile or temporary structure. Extrapolating the 24% of Gypsy and Travellers living in caravans or other mobile structures for Kent there would be 1084 of which KCC has 343 residing on KCC owned sites, nearly a third.
- The 2011 Census noted that the Gypsy and Irish traveller ethnic group had one of the highest proportions of people living in social rented accommodation at 41%. Currently 76% of KCC site residents are receiving housing benefit.

² Office for National Statistics: Census 2011, CT0769 Metadata – Ethnic group: Gypsy, Traveller, Roma, Gypsy/Romany

³ Gypsy and Traveller Service Census 2016.



- The consultation in 2017 highlighted concerns that the current allocation process did not mirror social housing. The new Pitch Allocation and Site Management policy has been developed in line with current social housing practice and as such data from the characteristic comparison⁴ and district/borough councils⁵ has been used as a comparison.

Who have you involved consulted and engaged with?

The new policy has used the sources covered above to benchmark our policy against other social housing providing authorities and Registered Social Landlords (RSLs). The GTS has worked with Strategic and Corporate Services for both the asset management and policy development elements.

In addition, the GTS have raised the policy ideas with residents on KCC sites informally in advance of the second formal consultation gaining insight of how parity to social housing is preferred and that mobile phones are a preferred means for communication. This is in line with the comments made by respondents in the previous consultation.

Analysis

⁴ 2011 Census analysis: What does the 2011 Census tell us about the characteristics of Gypsy or Irish travellers in England and Wales

⁵ Sample of district and borough council allocation policies.

Date Document Updated 02/10/2019

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The GTS have in place currently an allocations scheme that is not suited to current social housing direction. There is a waiting list that is inadequate and opaque impacting directly on all protected characteristic groups above. The new Pitch Allocation and Site Management policy mitigates negative impact ensuring that the protected characteristic groups benefit from a more transparent and fair process. Data captured on Civica (case management system) shows the proportions of our current pitch applicants that fit into some of the different protected characteristic groups:

Disability

There are no recorded applicants currently on the waiting list detailing disability, however 18% of applicants are recorded that they had a medical condition that required help with daily tasks. This ranges from coeliac disease to heart disease. The GTS will liaise with the individual and specialist services to ensure the appropriate support was available.

Ethnicity

The current policy and application form requests that when applying for a pitch confirmation is given by the applicant that they are from the Gypsy and Traveller community. This would not change in the proposed Pitch Allocation and Site Management Policy.

Age

The age profile of current applicants on the waiting list ranges from 0 – over 65. Currently 3% of applications on the waiting list are over 65 years old. The majority of applicants are between 18 and 40. 27% of applicants and residents mixed are children under 18. The GTS will provide appropriate support to ensure individuals are not disadvantaged by the proposed changes.

Adverse Impact

The new Pitch Allocation and Site Management Policy may impact on the Gypsy and Traveller Community, including the protected characteristic groups, however areas of low concern are mitigated within the action plan.

The areas highlighted where this may have additional impact on the protected characteristic groups are:

Age:

- People over 65yrs and young people (18-40) may be affected.

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- Some older people have little or no experience with digital resources. By offering hard copy applications, it could be viewed older people are being penalised for this lack of ICT knowledge, but the GTS will focus on promoting ways that support, can be given with access to digital through partners and other agencies. 'Pre-tenancy' support from the GTS and other agencies would help those with limited skills, supporting people for example in setting up an email account, auto-bidding etc. This would enable individuals to access the process from their own homes.
- Alternative options such as agency support or auto-bidding could assist those who were unable to access the internet due to low income or low connectivity.

Disability:

- People with disabilities and long-term illnesses may find themselves in the lower income bracket due to not being able to work full time or at all. This could impact accessibility to the allocation process or the ability to pay two weeks in advance. The GTS would offer support with this ensuring that individuals are not disadvantaged by the proposed changes.

Race:

- People from the Gypsy and Traveller community may find themselves in the lower income bracket for a variety of reasons, such as low literacy levels or their role as carers.
- It could become a barrier for people trying to access wider material including in different formats e.g. speech to text, other languages, etc. in mitigation Kent does provide a variety of alternative accessible formats. Demand for specific languages are monitored by the GTS and support provided according to need ensuring accessibility.

Pregnancy and Maternity:

- Low income or the inability to access transport could impact the accessibility to the process or to keep a two week in advance balance. Currently 3% of households on the waiting list are pregnant, pre-tenancy support will assist this group.

Positive Impact:

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Age

- Many of the younger applicants use Smart phones and apps for transactions and communication. They can find the KCC application process slow and frustrating. Delivering the proposed changes will bring transparency and control to the applicant making it more accessible and fit for the future.
- The older generation receive the advice and support moving forward promoting accessibility.

Disability

- Bringing parity with social housing and standardising the process helps reduce confusion increasing transparency.
- Great pre-tenancy support offered, increased information in a variety of formats and liaison with specialist services.

Race

- Bringing parity with social housing and standardising the process reduces the risk of unlawful discrimination increasing clarity and transparency.

Pregnancy and Maternity

The pre-tenancy support offered will benefit those on a low income or those who are unable to access transport.

Carer's responsibilities

The pre-tenancy support offered and access to the auto-bidding system will benefit those with carer's responsibilities.

General to all characteristics

The allocation banding process would benefit the Gypsy and Traveller community considering all characteristics by delivering an improved customer journey bringing parity with social housing. Increasing the transparency and accessibility of the process will improve the service received, ensuring those requiring assistance are supported.

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JUDGEMENT

The GTS Pitch Allocation and Site Management policy is to be reviewed appropriately taking account of the impact this will have on the Gypsy and Traveller community. Based on the existing process and the actions put in the actions plan it is our judgement that the Pitch Allocation and Site Management Policy can progress.

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

Please see action plan below. The policy should be reviewed on an annual basis along with this EQIA.

Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Age	A) <i>Older potential applicants may not be computer literate or have limited access to the internet / computers making it difficult to register online.</i>	Action 1) The GTS to provide support with mobile phone/ tablet applications or alternative access.	Applicants access opportunities increased.	PS	1 yr	GTS support staff
		Action 2) Training and support to GTS staff, and partners to help facilitate the support for the online process.	Increase in support for applicants.	PS	1 yr	GTS staff
		Action 3) staff training to enable delivery of face to face support. Information available in a range of formats.	Increase in resources for applicants.	PS	1 yr	GTS staff, Communication team
	B) <i>Older people may not be computer literate or have limited access to the internet / computers and may find it difficult to bid for</i>	Action 4) auto bid process developed and alternative access to ensure applicants who are unable to use the online process are supported.	Access for all.	PS	1 yr	GTS staff, ITC contractor

	<i>available pitches.</i>					
	C) <i>The youngest and oldest applicants may find it difficult to maintain a two-week balance on account.</i>	Action 5) 'pre-tenancy' support programme and resident payment programme developed.	Applicants are supported.	PS	1 yr	GTS staff, Communication team
	D) <i>Older applicants may find it difficult to keep the pitch to the standard required as per the pitch licence agreement.</i>	Action 6) ongoing monitoring of the site to identify whether any intervention or signposting is required.	Reduced number of pitch licence agreement breaches.	PS	1 yr	GTS staff,
Disability	A) <i>People with disabilities and long-term illnesses may not have access to the internet or find the online application difficult.</i>	Action 7) The GTS to provide support with mobile phone/ tablet applications or alternative access.	Applicants access opportunities increased.	PS	1 yr	GTS staff, ITC contractor
		Action 8) staff training to enable delivery of face to face support. Information available in a range of formats	Increase in support for applicants.	PS	1 yr	GTS staff, Communication team, HR
	B) <i>People with disabilities and long-term illnesses may not be able to access the internet to utilise the 'bidding' process</i>	Action 9) The GTS to develop an auto-bidding process and alternative arrangements.	Choice and accessibility increased.	PS	1 yr	GTS staff, ITC contractor

	<i>for pitches</i>					
	C) Those with disabilities may find it difficult to maintain a two-week balance on account due to possible low income.	Action 10) 'pre-tenancy' support programme and resident payment programme developed.	Increased level of support for applicants.	PS	1 yr	GTS staff,
	<i>Those with disabilities may find it difficult to keep the pitch in order.</i>	Action 11) Intervention and support programme enhanced.	Increased level of support for residents.	PS	1 yr	GTS staff,
Race	A & B) Applicants may have low literacy levels or lack the ICT skills needed to access the internet or fully understand the pitch licence agreement.	Action 12) Process to be developed in line with accessibility standards.	Applicants access opportunities increased.	PS	1 yr	GTS staff, ITC contractor
		Action 13) training to extend to partners to build knowledge base	Increase in support for applicants.	PS	1 yr	GTS staff, Communication team, HR
		Action 14) staff training to enable delivery of face to face support. Information available in a range of formats	Increased level of support for residents.	PS	1 yr	GTS staff, partner agencies
	C) Many may prove difficult to maintain a	Action 15) 'pre-tenancy' support programme and	Increased level of support for	PS	1 yr	GTS staff,

	<i>two-week balance on account.</i>	resident payment programme developed.	residents.			
Pregnancy & Maternity	A) and B) <i>May not be able to access the internet or find it difficult to access digital at alternative venues.</i>	Action 16) The GTS to provide support with mobile phone/ tablet applications or alternative access.	Applicants access opportunities increased.	PS	1 yr	GTS support staff
	C) <i>Pitch upkeep may be difficult for a temporary period of time for this group</i>	Action 17) Intervention and support programme enhanced.	Increased level of support for residents.	PS	1 yr	GTS staff,
Carers' Responsibility	A) and B) <i>may find it difficult to access the internet or alternative venues to seek help.</i>	Action 18) Process to be developed in line with accessibility standards.	Applicants access opportunities increased.	PS	1 yr	GTS staff, ITC contractor
	C) <i>This group may find it difficult to maintain a two-week balance on account due to possible low income.</i>	Action 19) The GTS will provide 'pre-tenancy' support and liaise with specialist services to ensure the appropriate support is given.	Increased level of support for residents.	PS	1 yr	GTS staff, external agencies

Have the actions been included in your business/ service plan? Yes, they have been embedded into the consultation plan and service plan.

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

Barbara Cooper, Corporate Director of Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 10 October 2019

Decision No: 19/00050

Subject: A20 Coldharbour Roundabout

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: Aylesford South

Summary: This paper seeks approval to take the highway improvement through the next stages of development and delivery including authority to progress statutory approvals and to enter into funding and construction contracts.

Recommendation(s): The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport & Waste on the proposed decision as follows and indicated on the proposed decision sheet attached at Appendix A.

- i) give approval to the outline design scheme for the A20 Coldharbour roundabout in Tonbridge & Malling for development control and land charge disclosures, drawing number **CLDHBR-CAP-HGN-00-DR-C-0035 S3-P01**;
- ii) give approval to progress all statutory approvals or consents required for the scheme, drawing number **CLDHBR-CAP-HGN-00-DR-C-0035 S3-P01**;
- iii) give approval to enter into land agreements with third parties as necessary;
- iv) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Infrastructure Construction Board to the recommended procurement strategy; and
- v) give approval to undertake engagement with all relevant stakeholders as identified in the communication plan.

1. Introduction

- 1.1 The Maidstone Integrated Transport Package (ITP) aims to reduce congestion and ease traffic movements through the town. The scheme's purpose is to help fulfil the strategic aims of delivering the SELEP housing and employment

growth targets, delivering the Maidstone Borough Council Transport Strategy and Local Plan, while complying with DfT transport scheme performance and approval criteria to justify investment of capital funds. The packages of measures were agreed at the Maidstone Joint Transport Board in 2015.

- 1.2 The second phase, and the focus of this business case, is the proposed improvements to and around Coldharbour roundabout on the A20 to the north west of Maidstone town centre. Coldharbour roundabout is the intersection of the A20 and a link road to the M20 J5. The scheme is needed at this stage due to the considerable growth in the local area. Recent planning applications to the South of the site, Bridge Nurseries, East of Hermitage Lane, West of Hermitage Lane & Oak Apple Nursing Home will have an increased impact on the existing congestion currently experienced. It is therefore imperative that infrastructure is implemented to ensure that congestion is reduced, and journey time reliability is improved to allow extensive growth in the surrounding areas. The key locations in close proximity are shown below:

		Dwellings
Maidstone NW	Maidstone	1200
Whitepost Field, Aylesford (Gladman)	Malling	800
East Malling Research (EMR)	Malling	1300
Preston Hall	Malling	200
Nursery Fields	Maidstone	400
Total		3900

- 1.3 The improvement works are also required now to allow delivery which will complement the Managed Motorway works between junctions 3 and 6 of the M20 and before minor alteration works are carried out around M20 Junction 5.
- 1.4 Coldharbour roundabout is a signalised roundabout which is a key pinch point due to traffic movements on the A20 between the Maidstone and Malling (Ditton) built-up areas; and movements from each of the built-up areas to and from the motorway. Significant pressures exist in the Hermitage Lane and will continue to worsen if this intervention is not constructed at this time.
- 1.5 The scheme is predominantly the enlargement of the roundabout; whereby it is changed to a non-signalised roundabout. The scheme costs are covered in a later chapter but are broadly £4m, with the total scheme costs, in addition to the construction, including a land-take and associated works at nearby junctions. A key objective of the scheme is to reduce queueing at peak periods and ease congestion at this junction to improve journey time reliability.
- 1.6 The increased circulatory requires third party land on the north west quadrant which is currently owned by the Royal British Legion Institute (RBLI). Discussions have been held and an 'Agreement in Principle' reached with the Director of Finance & Corporate Services for KCC to acquire the land by negotiation which can be funded within the scheme budget. Heads of Terms are now being drafted accordingly and it is anticipated formal agreement and

subsequent legal agreements will be completed by the end of 2019. No planning permission is required, and this scheme can be delivered as Permitted Development.

- 1.7 There are no capital financial implications or risks for KCC. All costs associated with the scheme and its construction, currently estimated at £4m (including 2019/20 costs), are to be funded through the award of the Local Growth Fund through the SELEP and Sec106 developer contributions (see below), including all staff/land costs associated with the delivery of this scheme. Sec106 contributions, in the whole, have been banked and the remaining will be received by KCC prior to award of contract. This scheme is very well supported by the SELEP Board, Local Authorities, Parishes and has received endorsement from the Maidstone and Tonbridge & Malling Joint Transportation Boards. The risk of this scheme not proceeding is low and KCC will continue to engage with the relevant stakeholders to keep them updated on programme and progress.

2. Financial Implications

- 2.1 The estimated cost of the A20 Coldharbour roundabout scheme is **£4m**; the allocation from the Local Growth Fund is **£2.7m** and Developer Contribution of **£1.3m**.

£000s	2018-19	2019-20	2020-21	Total
LGF Contribution		£2500k	£200k	£2700k
Developer Contributions S106's		£300k	£1000k	£1300k
Total		£2800k	£200k	£4000k

- 2.3 Costs of developing the scheme are included within the estimate. Feasibility design work was funded via a previously endorsed SELEP Business Case.

3. Policy Framework

- 3.1 The scheme supports policy objectives of supporting existing businesses and encouraging economic activity with housing growth and job creation by reducing congestion and improving infrastructure and accessibility.

4. Scheme Update

- 4.1 A preliminary modelling exercise has recently been undertaken, using traffic data collected in 2018, to update the baseline situation and confirm the proposed scheme continues to demonstrate operational and capacity benefits to the local and strategic network. The results have demonstrated benefits with a noticeable reduction in overall delays and queues on the A20 Coldharbour roundabout.
- 4.2 The majority of the scheme can be delivered within the highway curtilage of the A20. Land to the north west of the existing roundabout will be secured via

negotiation to allow the enlargement of this roundabout. An agreement in principal with the landowner has already been reached. Planning consent is not required, no other land needs to be acquired and it is unlikely that any other statutory approvals or consents will be required but is included in the decision recommendation as a contingency safeguard.

- 4.3 Substantial investigatory works have been carried out in the early stages of the design process. The details of which are being used to positively inform the outline design and provide a more robust cost estimate. Topographical surveys, ecology surveys, geotechnical surveys, drainage surveys, core testing and arboricultural surveys have all been completed.
- 4.4 Air quality and noise assessments are also being progressed to ensure the scheme does not have a negative impact on these elements. The base data will then be utilised to inform the post scheme review.
- 4.5 It is recognised this will have a significant impact on the local area, particularly during construction, and as such initial meetings have been undertaken with Tonbridge & Malling Borough Council, Maidstone Borough Council and the HE and a steering group formed which continually updates and feeds back progress and concerns. Specific engagements sessions will be arranged in a locally convenient location to outline the schemes advantages and address concerns of the local community. The use of social media will play an important role in the dissemination of information. A dedicated email address and 'Twitter' account will be operational for this purpose. Newsletters will be delivered prior to, and during construction and will offer details of specific operations, progress and key dates.
- 4.6 More detailed liaison and coordination with HE has been carried out to minimise the risk of roadspace conflicts. Initial meetings in relation to their projects for the M20 Smart Motorway, M2 J5 and Operation Brock have indicated KCC's current programme can be achieved. This communication will continue and be closely monitored to ensure this key infrastructure improvement is delivered on time.
- 4.7 Delivery of the scheme in practical terms will be dependent on completing the detailed design of the scheme and procuring a contractor through a competitive tender process, under European procurement rules. Delivery will also be dependent on the cost and affordability. Cost estimates will continue to be refined throughout the detailed design by an independent cost consultant.
- 4.8 On the basis that the design and procurement proceed satisfactorily and road space permits to carry out the works affecting the A20/M20 J5 being granted by Kent County Council, a start of construction in early 2020 is anticipated.

5. Risks

- 5.1 A scheme Risk Register has been formulated for this project and identified associated risks captured accordingly. This register identifies the likelihood and mitigation measures of any such risks. An uncontrollable risk remains around the uncertainty of BREXIT, this could have an implication on the project costs and or deliverability. KCC remain confident that the estimates, undertaken by

an independent Cost Consultant, has a significant contingency allowance for any fluctuation in market prices. Liaison will also continue with the KCC Streetworks team to ensure roadspace remains available to deliver the scheme in the timescales identified.

6. Equality Implications

6.1 An Equality Impact Assessment has been completed for this project, see background documents. This has concluded that none of the Protected Characteristics are affected by the proposed scheme and therefore KCC will periodically review this document whilst keeping all the relevant groups informed and updated.

7. Legal Implications

7.1 Heads of Terms have been drafted for the sale of the required third-party land and are to be communicated to the landowner in due course. It is not anticipated that this process will be delayed, and negotiations continue with the landowner's representative who attends the Project Steering Group Meetings.

8. Conclusion

8.1 This is a significant investment in Tonbridge & Malling which benefits the Maidstone area and is an important scheme to help reduce congestion on the A20 strategic route, whilst supporting housing development, job creation and growth in the local area. Considerable investigatory and preliminary work has been carried out and there is confidence that a construction date of early 2020 can be achieved.

9. Recommendation(s):

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport & Waste on the proposed decision as follows and indicated on the proposed decision sheet attached at Appendix A.

- i) give approval to the outline design scheme for the A20 Coldharbour roundabout in Tonbridge & Malling for development control and land charge disclosures, drawing number CLDHBR-CAP-HGN-00-DR-C-0035 S3-P01;
- ii) give approval to progress all statutory approvals or consents required for the scheme, drawing number CLDHBR-CAP-HGN-00-DR-C-0035 S3-P01;
- iii) give approval to enter into land agreements with third parties as necessary;
- iv) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Procurement Board to the recommended procurement strategy; and
- v) give approval to undertake engagement with all relevant stakeholders as identified in the communication plan.

10. Background Documents

Appendix A: Proposed Record of Decisions
General Arrangement Drawing Numbers **CLDHBR-CAP-HGN-00-DR-C-0035 S3**
P01
EqIA Report

11. Contact details

Lead Officers:

Lee Burchill – Major Capital Programme Manager
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Lead Director:
Simon Jones – Director of Highways, Transportation & Waste
03000 413479
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

**Mike Whiting, Cabinet Member for Planning, Highways,
Transport and Waste**

DECISION NO:

19/00050

For publication

Key decision*

Yes –

Subject: A20 Coldharbour Roundabout.

Decision:

As Cabinet Member for Planning, Highways, Transport & Waste I agree to:

- i) give approval to the outline design scheme for the A20 Coldharbour roundabout in Tonbridge & Malling for development control and land charge disclosures, drawing number CLDHBR-CAP-HGN-00-DR-C-0035 S3-P01;
- ii) give approval to progress all statutory approvals or consents required for the scheme, drawing number CLDHBR-CAP-HGN-00-DR-C-0035 S3-P01;
- iii) give approval to enter into land agreements with third parties as necessary;
- iv) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Infrastructure Construction Board to the recommended procurement strategy; and
- v) give approval to undertake engagement with all relevant stakeholders as identified in the communication plan.

Reason(s) for decision:

The scheme forms part of the Maidstone Integrated Transport Package which aims to reduce congestion and ease traffic movements through the town. The scheme is needed at this stage due to the considerable growth in the local area. It is therefore imperative that infrastructure is implemented to ensure that congestion is reduced, and journey time reliability is improved to allow extensive growth in the surrounding areas. The improvement works are also required now to allow delivery which will complement the Managed Motorway works between junctions 3 and 6 of the M20 and before minor alteration works are carried out around M20 Junction 5.

Cabinet Committee recommendations and other consultation:

Meetings have been held with Tonbridge & Malling Borough Council, Maidstone Borough Council and Highways England.

Specific engagements sessions will be arranged to outline the schemes advantages and address concerns of the local community.

There will be a dedicated email address and 'Twitter' account.

Newsletters will be delivered prior to, and during construction and will offer details of specific operations, progress and key dates.

The proposal will also be discussed by Members of the Environment and Transport Cabinet Committee at their meeting on 10 October.

Any alternatives considered:

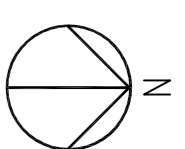
There is significant growth in this area with further planning applications being assessed by the planning authority. If the scheme does not go ahead, this will further worsen congestion in the area. The proposed scheme provides additional capacity and improves journey time reliability.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

Name:

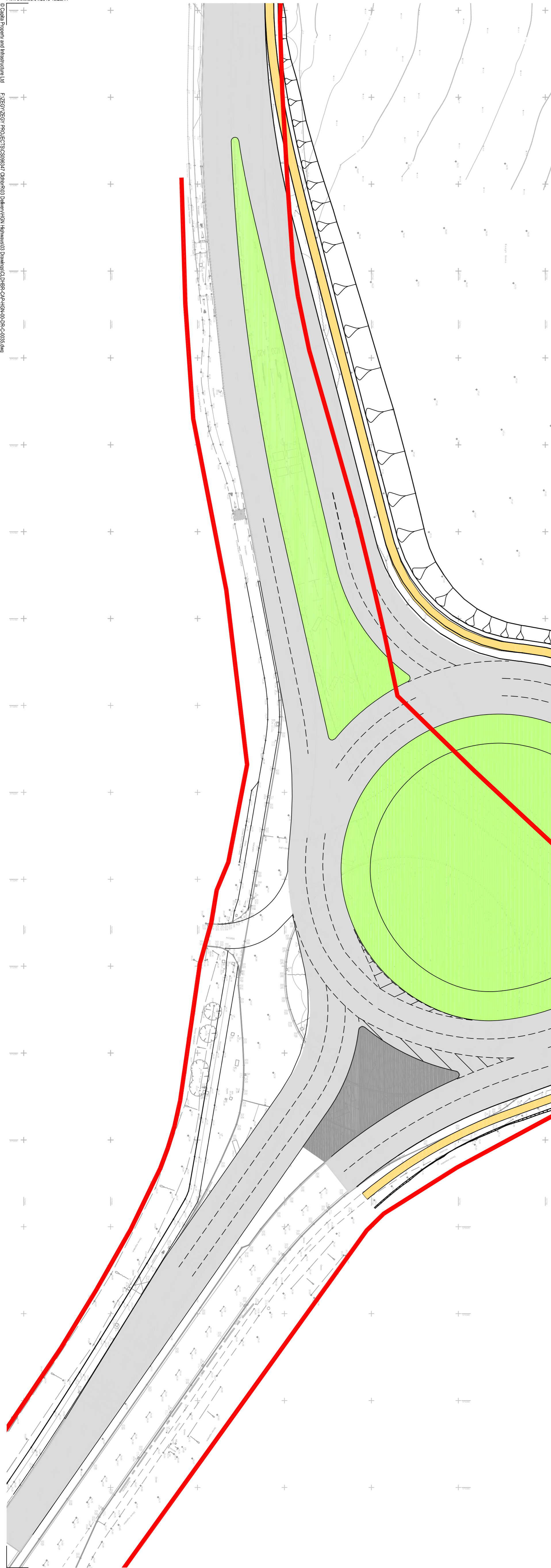


KEY:
HIGHWAY BOUNDARY

SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION
In addition to the hazards/files normally associated with the works of work set out on this drawing, note the following:
CONSTRUCTION

MAINTENANCE/CLEANING
DECOMMISSIONING/DEMOLITION

It is assumed that all works will be carried out by a competent contractor working, where appropriate, to an approved method statement.



Rev	1	2	3	4	5
Author	KS	CS	AB	KS	AB
Date	03.04.19				

Purpose of Issue
For Review and Comment S3

Classification
Commercial in Confidence

Client



Project
Coldharbour Roundabout

Drawing
General Arrangement

Scale @ A1	Drawn	Checked	Approved
1:500	CS	KS	AB

Project No. CS096347 Date 04-03-19

Drawing Identifier
Project Identifier - Zone 2 (Area 1) (A1) Type - Other - Number
CLDHBR-CAP-HGN-00-DR-C-0035
831192 Complete
Revision
P01

Highways
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Coldharbour Lane
Roundabout
Equalities Impact Assessment –
Initial Screening
23 August 2019

Quality Management

Job No	CS/096347		
Project	Coldharbour Lane Roundabout		
Location	A20 Coldharbour Lane Roundabout, Maidstone		
Title	Equalities Impact Assessment – Initial Screening		
Document Ref	CLDHRB_CAP_GEN_01_RP_C_0066	Issue / Revision	S2-P01
File reference	F:\ZEGYZEGY PROJECTS\CS096347 CldhbrR\03 Delivery\HGN Highways\04 Reports\06 EqIA\CLDHRB-CAP-GEN-01-RP-C-0066 S0 P0.1.docx		
Date	23 August 2019		
Prepared by	Graeme Lansell		
Checked by	Kim Still		
Authorised by	Andrew Burrows		

Revision Status / History

Rev	Date	Issue / Purpose/ Comment	Prepared	Checked	Authorised
S2-P01	23.08.2019	First Issue	GL	KS	AB

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Appendices

Appendix A

1. Introduction

1.1 Scheme Introduction

Capita Property and Infrastructure has entered into a contract to provide design services for the Coldharbour Lane Roundabout enlargement scheme for Kent County Council (KCC). AMEY developed an initial concept design for KCC, from which Capita have developed the design.

The proposed scheme is to modify the existing Coldharbour Lane/A20 London Road roundabout to increase the capacity, as shown in Figure 1 Outline Layout. A scheme layout is included within Appendix A.

The highway improvements consist of the following:

- Re-alignment of the existing roundabout at the junction of Coldharbour Lane/A20 London Road;
- Removal of traffic signals at the existing roundabout;
- Increasing the number of approach lanes to 3 on the A20 London Road approaches and to 4 lanes on Coldharbour Lane approach and increasing the diameter of the new roundabout;
- Modification to adjacent pedestrian facilities, and;
- Modification to the existing approach to the roundabout from Kent Police Coldharbour Depot.



Figure 1 Outline Layout

2. Equality Impact Assessment

2.1 The Equality Act 2010

- 2.1.1 The Equality Act 2010 came in to force on 1st October 2010 and brought together over 116 separate pieces of legislation in to a single Act. The Act provides a legal framework to protect the rights of individuals that share defined 'protected characteristics' and advance equality of opportunity.
- 2.1.2 Those 'protected characteristics' which identify the vulnerable groups who may be disproportionately impacted upon, or discriminated against, are outlined in Table 1. Protection extends to those who are perceived to have these characteristics or who suffer discrimination because they are associated with someone who has that characteristic, e.g. cares for someone with a disability.

Table 1: Protected Characteristics Covered within an Equality Impact Assessment

PROTECTED CHARACTERISTICS	PEOPLE AND ASPECTS INCLUDED
Gender	Men, women, married and single people; parenting, caring, flexible working and equal pay concerns
Religion or belief	People who have a religious belief; people who are atheist or agnostic; people who have a philosophical belief which affects their view of the world or the way they live.
Age	Children (0-16), young people (17-25), working age people (15-64) and elderly people (65 and over).
Disability	People with physical, mental, sensory, visible or hidden impairment (e.g. cancer, HIV, dyslexia).
Race	People from various ethnic groups, as for the Census categories, e.g. White British, Chinese, British Asians, Travellers, Gypsies, Roma, those who of Caribbean origin, people of mixed heritage, White Irish communities and people of other nationalities who reside in Britain.
Sexual orientation	Heterosexual and bisexual men and women, gay men and lesbians.
Gender reassignment (Transgender/transsexual)	Anyone who is proposing to undergo, are undergoing or have undergone a process for the purpose of reassigning their sex.
Pregnancy and maternity	Pregnant women and new mothers – protection against maternity discrimination (including as a result of breast feeding).
Marriage and civil partnership	People who are married or are civil partners.

- 2.1.3 Section 149 of the Act provides for a Public Sector Equality Duty. This requires that public bodies such as KCC, in the exercise of their functions, give;

“due regard to the need to:

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;*
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”*

- 2.1.4 The duty also applies to private sector companies when carrying out functions or services on behalf of public sector bodies.

KCC's Equality and Human Rights Policy and Objectives (2016-2020) states:

“As a public sector organisation we follow the Public Sector Equality Duty (PSED) under the Equality Act 2010, to protect individuals from discrimination against people on the basis of their protected characteristics”

“As a significant service provider in the County we aim to deliver those services effectively to all members of the community on the basis of equal access in recognition of the diverse needs of different members of the community. Officers will assess the equality impact of new and existing processes, strategies and policies on our residents, communities and visitors to Kent. One of the ways in which KCC will do this is through conducting Equality Impact Assessments (EqIA's) to ensure that its PSED is central to its work and that any adverse impacts on a particular group are identified and addressed.”

2.2 Methodology

- 2.2.1 Highways England has developed guidance to the EqIA process. This guidance has been adopted as current industry practice for highway sector schemes. This guidance sets out the three key stages involved in an EqIA. The guidance was used to inform the approach for the EqIA of the Coldharbour Lane Roundabout improvements.
- 2.2.2 The key objective of the initial screening exercise was to identify which, if any, of the protected characteristics could experience direct or indirect disproportionate impacts, either positive or negative, thereby setting out whether or not a full EqIA is necessary.

The screening process is a process by which the following issues are considered:

- Whether there is evidence to suggest that any of the protected characteristics have particular sensitivities or needs in relation to the scheme;
- Whether there are existing inequalities or access barriers to services or developments which need to be considered;
- Whether there are particular community groups or stakeholders representing protected characteristics who have expressed interest or concerns about the proposed scheme.

2.3 Equality Impact Assessment

- 2.3.1 This document provides the EqlA for the scheme and assesses the level of impact the scheme may have on those protected groups for which the screening identified as having the potential to be disproportionately affected.
- 2.3.2 Table 2 below will form the basis of the assessment structure where either a high, medium or low negative or positive impact for each of the protected characteristic groups, based on professional judgement where there is no set guidance, will be assigned.
- 2.3.3 The EqlA has used the statistical information available from the Office for National Statistics based on an area search using the site post code. For this EqlA Aylesford and the County of Kent has been used for profile comparison.

Table 2: Proposed Equality Impact Assessment Structure

Protected Group	High Negative Impact	Medium Negative Impact	Low Negative Impact	High/Medium/Low Positive Impact
Age	Extent: Likely to affect the well-being of most or all people from the specified equality group. Duration: Long term.	Extent: Likely to affect the well-being of many people from the specified equality group. Duration: Medium term.	Extent: Likely to affect a small number of people from one or more equality groups. Duration: Short-medium term. Reversibility: Like to be	Assessment criteria proposed to follow that for negative impacts in terms of extent, duration and reversibility.
Disability				
Gender				
Gender Identity/ Transgender				
Race				
Religion and Belief				
Sexual Orientation				
Pregnancy and Maternity				
Marriage and Civil Partnerships				

3. Local Social Profile

3.1 Introduction

3.1.1 Using data from the 2010 Census, available on the Office for National Statistics, a local social profile has been compiled from publicly available data to provide context for the assessment. For this assessment the 2010 Census provided information for Aylesford based upon the postcode for the site, with the County of Kent used for comparison. The data obtained comprised information on the following:

- Protected characteristic groups;
- Local Communities;

3.2 Protected Characteristics Profile

3.2.1 Data from the Office of National Statistics (nomis website) has been gathered on the following protected characteristics from Section 4 of the Equality Act 2010.

- Age
- Race
- Religion or belief
- Gender

Data for the other protected profiles is not available from the 2011 Census information.

3.2.2 Age Profile

The ONS 2011 Census information indicates that the percentage of population over 45 is slightly higher in Aylesford (40.3%) than within the County of Kent (35.8%).

Table 3: Age Profile of Aylesford and the County of Kent

Age Group	Aylesford		Kent
	Number in 2011	Percentage of total in 2011	Percentage of total population in 2011
All usual residents	4,930	100	100
Age 0 to 4	243	4.9	6.1
Age 5 to 7	155	3.1	3.5
Age 8 to 9	104	2.1	2.2
Age 10 to 14	296	6.0	6.2
Age 15	70	1.4	1.3
Age 16 to 17	148	3.0	2.7
Age 18 to 19	126	2.6	2.6
Age 20 to 24	222	4.5	6.0
Age 25 to 29	197	4.0	5.7
Age 30 to 44	917	18.6	19.3
Age 45 to 59	1,093	22.2	19.8
Age 60 to 64	325	6.6	6.6
Age 65 to 74	567	11.5	9.4
Age 75 to 84	335	6.8	6.0
Age 85 to 89	84	1.7	1.6
Age 90 and over	48	1	0.9
Mean Age	42.7		40.3
Median Age	44		41

3.2.3 Ethnicity Profile

The ONS 2011 Census information indicates that the majority of the population in Aylesford is classified as White English, Welsh, Scottish, Northern Irish, British (93.6%), higher than the percentage in Kent (89.1%) for the same group. This shows that Aylesford is less ethnically diverse than other areas of the County of Kent.

Table 4: Ethnicity Profile of Aylesford and the County of Kent

Ethnic Group	Aylesford		Kent
	Number in 2011	Percentage of total population in 2011	Percentage of total population in 2011
All usual residents	4,930	100	100
White: English, Welsh, Scottish, Northern Irish, British	4,613	93.6	89.1
White: Irish	43	0.9	0.7
White: Gypsy or Irish Traveller	12	0.2	0.3
White: Other White	102	2.1	3.6
Mixed/multiple ethnic group	40	0.8	1.5
Asian/Asian British	84	1.7	3.3
Black/Africa/Caribbean/Black British	7	0.1	1.1
Other ethnic group	29	0.6	0.5

3.2.4 Religion or Belief Profile

The ONS 2011 Census information indicates that the majority of the population in Aylesford (68.6%) identify as Christian, while the next largest group identifies as having no religion (24.8%). Table 5 shows a profile of religious beliefs held within Aylesford and the County of Kent.

Table 5 Religious Group Profile of Aylesford and the County of Kent

Religious Group	Aylesford		Kent
	Number in 2011	Percentage of total population in 2011	Percentage of total population in 2011
All usual residents	4,930	100	100
Christian	3,281	68.6	62.5
Buddhist	10	0.2	0.5
Hindu	17	0.3	0.7
Jewish	2	0.0	0.1
Muslim	53	1.1	1.0
Sikh	12	0.2	0.7
Other	22	0.4	0.4
No religion	1,222	24.8	26.8
Religion not stated	327	6.6	7.3

3.2.5 Gender Profile

The ONS 2011 Census information indicates that the percentage of males to females is the same within Aylesford as it is within the County of Kent

Table 6: Gender Profile of Aylesford and the County of Kent

Gender	Aylesford		Kent
	Number in 2011	Percentage of total population in 2011	Percentage of total population in 2011
All usual residents	4,930	100	100
Males	2,410	48.9	48.9
Females	2,520	51.1	51.1

3.2.6 Disability Profile

The 2011 Census data does not provide a breakdown of the population with various disability classifications but lists them only with long-term health problems or disabilities. Within the County of Kent 17.6% of the population have a long-term health problem or disability which limits their day-to-day activities in comparison to 18.2% of Aylesford residents.

3.3 Summary of Protected Characteristics Profiles

3.3.1 None of the above variances appear to be significant in the context of the proposed scheme.

3.4 Land Use in Proximity to the Scheme

3.4.1 The adjacent land use is primarily fields with the Kent Police Coldharbour Depot and a permanent traveller site located to the south of the roundabout. Further to the west, along the A20 London Road, there is a residential development and mixed retail. To the east is another roundabout which serves a public house and the 20/20 Business Park.

3.4.2 There is a possible future development to the northwest of the Coldharbour Lane Roundabout. This assessment only takes in to consideration the impact on existing users of the Coldharbour Lane Roundabout.

3.5 Public Transport, Pedestrian and Cycling Facilities

3.5.1 Pedestrians

It is proposed to move the uncontrolled pedestrian crossing point, between the Coldharbour Lane Roundabout and the M20 junction 5, northwards to a location where driver movements can be better assessed by pedestrians wishing to cross the A20 Coldharbour Lane. Dropped kerbs and tactile paving will be provided which does not currently exist.

There are no public footpaths within, or adjacent, to the site. All pedestrian routes run alongside the A20 as pedestrian or shared pedestrian/cycle routes. This scheme will not remove, or reduce, any footway or cycleway provision.

3.5.2 Public Transport

The main A20 is used by public transport services between Snodland, Wrotham, Kings Hill, East Malling and Maidstone. There are no proposals to adversely affect the bus services or relocate bus stops as part of the works. Temporary disruption will be caused but will be kept to a minimum during the construction phase.

3.5.3 Cyclists

There is an existing shared footway/cycleway, on the southern side of the A20, which is being retained as part of the scheme. There will be minimal disruption to use of the route during the construction phase.

3.5.4 Commuters

Commuters from the residential dwellings to the east and west of Coldharbour Lane Roundabout are likely to use the roundabout to access the M20, Maidstone or Aylesford retail and employment areas.

The Allington Park and Ride service operates from a site east of the Coldharbour Lane Roundabout. Any commuters arriving from the M20 or Ditton and West Malling to use the Park and Ride facilities would have to use the Coldharbour Lane Roundabout.

There will be short-term disruption to commuters during the construction phase, but a long-term benefit provided through improved capacity.

4. Screening Grid

4.1 Screening Methodology

The objective of the initial screening exercise is to identify which, if any, of the protected characteristics could experience direct or indirect disproportionate impacts, either negative or positive. Based on the screening, a full EqIA would be necessary if the assessment identified high or medium negative impacts.

Characteristic	Could this project affect this group less favourably than others in Kent? YES/NO If yes, how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details	Could this policy, procedure, project or service promote equal opportunities for this group?
		Positive	Negative		
Gender	No	None		N/A	N/A
Religion or Belief	No	None		N/A	N/A
Age	Yes	Medium	None	Elderly and infirm can become disorientated at new road layouts and changes to the normal routes they take on a regular basis. The improvements at the junction will introduce a clearer road layout and easier to navigate within a safer environment. Short term disruption during the construction will occur but will be mitigated through the use of approved traffic management and expected reduced traffic speeds during peak hours.	Yes. An improved driving environment will decrease driver confusion.

Characteristic	Could this project affect this group less favourably than others in Kent? YES/NO If yes, how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details	Could this policy, procedure, project or service promote equal opportunities for this group?
		Positive	Negative		
Disability	Yes	Low	Low	<p>The proposal includes the relocation of an informal crossing point on the A20 Coldharbour Lane, between Coldharbour Lane Roundabout and the M20 Junction 5, which provides a link between the footway on the northern side of the A20 and houses in East Park Road. Any users crossing via the northern A20 footway will have an additional distance to travel and traffic lane to cross.</p> <p>Short term disruption during the construction will occur but will be mitigated through the use of temporary traffic management approved by the Highway Authority.</p>	Yes. Resurfaced footpaths, cleared of vegetation, with correctly installed dropped kerbs and tactile paving will assist mobility, especially for those with physical disabilities.
Race	No		None	N/A	N/A
Sexual orientation	No		None	N/A	N/A
Gender reassignment	No		None	N/A	N/A
Pregnancy and maternity	No		None	N/A	N/A

5. Next Steps

There will be a low-level negative effect on the Disability group due to the relocation, northwards, of the uncontrolled pedestrian crossing. However, the crossing provision will be upgraded to provide the correct kerbing and tactile paving layout which will provide a positive effect. There will be a medium positive impact on the Age group as the roundabout layout will be clearer to navigate.

Whilst there are likely to be impacts on all groups during the construction phase, these will be short-term temporary impacts and have not be considered in this report. Suitable mitigation for the groups, during the construction phase, should be considered by Kent County Council and their approved contactor prior to start of construction.

As no medium or high negative impacts have been identified a full EqlA is not required. This document will be updated during the design stages and will incorporate any further information gained from consultation activities which could affect the outcome of the assessment.

6. Summary

This EqIA reviews the effects anticipated for the permanent constructed scheme with regard to the protected user groups.

There will be a low-level negative effect on the Disability group due to the relocation, northwards, of the uncontrolled pedestrian crossing. However, the crossing provision will be upgraded to provide the correct kerbing and tactile paving layout which will provide a positive effect. There will be a medium positive impact on the Age group as the roundabout layout will be clearer to navigate.

Whilst there are likely to be impacts on all groups during the construction phase, these will be short-term temporary impacts and have not be considered in this report. Suitable mitigation for the groups, during the construction phase, should be considered by Kent County Council and their approved contactor prior to start of construction.

There is a possible future development to the northwest of the Coldharbour Lane Roundabout. This assessment only takes in to consideration the impact on existing users of the roundabout and any future impacts should be dealt with through the planning process for any proposed development within that site.

Kent County council (KCC) – Project Manager

Name

RUSSELL BOORMAN.

Signature



Kent County Council (KCC) – Head of Service

Name

TIM ROAD

Signature

 27/8/2019

Appendix A

Scheme Layout Drawings

CLDHBR-CAP-HGN-00-DR-C-0035: General Arrangement



1:20
 ALL DIMENSIONS IN METRES UNLESS OTHERWISE STATED
 1:20
 1.00m to 1.20m
 1.20m to 1.50m
 1.50m to 2.00m

Date: 10/10/2018
 Drawn: J. Smith
 Checked: J. Smith
 Approved: J. Smith
 Project: Coltharbour Roundabout
 Drawing No: 83
 Status: For Review and Comment
 Confidentiality: Commercial in Confidence
 Kent County Council
 Coltharbour Roundabout
 General Arrangement
 Scale: 1:500
 Date: 10/10/2018
 Project No: C3098347
 Drawing No: 04-05-19
 Drawing Title: CLD-88-CAP-ACH-00-00-C-00235
 Page: 1 of 1
CAPITA
 Highways
 Capita Highways is a joint venture between Capita and
 Arup. Capita Highways is a registered company in England.
 Capita Highways is a registered company in England.

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
David Beaver, Head of Waste Management

To: Environment & Transport Cabinet Committee – 10 October 2019

Decision No: 19/00067

Subject: Waste Management bulk transfer station services – East Kent

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: Canterbury, Dover & Thanet District Council

Summary:

This report seeks agreement to enter into a contract with a number of suppliers to secure waste transfer station facilities for kerbside waste collected by Canterbury City Council, Dover and Thanet district councils.

The contract will cover reception, bulking and hauling of multiple waste streams collected by the Waste Collection Authorities from their weekly waste collection service.

Due to very limited KCC waste infrastructure in East Kent, there is a continued requirement to commission Waste Transfer Station services from third parties to deliver KCC's statutory role as Waste Disposal Authority. There are currently no KCC owned Waste Transfer facilities in Thanet and Canterbury, with only very limited, unsustainable facility at Dover Transfer Station.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste to award contractual arrangements for three contracts across Canterbury City Council, Dover District Council and Thanet District Council of variable terms to cover KCC's Statutory Requirement as the Waste Disposal Authority as shown at Appendix A.

1. Introduction

- 1.1 Kerbside waste in the East Kent Districts is collected and disposed of through an East Kent Waste Partnership. This arrangement comes to an end in December 2020. KCC currently has title to residual waste, however, all recyclable waste streams collected are the title of Veolia. Veolia charge KCC for the disposal of these recyclable materials through the East Kent Waste Partnership agreement.
- 1.2 The title of all material streams is returning to KCC when this contract comes to an end, which means KCC must procure increased waste transfer facilities for the waste collected by Canterbury, Dover and Thanet Councils.

2 The Report

- 2.1 KCC Waste Management currently has an existing contract with Ling Metals Ltd for both Canterbury and Thanet Waste WCAs for the reception, bulking and haulage of various materials that are collected kerbside from their respective districts. The contract was let in November 2015 and was extended for two years, plus a further two years and is due to end 3rd November 2019. As such, there is no opportunity to extend existing contracts
- 2.2 Waste collected in Folkestone & Hythe District Council is currently disposed of through Dover Transfer Station and Ashford Transfer Station as there are no Transfer Station facilities in this District and, as such a separate Capital bid for a new transfer station in Folkestone & Hythe is being prepared.
- 2.3 The three contracts will serve the Districts independently, with Canterbury & Thanet commencing from November 2019. Dover will be implemented from November 2020 when the current contractual partnership completes. The tenure of these contracts will last up to January 2028. Such a tenure will enable the Collection Authorities to deliver a sustainable service to their respective residents and for suppliers to make the necessary investment into their infrastructure.
- 2.4 As the East Waste Partnership comes to an end in January 2021 and the title of waste materials returns to KCC, new materials will be added to the scope of three contracts. KCC will secure additional final disposal contracts for these recyclable materials.
- 2.5 Suppliers will need to provide facilities, planning consents and environmental; permits to receive, bulk and haul materials to KCC's designated final disposal points.

3. Financial Implications

- 3.1 This new operating model will incur additional costs through the added materials that will need to be hauled plus the added materials disposal contracts. It is anticipated that existing Waste Management budgets will be realigned to fund the majority of the pressure of these additional contract services.
- 3.2 Anticipated savings in tipping away payments for cross district travel to Transfer Station facilities will make a contribution to these costs.

- 3.3 The existing payments made to Waste Collection Authorities is fixed, irrespective of District performance. As this placed the full financial risk with the County, who cannot directly control performance, this committee approved a change in policy to equally share the benefits.
- 3.4 The policy to remunerate Collection Authorities is based upon their recycling performance. This policy implemented in West Kent shares the reward jointly across both tiers. This acts as an incentive to promote recycling to local residents and to deliver recycling specifications comprehensively implemented with their respective Contractors / direct labour operators.
- 3.6 This realignment in payments will be utilised to meet the remainder some of these budget pressures whilst allowing Districts to continue to receive income commensurate with their recycling performance.

4. Legal Implications

- 4.1 The terms and conditions of contract will be KCC's model terms and conditions. As the value of the contract will be more than £1million, the contract will need to be sealed by KCC's General Counsel.
- 4.2 A key function of the Waste Disposal Authority operating under the Environmental Protection Act 1990, is to provide outlets for the collected municipal waste.

5. Risks

- 5.1 Kent has limited waste infrastructure and waste providers in the East of the county. There is a risk that the tendering process may not deliver the intended outcomes. Consequently, KCC may not be able to fulfil its statutory obligation to provide a waste disposal service. However early engagement with the market has been positive to mitigate this risk.

6. Equalities Impact

- 6.1 Initial screening of the data protection impact assessment has determined there to be no exchange of personal data. Equalities impact assessment has determined a low impact against all protected characteristics as this proposed decision will not affect all protected groups. The contract mandates the Supplier to adhere to all aspects of the Equality Act 2010.

7. Policy Framework

- 7.1 This commission accords with the supporting outcome within the Strategic Outcome Plan;

Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors

- 7.2 The Kent Joint Municipal Waste Management Strategy has three key policy statements that support the Waste Regulations. These apply directly to this proposed procurement;

- Policy 8 - The Kent Waste Partnership will achieve a minimum level of 40% recycling and composting of house household waste by 2012 and will seek to exceed this target.
- Policy 11 - The KWP will strive to make waste and recycling services accessible and easy to use for all householders, across all housing types and sectors of the community.
- Policy 19 - Where it is cost-effective, Kent will exceed its statutory targets for diversion of biodegradable municipal waste from landfill in order to preserve landfill void space in the County.

8. Conclusions

- 8.1 Due to the cessation of contracts and the capacity limitations of the Transfer Station at Dover, KCC needs to commission three contracts to cover the scope of the requirement to ensure that from November 2019, KCC can fulfil its statutory duty in providing Transfer Station services until January 2028 for Canterbury, Thanet, and Dover, whilst easing the pressure on the existing infrastructure of Whitfield Transfer Station.
- 8.2 There are a limited number of Providers within the East Kent area who will be able to manage the tonnage, vehicle movements, permitting requirements and material types we are seeking in this commission; however, Waste Management has provisionally approached three key suppliers operating in each District, to understand the market appetite for this service and to establish their interest.
- 8.3 All suppliers who were approached were willing and able to tender for one or more Lots in the timeframe described and have the required facilities and licences in place to commence service when required.
- 8.4 Pricing pressures will need to be financed through operational savings and self-financed through the adherence of the policy of performance payments of shared risk between both tiers of local authority.

9. Recommendation(s)

Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste to award contractual arrangements for three contracts across Canterbury City Council, Dover District Council and Thanet District Council of variable terms to cover KCC's Statutory Requirement as the Waste Disposal Authority as shown at Appendix A.

9. Appendices:

Appendix A – Proposed Record of Decision
EQIA

10. Contact details

Report Author

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Email address david.beaver@kent.gov.uk

Relevant Director:

Name and title Simon Jones Director, Highways, Transportation and Waste

Telephone number 03000 411683

Email address Simon.jones@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

**Mike Whiting, Cabinet Member for Planning, Highways,
Transport and Waste**

DECISION NO:

19/00067

For publication

Key decision*

Yes –

Subject: Waste Management bulk transfer station services – East Kent

Decision:

As Cabinet Member for Planning, Highways, Transport & Waste, to award contractual arrangements for three contracts across Canterbury City Council, Dover District Council and Thanet District Council of variable terms to cover KCC's Statutory Requirement as the Waste Disposal Authority.

Reason(s) for decision:

Kerbside waste in the East Kent Districts is collected and disposed of through an East Kent Waste Partnership. This arrangement comes to an end in December 2020. KCC currently has title to residual waste, however, all recyclable waste streams collected are the title of Veolia. Veolia charge KCC for the disposal of these recyclable materials through the East Kent Waste Partnership agreement.

The title of all material streams is returning to KCC when this contract comes to an end, which means KCC must procure increased waste transfer facilities for the waste collected by Canterbury, Dover and Thanet Councils

Cabinet Committee recommendations and other consultation:

The proposal will be discussed by Members of the Environment and Transport Cabinet Committee at their meeting on 10 October.

Any alternatives considered:

Option A) Extend existing contracts with Ling Metals Ltd for Canterbury and Thanet WCAs until January 2021 when a new contract must be let for the additional materials. Also let a contract for Dover Transfer Station service in November 2020.

Option B) To procure three separate contracts for each lot individually serving each Waste Collection Authority in one commissioning activity. The input specification for the first phase will be to cover the current waste commitments which then introduces a second phase in November 2020 for the Dover District Council tonnage and a third phase in January 2021 for the East Kent waste.

Option C) For KCC to construct a Transfer Station/s within the required Districts a legal requirement (2012 Executive Arrangements regulations) to outline other options considered.

Option B is the preferred option.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

Name:

EQUALITY IMPACT ASSESSMENT

WASTE MANAGEMENT

Reception, Bulking and Transport of Municipal Waste for Thanet, Canterbury and Dover

May 2019



KENT COUNTY COUNCIL
EQUALITY IMPACT ASSESSMENT

Directorate: Growth, Environment and Transport

~~Name of policy, procedure, project or service~~

Reception, bulking and transport of municipal waste

Type

This EqIA focuses on the implementation of a contract for waste reception, bulking and transport of municipal waste from Thanet, Canterbury and Dover District and City Councils

Responsible Owner/ Senior Officer

Kay Groves, Waste Services Manager

Date of Screenings:

A: Initial screening: 20 May 2019

Pages 6 - 7

B: Interim screening:

C: Final screening:

Version	Author	Date	Comment
1	Kay Groves	20/05/2019	
2			
3			

EIA screening conducted at start of the procurement for a Provider for Reception Bulking and Transport of waste

Characteristics	Would 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		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	No	No	NONE	NONE	The appointment of a new provider to handle the reception, bulking and transport of municipal waste is not a customer facing service, there will be no impact on this group.
Disability	No	No	NONE	NONE	It is the responsibility of District Council's (as the Statutory Waste Collection Authorities) to ensure EqIAs have been completed for their domestic collection services and appropriate action has been taken to provide an equitable service for customers with Protected Characteristics.
Gender	No	No	NONE	NONE	As above.
Gender identity	No	No	NONE	NONE	As above.
Race	No	No	NONE	NONE	As above.
Religion or belief	No	No	NONE	NONE	As above.
Sexual orientation	No	No	NONE	NONE	As above.
Pregnancy and maternity	No	No	NONE	NONE	As above.
Marriage and civil partnership	No	No	NONE	NONE	As above.

Part 1: INITIAL SCREENING (May 2019)

Context

Kent County Council is procuring to provide a contract which involves the receipt, bulking and transportation of municipal waste from Thanet, Canterbury and District and City councils.

Aims and Objectives

From November 2019, Kent County Council will:

- Secure a Provider(s) to provide a reception, bulking and transportation service for Thanet, Canterbury and Dover municipal waste.

Beneficiaries

The intended beneficiaries are householders in Kent as recipients of the district council domestic collection services.

Data

As the Waste Disposal Authority, Kent County Council is responsible for ensuring that all waste collected in Kent is disposed of correctly in the most financially efficient way. The disposal of this waste is a 'back office' procedure, with all 'customer facing' elements of this process the responsibility of the Waste Collection Authority (WCA).

Potential Impact

This Equality Impact Assessment is a screening to indicate potential areas of impact, both positive and negative, to the diverse population of Kent, which could result from the award of a new contractor to manage the Authority's bulk transfer waste service to Thanet, Canterbury and Dover districts.

There are no Protected Characteristics that will be impacted upon either positively or negatively.

The screening table (page 3-4) details the initial assessment.

JUDGEMENT

Option 1 – Screening Sufficient YES

Option 2 – Internal Action Required NO

Option 3 – Full Impact Assessment NO

Only go to full impact assessment if an adverse impact has been identified that will need to undertake further analysis, consultation and action

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:



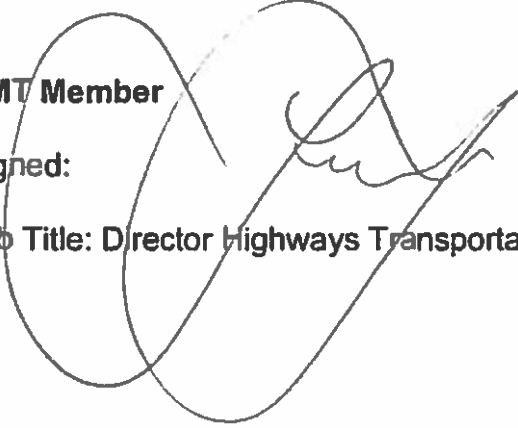
Name: Kay Groves

Job Title: Waste Services Manager

Date: 20/05/2019

DMT Member

Signed:



Name: Simon Jones

Job Title: Director Highways Transportation & Waste

Date: 06/06/2019

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
David Beaver, Head of waste Management Services

To: Environment & Transport Cabinet Committee – 10 October 2019

Decision No: 19/00068

Subject: Food waste processing contract

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: All in County

Summary: This report seeks approval to enter into a contract for the processing of food waste collected separately at the kerbside, by the Waste Collection Authorities.

Food waste is collected at the kerbside by the ten of the twelve District / Borough Councils, totalling 36,000 tonnes per annum.

Separate household waste food can be processed through an anaerobic digester plant; such infrastructure has recently been developed in Kent.

Presently, most of the collected food waste is mixed with garden waste to make a compost. One contract does not mix the food with garden but hauls and processes the food waste to an anaerobic digester in Basingstoke, Hampshire.

Both existing treatments are unnecessarily costly and environmentally burdensome. .

Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste to approve the decision to openly tender & award a new food waste processing services to a supplier within the County (as shown at Appendix A).

1. Introduction

1.1 This report outlines the business case to commission secure sustainable food processing services within the County. Kerbside collected food waste amounts to approximately 36,000 tonnes per annum. KCC receives food waste from ten of the twelve Districts. However, the Government's resources and waste strategy may mandate that all Collection Authorities must provide this service

from 2023. This is likely to generate a further 8,000 tonnes per annum from the remaining two Districts; Dartford and Sevenoaks.

- 1.2 As a Waste Disposal Authority, KCC has a statutory responsibility to ensure the safe processing and/or disposal of household waste. The forecast population growth of 23% over the next 15 years will yield additional pressure. KCC will struggle to dispose of this waste without significant infrastructure investment.
- 1.3 In the case of the disposal of food waste, the process of anaerobic digestion means that waste can be diverted away from landfill and moved up the waste hierarchy. Anaerobic digestion is therefore KCC's preferred method for processing food waste to reduce the negative impact of food waste on the environment.
- 1.4 Anaerobic Digestion (AD) is the process by which organic matter such as animal or food waste is broken down to produce biogas (a mixture of carbon dioxide (CO₂) and methane) and digestate a nitrogen-rich bio fertiliser. This process happens in the absence of oxygen in a sealed tank called an anaerobic digester. The gas produced can be fed directly into the National Grid and the digestate can be used as a renewable fertiliser or soil conditioner for agriculture.
- 1.5 An anaerobic digester is being constructed in Kent and will be commissioned by the end of 2019. This will be the first and only facility in Kent and following receipt of a proposal by a company called Blaise Renewables Limited, Waste Management is proposing to secure a contract with Blaise Renewables Limited to provide local food waste processing services from 1 April 2020.

2 The Report

- 2.1 Waste Management has developed a business case to enter into a contract with a specific supplier for the provision of food waste treatment using a new anaerobic digestion plant under development at Blaise Farm near Kings Hill however, contract tendering will be open, should other suppliers be available to provide these services.
- 2.2 This food processing facility plant will allow the Authority to enter into a single contract and cease extensive haulage to facilities outside of the county, reduce costs and create sustainable re-processing solutions.
- 2.3 A fundamental contractual principle is that the supplier will receive Kent's food waste and process the food waste irrespective of whether the anaerobic digester is operational. The Service will specify that the Supplier will utilise other facilities to process food waste at no added cost to the Authority.
- 2.4 It is proposed to enter into contract with a single supplier for the supply of food waste processing services to include a phased increase in demand. The contract period will be for 20 years from 1 April 2020 until 31 March 2040 (this tenure recognises the capital investment of £17.5m, made by the Supplier).

2.5 It is proposed that KCC reserves the right to terminate the Contract without cause at any time after the fifth anniversary of the Service Commencement Date by giving the supplier at least 6 months written notice.

3. Financial Implications

3.1 Current gates fees for processing food waste are high when compared with those associated with a dedicated food processing operation.

3.2 Indicative rates show that through the provision of a local dedicated waste food processing facility savings can be made on gate fee and haulage costs.

3.3 Savings detailed below are proposed in the MTFP.

3.4 Current budget for processing food waste is £1.62m. The proposed new arrangements will deliver £1.078m savings over the first five years and a further £180,000 in year 6 (not illustrated).

MTFP PROFILE	Area	Contract end:	Existing £	Proposed £	Saving £	20/21 £	21/22 £	22/23 £	24/25 £	25/26 £	Total £
	Church Marshes, Ash	02/02/2020	273,827	212,929	60,898	60,898	-	-	-	-	60,898
	TMBC, North Farm Fr	31/08/2024	629,612	141,975	487,637	-	-	-	284,455	203,182	487,637
	Dover, Shepway, Car	15/01/2021	717,178	187,743	529,435	88,239	441,196	-	-	-	529,435
					1,077,970	149,137	441,196	-	284,455	203,182	1,077,970

3.5 Every opportunity will be undertaken to realise savings earlier within the contractual change control processes of incumbent contractors.

4. Legal Implications

4.1 The terms and conditions of the contract will be KCC's model terms and conditions. As the value of the contract will be more than £1million, the contract will need to be sealed by KCC's General Counsel.

4.2 A key function of the WDA operating under the Environmental Protection Act 1990, is to provide outlets for the collected municipal waste.

4.3 In 2015, the European Commission adopted an ambitious Circular Economy Package to help make the transition to a stronger and more circular economy where resources are used in a more sustainable way.

4.4 On 14 June 2018, the revised Waste Framework Directive (2018/851) was published in the Official Journal of the European Union and states that food waste must be separately collected by 2023 putting the onus on the Waste Disposal Authority to facilitate disposal of this separated material stream.

5. Risks

- 5.1 A fundamental principle of the contract is that the supplier will receive Kent's food waste and will accept and process the food waste irrespective of whether the anaerobic digester is operational. The service will specify that the Supplier will utilise other facilities to process food waste at no added cost to the Authority.
- 5.2 The contract period proposed is 20 years from 1 April 2020 until 31 March 2040. The tenure recognises the capital investment of £17.5m, made by the Supplier). However, a break clause is proposed that KCC reserves the right to terminate the Contract without cause at any time after the fifth anniversary of the Service Commencement Date by giving the supplier at least 6 months written notice.

6. Policy Framework

- 6.1 This commission accords with the supporting outcome within the Strategic Outcome Plan;

Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors

- 6.2 The Kent Joint Municipal Waste Management Strategy has three key policy statements that support the Waste Regulations. These apply directly to this proposed procurement;
- Policy 8 - The Kent Waste Partnership will achieve a minimum level of 40% recycling and composting of house household waste by 2012 and will seek to exceed this target.
 - Policy 11 - The KWP will strive to make waste and recycling services accessible and easy to use for all householders, across all housing types and sectors of the community.
 - Policy 19 - Where it is cost-effective, Kent will exceed its statutory targets for diversion of biodegradable municipal waste from landfill in order to preserve landfill void space in the County.

7. Equalities implications

- 7.1 An EqIA has been completed and has concluded that there are no protected characteristics that will be impacted upon either positively or negatively
- 7.2 As no personal data is collected a full DPIA will not be necessary.

8. Conclusions

- 8.1 Waste Management proposes to secure sustainable food processing services within the County. Kerbside collected food waste amounts to approximately 36,000 tonnes o annually. KCC receives food waste from ten of the twelve Districts, however the Government's resources and waste strategy may mandate for food collection from all Collection Authorities from 2023 which is likely to be a further 8,000 tonnes per annum
- 8.2 This food processing facility plant will allow the Authority to enter into a single contract and cease extensive haulage to facilities outside of the county. Against existing contracts which mix food waste with garden waste or haul to Basingstoke, Hampshire, financial savings are expected as are improved environmental outcomes.
- 8.3 The current budget for processing food waste is £1.62m. The new arrangements will result in a saving of £1.078m over the first five years and a further £180,000 in year six.

9. Recommendation(s)

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste to approve the decision to openly tender & award a new food waste processing services to a supplier within the County (as shown at Appendix A).

10. Appendices:

Appendix A: Proposed Record of Decision
EqIA

11. Contact details

Report Author:
Name and title David Beaver, Head of Waste Management Services
Telephone number 03000 411620
Email address david.beaver@kent.gov.uk

Relevant Director:
Name and title Simon Jones Director, Highways Transportation and Waste
Telephone number 03000 411683
Email address Simon.jones@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

**Mike Whiting, Cabinet Member for Planning, Highways,
Transport and Waste**

DECISION NO:

19/00068

For publication

Key decision*

Yes –

Subject: Food waste processing contract.

Decision:

As Cabinet Member for Planning, Highways, Transport & Waste I agree to approve the decision to openly tender & award a new food waste processing services to a supplier within the County.

Reason(s) for decision:

As a Waste Disposal Authority, KCC has a statutory responsibility to ensure the safe processing and/or disposal of household waste. In the case of the disposal of food waste, the process of anaerobic digestion means that waste can be diverted away from landfill and moved up the waste hierarchy. Anaerobic digestion is therefore KCC's preferred method for processing food waste to reduce the negative impact of food waste on the environment. An anaerobic digester is being constructed in Kent and will be commissioned by the end of 2019. This will be the first and only facility in Kent. This provides KCC an opportunity to recommission food processing contracts and realise financial savings and improved environmental outcomes.

Cabinet Committee recommendations and other consultation:

The proposal will be discussed by Members of the Environment and Transport Cabinet Committee at their meeting on 10 October.

Any alternatives considered:

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

Name:

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EQUALITY IMPACT ASSESSMENT

WASTE MANAGEMENT

Food Waste Processing

9th August 2019



KENT COUNTY COUNCIL

EQUALITY IMPACT ASSESSMENT

Directorate: Enterprise and Environment

Name of policy, procedure, project or service
Food Waste Processing Contract

Type

This EqIA focuses on the implementation of a Contract for new Provider(s) to receive and process Food Waste arisings from household kerbside (KS) collections throughout the County.

Responsible Owner/ Senior Officer

Kay Groves, Waste Services Manager

Date of Screenings:

A: Initial screening: 9th August 2019 Pages 6 - 7

B: Interim screening:

C: Final screening:

Version	Author	Date	Comment
1	Cathy Smythe	9th August 2019	
2			
3			

EIA screening conducted at start of the procurement for a Dry Recyclate processing Provider

Characteristic	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		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	No	No	NONE	NONE	As the appointment of a new Provider(s) to receive and process the Authorities Food Waste is not a customer facing service, there will be no impact on this group. It is the responsibility of District Council's (as the statutory Waste Collection Authorities) to ensure Eq/As have been completed for their kerbside collection services and appropriate action has been taken to provide an equitable service for customers with Protected Characteristics.
Disability	No	No	NONE	NONE	As above.
Gender	No	No	NONE	NONE	As above.
Gender identity	No	No	NONE	NONE	As above.
Race	No	No	NONE	NONE	As above.
Religion or belief	No	No	NONE	NONE	As above.
Sexual orientation	No	No	NONE	NONE	As above.
Pregnancy and maternity	No	No	NONE	NONE	As above.
Marriage and civil partnership	No	No	NONE	NONE	As above.

Part 1: INITIAL SCREENING (date)

Context

Kent County Council is procuring new Provider(s) to receive and process Food Waste arisings from household kerbside (KS) collections throughout the County which will either be hauled from our Network's Waste Transfer Station (WTSs) or directly delivered to the facility from Local Authority collection vehicles. They will also be required to make provision for future tonnages, arising from further kerbside collections in Kent, where these services are currently not delivered to householders.

Aims and Objectives

From April 2020 Kent County Council will:

- Secure a Provider(s) to receive and process Food Waste arisings from kerbside collections throughout the County.

Beneficiaries

The intended beneficiaries are householders in Kent as recipients of the district council kerbside collection services.

Data

As the Waste Disposal Authority, Kent County Council is responsible for ensuring that all waste collected in Kent is disposed of correctly in the most financially efficient way. The disposal of this waste is a 'back office' procedure, with all 'customer facing' elements of this process the responsibility of the Waste Collection Authority (WCA).

Potential Impact

This Equality Impact Assessment is a screening to indicate potential areas of impact, both positive and negative, to the diverse population of Kent, which could result from the award of a new Contractor to process the Authority's Food waste arisings.

There are no Protected Characteristics that will be impacted upon either positively or negatively

The screening table (page 3-5) details the initial assessment.

JUDGEMENT

Option 1 – Screening Sufficient YES

Option 2 – Internal Action Required NO

Option 3 – Full Impact Assessment NO

Only go to full impact assessment if an adverse impact has been identified that will need to undertake further analysis, consultation and action

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:



Name: Kay Groves

Job Title: Waste Services Manager

Date: 9th August 2019

DMT Member

Signed:



Name: David Beaver

Job Title: Head of Waste Management
and Business Services

Date: xxxth August 2019

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
David Beaver, Head of Waste Management

To: Environment & Transport Cabinet Committee – 10 October 2019

Decision No: 19/00069

Subject: Provision of a new Household Waste Recycling Centre (HWRC) to serve the needs of Tonbridge and Malling Borough and West Maidstone Residents

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member decision

Electoral Division: Tonbridge & Malling & Maidstone

Summary:

Waste Management proposes to secure a contract to provide a new Household Waste Recycling Centre (HWRC) to serve residents within Tonbridge and Malling Borough and West Maidstone.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste to award a contract for a new Household Waste Recycling Centre (HWRC) to serve the needs of Tonbridge and Malling Borough and West Maidstone (as shown at Appendix A).

1. Introduction

- 1.1 The HWRC serving Maidstone at Tovil has reached its practical capacity. The capacity issues are associated with the large catchment of the Tovil site and are compounded by the fact that the residents of Tonbridge and Malling Borough do not have a HWRC within its administrative area.
- 1.2 Additional pressures will also be placed upon the Tovil site when the current agreement for Kent residents to use the Medway Council facility at Cuxton ceases in November 2020. It is for these reasons that a new HWRC facility to serve these areas residents is required.

2. The Report

- 2.1 The Kent Waste Disposal Strategy identified several capacity issues across the network of HWRC sites in West Kent, across both the short and medium term. In particular, the HWRC serving Maidstone, at Tovil was noted to have a large population catchment and predicted to be over tonnage limits by 2025. In reality though, the site has reached its practical capacity now, resulting in severe congestion on public highway leading to the site, causing delays to visitors of the HWRC and the wider road network. However, demand continues to grow, such that there are now no practicable options to make further efficiency improvements at this site. Furthermore, future forecast housing growth / population increase indicates a significant increase in capacity is now required in this area.
- 2.2 The capacity issues associated with the large population catchment of the Tovil site are exacerbated by the fact that the Tonbridge & Malling Borough area, bordering Maidstone to the west does not have an HWRC within its confines. Customer postcode data confirms that a significant number of T&M residents use the Tovil site, as well as the Medway Council facility at Cuxton.
- 2.3 Currently there is an agreement for Kent residents to use the Medway Council facility at Cuxton; however, this is a temporary measure agreed until 23rd November 2020. The demand from Kent residents in the north of the Tonbridge & Malling Borough and west Maidstone area will increase, placing a greater pressure on the Tovil HWRC. Additionally, those HWRCs slightly further afield, at North Farm and Pepperhill are also limited. The Pepperhill HWRC is already at capacity with the North Farm site predicted to be at capacity by 2025.
- 2.4 In order to address these capacity issues, it was concluded that an HWRC to serve west Maidstone and Tonbridge & Malling residents is required. As such, site searches were undertaken and a PIN (Public Information Notice) was issued in 2018 to determine the level of market appetite and practicalities of developing a new HWRC service.
- 2.5 The proposed delivery model is for a new “turnkey” facility for which KCC is to pay a management fee. This delivery model has been used previously and successfully implemented by Waste Management, with a proposed 20-year term being considered as providing the optimum Contract period in terms of cost to the Authority

2.6 A call for competition was issued 16th August with a return date of 16th September 2019. The invitation to tender is to be sent shortly after this date. A timescale for delivery has been set for full implementation of the new HWRC by September 2020.

2.7 The site location must be strategically located to best serve the catchment area for those Kent residents expected to use the facility, with a particular requirement to not burden existing highway capacity.

3. Financial Implications

3.1 This delivery model set out in paragraph 2.5 will require additional revenue funding, as such, an increase in revenue provision is made within the 2019/20 budget & further proposed within the 20/21 MTFP. Additionally, existing budgeted funding for the Medway charges which will become available when the project is delivered.

4. Legal Implications

4.1 This contract variation enables the Authority to discharge its statutory duty as Waste Disposal Authority. KCC will be using Regulation 12 (Public Contracts between entities within the public sector) of the Public Contracts Regulations 2015 to vary this Contract.

4.2 The terms and conditions of contract will be KCC's model terms and conditions. As the value of the contract will be more than £1million, the contract will need to be sealed by KCC's General Counsel.

4.3 A key function of the Waste Disposal Authority operating under the Environmental Protection Act 1990, is to provide outlets for the collected municipal waste.

5 Risks

5.1 The key risk is the delivery timescale. Bidders will be required to specify from which date they will be able to provide the new service, and this will form an element of the award assessment process.

6. Equalities and DPIA implications

6.1 Initial screening of the data protection impact assessment has determined there to be no exchange of personal data. Equalities impact assessment has determined a low impact against all protected characteristics The contract mandates the supplier to adhere to all aspects of the Equality Act 2010

7. Policy Framework

7.1 This commission accords with the supporting outcome within the Strategic Outcome Plan;

Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors

7.2 The Kent Joint Municipal Waste Management Strategy has three key policy statements that support the Waste Regulations. These apply directly to this proposed procurement;

- Policy 8 - The Kent Waste Partnership will achieve a minimum level of 40% recycling and composting of house household waste by 2012 and will seek to exceed this target.
- Policy 11 - The KWP will strive to make waste and recycling services accessible and easy to use for all householders, across all housing types and sectors of the community.

8. Conclusions

8.1 Analysis work undertaken demonstrates that a new HWRC to serve residents of Tonbridge and Malling and residents of West Maidstone is urgently required.

8.2 It is considered that the best delivery model available for achieving this outcome is for the new HWRC to be of a “turnkey” design with KCC to pay a management fee.

8.3 Market engagement, tendering and award timescales have been set to enable an ambitious but, achievable, delivery timescale at an appropriate location.

8.4 The project will have a positive impact upon the operation of the existing HWRCs in the area, as it will help to alleviate over capacity issues. It will also remove dependency upon the time bound agreement with Medway Council to use their facility at Cuxton and provide a more sustainable HWRC service for residents.

9. Recommendation(s)

Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste to award a contract for a new Household Waste Recycling Centre (HWRC) to serve the needs of Tonbridge and Malling Borough Council (T&MBC) and West Maidstone Residents (as shown at Appendix A).

10. Appendices:

Appendix A: Proposed Record of Decision
EqIA

11. Contact details

Report Author: David Beaver

- Name and title: David Beaver, Head of Waste Management Services
- Telephone number: 03000 411620
- Email address: david.beaver@kent.gov.uk

Relevant Director: Simon Jones

- Name and title: Simon Jones Director, Highways Transportation and Waste
- Telephone number: 03000 411683
- Email address: Simon.jones@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

**Mike Whiting, Cabinet Member for Planning, Highways,
Transport and Waste**

DECISION NO:

19/00069

For publication

Key decision*

Yes –

Subject: Provision of a new Household Waste Recycling Centre (HWRC) to serve the needs of Tonbridge and Malling Borough and West Maidstone Residents

Decision:

As Cabinet Member for Planning, Highways, Transport & Waste, to award a contract for a new Household Waste Recycling Centre (HWRC) to serve the needs of Tonbridge and Malling Borough and West Maidstone.

Reason(s) for decision:

The HWRC serving Maidstone at Tovil has reached its practical capacity. The capacity issues are associated with the large catchment of the Tovil site and are compounded by the fact that the residents of Tonbridge and Malling Borough do not have a HWRC within its administrative area.

Additional pressures will also be placed upon the Tovil site when the current agreement for Kent residents to use the Medway Council facility at Cuxton ceases in November 2020. It is for these reasons that a new HWRC facility to serve these areas residents is required.

Cabinet Committee recommendations and other consultation:

The proposal will be discussed by Members of the Environment and Transport Cabinet Committee at their meeting on 10 October.

Any alternatives considered:

Options - It is considered that there are three delivery model options available for this project;

1. New HWRC to be a "Turn Key" delivery, with KCC to pay a management (gate) fee.
2. A new site to be identified, HWRC services to be procured, designed and constructed by KCC (under Contract) and subsequently operated by a third-party provider.
3. Redevelopment of suitable existing industrial premise / site, planning and permitting to be agreed to provide a new HWRC that would be operated by a Contractor.

Following an options appraisal assessment, option 1 was considered to be the preferred delivery model for this project.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

Name:

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

Equality Analysis / Impact Assessment (EqIA)

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

Provision of a new Household Waste Recycling Centre (HWRC) facility to serve Tonbridge and Malling and West Maidstone to ensure a good HWRC service is continued to be delivered to Kent residents.

Brief description of policy, procedure, project or service

Kent County Council (KCC) operates as the Waste Disposal Authority (WDA). The 12 district/borough/city councils of Kent operate as the Waste Collection Authorities (WCAs). KCC arranges the recycling and final disposal of waste collected from households by the WCAs. In addition, KCC provide Household Waste Recycling Centres (HWRCs) in accordance with the Environmental Protection Act 1990 (EPA). KCC currently operates a network of 18 HWRCs providing facilities for re-use, recycling and safe disposal, for a range of material streams delivered by Kent residents.

Aims and Objectives

As part of the Kent Waste Disposal Strategy, an infrastructure review was commissioned. This identified several capacity issues at the HWRC sites in West Kent, both now and in the near future. In particular, the HWRC serving Maidstone, at Tovil was noted to have a large population catchment, predicted to be over tonnage capacity by 2025 and at practical capacity now. In addition to this current pressure on the HWRC service, demand from residents in the north of the T&M district and West Maidstone area, is forecast to increase when access to the nearby Medway Council facility at Cuxton ceases in 2020.

In order to address these capacity issues, it is concluded that a new HWRC facility to serve West Maidstone and Tonbridge & Malling residents is required. This new facility will be an additional site in the network of HWRCs provided by KCC for Kent residents.

This EqIA covers the commissioning stage of delivering this project, i.e. consideration of the impact upon the Protected Groups by opening a new HWRC facility within the T&M BC administrative area. It will be further developed during the design and build phase of the project, to detail the exact nature of the positive and negative impacts and mitigations that KCC will commit to implementing.

Date Document Updated 18/07/2019

1

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JUDGEMENT

Set out below the implications you have found from your assessment for the relevant Protected Groups. If any negative impacts can be justified, please clearly explain why.

It is considered that the provision of a new HWRC facility in the T&M BC administrative area would have the following implications upon the listed Protected Groups.

Age - A medium favourable impact is predicted for older people, as opening of a new site will reduce demand on other nearby sites, and hence reduce queuing times and travelling time which currently negatively impacts this Protected Group.

Disability – A medium favourable impact is predicted for customers with disabilities, as opening of a new site will reduce demand on other nearby sites, and hence reduce queuing times and travelling times which currently negatively impacts this Protected Group.

Pregnancy and Maternity – A low favourable impact is predicted for customers who are pregnant or have young babies, as opening of a new site will reduce demand on other nearby sites, and hence reduce queuing times and travelling times which currently negatively impacts this Protected Group.

Based upon these implications **No Major Change** is intended at this initial screening stage. As explained above, when the project reaches design and build stage, a full assessment will be undertaken, as there will be a number of additional considerations which will need to be addressed in relation to impacts on Protected Characteristics e.g. accessibility, site layout, communications with customers etc.

I have found the Adverse Equality Impact Rating to be [REDACTED].

Date Document Updated 18/07/2019

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GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	16/7/19	Charlotte Beck	Initial screening at Commissioning Stage of the project.
V1 (this should be assigned to the version the Director signs off)			

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

Attestation

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

Name	Signature	Title	Date of Issue
David Beaver	<i>David Beaver</i>	Head of Service	18/07/2019

Date Document Updated 18/07/2019

Simon Jones

Director

18 July 2019

Date Document Updated 18/07/2019

This document is available in other formats. Please contact diversityinfo@Kent.gov.uk or telephone on 03000 415 762

Part 1 - Screening

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

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

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

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

Protected Group	You MUST provide a brief commentary as to your findings, or this EqIA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low/Negative Impact	
Age	None	None	None	MEDIUM Data held about the HWRC customer base indicates that there are a significant number of people in the 50 – 70 year age bracket who utilise the HWRCs. Where queuing times and congestion at the Tovil site have impacted negatively on elderly customers to date, this pressure will be reduced by decreasing demand for the Tovil site. Opening of the proposed

Date Document Updated 18/07/2019

5

This document is available in other formats. Please contact diversityinfo@Kent.gov.uk or telephone on 03000 415 762

<p>new additional site, will create additional capacity in the network.</p> <p>A new site is also likely to reduce travel times for a number of residents, which could be beneficial for many individuals, including those customers in the older age brackets.</p> <p>Building a new purpose-built site, will allow more focused consideration to the needs and requirements at the design phase of those customers in the older age bracket e.g. accessibility, site layout etc – this will be explored in further screenings</p>					<p>MEDIUM</p> <p>Where queuing times and congestion have impacted negatively on customers with disabilities, this pressure will be reduced by decreasing demand for the Tovil site. Opening of the new additional site, will create much needed additional capacity in the network.</p> <p>A new site is also likely to reduce travel times for a number of residents, which could be beneficial for many individuals, including those customers with a disability.</p>
<p>Disability</p>	None	None	None	None	

						Building a new purpose-built site, will allow significant consideration to the needs and requirements at the design phase of those customers with a disability e.g. accessibility, site layout etc – this will be explored in further screenings.
Gender	None	None	None	None	None	None
Gender identity/ Transgender	None	None	None	None	None	None
Race	None	None	None	None	None	None
Religion and Belief	None	None	None	None	None	None
Sexual Orientation	None	None	None	None	None	None
Pregnancy and Maternity	None	None	None	None	LOW	Where queuing and travel times have impacted negatively on this protected group, opening a new additional HWRC in the T&M BC area will help relieve current queues at the Tovil site and reduce travel times for some residents. A new site is also likely to reduce travel times for a number of residents, which could be beneficial for many individuals,

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					including those customers in this Protected Group. Building a new purpose-built site, will allow significant consideration to the needs and requirements at the design phase of those customers in this Protected Group e.g. accessibility, site layout etc – this will be explored in further screenings
Marriage and Civil Partnerships	None	None	None	None	None
Carer's Responsibilities	None	None	None	None	None

From: Mike Hill, Cabinet Member for Community and Regulatory Services

Katie Stewart, Director of Environment, Planning and Enforcement

To: Environment and Transport Cabinet Committee – 10 October 2019

Decision Number: 19/00065

Subject: Public Rights of Way Asset Management Plan 2019

Classification: Unrestricted

Past pathway of paper: N/A

Future pathway of paper: For Cabinet Member Decision

Summary: This paper provides an overview of the Public Rights of Way (PRoW) asset management plan 2019.

The Public Rights of Way and Access Service adopted asset management principles for the maintenance of the PROW network in 2007. This approach has brought benefits in targeting investment in the network, managing risk and evaluating new products and materials where they may help reduce long term expenditure. The approach has also enabled the service to lever in additional investment. The plan has now been reviewed and updated.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to comment and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on:

- (i) The Public Rights of Way and Access Service Asset Management Plan
- (ii) The approach taken to managing the risks associated with not fully funding the maintenance of the PRoW network in line with asset management principles.
- (iii) The proposed Service Level Risk Assessments which set out our approach to the management of risk on the PRoW network.

As shown at Appendix A.

1. Introduction

- 1.1 Kent's Public Rights of Way (PRoW) network extends to 6900Km the overwhelming majority of which is maintainable public highway (Kent's highway network, excluding PRoW, extends to 8700Km). The County Council has a statutory obligation to maintain the highway in a condition that is safe and passable by the ordinary traffic of the area at all times of the year particularly having regard to the needs of those with a disability.
- 1.2 In 2007 the County Council's PRoW and Access Service adopted asset management principles for the maintenance of the PRoW network. The Asset Management Plan was informed by a whole network survey completed between 2004 and 2007. The survey provided a detailed picture of the PRoW asset and its condition. The asset information is captured in the Countryside Access Management System and is updated following inspections by officers and volunteers and in response to public reports. The Public Rights of Way Asset Management Plan 2019 is included as Appendix B.
- 1.3 The investment required to maintain the network is calculated on the basis of a series of assumptions that have been refined over time. These assumptions relate to expected asset life and measured performance in the field. The assumptions are further amended to reflect the County Council's obligations in respect of shared assets such as gates and stiles where only a proportion of the maintenance cost is borne by the authority. The value of the asset is currently calculated at £107M with an annual investment requirement of £2.4M to maintain the asset in a steady state. The County Council currently spends £1.3M annually on maintaining the asset, £1.1M below the level calculated as required to maintain the asset in a steady state.
- 1.4. The Asset Management Plan identifies a backlog of £2.4M. In effect this reflects the current backlog of work relating to assets that have deteriorated to a point where they require replacement. Most significant in terms of investment required to close the performance gap are the network of mainly urban tarmac paths and heavily used bridleways and byways open to all traffic in areas of clay soils.
- 1.5 In addition to the £2.4M backlog a further £2.2M of investment is identified as being required to improve unsurfaced routes up to a standard that meets modern requirements.

2 Financial Implications and Risk

- 2.1 The Asset Management Plan provides detail the current levels of investment in the asset, its condition, any associated backlog of repair and the level of investment required to manage risks associated with failure of the asset. This information is used to inform bids for capital funding and uplift to revenue funding through the medium-term financial planning process.
- 2.2 In adopting asset management principles the PRoW and Access Service have successfully used the approach to secure and direct additional funding from

developer contributions and external grants. In doing so some substantial risks to the authority have been addressed: most notably improvements to the River Medway towpath for which £2.1M was secured through Single Growth Fund and developer contributions. This transformed a PRoW that had been closed, due to erosion, for almost a decade into a much valued and used route. There is significant variation between years as to the additional investment secured but approximately £300K is brought in per annum. This additional investment has the potential to address the existing backlog in addition to mitigating future pressure on the network .

2.3 While no additional resource is sought in this report, it should be noted that the County Council is not fully funding the network in line with asset management principles. The principal risks associated with not fully funding the maintenance of the network are:

- a. Temporary closure of PRoW – sometimes for extended periods.
- b. Loss of access to the public with the associated loss in benefit.
- c. Service of notice on the County Council, potentially leading to the Courts directing the Council to act to repair the highway. (Highways Act 1980 section 56 – provisions).
- d. Increasing the size of the maintenance backlog.
- e. Increased revenue expenditure associated with implementing and maintaining temporary closures.
- f. Third party injury claims in consequence of highway defects.
- g. Reputational risk.

Some of the risk can be mitigated through network prioritisation and targeting spend to best effect. All of the risk cannot be mitigated and in taking this approach there will inevitably be elements of the asset that are deteriorating or out of repair and the maintenance backlog will increase as a result.

3. Policy Framework

3.1 The strategic direction for the management of the PRoW network is set out in the Rights of Way Improvement Plan (ROWIP) 2018-28. The plan was established following wide-ranging engagement, consultation and research and adopted by the County Council in November 2018. The ROWIP also ensures that the PROW and Access Service's work is aligned to meeting the County Council's strategic objectives:

- Children and young people in Kent get the best start in life.
- Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality life.
- Older and vulnerable residents are safe and supported with choices to live independently.

3.2 In light of the adoption of the ROWIP the PRoW Asset Management Plan has been revised to ensure that investment in the PRoW asset is aligned to delivering the strategic outcomes. In revising the plan the opportunity was taken to:

- further refine the core assumptions on which required investment is calculated (a task that is undertaken periodically)
- reflect some of the excellent asset management work of Kent Highways and Transportation; work that is equally relevant to the PRow network.

4. Background

4.1 The PRow network asset comprises numerous elements. These can be broadly categorised as:

- thousands of small items of furniture, for instance 14476 fingerposts
- 2467 short span and simple bridges
- 563 more complex structures – from brick ring culverts to long span bridges including a County Council maintainable bridge over the M20 at Larkfield.
- 1147Km of surfaced routes – of which 735Km are tarmacadam.

4.2 In producing the Asset Management Plan a series of assumptions have been made relating to the modern replacement cost of the asset, its expected performance and lifespan. These assumptions have been refined over time on the basis of measured performance in the field, acquired through survey and public reporting and captured in the Countryside Access Management System. The plan is further informed by product and contract data, British Standards and design standards.

4.3 Significantly there is currently no systematic survey of the whole PRow network, the PRow and Access Service instead relying upon a mixture of planned inspections of some structures, ad-hoc surveys by officers, survey by Countryside Access Wardens and reports from the public. The establishment of a systematic survey would allow asset management to be further improved as well as bringing a range of other benefits in respect of timely interventions to prevent damage and reductions in successful third- party injury claims.

4.4 Not all of the PRow asset is maintainable at the public expense. Many bridges are privately maintainable and are currently managed by other competent bridge managers such as Highways England. Some elements such as gates and stiles are the responsibility of landowners but the County Council is required to meet a minimum of 25% of the costs of maintenance. The assumptions applied reflect the shared nature of liability.

4.5 In revising the asset management plan a series of service standard risk assessments have been produced. These identify the current level of service provided and those elements that are not provided but would be in an ideal situation. Also assessed are the risks associated with a range of scenarios and the residual risk following mitigation.

4.6 The asset management plan has proved to be an effective means to:

- Assess potential products and materials.
- Identify budget requirement and potential budget pressures.

- Prioritise spend.
- Manage risk.
- Improve access while reducing long term revenue requirements.

5. Legal Implications

5.1 The asset management plan details an approach to the management of Kent's 6900Km PRow network and the management of the risks associated with the maintenance, repair and replacement of the assets it comprises. While mitigating the risks to the authority the plan does identify areas where improvement can be made particularly in respect to investment, maintenance back logs and inspection regimes.

5.2 There are no additional General Data Protection Regulation requirements established in delivering the plan. Where personal data is captured as a result of members of the public reporting faults this information is stored in compliance with the Data Protection Act 2018.

6. Equalities Act Implications

6.1. An Equalities Impact Assessment (EQIA) has been completed for the Asset Management Plan. This draws on the comprehensive information gathered in preparing the Rights of Way Improvement Plan and its accompanying EQIA. The EQIA for the asset management plan identifies positive benefits from the application of asset management principles in improving accessibility to the network for those with a disability, the young and the elderly.

7. Conclusions

7.1 The asset management plan is an essential foundation on which the County Council's management of the 6900Km network of PRow is based. The PRow and Access has applied the principles of asset management planning to the management of the network since 2007 and it has proved to be a powerful tool for prioritising spend, managing risk and assessing alternative materials and products. The revised plan further builds on this work.

8. Recommendation:

The Environment and Transport Cabinet Committee is asked to comment and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on:

- (i) The Public Rights of Way and Access Service Asset Management Plan
- (ii) The approach taken to managing the risks associated with not fully funding the maintenance of the PRow network in line with asset management principles.
- (iii) The proposed Service Level Risk Assessments which set out our approach to the management of risk on the PRow network

As shown at Appendix A

9. Background Documents

Appendix A – Proposed record of Decision
Public Rights of Way Asset Management Plan 2019
Equalities Impact Assessment

10. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Mike Hill, Cabinet Member for Community and Regulatory Services

DECISION NO:

19/00065

For publication

Key decision*

Yes –

Subject: Public Rights of Way Asset Management Plan 2019

Decision:

As Cabinet Member for Community and Regulatory Services, I agree to endorse the

- i) The Public Rights of Way and Access Service Asset Management Plan
- (ii) The approach taken to managing the risks associated with not fully funding the maintenance of the PRow network in line with asset management principles.
- (iii) The proposed Service Level Risk Assessments which set out our approach to the management of risk on the PRow network.

Reason(s) for decision:

In 2007 the County Council's PRow and Access Service adopted asset management principles for the maintenance of the PRow network. The Asset Management Plan was informed by a whole network survey completed between 2004 and 2007. The asset management plan details an approach to the management of Kent's 6900Km PRow network and the management of the risks associated with the maintenance, repair and replacement of the assets it comprises

Cabinet Committee recommendations and other consultation:

The proposal will be discussed by Members of the Environment and Transport Cabinet Committee at their meeting on 10 October.

Any alternatives considered:

The County Council has a statutory obligation to maintain the highway in a condition that is safe and passable by the ordinary traffic of the area at all times of the year particularly having regard to the needs of those with a disability.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

Name:

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Kent County Council

Public Rights of Way

Asset Management Plan

2019

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Asset Management Calculations – Notes

Condition definition

Performance : Current Performance by asset type
 General Performance
 Closing the Performance Gap.

Risk Management Risk Management
 Risk Assessment by Asset Type
 Service Provision and Network Prioritisation
 Service Standard & Risk Assessment

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Asset by Type Detailed notes:

Bridges

Sleeper bridges

Kit bridges

Bridges – other constructions

Aggregate paths

Sealed paths

Fingerposts

Stiles

Kissing Gates

Gates

Barriers

Soft estate

Exceptional items:

Essella Road

M20 Footbridge

North Downs Way

England Coast Path

Public Rights of Way Asset Value

£107M

Annual requirement to maintain the asset at a
steady state

£2.4M

Performance Gap

£4.097M

Introduction

Kent County Council maintains 6900Km (4312 miles) of Public Rights of Way (PRoW) network and associated assets. PRoW are, with few exceptions, publicly maintainable highways. They comprise 42% of the Kent highway network and are an integral element of the highways asset.

The asset comprises soft estate, tar-macadam paths, aggregate / Sealed paths, stiles, gates, barriers, fingerposts and direction markers, simple plank bridges, kit bridges, bridges and culverts. The value of the asset calculated on the basis of current replacement cost is £107M. The annual requirement to maintain this asset in line with the statutory minimum and in a steady state is £2.4M.

PROW are recorded on the Definitive Map and Statement (DMS). The DMS provides conclusive evidence of the existence alignment and status of PROW. The status of a PROW, footpath, bridleway, restricted byway and byway open to all traffic determines the minimum level of public use that may be made of the PROW and therefore the level of maintenance that may be required.

Statutory Duties

The County Council has a number of statutory obligations in respect of its management of the network.

Highways Act 1980 :

Maintenance: The County Council must maintain the PRoW network to a standard that enables use by the ordinary traffic of the area at all times of year taking into account the needs of the visually impaired and disabled.

The County Council is obliged to contribute a minimum of 25% of the cost of maintaining authorised stiles and gates.

The County Council has a duty to ensure that the rights of the public to use the network are protected and asserted, including securing the removal of any obstructions to the network. There is a significant overlap between maintenance and protection activity given joint liability for elements of the asset such as stiles, gates and many bridges.

Traffic Management Act 2004:

The County Council is obliged to ensure the free movement of traffic through its area. PRoW fall within the definition of “road” for the purposes of the Act.

Climate Change Act 2008:

The County Council must reduce emissions and adapt to longer term climate change.

Benefit

The practical benefit in asset management planning is that in delivering a network that is maintained in line with the County Council’s statutory obligations the potential benefits in using the network such as those to health or supporting the rural economy are realised. The negative impacts of failure in terms of closures on the network, inconvenience, loss of income and third-party claims are avoided.

Our Vision



“To provide a high quality, well maintained network, that is well used and enjoyed. The use of the network will support the Kent economy, encourage active lifestyles and sustainable travel choices and contribute to making Kent a great place to live, work and visit “.

Our Strategic Outcomes

Our vision reflects the County Council’s strategic statement “Increasing Opportunities and Improving Outcomes”

The County Council is committed to achieving its vision through three strategic outcomes which provide a simple and effective focus for everything we do. The effective management of the PROW asset supports the delivery of the County Council’s three strategic outcomes:

- Children and young people in Kent get the best start in life.
- Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality life.
- Older and vulnerable residents are safe and supported with choices to live independently.

The Rights of Way Improvement Plan

Kent County Council has a duty to prepare a Public Rights of Way Improvement Plan (ROWIP) under Section 60 of the Countryside and Rights of Way Act 2000 and to update the plan every 10 years.

The plan assesses the extent to which the PROW network meets the present and likely future need to the public in:

- contributing towards more sustainable development;
- delivering active travel options;
- providing opportunities for exercise, leisure and open-air recreation.

The plan articulates the positive outcomes that a well maintained, accessible PROW network can contribute to the delivery of, particularly:

- Public health, mental health and well-being.
- Sustainable travel choices – particularly on foot and cycle.
- Supporting the rural economy.

The PROW and Access Service is committed to delivering the positive outcomes identified in the plan and has looked for innovative ways to improve the PROW network in the face of financial challenges.

Key to the delivery of the positive outcomes set out in the ROWIP is the ability to take informed decisions about the PROW asset and where investment is best made to both comply with the County's statutory obligations and deliver the greatest return. The PROW and Access Service (PROWAS) developed a simple cost benefit analysis tool – The Intelligent Investment Tool - to facilitate informed decision making and to ensure that investment in the network delivers the greatest possible benefit.

The Public Rights of Way Asset Management Plan

The County Council formally adopted asset management principles for the management of the Public Rights of Way (PRoW) network on the 8 February 2008.

This approach has been beneficial in establishing the resources required to meet the County Council's statutory obligations in respect of:

- i. maintaining the rights of way network,
- ii. identifying priorities for expenditure, and;
- iii. allowing procurement decisions and the standards adopted for the asset to be rigorously tested so as to achieve best value.

The adoption of asset management principles provides the framework for stronger, better-informed, strategic maintenance decisions. Our understanding of the asset continues to improve, new materials become available, costs fluctuate. The Asset Management Plan changes to reflect these advances and variations. Areas for further investigation, development and improvement are identified and evaluated, for instance the use of polymers in bridge construction or the availability of recycled plastics as a wood substitute.

Asset Management Practice

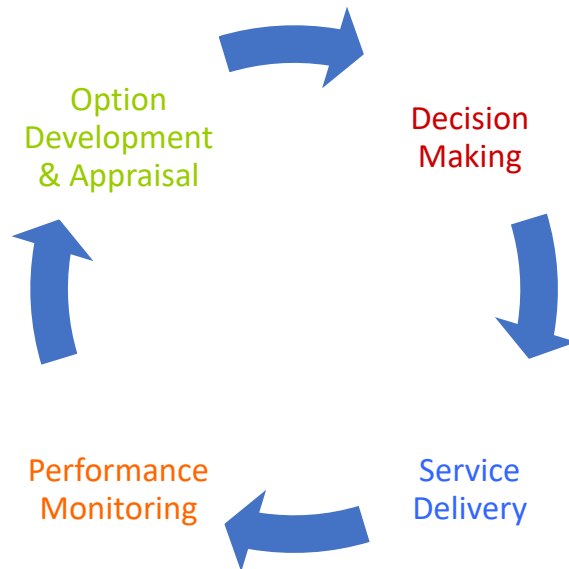
Reflecting the Local Transport Plan asset management practice there are four principal components in good asset management practice:

Option development and appraisal

Decision Making

Service Delivery

Performance monitoring



The process is cyclical and a powerful tool to drive service delivery.

Asset data capture system – Countryside Access Management System (CAMS) and asset inventory

The PROWAS was in an advantageous position having completed a detailed survey of the entire PROW network 2004-7. This provided an extremely accurate picture of the county's PROW asset down to the precise location, construction and condition of individual structures and furniture items. The asset information is maintained in the Countryside Access Management System (CAMS) database. The PROWAS has, since 2007, with the exception of some elements of bridges and structures, been reliant on reports from the public, volunteer wardens and PROW officers to gather condition information on the network and to update the asset information. The assumptions made on the basis of such an approach are therefore reliant on a greater level of estimation/ approximation than would be the case if there were a systematic programmed asset inspection.

The asset management plan would be strengthened through establishing a regime of regular network inspection. An ongoing condition survey would provide invaluable information about the condition of asset items. This in turn allows the assumptions about deterioration, lifespan, whole life costs and the likely performance of the asset, to be refined. There are additional benefits in having a regular inspection regime not least the ability to identify and act on safety issues and the benefits this has in providing a defence in any action against the authority based on a failure to maintain the highway and third-party injury claims.

There are items of the asset that, as yet, have not been evaluated as they are small in number or complex, for instance drainage systems. A regular inspection regime would allow this information to be gathered over time.

In the current financial climate it is simply not viable to establish an inspection regime using employees. We consider the maximum time span for inspection

to provide valid asset information would be 24 months. It is calculated that to undertake a detailed inspection at this interval would require approximately 3 fte at an operational cost of approximately £120K p/a. Amendments are planned to the existing Countryside Access Warden scheme that could deliver a programme of inspection at little extra cost; should it prove possible to recruit and equip sufficient wardens to achieve comprehensive coverage of the network. Further development of technology/ software is also required before the Service will be in a position to implement such an inspection regime.

While there is no programmed inspection regime for the whole asset, volunteer Countryside Access Wardens have inspected 87% of the network in the last 6-7 years with 18.5% of the network inspected in the last 12 months. This does enable assumptions about asset condition and performance to be updated.

Improved decision-making would be likely to deliver efficiencies that would justify the cost of any inspection regime. Additional benefit would also be secured in providing a greater level of defence in respect of third-party injury claims. Settlements in respect of insurance claims would potentially be reduced as a result.

All information gathered on the whole network survey was captured in the Countryside Access Management System (CAMS). All customer reports, officer maintenance activity and volunteer warden activity are captured in the system.

There is an additional significant benefit delivered to the public of Kent through capturing and maintaining asset information. Those assets that may limit the use of the network are displayed on our interactive map. This enables the public to select routes in the knowledge that they are, for instance, free from steps or stiles: this is of benefit to people with disabilities, the young and old and those with young families.

Asset Inventory

The PROW asset principally comprises:

Stiles

Kissing gates

Gates : Pedestrian, equestrian and field gates

Structured gaps and barriers

Waymark posts

Fingerposts

Sleeper bridges

Kit bridges (timber and steel)

Bridges and structures

Benches/ perches

Aggregate paths (formation and binding or running surface)

Sealed paths (formation and binding layer)

Soft estate including some trees, un-made path surfaces and path margins requiring vegetation control.

There are other elements of the asset that have not, as yet, been accurately recorded such as drainage systems and retaining walls. They are not commonplace items on the network but could carry a disproportionate financial risk should they fail. Clearly the establishment of a rolling systematic network survey would allow such items to be picked up over time and assumptions about their performance developed.

Asset Growth

The PRow asset is not static. It continues to grow. This is for a number of reasons:

Route Creation –

The development of new housing, the construction of associated infrastructure sees new highways (including PRow) created and adopted by the Highway Authority.

A small number of new rights of way are created or existing PRow upgraded to a higher status each year in line with the delivery of the County Council's objectives, articulated in the Rights of Way Improvement Plan.

The England Coast Path will be a continuous walking trail around the coast of England. Approximately 25% of the route in Kent (110 km – will be new provision)

Diversion Orders –

Public Rights of Way may be diverted by order, either in the landowner of public interest. This can result in a greater length of path or an increase in assets.

Definitive Map Modification Orders

Orders are frequently made to amend the Definitive Map and Statement on the basis that existing highways that should be recorded had been omitted or that new rights have been established through use. A proportion of those routes added on the basis of prior omission may be maintainable along with any associated infrastructure. Those added on the basis of use are generally not maintainable.

Route improvement

It may be necessary to improve some routes beyond simple maintenance and repair in order to meet the needs of modern traffic in response, for instance, to an increase in the local population.

The impact of continued growth of the asset is an increased budget requirement, identified through the MTFP process.

Asset standards and management practices

The PROWAS developed design standards for application across the PROW network (Appendix 2). The design standards principally provide dimensional detail for construction and access/ manoeuvring room for users in the vicinity of structures. They do not supply information about the materials to be used or suppliers of materials. The standards should, however, be read in conjunction with the British Standards 5709:2006 and 5709:2018 that do set down engineering standards for some asset components.

The picture is further complicated in respect of the PROW network in that for some elements of the asset there is a joint liability, and the level of that liability may vary between the parties, reflecting policy or historic agreement. This is particularly true of stiles and gates that exist for the purposes of land management. KCC liability may vary from a statutory minimum of 25% to a discretionary maximum of 100%. The County Council's policy of least restrictive access supports a greater contribution in the case of pedestrian and equestrian gates but is set at the minimum 25% contribution for stiles.

Most of the maintenance work on the network is undertaken by contractors operating under small engineering work contracts. This enables labour costs to be relatively accurately determined when calculating the modern replacement equivalent cost of assets. What is not factored in, but is a significant burden, is the cost in staff time in arranging maintenance. This is generally greater than for assets wholly owned by the County Council where there are fewer management or access constraints.

Option development and appraisal.

The principal drivers for option appraisal are:

- the availability of new materials – for instance structural polymers and recycled plastics and glass,
- fluctuations in the cost and availability of materials,
- the need to deliver efficiency savings, and
- amendments to policy such as adopting a policy of least restrictive access.

New materials or designs are evaluated on the basis of the expected performance indicated by manufacturer's warranty or guarantee, modern replacement equivalent cost and then through field trial and longer-term monitoring.

Programme development and scheme prioritisation.

Central to the establishment of work programmes is the identification of failed or failing assets as captured in CAMS, the identification of potential improvements to the network reflecting the Rights of Way Improvement Plan and the availability of funding or the potential to secure funding.

Potential schemes are prioritised using the Intelligent Investment Tool. This is a simple cost benefit analysis tool developed by the Service. It seeks to identify those schemes most closely aligned to meeting the County Council's statutory obligations and policies and that best manage risk. Asset management considerations are built into the tool as are other practical considerations around site constraints and vulnerability of the asset to severe weather events.

The tool has been found to be robust by Amey in assessing the business case for Local Enterprise Partnership schemes.

Asset Management Calculations

Asset Number: The number of an asset type is taken as being that recorded in CAMS.

Modern Replacement Equivalent (MRE) Cost: MRE is based on the current cost to the Service of replacing assets with their modern equivalent, including labour.

Asset value: Asset value is based on the sum of the modern replacement equivalent cost of all asset types, adjusted to reflect the County Council's liability in the case of shared assets.

Lifespan/ Performance: Asset lifespan reflects either the expected performance based on manufactures guidance, warranty/ guarantee (where no field performance or long- term performance information is available) or the measured performance in field where this information has been gathered.

Budget requirement: This reflects the annual revenue and capital expenditure required to keep the asset in a safe condition and to maximise lifespan and to replace the asset at the optimum time. The figures reflect a steady state scenario where investment is assumed to have been at appropriate levels consistently for many years and there are therefore no structural peaks in demand. (e.g. had all kit bridges been constructed in the same year the majority would require replacement in and around the same time creating an increased budget demand at that time).

Depreciation; Depreciation in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) code is taken as being a straight line.

Deterioration: The deterioration assumptions are based upon the expected performance of the asset over the lifespan of the asset. The deterioration curves for the asset are amended based on realised performance on the network as opposed to what may be expected in ideal conditions. The assumptions on which deterioration has been plotted require considerable refinement.

Steady state: The figure required to maintain the network in its current condition. Were the network in a condition that meets the County Council's statutory obligations in full, it would maintain the asset at that level and

ensure that assets were maintained or replaced in a timely manner in line with asset management principles.

Performance gap: This is the investment required to bring the asset to a point where it is in good order and the County Council's statutory obligations are met in full. The figure is calculated from the number of assets reported as being out of repair in the last calendar year and existing backlog of programmed works.

Statutory minimum: The minimum level of service that fulfils our statutory duties. In the case of the PRow asset this also reflects the minimum level of service to fully meet the County Councils statutory obligations assuming that the asset is in optimum condition.

Condition definition:

Condition is defined as:

Optimum – Assets are replaced or repaired before failure, having realised the expected, or greater than expected asset life. There has been a consistent level of investment and there are no structural peaks or troughs in the investment required. The number of an asset reported as out of repair reflects accidental/deliberate damage as opposed to the deterioration of the asset.

Acceptable – The % of the asset surveyed or reported as being out of repair each year is less than the number of asset type divided by the expected lifespan. Individual assets may however be in an unacceptable or failed condition. The statutory minimum level of service is being met.

Poor – The % of the asset surveyed or reported as out of repair is greater than the number of asset divided by the expected lifespan. Closures may be required to ensure public safety.

Current performance by asset type:

Table 1 (below) provides the number of an asset, the expected lifespan of the asset and the expected replacement rate of the asset at a steady state. In ideal circumstances replacement would occur at the end of the serviceable life rather than at the point of failure.

Table 1

Asset type	Quantity	Expected performance - life span years	Replacement rate (if expected lifespan is achieved – steady state)	2018 % of reported as out of condition	2018 % of asset replaced
Stiles	7851	10	10%	2.65%	0.06%
Pedestrian gates	2099	35	2.86%	2.14%	4.95%
Kissing gates	3531	35	2.86%	1.67%	1.95%
Bridle gates	433	35	2.86%	1.39%	1.39%
Field gates	2313	20	5%	0.73%	0.35%
Structured gaps and barriers	1216	30	3.33%	3.29%	4.77%
Fingerposts	14476	20	5%	3.28%	2.25%
Waymark posts	2855	15	6.66%	0	0
Benches	28	25	4%	0	0
Sleeper bridges	1433	18	5.56%	4.12%	3.07%
Kit bridges	1034	30	3.33%	6.19%	3.67%
Bridges of other constructions	563	40			
Aggregate paths	411920m	40	4%		
Sealed paths	735202m	60	1.66%		
Soft estate	1758800m	N/A	N/A	5.57% (98Km)	N/A

The detailed picture in respect of each asset type is set out at appendix one along with detailed notes relating to policy and standards.

The general picture in respect of the high volume, low value assets such as gates and fingerposts is of an asset that is in an acceptable condition with asset replacement rates exceeding the reported failure rates in most cases. Low levels of replacement generally reflect policy decisions, for example in the case of stiles these are often replaced by more accessible structures or as a result of landowners undertaking work without seeking contribution from the County Council.

The key areas of underperformance relate to path surfaces: aggregate and sealed surfaced paths, the soft estate, and more complex structures where there is often a high cost along with shared liability.

Table 2 (below) sets out the current condition of each asset group, the direction of travel at current levels of funding and the estimated performance gap where a gap exists.

Table 2

Asset type	Condition	Direction of travel	Performance Gap
	Optimum. Acceptable Poor	Improving Steady state Declining	
Stiles	Acceptable	Declining	£17145
Pedestrian gates	Optimum	Improving	£2235
Kissing gates	Optimum	Steady state	£9425
Bridle gates	Acceptable	Steady state	£2838
Field gates	Acceptable	Steady state	£10,368
Structured gaps and barriers	Acceptable	Steady state	£4160
Fingerposts	Acceptable	Steady state	£7926
Waymark posts	Acceptable	Steady state	£800
Benches	Optimum	Steady state	£0
Sleeper bridges	Acceptable	Declining	£1980
Kit bridges	Acceptable	Declining	£38475
Bridges of other constructions	Acceptable	Steady state	£297000

Aggregate paths	Poor	Declining	£528918
Sealed paths	Acceptable	Declining	£1360000
Soft estate	Poor	Steady state	£145000*

*represents an additional 729880m of vegetation clearance at an initial cost of 20p per linear metre.

Excluded from the table above are unmade paths that require repair or improvement to meet the needs of the ordinary traffic of the area at all times of year.

Value £2200963

Investment

Table 3 below shows the approximate spend by asset group at the current budget level, the level of spend required to maintain a steady state, funding to the investment required to maintain the asset at a steady state (ie its current level of performance).

Asset Group	Investment values		
	Current	Steady state:	Investment required to close achieve a steady state
Furniture (stiles gates, fingerposts barriers)	£228K	£184K	£0
Bridge asset	£300K	£302K	£2K
Surfacing	£282K	£1780K	£1498K

Closing the Performance Gap.

The closure of the performance gap is not simply a case of increasing investment; “throwing money at it”. Increased investment is clearly part of the solution but increased expenditure on the network requires greater resource in terms of staff to enable delivery – with some elements of the asset such as gates, stiles and kit bridges this can be particularly time intensive. This time is not factored into the MRE. It also should be considered that a sharp peak in investment, as was seen in the early 1990’s, in terms of stiles and kit bridges, will result in that part of the asset reaching obsolescence at around the same time and causing a high demand for investment or the performance gap to grow rapidly. Eg There are 1034 timber kit bridges the majority of which were installed using Parish Paths Programme/ Partnership funding between 1990 and 2000. While the majority of those bridges are currently sound, given their expected lifespan of 30 years, they will start to reach obsolescence in 2020.

Improved design and the use of durable materials have the potential to reduce maintenance cost, MRE cost or the whole life cost of the asset. All have the potential to close the performance gap or at least to arrest the decline of some assets. Management decisions are taken with a view to reducing long term expenditure and closing the performance gap in a sustainable way. The availability of new materials, particularly composites, recycled plastic and glass products all have the potential to improve lifespan and reduce financial demands.

In terms of existing policy, the reduction in the number of stiles and their replacement with more durable furniture such as pedestrian gates and kissing gates not only

results in a more accessible network to the benefit of the public but also over time will close the performance gap. The removal of stiles without replacement helps reduce the size of the asset and also helps close the gap. We are starting to see this in terms of reduced levels of reports from the public in respect to this element of the asset.

Some elements of the asset, particularly pedestrian gates and fingerposts exist in large numbers but are relatively low cost. Much can be done to close the performance gap by simply targeting expenditure. The position in terms of fingerposts is the more difficult to improve as there is a high rate of attrition as a result of deliberate and accidental damage in the early years.

External funding is sought where the opportunity arises to improve the network. This may be to support growth, such as through the SE Local Enterprise Partnership, or to address future demand and pressure relating to development where developer contributions are sought. There is the opportunity through external funding to bring existing assets up to standard and to “restart the clock”.

Underinvestment in surfaced paths (aggregate and sealed) is slow to manifest and far harder to resolve without significant investment. On the positive side increased expenditure on interventions to extend the life of sealed paths may slow decline, the growth of the performance gap and maintain a safe condition; although this fails to address the underlying decline in the asset other than in the short/ medium term. Underinvestment in this element of the PRow asset is least likely to prevent use of the network or significantly increase safety risk although routes may become unpleasant to use particularly during the winter months.

Investment in revenue work programmes such as brick-work pointing, painting metal-work and anti-scour work, particularly for longer life assets such as bridges have the potential to significantly increase asset life and reduce the performance gap in the longer term.

Underinvestment in the soft estate can be most easily recovered at least initially. The recovery cost grows rapidly at year 3 as heavier more powerful, often more labour intensive, equipment is required. Additionally, the requirement in respect of cost has always been based on having programmes of regular maintenance achieving economies of scale and maximum efficiency. The risk in terms of annual/seasonal variations in growth and their impact on costs have been borne equally by contractors and the County Council. In the absence of regular clearance, risk, and therefore cost, is transferred to the County Council. A reduction in clearance, while more readily recovered from given investment, more rapidly manifests itself as tracts of the network become unusable. The potential to adopt more ecologically beneficial cutting regimes will be trialled. For example, the removal of cut material may result in a reduction in soil fertility, greater biodiversity and a reduction in the long-term cutting frequency. However, this would have to be balanced against greater cost associated with the collection and disposal of cut material.

Risk Management.

There are several obvious factors relating to the management of risk that should and, through the use of the Intelligent Investment Tool, do inform investment decisions. They are also factors common to risk assessment:

The nature of the hazard: in this case a failed asset. Some types of asset are inherently more hazardous than others even when in good condition, for instance stiles as opposed to a pedestrian gate.

Likelihood: What is the probability of an asset failing and an injury occurring if it does? For example a stile is more likely to fail when under load, i.e. when in use and therefore asset failure is more likely to result in injury than, for instance, an aggregate path that will fail over an extended period, to a degree irrespective of use and is likely to remain passable. Likelihood also increases with use, although given that those sections of the network most used are likely to be best maintained, given the priority accorded to them, the risk is somewhat mitigated.

Impact: Should the asset fail what is the most likely outcome? For instance, should a pedestrian gate fail when in use the most probable outcome is that it simply drops on its hinges, is difficult to operate and causes no injury. If a stile were to collapse when in use injury would be more likely to occur. If a bridge were to collapse when in use the potential outcome is clearly more serious.

Risk assessment in the event of failure – by asset type

On the basis of the factors identified above the PRow asset has been risk assessed by asset type.

		Impact				
		1	2	3	4	5
Likelihood	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

Asset Type	Likelihood	Impact	Risk assessment
Stiles	4	3	12
Kissing gates	2	2	4
Pedestrian gates	2	2	4
Equestrian gates	3	3	9
Field gates	3	3	9
Barriers	2	2	4
Fingerposts	3	1	3
Fingerposts NDW	3	1	3
Sleeper bridges	3	3	9
Kit bridges	2	3	6
Bridges	3	4	12
Sealed paths	3	3	9
Aggregate paths	3	2	6
Soft estate	3	2	6

Service provision & Network Prioritisation

The level of service provision has a direct impact on the management of assets and therefore the extent to which risk can be mitigated.

The asset management plan also assists in applying this model as those elements of the asset identified as carrying most risk can be targeted for investment at the expense of elements with lower associated risk. Or, where it is not possible to invest sufficiently to maintain the asset in an optimum condition and at a steady state appropriate mitigation can be put in place to reduce the risk to an acceptable level.

Network prioritisation also assists in respect of managing risk. The PRoW network is prioritised on the following basis:

Network Priority Status A

- National Trails – North Downs Way – England Coast Path
- Paths used to access local amenities/ facilities (e.g. transport links, school, place of worship, tourist attraction, access land)
- Paths forming part of a continuous link around England’s coast.
- Multi- user routes with clear public benefit
- Paths used for daily leisure walking
- Paths identified by local communities as having significant potential to deliver benefit if improved.
- Paths promoted by Explore Kent.

Network Priority Status B

- Paths not classified as priority A
- Access Land and coastal access margin

Further, issues reported by the public or identified through inspection are prioritised dependent on the nature of the report. Our stated operational priorities are:

Priority level	Issue	Initial inspection response time (normal working days)
1	Public safety issues with a high potential to result in accident, injury, loss of life or damage to property	1 day
2	Matters with legal deadlines. Emergency network protection	5 days
3	Proactive asset management	n/a
4	Time constrained offences and new obstructions to the network.	n/a
5	Natural obstructions – e.g. vegetation.	n/a
6	Waymarking of promoted paths. Eg National Trails	n/a
7	Waymarking of non-promoted paths	n/a

8	Long-term obstructions	n/a
9	Access land including coastal access	n/a

In prioritising both the network and our response to reports in this way those issues posing the greatest risk to users and the County Council are prioritised. By further targeting repair and maintenance programmes, on the basis of the likelihood of schemes to deliver positive outcomes for the public and address the operational priorities, risk is further mitigated.

Service Standard and Risk Assessment

Public Rights of Way and Access – Service Standard Risk Assessment	
Asset Group : Public Rights of Way structures	
Service Scope	
<p><u>Service Provided</u></p> <p>6-12 yearly principal and specialist bridge inspections of 11 structures assessed as high risk to be high undertaken by suitably qualified staff</p> <p>2 yearly visual safety inspection by bridge inspectors of 200 higher risk structures. (KCC and privately owned)</p> <p>Ad-hoc inspections of low risk KCC structures by PRow staff with a target time frame of 2 years.</p> <p>Reactive inspections of structures following reports</p> <p>Programme of bridge repair and replacement identified through reports and inspection.</p> <p>A work bank of surfacing schemes is maintained and prioritised to establish future work programmes.</p> <p>Temporary works to close or make structures safe pending repair or replacement.</p>	<p><u>Service Not Provided</u></p> <p>6-12 yearly principal inspections of any structures other than those assessed as high risk.</p> <p>2 yearly visual safety inspections of all PROW structures</p> <p>Cyclical programmes of general and preventative maintenance</p> <p>A planned approach to the management and improvement of substandard structures in private control.</p>

Service Standard Risk Assessment: Public Rights of Way structures

Defect type: Deterioration or failure of a KCC owned structure

Means of assessment: Visual inspection and specialist inspection.

		Impact				
		1	2	3	4	5
Likelihood	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

Potential risks:

Reduced highway safety as a result of asset condition
Prolonged inconvenience to public users as a result of closure (traffic).

Economic impact on businesses reliant on visitors using the structure for access.

Accelerating deterioration of the asset

Compulsion to act by the courts.

Risks rated as "high" will be deemed to have exceeded tolerance levels and will be subject to escalation to the divisional management team for review and action.

The target residual rating for a risk is expected to be medium or lower – The KCC Risk Management Policy and Strategy (2018-21)

Scenario : Structural defect requiring route closure

	Initial risk				Mitigation	Residual Risk			
	Safety	Traffic	Economic	Deterioration		Safety	Traffic	Economic	Deterioration
Priority A	9	12	9	12	Identified repairs to be added to the work programme with a high priority. Removal of structure on a temporary basis Route closure with the provision of an alternative where feasible.	1	9	6	9
Priority B	9	9	3	12		1	6	3	9

Scenario : Non- structural defect shortening asset life

	Initial risk				Mitigation	Residual Risk			
	Safety	Traffic	Economic	Deterioration		Safety	Traffic	Economic	Deterioration
Priority A	3	3	3	16	Identified repairs to be added to the work programme with a high priority. Removal of structure on a temporary basis Route closure with the provision of an alternative where feasible.	1	9	6	9
Priority B	3	3	3	16		1	6	3	9

Public Rights of Way and Access – Service Standard Risk Assessment

Asset Group : Public Rights of Way furniture (Stiles , gates, fingerposts, waymark posts, barriers)

Service Scope

Service Provided

Ad-hoc inspection by PRow Officers and volunteer Countryside Access Wardens.

Reactive inspection in response to public reports. Reports are prioritised and allocated as and when resource is available.

Programmes of repair and replacement as identified from ad-hoc inspections and public reports.

Targeted inspection and work programmes in respect of specific promoted routes or where intervention has been identified as beneficial for asset management purposes.

Temporary works to remove or make safe furniture.

Service Not Provided

Programmed asset condition and safety inspection

Cyclical programmes of general and preventative maintenance

A planned approach to the management and improvement of substandard furniture in KCC or private control.

Service Standard Risk Assessment: Public Rights of Way structures

Defect type: Deterioration or failure of KCC owned furniture or furniture with joint liability

Means of assessment: Visual inspection.

		Impact				
		1	2	3	4	5
Likelihood	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

Potential risks:

Reduced highway safety as a result of asset condition
Prolonged inconvenience to public users as a result of closure (traffic).

Economic impact on businesses reliant on visitors using the structure for access.

Accelerating deterioration of the asset

Compulsion to act by the courts.

Risks rated as "high" will be deemed to have exceeded tolerance levels and will be subject to escalation to the divisional management team for review and action.

The target residual rating for a risk is expected to be medium or lower – The KCC Risk Management Policy and Strategy (2018-21)

Scenario : Stile defect requiring removal or replacement

	Initial risk				Mitigation	Residual Risk			
	Safety	Traffic	Economic	Deterioration		Safety	Traffic	Economic	Deterioration
Priority A	12	12	9	12	Removal of structure where unsafe. Priority repair, removal or replacement on well used routes. Replacement with a gap or gate- where agreed.	3	3	1	4
Priority B	9	12	3	12		3	3	1	4

Scenario : Furniture defect shortening asset life

	Initial risk				Mitigation	Residual Risk			
	Safety	Traffic	Economic	Deterioration		Safety	Traffic	Economic	Deterioration
Priority A	6	3	3	16	Identified repairs to be added to the work programme with a high priority. Removal of structure on a temporary basis Route closure with the provision of an alternative where feasible.	1	3	3	4
Priority B	4	3	3	16		1	6	3	4

Public Rights of Way and Access – Service Standard Risk Assessment

Asset Group : Public Rights of Way surfacing

Service Scope

Service Provided

Ad-hoc inspection by PRow Officers and volunteer Countryside Access Wardens

Reactive inspection in response to public reports.

Programmes of reactive repair as identified from ad-hoc inspections and public reports.

A work bank of surfacing schemes is maintained and prioritised to establish future work programmes.

Temporary closure of PRow to ensure public safety pending repair.

Service Not Provided

Programmed asset condition and safety inspection.

Cyclical programmes of general and preventative maintenance

Service Standard Risk Assessment: Public Rights of Way surfacing

Defect type: Surface deterioration, weakening of construction layers and reducing bearing capacity

Means of assessment: Visual inspection.

		Impact				
		1	2	3	4	5
Likelihood	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

Potential risks:

Reduced highway safety as a result of asset condition
Prolonged inconvenience to public users as a result of closure (traffic).

Economic impact on businesses reliant on visitors using the highway for access.

Accelerating deterioration of the asset

Compulsion to act by the courts.

Risks rated as "high" will be deemed to have exceeded tolerance levels and will be subject to escalation to the divisional management team for review and action.

The target residual rating for a risk is expected to be medium or lower – The KCC Risk Management Policy and Strategy (2018-21)

Scenario : Deterioration preventing year round use

	Initial risk				Mitigation	Residual Risk			
	Safety	Traffic	Economic	Deterioration		Safety	Traffic	Economic	Deterioration
Priority A	12	16	12	12	Identified repairs to be added to the work programme. Prioritisation of repair using IIT Route closure with the provision of an alternative where feasible. Seasonal prohibition.	1	9	12	6
Priority B	9	12	4	12		1	6	3	6

Public Rights of Way and Access – Service Standard Risk Assessment

Asset Group : Public Rights of Way soft estate

Service Scope

Service Provided

Ad-hoc inspection by PRow Officers and volunteer Countryside Access Wardens

Reactive inspection in response to public reports.

Reactive inspection of highway trees and trees within falling distance of the highway in response to public reports.

Programmed clearance of 674400m of PRow annually by contractor. Most routes included in the clearance schedules are subject to 2 x cuts.

Additional reactive clearance by contractor on instruction.

Programmed clearance of heavier overgrowth identified from inspection and reports. This is undertaken during the winter months.

Ad-hoc vegetation clearance undertaken by volunteer Countryside Access Wardens and volunteer groups.

Felling of dying, diseased and damaged trees. (Either by KCC or the landowner following notice)

Service Not Provided

Ongoing programmed inspection of the network to identify those routes that require clearance.

Programmed clearance of all of the soft estate that would benefit from clearance to maintain year-round access.

A greater frequency of clearance cuts to maintain year-round access. 3 cuts April – September would maintain access.

Removal of arisings where vegetation is cleared.

Service Standard Risk Assessment: Public Rights of Way soft estate

Defect type: Overgrowth of PRow.

Means of assessment: Visual inspection

		Impact				
		1	2	3	4	5
Likelihood	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

Potential risks:

Reduced highway safety as a result of asset condition-slips, trips, cuts and stings.

Prolonged inconvenience to public users as a result of obstruction

Economic impact on businesses reliant on visitors using the structure for access.

Increase in the cost of restoring access where vegetation clearance is absent. (Recovery)

Risks rated as "high" will be deemed to have exceeded tolerance levels and will be subject to escalation to the divisional management team for review and action.

The target residual rating for a risk is expected to be medium or lower – The KCC Risk Management Policy and Strategy (2018-21)

Scenario : Route not subject to cutting before June 30th

	Initial risk				Mitigation	Residual Risk			
	Safety	Traffic	Economic	Recovery		Safety	Traffic	Economic	Recovery
Priority A	6	12	9	12	Programmed clearance. Additional clearance in response to reports. Winter clearance of heavy overgrowth	4	4	4	6
Priority B	8	16	3	12		4	4	3	6

Service Standard Risk Assessment: Public Rights of Way soft estate

Defect type: Diseased, dying and dangerous trees

Means of assessment: Visual inspection, specialist inspection

		Impact				
		1	2	3	4	5
Likelihood	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

Potential risks:

Safety risk to users of the highway from tree fall / falling branches.

Inconvenience to public users as a result of obstruction
Impact / damage to adjacent properties

Risks rated as "high" will be deemed to have exceeded tolerance levels and will be subject to escalation to the divisional management team for review and action.

The target residual rating for a risk is expected to be medium or lower – The KCC Risk Management Policy and Strategy (2018-21)

Scenario : Diseased ash tree within falling distance of the highway

	Initial risk			Mitigation	Residual Risk		
	Safety	Traffic	Adjacent property		Safety	Traffic	Adjacent property
Priority A	5	12	12	Trees reported as being disease, dying or dangerous are subject to a visual safety inspection by PRow staff or specialist inspection where there is any doubt as to tree health or the impact of failure is significant. Timely action to address issue.	3	6	6
Priority B	3	8	12		3	3	6

Risks to the authority

Two broad principal risks are identified to the authority relating to the carrying out of the maintenance function on PROW.

Non-feasance: A failure on the part of the authority to carry out its legal duties in terms of managing the maintenance of the PROW network in line with its statutory obligations.

Mis-feasance: A failure on the part of the authority to execute works to the appropriate standard.

Further subsidiary risks clearly exist:

Compulsion to act: Under the provisions set out in the Highways Act 1980, section 56, the County Council may be compelled to act to maintain a highway. Given the nature of the PROWAS user base this is seen as a likely risk as a number of user groups are familiar with the provisions, have the appropriate legal support to pursue an action and have done so in the past.

Third party injury claims. The number of claims is relatively low. In the period May 2016 to December 2018, 18 third party injury claims were received in respect of PROW. Of these 7 claims were settled at a cost of £45000. Accidents can and do occur on the network and the absence of a regular programmed regime of inspection impairs the prospects of third party claims being successfully defended.

Corporate manslaughter. "The Corporate mind" is exposed to greater risk in terms of Corporate Manslaughter dependent on where investment is reduced. This is a challenge in terms of the spreading of budget savings. It is incumbent on the PROWAS to identify those elements of maintenance expenditure critical to keeping the network safe within the strictures of the finance made available and the potential implications of savings required. Ultimately it is always possible to close PROW on a temporary basis to safeguard the public so this is not a risk that should arise.

Failure to secure benefit from the asset. The network delivers benefit in terms of health, wellbeing, travel and the rural economy. Closure as a result of asset failure, for instance MU59 the Weald Way at Tonbridge' deprives the public of use and the local economy of the value associated with that use. In the case of MU59 there are an estimated 55000 visits annually (Exeter University -Outdoor Recreation Valuation Tool).

Clearly much can be done to manage risk, the Asset Management Plan being just one element. Budget pressures clearly have an adverse impact on the management of the asset and expose the authority to further risk. What is important is that the authority continues to make informed decisions relating to the management of the PROW asset that are robust, stand up to scrutiny and manage the risks appropriately.

Appendix 1

Asset by type, detailed notes:

Stiles

Policy considerations and notes.

- KCC has a policy of least restrictive access.
- Where possible as stiles fall out of repair their removal is negotiated.
- Where required for stock control replacement with a gate or kissing gate will be negotiated. Landowners can refuse to have a more accessible structure.
- KCC will not authorise new stiles on the PROW network.
- Where stiles are to be retained only 25 % of the repair- replacement cost will be met. This is provided in the form of materials.

Design standard and general notes

PROWAS design standard. Where it can be achieved British Standard 5709:2018 is applied

Currently stile kits are provided conforming to the British Standard 5709:2006. Pressure treated softwood kits are provided. This has been the case since around 2002. There are now issues around durability of the materials as the preservative treatments are more strictly regulated. This significantly reduces the lifespan of those elements of the stile in contact with the ground.

A significant proportion of the historic stile stock was constructed using sweet chestnut. This is a durable hardwood and readily available. It is however heavy and difficult to transport in larger diameters. Additionally, it was largely rejected for stile use as it tended to split along the xylem, when in the round, resulting in high wastage. There was also a significant tendency for steps to fail as nails worked loose when the step supports split.

Performance

The position of the stile asset performance is based upon the picture provided through reports recorded in CAMs for the last year. In 2018: 208 reported as out of repair (2.65%) stiles were reported as being out of repair during that

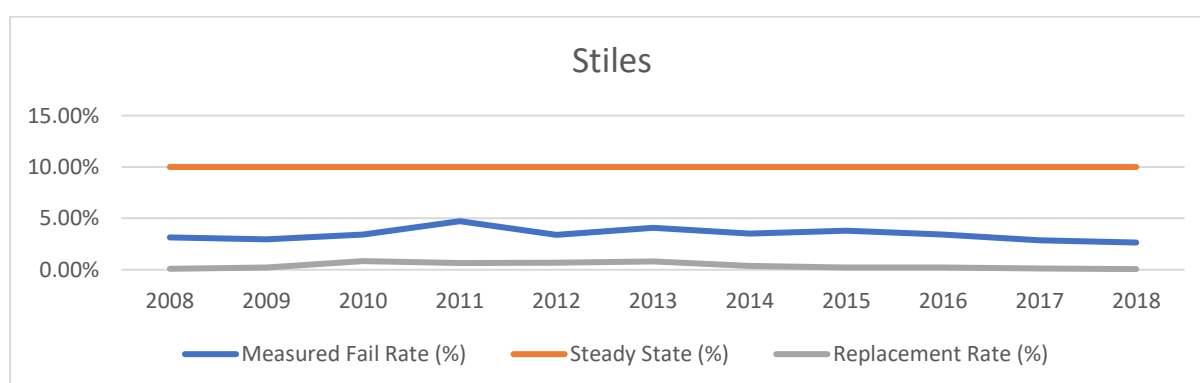
period. This compares with the position on completion of the 2007 survey. At that point 22% of the stile asset was considered out of repair.

The optimum position given a lifespan of 10 years is that 10% of the asset is replaced on an annual basis (steady state).

The figures for stile condition and performance require further interpretation as in pursuing a policy of least restrictive access many stiles are removed or replaced with more accessible structures. It is also the case that many stiles do not meet the British Standard, or our own design standards, but perform adequately. Therefore, this element of the asset is assessed as being acceptable. Reported levels of failure are below the expected levels.

The optimum intervention point reflects the point at which the asset is still safe and functioning to the required standard. In ideal circumstances the replacement and maintenance interventions would take place before the asset fails.

Stiles	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measure Fail Rate (No.)	7851	321	277	299	269	225	208
Measured Fail Rate (%)		4.09%	3.53%	3.81%	3.43%	2.87%	2.65%
Steady State (%)		10%	10%	10%	10%	10%	10%
Replacement Rate (No.)		64	30	17	16	10	5
Replacement Rate (%)		0.82%	0.38%	0.22%	0.20%	0.13%	0.06%



Assumptions

Asset Type	Number 2018	Lifespan (years)	Modern replacement equivalent cost	Current condition
Stiles	7851	10	£135	Acceptable*

Kissing gates

Policy considerations and notes

KCC has a policy of least restrictive access.

A significant proportion of those stiles being replaced, with the agreement of landowners, are being replaced with kissing gates as they are considered to provide greater security for livestock than pedestrian gates.

To secure improved access to the PROW network the County Council is meeting a greater proportion of the cost of gates and kissing gates – approximately 60%.

The improvement of accessibility to the network is seen as an incremental process and furniture design reflects this. The metal kissing gates provided are therefore of a design that allows for the subsequent removal of the gate compound with the agreement of the landowner.

Design standard and general notes

PROWAS design standard. British Standard 5709:2006 and BS5709:2018 where this can be achieved.

A range of kissing gates are used on the network.

To meet the British Standard it must be possible to pass a 1 metre cylinder through the gate.

Conforming designs (BS5709:2006) :

Woodstock medium and large mobility gates

Parkland range

Oxford (timber) large and medium

Designs may be employed that do not meet the British Standard but wherever possible the gate element of the design should be a minimum of 1.2 metres in width.

The use of galvanised metal gates in a rural context and particularly within the Kent Downs AONB has been questioned. It is considered that they are visually intrusive and have an adverse impact on visual amenity. Black painted and black powder coated gates have been used in the past; black is considered to visually regress in the environment. The substantial additional cost of powder coated / painted gates, at £60K per annum (based on 2008 prices and numbers of gates), has ruled out their use. There is no evidence of this aesthetic measure increasing asset life.

The number of kissing gates on the network is the number taken from CAMS.
2018 = 3531

The cost of a kissing gate is based on the provision of a galvanised steel kissing gate meeting BS 5709:2006 (Centrewire - Woodstock Medium accessibility gate).

A life span of 35 years is anticipated

Performance

The position of the kissing gate asset reflects the fact that the majority of kissing gates on the network have been installed since 2005 and therefore the majority of this asset is in good condition and early in its anticipated lifespan. Continued investment in pedestrian gates and kissing gates over a 30-35 year period should see the performance gap narrow as stiles are replaced with an asset with a longer effective lifespan. The performance gap will stop closing at year 35 as the kissing gate asset starts to require replacement.

The minimum requirement, given a lifespan of 35 years is to replace 2.8% of the asset on an annual basis (steady state).

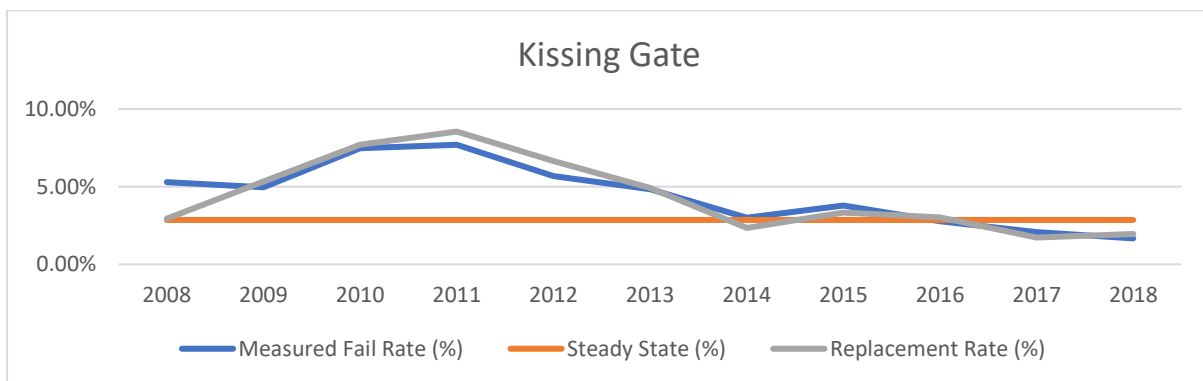
The optimum intervention point reflects the point at which the asset is still safe and functioning to the required standard. In ideal circumstances the replacement and maintenance interventions would take place before the asset fails.

2018 – there were 3531 kissing gates.

1.67% reported as out of repair or damaged. More detailed analysis of the reports indicates that those out of repair were overwhelmingly subject to accidental or deliberate damage.

The current replacement rate is lower than that expected to maintain the asset in a steady state reflecting a largely youthful asset. Replacement rate is greater than the fail rate reflecting the replacement of stiles with more accessible structures.

Kissing Gates	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured fail rate (No.)	3531	171	106	134	98	73	59
Measured Fail Rate (%)		4.84%	3.00%	3.79%	2.78%	2.07%	1.67%
Steady State (%)		2.86%	2.86%	2.86%	2.86%	2.86%	2.86%
Replacement Rate (No.)		174	83	118	107	61	69
Replacement Rate (%)		4.93%	2.35%	3.34%	3.03%	1.73%	1.95%



Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Kissing gate	3531	35	£325	Optimum

Pedestrian Gates

Policy considerations and notes

KCC has a policy of least restrictive access.

The most accessible and cost-efficient replacement for a stile (assuming complete removal of the limitation cannot be achieved) is a simple pedestrian gate. Landowners will often exercise their power of veto in respect of authorised stiles preferring to either retain a stile or accept the greater stock security offered by a kissing gate.

In respect to new structures for stock control the default position should be the provision of simple self-closing metal pedestrian gates (absolute minimum width between posts 1000mm).

To secure improvements to the accessibility of the PROW network the County Council is meeting a greater proportion of the cost of gates – approximately 70%. (the landowner contribution is £25 plus their own labour; estimated value £50)

Design standard and general notes

PROWAS design standard. British Standard 5709:2006

A range of pedestrian gates are used on the network. To meet the British Standard it must be possible to pass a 1 metre cylinder through the gate.

Conforming designs: Milton Keynes
Ashton Gate 1 & 2 way
Marlow
Parkland range

Designs may be employed that do not meet the British Standard but wherever possible the gate element of the design should be 1200mm in width.

As with kissing gates the use of galvanised metal gates in a rural context and particularly within the Kent Downs AONB has been questioned and ruled out for the same reasons as identified with kissing gates.

Performance

The position of the pedestrian gate asset reflects the fact that the majority of the pedestrian gates on the network have been installed since 2005 and therefore the majority of this asset is in good condition and early in its anticipated lifespan. Continued investment in pedestrian gates and kissing gates over a 30-35 year period should see the performance gap narrow as stiles are replaced with an asset with a longer effective lifespan.

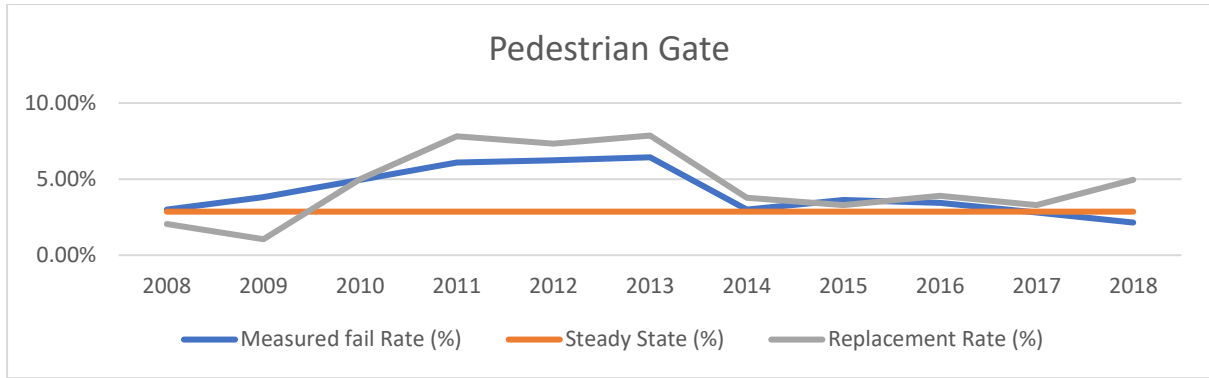
Early asset failure is most likely to occur due to theft or vehicle damage. In order to discourage theft hinges are reversed and washers or nuts welded to the hinges to prevent removal.

The minimum requirement, given a lifespan of 35 years is to replace 2.8% of the asset on an annual basis (steady state).

The optimum intervention point reflects the point at which the asset is still safe and functioning to the required standard. In ideal circumstances the replacement and maintenance interventions would take place before the asset fails.

2018 – there were 2099 pedestrian gates. 2.14 % were reported as being out of repair. The replacement rate was greater than the failure rate reflecting the replacement of stiles with more accessible structures and the policy of least restrictive access.

Pedestrian Gate	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured fail rate (No)	2099	135	63	76	72	59	45
Measured fail Rate (%)		6.43%	3.00%	3.62%	3.43%	2.81%	2.14%
Steady State (%)		2.86%	2.86%	2.86%	2.86%	2.86%	2.86%
Replacement Rate (No.)		165	79	69	82	69	104
Replacement Rate (%)		7.86%	3.76%	3.29%	3.91%	3.29%	4.95%



Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Pedestrian Gate**	2099	35	150	Optimum

** Includes 2 in 1 gate (a field gate with an integral pedestrian gate)

Equestrian Gates

Policy considerations and notes

In respect to new structures for stock control the default position should be the provision of simple self-closing metal equestrian gate (minimum width between posts 1524mm).

To secure improvements to the accessibility of the PROW network the County Council is meeting a greater proportion of the cost of gates – approximately 70%.

Design standard and general notes

PROWAS design standard. British Standard 5709:2006 & 5709:2018

Gates can present a significant barrier to equestrian users. Where it is necessary to authorise a gate for the purposes of stock control care needs to be taken in siting them to ensure sufficient manoeuvring space particularly giving access to latches.

There has been a good deal of discussion with equestrian users about the most suitable design of self-closing gates and latches. This has been subject to research by Natural England and the British Horse Society in 2015 the results from which were published in 2016. The report concluded that:

- A 2 way opening – non-self-closing gate was safest and that in the event a self-closing gate was necessary for stock control purposes that:
 - The gate should be two way opening.
 - A force of no more than 18 Newtons is required to open a gate
 - The closing time is 8 seconds (or more)
 - There is a push plate at the height of a mobility vehicle front bumper or foot rest
 - The handle is angled towards the slam post
 - There is a d shape latch
 - A stock proof handle where cattle are present
 - Minimum width 1.7 metres.

Manoeuvring room is critical to the ability of users to access and operate gates. The bridleway gate asset is often in good condition but the gates poorly sited.

Bridleways may be particularly suitable for cyclists and those with mobility problems so gate and latch design should reflect the wider user base.

As with kissing gates the use of galvanised metal gates in a rural context and particularly within the Kent Downs AONB has been questioned but painting or substituting with less durable materials has been ruled out for the same reasons as identified with kissing gates.

Performance

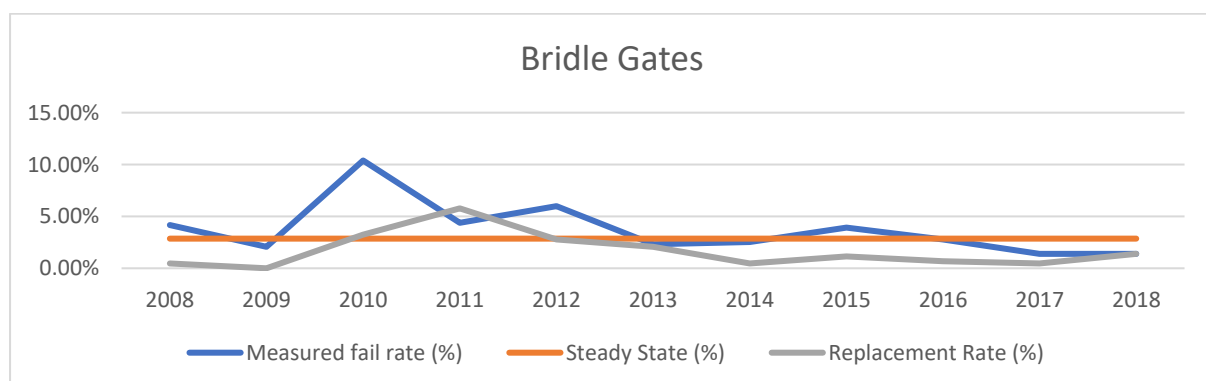
The position of the equestrian gate asset is based upon the picture on completion of the 2007 survey and the current picture from CAMS. In 2007 16% of the equestrian gate asset was considered out of repair.

The minimum requirement, given a lifespan of 35 years, is to replace 2.85% of the asset on an annual basis (steady state –steady state).

Targeted capital investment over the last three years has brought the asset performance back to an optimum level.

2018 – there were 441 equestrian gates. 1.39 % were reported as being out of repair. The replacement rate and failure rate were the same reflecting an asset in optimum condition and a steady state. However, the asset condition is not considered to be optimum as, while the gates are generally in a good condition, as poor siting, a lack manoeuvring room and latching mechanisms all hamper their ease of operation.

Bridle Gates	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured fail rate (No)	433	10	11	17	12	6	6
Measured fail rate (%)		2.31%	2.54%	3.93%	2.77%	1.39%	1.39%
Steady State (%)		2.86%	2.86%	2.86%	2.86%	2.86%	2.86%
Replacement Rate (No.)		9	2	5	3	2	6
Replacement Rate (%)		2.08%	0.46%	1.15%	0.69%	0.46%	1.39%



Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Bridle gates	441	35	£258	Acceptable*

*The level of failure of the asset is low but other factors apply.

Field Gates

Policy considerations and notes

Field gates are those gates that effectively exist for agricultural purposes, principally to enable livestock movements and the movement of large agricultural machinery. While accommodating agricultural use the gates also provide for use of the public right of way.

Where gates are lawful limitations on a footpath, bridleway or restricted byway a minimum of 25% of the maintenance costs of gates reasonably shown to have been incurred by the landowner may be reclaimed. Field gates are a part of the fabric of agricultural land holdings. A contribution from the County Council is generally not sought for the maintenance of gates for that reason. More accessible gates are provided through negotiation where appropriate. The minimum contribution at 25% is assumed.

In order to secure improvements to accessibility of the network KCC has provided gates of designs that facilitate easier public use or have provided easy to use latch mechanisms.

Design standard and general notes

PROWAS design standard. British Standard 5709:2006

Given the width of field gates there should be no issue with compliance with the British Standard. The accessibility of gate latches and the suitability of the PROW surface in gate areas are more likely to be limiting factors.

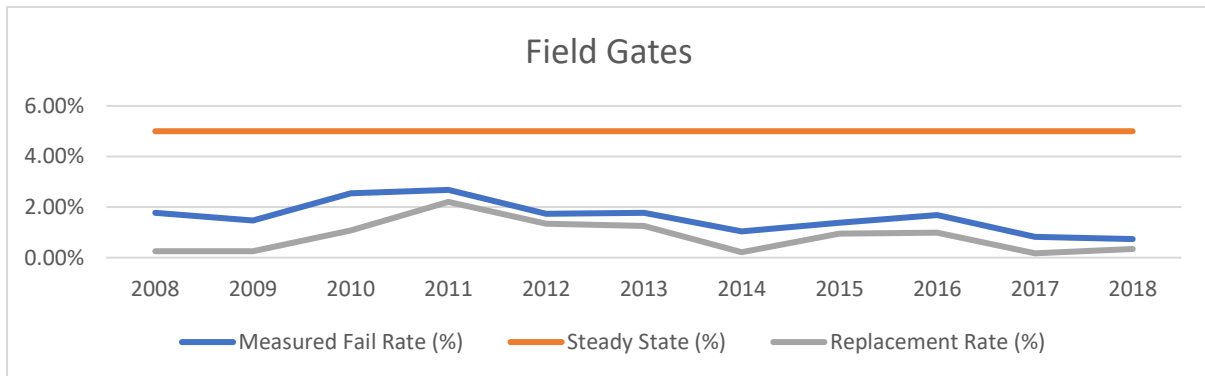
Performance

The position of the field gate asset is based upon the picture on completion of the 2007 survey and the current picture from CAMS. In 2007, 23.84 % of the field gate asset was considered to require attention or urgent attention.

The minimum requirement, given a lifespan of 20 years, is to replace 5% of the asset on an annual basis (steady state).

In 2018 – there were 2313 field gates. 0.73 % were reported as being out of repair. The replacement rate of 0.35% was lower than the failure rate. This is believed to reflect general practice where landowners replace field gates but do not seek a contribution from the County Council.

Field Gates	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured Fail Rate (No.)	2313	41	24	32	39	19	17
Measured Fail Rate (%)		1.77%	1.04%	1.38%	1.69%	0.82%	0.73%
Steady State (%)		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Replacement Rate (No.)		29	5	22	23	4	8
Replacement Rate (%)		1.25%	0.22%	0.95%	0.99%	0.17%	0.35%



Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Field gates	2313	20	£384	Acceptable

Structured gaps and barriers

Policy considerations and notes

Barriers may be installed:

- for the purposes of safeguarding the users of the highway: Highways Act 1980 section 66.
- where required to enforce a prohibition or restriction in consequence of a Traffic Regulation Order.

Works to improve the amenity of the highway or provide facilities may be carried out under sec 115A-D Highways Act 1980.

The cost of barriers is high and therefore use should be limited to situations where:

- there is a known or demonstrable issue such as nuisance vehicle use, and
- where there is a reasonable expectation of a successful outcome, i.e. the barrier can't simply be bypassed; or
- in support of and to enforce traffic regulation orders.

Design standard and general notes

PROWAS design standard. British Standard 5709:2006 & 5709:2018.

The installation of barriers, particularly to prevent vehicle use, potentially conflicts with the policy of least restrictive access. Equality Impact Assessments should be completed prior to installation.

Some forms of barrier, for instance lockable bollards, may be arranged to provide a minimum gap of 1000 -1200mm. Heavy duty vehicle barriers may not provide the same accessibility and bypasses or in extreme cases radar operated gates may be considered alongside the barriers.

Thought must be given to the likely vulnerability of some structures at remote sites and sites where there are high levels of criminal and antisocial activity.

The asset valuation placed against this item is relatively high as although in simple form a structured gap may have a low cost many sites have numbers of lockable bollards or higher value barriers

Performance

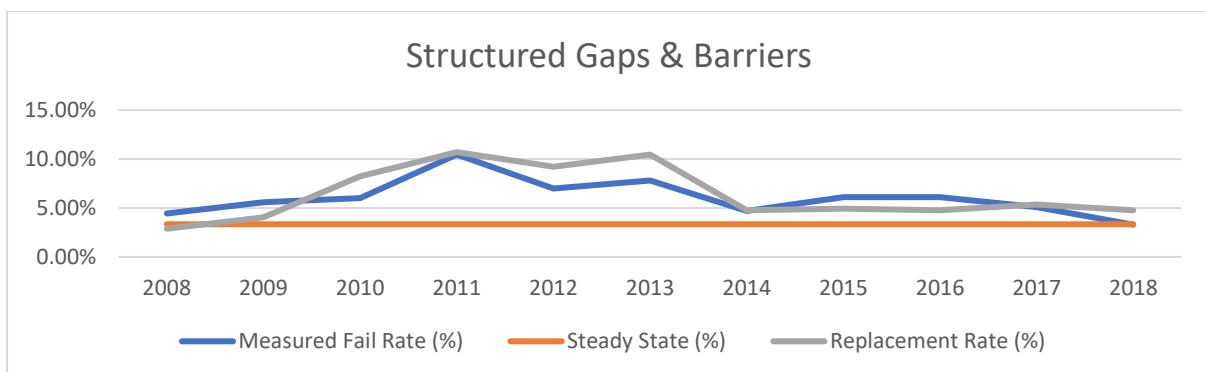
The position of the barrier asset is based upon the current picture from CAMS.

The minimum requirement given a lifespan of 30 years is to replace 3.3% of the asset on an annual basis (steady state).

High levels of repair are required where barriers are used to enforce restrictions to motor vehicles on BOATs. This is particularly the case in rural areas and in the absence of active policing or stewardship. Achieved performance reflects the high attrition rate.

2018 – there were 1216 structured gaps and barriers. 3.29 % were reported as being out of repair. The replacement rate of 4.77 % was greater than the failure rate. The asset condition is improving and the failure rate reflects a steady state and the expected level of performance.

Structured Gaps & Barriers	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured Fail Rate (No.)	1216	95	57	74	74	62	40
Measured Fail Rate (%)		7.81%	4.69%	6.09%	6.09%	5.10%	3.29%
Steady State (%)		3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Replacement Rate (No.)		127	58	60	58	65	58
Replacement Rate (%)		10.44%	4.77%	4.93%	4.77%	5.35%	4.77%



Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Gaps and barriers	1216	30	520	Optimum

Waymark Posts

Policy considerations and notes

Waymark posts are used to indicate path junctions and points of uncertainty to assist those unfamiliar with the location to navigate.

The County Council has a power to install waymarks (Countryside Act 1968 sec 27) in the highway or in land adjacent to the highway following consultation. Consultation should be carried out to ensure that posts are sited where they will not interfere with land management activities but can still be seen.

Restrictions on timber treatments have reduced the expected lifespan. Recycled plastics have delivered good performance and should be trialled along with recycled glass and composite posts.

Design standard and general notes

Waymarks arrows and discs are to be consistent with the Natural England guidance 2008.

The colours used are to be the following:

Footpath – Yellow – BS 08 E 51

Bridleway – Blue – BS 20 E 51

Restricted Byway – Plum -BS 02 C 39

Byways Open To All Traffic – Red – BS 06 E 55

Permissive route – White arrow – black outline with the words – Permissive Footpath or Permissive Bridleway.

KCC promoted route identifiers will be on a clear vinyl sticker mounted in the centre of the disc. Routes promoted by other organisations will not be specifically waymarked.

Where possible waymark disks will be mounted on existing PRow furniture.

Waymark posts will meet the dimensions as set out in the PRow design standards.

Fingerposts may be used in place of waymark posts where considered necessary to remove any ambiguity or to assert user rights.

Performance

The position of the asset is based upon the current picture from CAMS.

Currently 3.25 % of the asset is considered out of repair.

The minimum requirement given a lifespan of 15 years is to replace 6.6% of the asset on an annual basis (steady state).

There is a high level of attrition due to poor location of posts. Limitations on timber treatments have reduced design life.

Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Waymark Posts	2855	15 years	£80	Acceptable*

*There are many more sites for which waymark posts have been requested.
(333)

Finger Posts

Policy considerations and notes

There is a requirement to signpost all PROW where they meet public roads. Discretion may be exercised not to signpost routes at the request of a Parish Council. This discretion should not be exercised in rural locations but may be appropriate in an urban/ village centre context where there can be no doubt as to the fact that the route is public and its destination is obvious.

Design standard and general notes

PROWAS design standard.

A number of designs of signposts have been used on the PROW network over the last 30+ years. Sign-stones were used up until the mid 1980's but were phased out as they were quickly concealed by low vegetation and generally didn't indicate the direction of routes.

Metal fingers and grey posts were used up until approximately 1994 at which time design was changed, following a report to the Environmental sub-committee. The replacement design was small metal fingers and black posts, the fingers indicating the status of the route but omitting the word public. A timber option (green oak) with rebated finger was also made available at this time and was widely used in some parishes. Since 2002 the PROWAS has used timber posts (4 way weathered top – pressure treated soft wood, or green oak) and UPVC fingers. Metal posts may be used where existing posts are still serviceable or at vulnerable locations.

Performance has consistently fallen short of what is expected in pure engineering terms. This is in part due to limitations as to siting and consequent damage by vehicles and agricultural operations such as hedge cutting. There is also a high attrition rate as a result of deliberate acts of vandalism and theft / removal.

Finger design has evolved to incorporate symbols and a coloured chevron corresponding to the path status.

The design of North Downs Way fingerposts in seasoned oak with a high-quality finish have a far higher cost and so are subject to a separate set of assumptions and calculation.

Performance

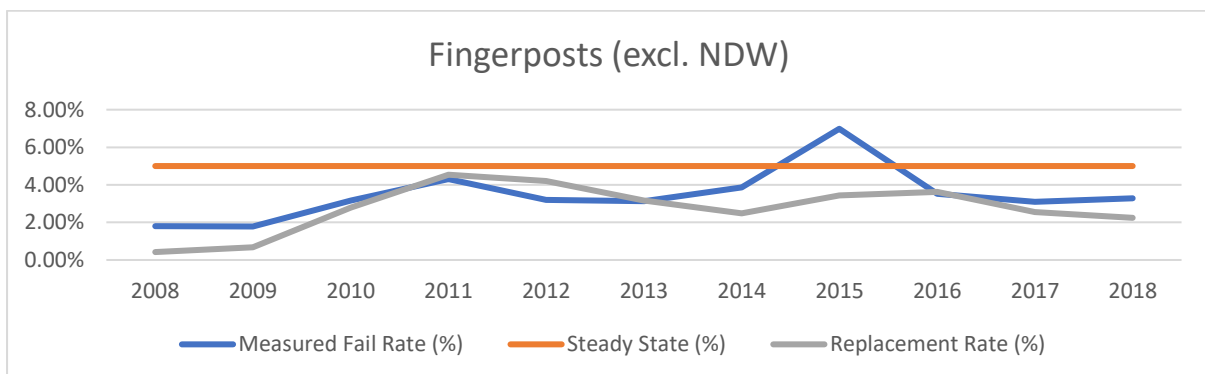
The position of the fingerpost asset is based upon the current picture from CAMS.

The minimum requirement given a lifespan of 20 years is to replace 5% of the asset on an annual basis (steady state).

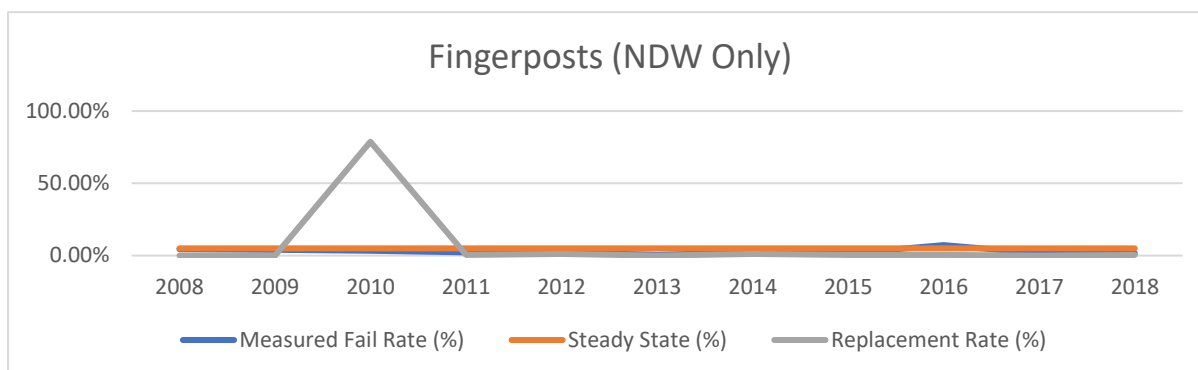
2018 – there were 14476 fingerposts. 3.28 % of fingerposts were reported as missing or being out of repair. The replacement rate of 2.25% was lower than the failure rate. Overall the asset appears to be achieving better than the expected lifespan reflecting earlier fingerpost designs. Where metal posts and fingers have avoided damage they do have a lifespan of significantly greater than 20 years. There also appears to be a degree of public tolerance of damaged fingerposts which is reflected in the levels of reporting.

The North Downs Way fingerpost asset is youthful, the majority having been installed in 2010. The measured failure rate of 1.68% reflecting damage rather than asset failure.

Fingerposts (exc. NDW)	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured Fail Rate (No.)	14476	454	559	1011	509	448	475
Measured Fail Rate (%)		3.14%	3.86%	6.98%	3.52%	3.09%	3.28%
Steady State (%)		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Replacement Rate (No.)		457	359	497	524	368	325
Replacement Rate (%)		3.16%	2.48%	3.43%	3.62%	2.54%	2.25%



Fingerposts (NDW Only)	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured Fail Rate (No.)	179	1	4	3	13	3	3
Measured Fail Rate (%)		0.56%	2.23%	1.68%	7.26%	1.68%	1.68%
Steady State (%)		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Replacement Rate (No.)		0	2	1	1	0	1
Replacement Rate (%)		0.00%	1.12%	0.56%	0.56%	0.00%	0.56%



Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Fingerposts	14476	20	£96	Acceptable

Assumptions -NDW

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Fingerposts	179	20	£375	Optimum

Bridges General Notes

Introduction

The PROWAS bridge asset is complex ranging from simple sleeper bridge structures to a complex rail bridge requiring engineering expertise, costly inspections and interventions.

The general assumptions in respect of the bridge asset while considered accurate for sleeper bridges and simple shorter span kit bridges are less precise in terms of complex structures. The assumptions for complex structures are conservative and informed by the costs incurred in the maintenance of main river structures by the service over the last 10 years. It is important not to lose sight of the fact that in expressing asset management costs on an annual basis that one complex structure such as Estella Road Rail Bridge (pedestrian), were it to fail, would be beyond the means of the service to replace. There are significant risks attached to the bridge asset not all of which can be entirely mitigated despite the best endeavours of the service.

Risk -

A risk-based approach has been implemented for the management of structures given that revenue budget levels are not sufficient to meet:

- the cost of bridge inspection in line with the established and recommended standard; the Management of Highway Structures Code of Practice 2005. Last updated May 2013.
- interventions that are designed to extend bridge life such as anti-scour works or painting (except when absolutely critical).

The principal risks in respect of a structure failing are: personal injury, loss of public and private access, financial cost in respect of the early replacement of structures that would otherwise last longer, and greater complexity in removing failed structures.

Risk in respect of bridges is a product of:

- span
- height
- construction
- crossing type (e.g. stream, river, rail).
- condition
- frequency of use
- type of use, including private use
- use by abnormal loads
- changing environment – particularly changes in river channels leading to erosion/ scour.
- vulnerability to severe weather events

- and, in respect of Public Rights of Way, the ability of the public to perceive that a structure is unsafe.

Public Rights of Way bridges fall into four broad categories:

- Simple timber bridges, typically used for short spans up to 3 metres.
- Kit bridges, generally timber but occasionally steel, typically used for spans of less than 12 metres.
- Bridges of up to 18 metres in span, carrying purely public traffic and of a standard design.
- Bridges of other constructions, typically concrete and steel, or brick, used for all spans, including greater than 12 metres and often accommodating higher rights users and private users (e.g. equestrian or vehicle use).
Frequently there will be a joint liability for these bridges.

The approach taken broadly reflects the four categories although exceptions are frequent, particularly in respect of kit bridges and bridges of other constructions.

Sleeper Bridges and board walks.

Number on network 1429: Publicly maintainable.

These structures are of low risk: they are short span, usually with a low drop height over ditches and small streams or boggy areas. They have a low replacement cost¹.

There are no programmed inspections for sleeper bridges. When structures are found to be failing either as a result of public report or ad-hoc inspection they are replaced. Replacement is usually completed as part of the ongoing asset renewal programme the cost of which is met from the capital budget. The condition of the asset is generally improving as a result of capital investment. There are no significant revenue pressures relating to sleeper bridges.

Kit bridges

Number on the network 1060 (including 15 bridleway bridges): Publicly maintainable.

These structures are generally of low risk although some of the longer bridges may span rivers such as the Teise and Medway.

Those kit bridges spanning principal watercourses, under the control of the Environment Agency, receive a biennial visual safety inspection.

¹ Modern replacement equivalent cost £170 per structure (a product of materials and labour cost)

When first used on the network it was anticipated that kit bridges would have a lifespan of 30 years, they appear to be performing to this standard. A great proportion of the kit bridge stock was installed between 1990 and 2000, funded through the then Countryside Commission/ Countryside Agency through its Parish Paths Partnership Programme. A small number of kit bridges are reaching the point of failure and where this is identified they are replaced. As with sleeper bridges the cost of replacement/ provision is met through the asset management programme and capital funding.² The condition of the asset is generally good, however, an increasing level of failure can be anticipated in the coming decade as those bridges installed in the early 1990's reach the end of their expected lifespan. There are no significant revenue pressures associated with on- going maintenance if current funding levels are maintained.

Bridges of other constructions:

Number on network 496. A mixture of publicly, privately and jointly maintainable structures.

Where structures are jointly maintainable, KCC liability is limited to the costs associated with the provision of a bridge suitable for the public use made of the route, unless otherwise stipulated.

As a result of an on-going shortfall in revenue funding that can be targeted to maximise asset life*, this element of the bridge stock is declining in condition, as evidenced by the failure of a number of structures and the need to close and / or replace a significant number of structures that have reached the end of their serviceable life as part of an ongoing programme.

*Revenue funded interventions may include, pointing brickwork, servicing of bridge bearings, painting, timber preservative application, deck sealing, anti- scour works.

Concrete and Steel Bridges:

Included within the bridges of other constructions are concrete and steel bridges. Following the collapse of a concrete and steel construction bridge on Public Footpath WC2 at Horsmonden in March 2012 the inspection of a further 19 structures of a similar construction, identified from the County Council's bridges database, was commissioned.

A post collapse inspection of the Horsmonden structure had highlighted a number of fundamental issues with the bridge construction, particularly relating to the steel reinforcement within the structure and associated with the casting of the bridge in situ. As a direct result of the additional inspections a further two structures were identified that required replacement, one of which was closed immediately, and the other subject to temporary support work until replacement was possible.

² Replacement costs are typically between £226 and £444 per linear metre depending on the type of use to be supported. The modern replacement equivalent cost for a 6 metre timber kit bridge is £2253 (bridge only) – materials plus labour.

In addition to the 19 structures identified from the County Council's structures database a further 168 structures of similar construction were identified by the PROW and Access Service from its own asset database.

Jacobs' Bridge Engineer provided some simple guidance for visual inspection of the additional 168 structures by PROW Officers.

All 476 bridges of other construction were visually inspected and where appropriate, based on the risks set out above, included in a repair and replacement programme. Inspection of these structures was undertaken during the winter of 2013/14. A £300k programme of urgent replacement work was completed during the 2015/16 financial year with a similar programme identified for subsequent financial years.

The repair and replacement programme now extends to 3 years at an investment of £100k per annum.

Other structures

For the purposes of providing a complete picture it should be noted that in addition to bridges the County Council is also responsible for, or jointly liable for, a number of other substantial structures on the rights of way network, for instance the Maidstone East Station public footpath retaining wall and the Alder Stream bank at Capel. These structures, which could represent significant risk should they fail, all pose similar issues around maintenance and inspection.

Full replacement of such structures is less frequent and only occurs where they are failing and can't be economically repaired. Dependent on design and construction the replacement of specific elements may be feasible.

Introduction of a risk-based inspection regime

In 2016 a risk-based regime for bridge inspection was introduced replacing the historic regime under which 279 bridges were subject to biennial visual safety inspection by a bridge inspector/ engineer (including a number of kit bridges). Further ad-hoc inspections were completed in response to specific reports or identified issues. The regime included only those structures crossing principal watercourses or where they had been identified as being of higher risk. The inspection regime was not comprehensive and omitted structures that should have been subject to regular programmed inspection.

Principal bridge inspections, where every element of the bridge is viewed within touching distance were extremely limited. The suggested interval for such inspections is 6 years³, although given the lower level of risk associated with most public rights of way bridges an interval of 12 years may be more appropriate.

³ Management of Highway Structures Code of Practice 2005

The risk-based inspection regime, reflecting the Management of Highways Structures – Code of Practice – risk assessment matrix (6.1) and risk assessment by the service supported the extended inspection period of 12 years for principal inspection of higher risk structures. Such inspections along with special inspections (underwater and confined spaces inspections) have been arranged through the Structures Team.

The risk-based approach to inspection identified:

278 structures to be subject to a general -visual- safety inspection by PRow officers (following training in December 2015). Limited to short span, simple construction bridges.

200 General inspections to be undertaken by the KHT Structures Team using competent bridge inspectors. 11 Principal inspections , 2 track side and 4 special inspections (confined spaces and underwater)

243 bridges were identified as already being inspected by competent bridge managers e.g. Network Rail and Highways England and were removed from the inspection regime.

2611 short span timber structures, simple pipe culverts and short span kit bridges are inspected on an ad-hoc basis (when inspecting a PRow) and reactively in response to reports.

A further 151 structures were identified for an initial inspection to further clarify their construction, span and responsibility for them.

The inspection programme identifies revenue and capital works required to replace elements of bridges, or indeed complete structures and work to maintain the integrity of structures and to extend their life.

Where structures fail the costs can be significant⁴, setting aside the potential risk to the public, the demolition and removal of failed structures is more complex. Potentially functioning elements, for instance abutments, may be lost as a result.

The current revenue allocation is insufficient to meet the cost of a more comprehensive and more regular inspection regime that fully meets the current code of practice. Potential interventions to maximise asset life are not being identified at an appropriate stage as a result.

⁴ KCC Bridge management's last valuation exercise placed the cost of a basic footbridge construction at £2200 per square metre of bridge deck and £5500 for vehicle bridges.

Sleeper Bridges

Policy considerations and notes

KCC has a policy of least restrictive access.

A three sleeper width bridge is specified for the asset to ensure that the deck width is sufficient for all public users including the ambulant disabled and those with problems with their balance.

Adaptation to climate change: This element of the bridge stock is particularly vulnerable at times of flooding. Bridge anchoring at those sites identified as affected in the Environment Agency 100 flooding event year event map is advocated.

Design standard and general notes

PROWAS design standard.

Traditionally, railway sleepers have been used for the construction of sleeper bridges. They were of varying quality and of varying performance for that reason. Effective anchors were not used at many locations.

In recent times pressure treated softwood has been used, while more consistent in terms of quality, limitations with timber treatments may reduce the lifespan of the asset.

The performance of elements of the bridge and particularly the handrails varies significantly dependent upon soil types.

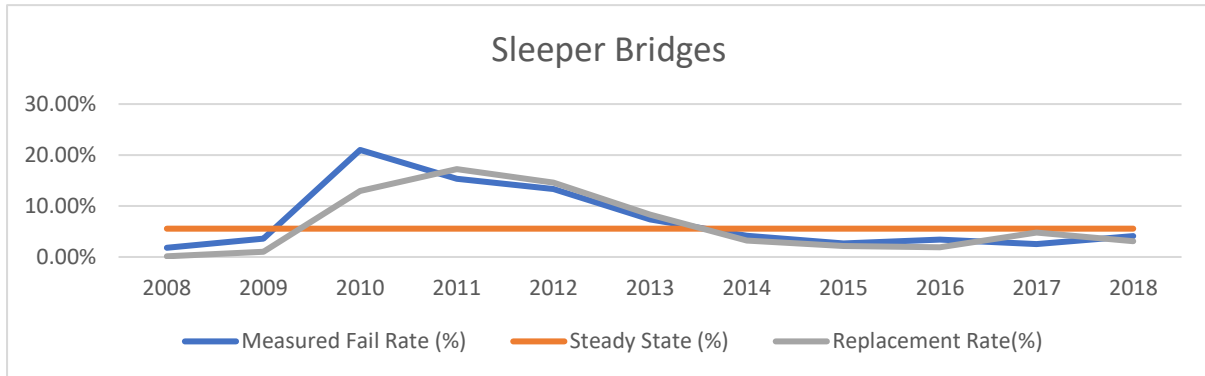
The full asset survey and fault reports indicated an asset that was in poor condition. Survey and the replacement of failed and end of life sleeper bridges was carried out 2010-13. (An early version of KHT find and fix.)

Performance

The position of the sleeper bridge asset is based upon the current picture from CAMS. In 2018, 59 sleeper bridges were damaged, missing or out of repair 4.12 % The minimum requirement given a lifespan of 20 years is to replace 5% of the asset on an annual basis (steady state).

While there are still a small number of assets failing annually the overall condition following investment is optimum. If the asset performs as expected there will be a need to prioritise investment in sleeper bridges 2027 on.

Sleeper Bridges	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured Fail Rate (No.)	1433	106	60	38	49	36	59
Measured Fail Rate (%)		7.40%	4.19%	2.65%	3.42%	2.51%	4.12%
Steady State (%)		5.56%	5.56%	5.56%	5.56%	5.56%	5.56%
Replacement Rate (No.)		119	46	31	27	69	44
Replacement Rate (%)		8.30%	3.21%	2.16%	1.88%	4.82%	3.07%



Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Sleeper bridge	1493	18	£220	Optimum

5.7% reported as being out of repair or missing

Kit Bridges

Policy considerations and notes

Kent County Council has a policy of least restrictive access. The implication in respect of bridge kits is that they are, as far as is achievable given the site-specific constraints, accessible to all. Bridge decks should be of sufficient width to accept the use of mobility vehicles. Where possible, bridge decks should be installed so that they are level with the path surface. If this can't be achieved and where use with wheelchairs and mobility vehicles is evident, or would be likely, then ramps should be installed.

Adaptation to climate change: Kit bridges are high value assets with a relatively long lifespan. They are potentially vulnerable to flooding and therefore should be anchored using ground anchors.

Environment Agency consents: Consent is required for main water courses. All other crossings should be installed bank top to bank top so as not to interfere with or adversely affect drainage.

Design standard and general notes

PROWAS design standard. Euro code 5 - EN1995 passing and re-passing on a timber structure – 5 KN/ metre².

The kit bridge asset is difficult to evaluate as construction varies dependent on length and use. For the purposes of asset management, the kit bridge stock is split as footbridges and equestrian bridges and different values are therefore placed on each.

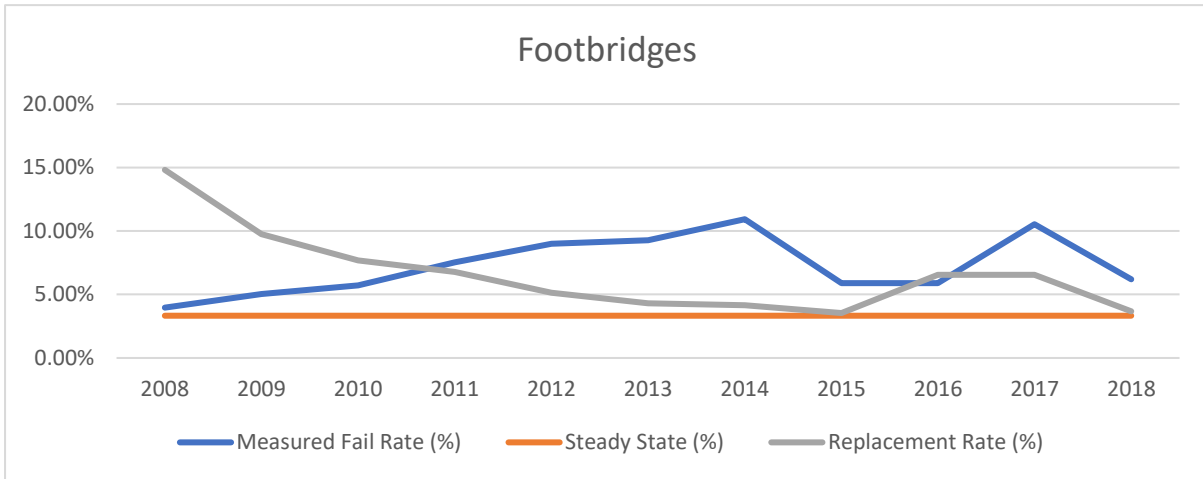
In the early 1990's the kits purchased had main beams of highly durable but environmentally questionable tropical hardwoods. Pressure treated softwoods have been used since that time. A 30year lifespan for kit bridges was anticipated when first used on the network. Although there is variation in performance they appear to be performing to or beyond that standard. Changes to timber treatments may shorten asset life in the future.

Performance

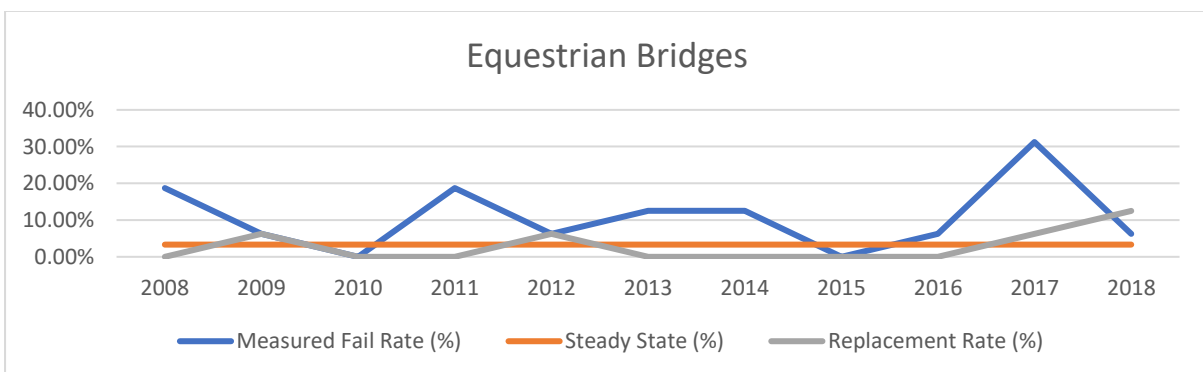
The position of the bridge asset is based upon the picture in CAMS on the 1 April 2019. 6.9% of the bridge asset was considered out of repair.

The minimum requirement, given a lifespan of 30 years, is to replace 3.3% of the asset on an annual basis (steady state –stand still).

Footbridges	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured Fail Rate (No.)	1034	96	113	61	61	109	64
Measured Fail Rate (%)		9.28%	10.93%	5.90%	5.90%	10.54%	6.19%
Steady State (%)		3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Replacement Rate (No.)		28	43	22	37	27	48
Replacement Rate (%)		4.30%	4.17%	3.54%	6.56%	6.56%	3.67%



Equestrian Bridges	Baseline from AMP	2013	2014	2015	2016	2017	2018
Measured Fail Rate (No.)	16	2	2	0	1	5	1
Measured Fail Rate (%)		12.50%	12.50%	0.00%	6.25%	31.25%	6.25%
Steady State (%)		3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Replacement Rate (No.)		0	0	0	0	1	2
Replacement Rate (%)		0.00%	0.00%	0.00%	0.00%	6.25%	12.50%



Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Timber Kit Bridge Footpath	1024	30	2652	Sub - optimum
Timber Kit Bridge Bridleway	16	30	4065	Optimum

Bridges Other Constructions

Policy considerations and notes

Kent County Council has a policy of least restrictive access. The implication in respect of bridges is that they are, as far as is achievable, given site specific constraints, accessible to all. Bridge decks should be of sufficient width to accept the use of mobility vehicles. Where possible bridge decks should be installed so that they are level with the path surface. If this can't be achieved and where use with wheelchairs and mobility vehicles is evident, or would be likely, then ramps should be installed.

Adaptation to climate change: Bridges are high value assets with a relatively long-life span. They are potentially vulnerable to extreme weather events particularly flooding and therefore should be anchored using ground anchors.

Environment Agency consents. Consent is required for main water courses. On all other water courses bridges should be installed bank top to bank top so as not to interfere with or adversely affect drainage.

In many instances there is joint liability for bridges and contributions are sought from landowners etc towards maintenance costs, or contributions made towards landowner bridge maintenance costs. Where contributions are made these have been in line with the cost to the County Council of providing a kit bridge of the same span: IE the liability of the County Council to provide a bridge for only the public access should a new structure be required.

Design standard and general notes

Designs will be bespoke to sites and will require engineering expertise and support.

Appropriate design capability is sought, where necessary through the County Council structures team, engineering partner or through the engineering services framework contracts. Design should meet the Euro codes (or equivalent) in operation at that time and reflect the expected traffic.

Performance

The position of the bridge asset is based upon the picture in CAMS on the 5 November 2015. **1.9%** of the bridge asset was considered out of repair. The minimum requirement given a lifespan of 40 years is to replace/ restore 2.5% of the asset on an annual basis (steady state).

Assumptions

The number of bridges on the network is the number taken from CAMS applying filters to separate all non- timber structures by status and by category of span.

The MRE cost of a bridge is calculated on the basis of Bridge Management's last valuation exercise that priced the cost of construction at £2200 per square metre of bridge deck for footbridges and £5500 for road bridges.

For the purposes of PROW constructions the lower figure £2200 is used irrespective of user type reflecting the generally lower performance requirements of PROW bridges, and the joint liability in respect of many vehicle bridges.

A width of 1 metre is applied for footbridges.

A width of 2 metres is applied for bridleway bridges

A width of 4 metres is applied for all other bridges reflecting vehicular use.

KCC liability is applied at:

0% where another responsible bridge owner has been identified and accepted liability.

80% for footbridges. This is on the basis that a greater proportion of the liability is liable to rest with KCC with many of the structures wholly maintainable by KCC.

50% for bridle bridges as there is a greater likelihood that these structures will carry additional private use.

20% for bridges carrying vehicles: This is on the basis that many of the more complex structures are of shared liability and, in many cases, the option exists not to replace like with like but to install simpler constructions.

A lifespan of 40 years is anticipated. Structures, or elements of them, will in many cases far exceed this lifespan. Their original design life may have been considerably longer, however, on the basis of inspection, many are already of considerable age. Although fully depreciated at this point there will be high residual value.

Revenue expenditure from year 1 to 40 is based on an assumption that approximately 50% of the asset will require repair at some point.

The cost of a repair is estimated at £1000 labour plus materials. The most likely repair being the reseating of a bridge or replacement of handrails and painting, pointing, anti- scour works etc.

Repairs and interventions given the potential lifespan of the asset are more likely to occur and may continue well beyond the initial design life. The interventions aimed at prolonging the life of the asset such as: painting, parapet reconstruction, anti-scour, re-decking are, invariably, expensive and can have high establishment costs e.g. scaffolding.

KCC liability is a 100% of this figure.

Culverts are valued at £3000 reflecting the installation of 1m diameter 3m length reinforced concrete pipe and the construction of simple lean-mix filled bags – headwalls.

No intervention is anticipated post construction.

KCC liability is assumed as being 20%.

Benches and Perches

Policy considerations and notes

To improve the amenity of some routes and, in some instances, to make them suitable for access for all, a number of benches and perches have been installed on the network.

Benches and perches are discretionary elements of the PRow asset but can add benefit in terms of the user experience. This element of the asset should be funded through voluntary contribution or external funding.

Design standard and general notes

Benches on easy access trails should meet “access for all standards”.

Perches are of a simple design as defined in the Design Standards.

Performance

Benches are expected to last 20 years (dependent on construction)

Perches are expected to last for 15 years.

These assets are performing at the expected level.

Assumptions

Asset Type	Number 2018	Lifespan	Modern replacement equivalent cost	Current condition
Amenity Bench	19	20	200	No reported issues
Amenity Perch	9	15	150	No reported issues

Aggregate Paths

Policy considerations and notes

Aggregate paths comprise 8.5% of the PRow network.

With very few exceptions the public rights of way making up the 6900km network in Kent are publicly maintainable.

- The maintenance picture is complex
- Some routes are subject to private vehicular rights
- Substantial proportions of the network cross agricultural land, may be subject to cultivation, and effectively require no maintenance to their surfaces.

Adequate surfaces for public use exist across the majority of the network, many of them vegetated and demanding regular maintenance. The County Council's statutory obligation is to maintain the highway to a standard suitable for the use of the permitted and expected traffic, at all times of year, taking account of the needs of the visually impaired and disabled.

On the basis of case law the PRowAS will consider a right of way to be in repair if:

- It is safe and fit for ordinary traffic at all times of year.
- There is no unreasonable interference with the rights of the public using the right of way.
- It is adequately drained.
- The full width of the highway is available for the public to enjoy.
- It is free from trips (not necessarily free from shallow depressions, sometimes water filled) so far as this is possible reflecting local geology/ geography/land use e.g. there may well be exposed roots in woodland.
- The level of repair has adjusted over time to meet the needs of current use.
- It reflects the character of the area and the land use of the area.

Given the level of use of the network, particularly those routes carrying equestrian and vehicle rights, an increasing number of routes have been provided with more resilient surfaces in recent times. This often reflects difficulty in improving drainage in lower lying areas. It is also often reflects the fencing in of PRow to prevent the public from straying thus concentrating use.

Prior consents are required for schemes passing across or through SSSI or Scheduled Ancient Monuments. While highway maintenance and improvement enjoy permitted development rights there may be other planning constraints requiring prior liaison with the Planning Authority.

To reduce the environmental impact of schemes appropriate recycled materials are incorporated into specifications, particularly the use of recycled concrete as sub-grade and crushed road-planings as a surfacing medium.

Adaptation to climate change: A greater number of flooding events and a greater frequency of heavy rainfall may be expected. This combined with greater equestrian/ vehicle use of the bridleway / restricted byway and byway network appear to be resulting in increased levels of erosion, particularly where routes run down slope on chalk scarp. Routes with a gradient of less than 15% are prioritised over those that are steeper given that a resilient solution providing a reasonable lifespan that is compatible with public use has not been found for the steeper gullied routes.

All schemes are prioritised using the Intelligent Investment Tool a simple cost benefit analysis designed to ensure that the schemes prioritised in the maintenance programme are those that most closely meet the County Council's statutory obligations and wider objectives.

Design standard and general notes

PROWAS design standard: PROWAS has adopted the guidance and specifications as set out in – “On the right track surfacing standards for shared use routes”.

Consideration should be given to the aesthetic impact of constructions with reference to the PROWAS Design Manual and particular focus on the use of blinding layers/ wearing courses that are appropriate to the setting.

Where routes are subject to private vehicular use a contribution to maintenance is sought (or demanded) from those exercising the private access. Any contribution made by the County Council is limited to that necessary to fulfil KCC's obligations and reflects that the wear and tear made to the path from the private use is likely to be the greater proportion.

Performance

The position of the aggregate path asset is based upon the picture as recorded in CAMS on the 15 August 2019. 2.39 % of the surfaced path asset was recorded as out of repair.

The minimum requirement, given a lifespan of 20 years with high residual value, is to resurface a minimum of 2.5% of the asset on an annual basis (steady state).

Assumptions

The length of PROW with aggregate surfaces is as extracted from CAMS and based on the surface type data from the original network survey; since which time the asset has grown.

A width of 2.5 metres is assumed for all aggregate paths.

A 20 year depreciation is assumed, with a high residual value.

A 20 year lifespan is assumed for the asset but with a high residual value it is also assumed that 40 years serviceable life will be achieved on routes that are level and well drained.

The modern replacement equivalent cost of an aggregate path is based upon the most recent pricing data from tenders at £15/m².

KCC liability is 100% of this figure

Revenue expenditure from year 1 to 20 is based on an assumption that approximately 1% of the asset will require repair at some point.

The cost of a repair is estimated at £15m².

KCC liability is a 100% of this figure.

Repair/ reconstruction beyond the 20 year horizon for years 20-40 is also calculated on the basis of 30% of the asset per annum requiring repair. IE 1.5% of the asset per annum.

Asset Type	Length 2018	Lifespan	Modern replacement equivalent cost	Current condition
Aggregate path	589,469m	20	£15m ²	Acceptable

Sealed Paths

Policy considerations and notes

Sealed paths make up 11.5% of the path network in Kent .

Paths tend to be sealed where heavily used, primarily in urban areas and village centres. Higher levels of use and a reasonable expectation that Sealed paths should be in a fit condition and free from trips place a greater burden on the highway authority in terms of maintenance.

There are very clear standards, established through third party claims actions, for what constitutes a trip in the context of sealed routes. 20mm – 25mm is considered an appropriate intervention level although there is some leeway dependent on context.

Design standard and general notes

PROWAS design standard : PROWAS has adopted the guidance and specifications as set out in “On the right track surfacing standards for shared use routes”.

Consideration should be given to the aesthetic impact of constructions, with reference to the PROWAS Design Manual, with particular focus on the use of blinding layers/ wearing courses that are appropriate to the setting.

The taking back of agency agreements for the urban areas of Kent in 2001 and the mapping of the previously excluded areas, which were all urban in nature, has resulted in significant growth in the length of the Sealed route asset. The condition of that asset when inherited was generally poor and towards or beyond the end of its serviceable life. This probably reflected low priority being given to such routes.

The use of thin surfacing treatments and particularly surface dressing has generally not proved effective in extending asset life many of the routes having reached a point at which reconstruction is the most effective approach.

Performance

The position of the Sealed path asset is based on the current picture in CAMS on the 15 August 2019. 1.66% of the asset is reported as being out of repair.

The minimum requirement, given a lifespan of 60 years, is to replace 1.66% of the asset on an annual basis (steady state –stand still).

Assumptions

The length of PROW with a Sealed surface is: **800399m**.

A width of 1.5 metres is assumed for all Sealed paths.

A 40 year depreciation is assumed with a high residual value.

A 60 year lifespan is assumed for the asset.

The modern replacement equivalent cost of an sealed surface is based upon the most recent pricing data from tenders at £55/ m² full construction including edging.

KCC liability is 100% of this figure.

Revenue expenditure from year 1 to 40 is based on an assumption that approximately 10% of the asset will require repair at some point. The repair is generally patching with a 10mm dbm overlay.

The cost of a repair is estimated at £25 m².

KCC liability is a 100% of this figure.

Asset Type	Length 2018	Lifespan	Modern replacement equivalent cost	Current condition
Sealed paths	800,399m	60	£55m ²	

The Soft Estate

The soft estate is defined as all those elements of the PROW network not subject to agricultural production and not surfaced with an aggregate or bound surface. While the soft estate can't be approached in the same way as the rest of the asset, there is no capital investment, it still represents one of the greatest on-going liabilities for the PROWAS. It also includes the margins of some surfaced PRoW, where vegetation is rooted in the highway and the management of highway trees and potential intervention in respect of trees within falling distance of the highway.

Policy considerations and notes

KCC has a duty to maintain the publicly maintainable highway as the highway authority.

Equalities Act 2010: Failure to carry out vegetation clearance on well used routes (free from stiles) including the soft margins of Sealed urban paths is likely to impact disproportionately on the elderly and ambulant disabled.

Adaptation to climate change: Unsurfaced routes have the potential to act as conduits for species migration in the face of climate change and management regimes should enable this.

The management of vegetation/ trees not rooted in the highway is in effect protection / enforcement activity and is not reflected in the Asset management Plan.

There are few rights of way trees; i.e. those rooted within the extent of the highway. There are however an estimated 200000+ trees rooted in boundaries and land adjacent to the highway that are within falling distance of PRoW or that can and do interfere with the use of the highway. The presence of trees can also diminish the drying effects of light and air.

Approximately 400 trees fall onto the PRoW network each year, usually during high winds / storms.

Chalara (ash die back) is well established and widely spread in the county. Trees weakened by the disease are susceptible to other diseases that further weaken them. There are concerns that the risk associated with felling diseased trees (brittle crowns) dictate that non-manual forms of felling are used. There is potentially the need to establish a risk-based regime of inspection, with associated remedial action to appropriately manage trees.

Design standard and general notes

Where planting / restoration / landscaping is being considered, reference should be made to the PROWAS Design Guide.

The specification for vegetation clearance is as set out in the Vegetation Clearance term service contract.

It is recognised that stopping or reducing the frequency of vegetation clearance has an impact on the cost of recovery in future years although this tails off, to some extent, through years 3 -6 as the time and machinery costs associated with bringing vegetation back under control are broadly similar. Beyond year 6 more substantial machinery and greater labour costs are incurred.

Performance

If the optimum 1758802m of vegetation clearance is undertaken at a cost of 12 p/m the required expenditure is: **£248291** per annum.

This assumes that efficiencies are gained from clearing greater lengths.

In 2015-16 1028922 metres were cleared at a rate of 13 p/m = £133759.

729880m were not cleared.

The recovery cost associated with then having to cut those lengths omitted from the clearance schedules is approximately:

Year 2 = £145976

Year 3 = £547410

Assumptions

The length of soft estate requiring maintenance is as originally established in the vegetation term service contracts 2009 -13.

The metreage expressed is the optimum number of linear metres the PROWAS would cut in total, resources permitting. i.e. if a path requires two cuts to keep it in an appropriate condition then it is the total of two cuts.

The total length of network subject to vegetation clearance is 17% - this is not the total length cleared as established above.

The average cost of vegetation clearance is 12p/m. (2015 average rate).

There is a loss of economies of scale and contract efficiency if shorter lengths are cleared. Reduction in clearance lengths of 50% produced a saving of 30% (Compensation events 2011-12).

Recovery costs in year 2 following no clearance in year 1 is 20p/m (2015 rate)

Recovery costs years 3-6 reflect the increased labour required to cut heavier vegetation. This varies between 50p and £1.30/ m (2015 rates). A rate of 75p/m has been applied for recovery for years 3-6.

Recovery beyond year 6 is expected to equate to the higher £1.30 / m as tractor flails/ chainsaws will be required for heavier vegetation, saplings etc.

Clearance by contractors is supplemented by ad-hoc spot clearance by the 130+ active Countryside Access Wardens and 18 volunteer strimmer users. This work helps in both keeping the network open and reducing the volume of higher cost recovery work. It should also be noted that while increasing the number of volunteer strimmer users their efforts supplement and cannot meet the volumes completed by highly mechanised and organised contractors. There are also significant running and training costs to the PROWAS.

Exceptional items

There are a number of assets that fall outside of the normal range in terms of value in the case of full replacement or the risks associated with failure. In the event of failure, or indeed substantial repair, it is unlikely that the costs could be met within current allocations.

Specifically identified as such exceptional items area:

Essella Road Footbridge

Unusually for a bridge crossing a railway this bridge is the responsibility of Kent County Council. The costs of inspection are significant given the need for track possessions to inspect some elements. The most recent inspections identified the need for approximately £300k of repair and replacement of failing components – the bridge bearings and access stairs particularly. This work has been funded following a separate capital bid.

M20 Footbridge

This bridge funded by developer contributions in the 1990s links two areas of Larkfield, severed by the M20 motorway. The bridge is KCC responsibility and there is a clause in the agreement under which the bridge is provided that should future reconstruction be required in consequence of widening the motorway that the cost of the reconstruction would be met by the highway authority. Fortunately, this wasn't necessary when the motorway was widened in 2018 -20.

Medway Towpath , Aylesford – East Farleigh

Considerable improvements to the towpath were secured through the South East Local Enterprise Programme in 2017-18, delivering cycle access between East Farleigh and Aylesford, realigning the path at Aylesford to overcome the worst of the erosion problems that had seen the route closed for over 7 years. There are still areas that are

vulnerable to erosion in the medium to long term and where further protection works would be beneficial to avoid greater long- term cost.

North Downs Way & The England Coast Path

Kent's two national trails are not exceptional in terms of asset management in that work to safeguard the trails and improve them attracts 75% support from Natural England. And in respect of the England Coast Path those elements such as erosion that would be potentially costly are managed through realignment of the route. They are however exceptional in respect of the expectation that they will be managed / maintained to a high standard and that the designs for route furniture reflect this. For example, routed oak fingerposts have been used to sign the North Downs Way. Their cost is significantly greater than the fingerposts used elsewhere on the network (3-4x) while not delivering improved performance.

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**KENT COUNTY COUNCIL
EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)**

**This document is available in other formats, Please contact
Graham.rusling@kent.gov.uk**

Directorate: Growth, Environment & Transport

Name of policy, procedure, project or service

Public Rights of Way – Asset Management Plan

What is being assessed?

Strategy/ Policy

Responsible Owner/ Senior Officer

Graham Rusling, KCC PRoW & Access Service

Date of Initial Screening

27 August 2019

Date of Full EqIA :

20 June to 12 September 2018

Update each revised version below and in the saved document name.

Version	Author	Date	Comment
1.0	Denise Roffey	31 October 2018	EQIA produced for the Rights of Way Improvement Plan (ROWIP) following extensive consultation.
2.0	Graham Rusling	27 August 2019	Screening EQIA completed reflecting work undertaken in respect of the EQIA for the ROWIP which is entirely relevant to the Asset Management Plan.

Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age Page 268	NO	Medium	None	No	<p>Yes:</p> <p>Policy promotes provision of accessible routes to encourage Active Travel, and facilitate access to green space, to provide physical and mental health and well-being benefits for all age groups.</p> <p>Policy also sets specific objectives to remove age related barriers to improve accessibility and increase use of the PROW network in the following ways:</p> <p>No authorisation of new stiles on the network, work with landowners to remove stiles and ensure least restrictive access.</p> <p>Improve maintenance of network, further improve vegetation clearance, fingerpost and way marking maintenance.</p>
Disability	NO	High	None	No	<p>Yes . In response to the ROWIP consultation a number of responses highlighted improvements that would be beneficial to those with a disability</p> <p>The most common response was the need to make routes accessible for more types of user. Suggestions included:</p> <ul style="list-style-type: none"> • More disabled access gates. • Removal of stiles.

					<ul style="list-style-type: none"> • Better access points, including dropped kerbs. • Better surfaced routes. • Wheelchair friendly routes.
Gender	NO	Low	None	No	No
Gender identity	NO	Low	None	No	No
Race	NO	Low	None	No	No
Religion or belief	NO	Low	None	No	No
Sexual orientation	NO	Low	None	No	No
Pregnancy and maternity Page 269	NO	Medium	None	No	Yes: Policy supports the provision of accessible routes and provision of facilities to encourage outdoor recreation for families and to reduce physical barriers to use. Policy also supports the specific objective in the ROWIP to improve the accessibility of the access network,
Marriage and Civil Partnerships	NO	Low	None	No	No
Carer's responsibilities	NO	Low	None	No	Yes: Policy supports the provision of accessible routes and provision of facilities to encourage outdoor recreation for families and to reduce physical barriers to use. Policy also supports the specific objective in the ROWIP to improve the accessibility of the access network.

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

State rating & reasons

LOW. The adoption of the Public Rights of Way Asset Management Plan supports the delivery of the adopted Rights of Way Improvement Plan 2018-28.

In continuing to follow asset management principles in the management of the PROW Asset accessibility will be improved and those routes delivering the greatest benefit to the public will see the greatest level of investment.

Context

The PROW Asset Management Plan supports the delivery of the Rights of Way Improvement Plan (ROWIP) 2018-28. The ROWIP is aligned to the delivery of the County Council's strategic objectives :

- Children and young people in Kent get the best start in life.
- Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality life.
- Older and vulnerable residents are safe and supported with choices to live independently.

It addresses these policies by identifying those elements of the asset that can be improved while reducing long term expenditure and by identifying those areas where improvement/ investment delivers the greatest benefit in terms of providing sustainable transport choice, increasing opportunities to experience Kent's natural environment and supporting independent living through making routes accessible to all.

ROWIP specific objectives;

AL01- Increase health and well-being benefits -Specifically by:
Targeting improvements to the network in areas of health inequality
Prioritising maintenance where PROW provide access to public green space,
Promote schemes that contribute to an improvement in air quality.

MN01 – MN04 Well – maintained network.

MN01 Target surface maintenance programmes to encourage the use of PRow for daily travel.
Improve general fingerpost and waymaking maintenance to encourage use and build confidence.
MN03 : Use the asset management plan approach to make informed MN04
Use the Intelligent Investment Tool to inform decisions on project and programme delivery.

Beneficiaries

Beneficiaries include all residents and visitors to Kent, thus supporting the quality of life of Kent's residents and the economy of Kent.

Information and Data

Rights of Way Improvement plan 2018-28 and the suite of supporting documents.
Rights of Way Improvement Plan EQIA 2018

Involvement and Engagement

Extensive research, consultation and engagement were undertaken in preparation for the ROWIP and ROWIP EQIA in 2017 and 2018. This is still entirely relevant and current.

Potential Impact

In supporting the ROWIP the proposed strategy/ policy supports the delivery of a range of positive impacts and has the potential to mitigate some negative impacts that may arise as a result of financial pressures.

Adverse Impact:

None

Positive Impact:

Refer to potential impact section.

JUDGEMENT

There are no negative impacts for any of the diversity groups. Identified positive impacts for the "Disability", "Age", "Pregnancy and maternity" and "Carers" groups are identified above.

Option 1 – Screening Sufficient

YES

Following this initial screening our judgement is that no further action is required.

Justification:

The correct policy and standards have been adhered to and there is no requirement for Public Consultation. There have been no identified negative impacts.

Option 2 – Internal Action Required **NO**

Option 3 – Full Impact Assessment **NO**

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:  Name: Graham Rusling

Job Title: Public Rights of Way and Access Manger Date: 27 August 2019

DMT Member

Signed: Name:

Job Title: Date:

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications

From Mike Hill, Cabinet Member for Community and Regulatory Services
Barbara Cooper Corporate Director of Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 10 October 2019

Subject: Revised Detailed Emergency Planning Zone (DEPZ) for Dungeness B Nuclear Power Station

Decision No: 19/00066

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member decision

Electoral Division: Romney Marsh

Summary:

Revised and updated Radiation Emergency Preparedness and Public Information Regulations (REPPIR) regulations were published in May 2019 alongside a new Associated Code of Practice for offsite planning, which will require the County Council to comprehensively review and update its offsite plan for Dungeness B Nuclear Power Station. These regulations require the County Council to confirm a Detailed Emergency Planning Zone within which countermeasures and warning and informing are required.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to:

- a) note the timetable and work programme to deliver Kent County Council compliance with REPPIR 2019 at Appendix 1; and
- b) endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to confirm the Detailed Emergency Planning Zone (DEPZ) for Dungeness B Nuclear Power Station to remain at the 2.4km radius.

As shown at Appendix A.

1. Introduction

- 1.1 The Radiation Emergency Preparedness and Public Information Regulations (REPPIR) place a duty upon upper tier local authorities to 'make, maintain and test' at least every 3 years offsite emergency plans for nuclear installations. They further describe duties relating to informing the public and to health protection countermeasures to be taken in the event of a radiation emergency.
- 1.2 Revised and updated REPPIR regulations were published in May 2019 alongside an associated Code of Practice for offsite planning, which will require KCC to comprehensively review and update its offsite plan for Dungeness B Nuclear Power Station.

2. Requirements

2.1 Consequence Report

- 2.1.1 REPPIR 2019 was published on the 22nd May 2019 by the Department of Business, Energy and Industrial Strategy. The regulations require that new or updated offsite emergency plans must be prepared within 8 months of the local authority's receipt of the Consequence Report from the Operator, the new regulations will require significantly increased activity by the County Council and some Kent Districts.
- 2.1.2 The Consequence Report requires that the operator must make an assessment and consider and evaluate a full range of possible consequences of the identified radiation emergencies, both on the premises and outside the premises, including the geographical extent of those consequences and any variable factors which have the potential to affect the severity of those consequences.
- 2.1.3 The Consequence Report was received on 19th September and confirms that the County Council should develop a Detailed Emergency Planning Zone (DEPZ) based on a minimum Technical Planning Area of 1km.

2.2 Detailed Emergency Planning Zone (DEPZ)

- 2.2.1 The area surrounding a nuclear facility where countermeasures may be required is referred to as the DEPZ.
- 2.2.2 Countermeasures for the public include 'shelter in situ', stable iodine tablet distribution or evacuation from the area.
- 2.2.3 Currently the Dungeness B Nuclear Power Station operator EDF distributes public information to all residents and businesses within the DEPZ. Residents

and businesses are issued with a calendar detailing required countermeasures, a supply of stable iodine tablets (which act as a ‘thyroid blocker’) and advice for residents and others within the DEPZ to ‘go in, stay in, tune in’, close all doors, windows and turn off air-conditioning in the event of a radiation emergency.

2.2.4 This duty previously fell to the operator, EDF Energy. Under REPIR 2019 this is now a duty of the upper tier local authority. The timetable for the delivery of KCC requirements to comply with REPIR 2019 is set out at Appendix 1.

2.3 Determining the DEPZ

2.3.1 The local authority must determine the DEPZ, informed by the Consequence Report, and take into account local conditions and demography. It could be larger than the recommendation dependant on:

(a) local geographic, demographic and practical implementation issues;

(b) the need to avoid, where practicable, the bisection of local communities; and

(c) the inclusion of vulnerable groups immediately adjacent to the area proposed by the operator.

2.3.2 The current DEPZ is drawn at a 2.4km radius from Dungeness B Nuclear Power Station. The new Code of Practice recommends that local geographical and demographic detail is considered and assimilated into detailed planning.

2.3.3 Previous work has been undertaken between Kent County Council and the Office of Nuclear Regulation to reconfigure the DEPZ and to identify vulnerable communities and areas around Dungeness B Nuclear Power Station. These discussions concluded that the current 2.4 km DEPZ was the most practical layout to administer and that stakeholders, including local residents, were familiar with this established configuration.

2.4 Outline Planning Zone

2.4.1 REPIR 2019 contains a new provision addressing ‘extendibility’ of countermeasures implementation to enable enhanced planning for a very significant and wide-area incident. This will require the upper tier local authority to identify an ‘Outline Planning Zone’ (OPZ). For Dungeness B Nuclear Power Station, this has been confirmed as a 30km radius by the operator’s Consequence Report.

- 2.4.2 The OPZ does not require the same full countermeasures within the same immediate timeframe as the DEPZ. However, the plan must describe the command and control process for escalating the response across a wider area.
- 2.4.3 The OPZ will require the identification and development of appropriate command and control measures for residential areas, schools, care homes, hospitals and other potentially vulnerable communities. As a consequence, detailed planning will need to be undertaken in relation to the resilience of communities and the environment within the OPZ.
- 2.4.4 This new planning zone will require co-operation between local authorities and partners as the Outline Planning Zone will build on arrangements and capabilities within existing emergency plans, to provide commensurate planning for low probability events.
- 2.4.5 As a part of this planning process, environmental sensitivity and vulnerable people and communities must be identified and appropriate contingency planning undertaken.
- 2.4.6 The timescale for completion of this work can be found at Appendix 1.

2.5 Emergency Workers

- 2.5.1 New requirements contained within REPPIR 2019 also include the possibility of any employee receiving an emergency exposure; and the need to identify those employees who may be subjected to emergency exposures within the emergency plan.
- 2.5.2 Changes have also been made in relation to radiation reference levels where the Local Authority has prepared an emergency plan and must ensure that the plan prioritises keeping effective doses below 100mSv reference level.

3. Financial Implications

- 3.1 In recognition of the staff resource and other costs required to deliver this work the regulations allow for upper tier authorities to recover costs from operators (in Kent this is EDF Energy).
- 3.2 To enable efficient cost recovery, Resilience and Emergency Planning Service has invoiced EDF for forecast KCC costs. EDF has agreed this sum and raised a purchase order for the full amount.

4. Risks

- 4.1 The expanded role for upper tier local authorities and timetable for compliance required under REPPiR 2019 are regulatory obligations enforceable in law. Any failure by the County Council to deliver upon the regulations in full and on time could attract legal sanction. The resources allocated by Resilience and Emergency Planning Service and milestones set out at Appendix 1 are deemed appropriate to achieve full and timely compliance with REPPiR 2019.

5. Equalities Impact

- 5.1 An Equalities Impact Assessment has been undertaken to address the implications of REPPiR 2019 for affected individuals and communities. Effective arrangements to address the circumstances of vulnerable people and communities will be delivered through the revised and updated Dungeness B Offsite Emergency Plan and associated contingency planning

6. GDPR Considerations

- 6.1 REPPiR 2019 will require the County Council to collect, use and be responsible for certain personal information to ensure appropriate countermeasures can be delivered effectively. The General Data Protection Regulation means that the County Council will be responsible as a 'controller' of that personal information.

7. Conclusions

- 7.1 Kent County Council has eight months from the date of receiving the Consequence Report from the operator to amend the Dungeness B Nuclear Power Station Emergency Plan and achieve compliance with the REPPiR 2019 regulations in respect of warning and informing, emergency exposure to employees and Outline Planning Zones. To achieve this challenging timetable the Resilience and Emergency Planning Service has prioritised this activity (alongside planning for Brexit). Further, a multi-agency Kent Resilience Forum task and finish group comprising key stakeholders and chaired by KCC has been established to support its delivery.
- 7.2 However, the regulations require that the DEPZ must be determined within two months of receipt of the operator's Consequence Report. This timetable is reflected in the timing of this report as the EDF Consequence Report for Dungeness B Nuclear Power Station was received on 20th September. It is recommended that a revised DEPZ is developed, which remains at approximately 2.4km radius, by the County Council in consultation with key stakeholders, but which is adjusted to respond more effectively to the geography and demography of the local area. This will enable a precautionary

approach in relation to countermeasures and better reflect the pattern of development in the locality. The current 2.4km DEPZ is set out at Appendix 2.

8. Recommendations

8.1 The Environment and Transport Cabinet Committee is asked to:

- a) note the timetable and work programme to deliver Kent County Council compliance with REPIR 2019 at Appendix 1; and
- b) endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to confirm the Detailed Emergency Planning Zone (DEPZ) for Dungeness B Nuclear Power Station to remain at the 2.4km radius.

As shown at Appendix A.

8. Background documents

[Radiation Emergency Preparedness and Public Information Regulations 2019.](#)

Appendix A – Proposed Record of Decision

Appendix B – EqIA

Appendix 1 – REPIR Key Milestones

Appendix 2 – Current DPEX Dungeness B

9. Contact Details

Report Author:

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Relevant Director:

Katie Stewart

Director of Environment, Planning & Enforcement

Growth, Environment and Transport

tel. 03000 418 827, e-mail katie.stewart@kent.gov.uk

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Mike Hill, Cabinet Member for Community and Regulatory Services

DECISION NO:

19/00066

For publication

Key decision*
Yes –

Subject: Revised Detailed Emergency Planning Zone (DEPZ) for Dungeness B Nuclear Power Station

Decision:
As Cabinet Member for Community and Regulatory Services I confirm the Detailed Emergency Planning Zone (DEPZ) for Dungeness B Nuclear Power Station is to remain at the 2.4km radius

Reason(s) for decision:
The Radiation Emergency Preparedness and Public Information Regulations (REPPIR) place a duty upon upper tier local authorities to ‘make, maintain and test’ at least every 3 years offsite emergency plans for nuclear installations. Revised and updated REPPIR regulations were published in May 2019. The regulations require that new or updated offsite emergency plans must be prepared within 8 months of the local authority’s receipt of the Consequence Report. The Consequence Report was received on 19th September and confirms that the County Council should develop a Detailed Emergency Planning Zone (DEPZ) based on a minimum Technical Planning Area of 1km.

Cabinet Committee recommendations and other consultation:
The proposal will be discussed by Members of the Environment and Transport Cabinet Committee at their meeting on 10 October.

Any alternatives considered:

1. DEPZ based on a minimum Technical Planning Area of 1km.
2. Retain current DEPZ of 2.4km.

The second option is the preferred option as this takes into account local conditions and demography based on previous work undertaken between Kent County Council and the Office of Nuclear Regulation to identify vulnerable communities and areas around Dungeness B Nuclear Power Station. These discussions concluded that the current 2.4 km DEPZ was the most practical layout to administer and that stakeholders, including local residents, were familiar with this established configuration.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

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

Directorate/ Service:

Name of decision, policy, procedure, project or service: Acting on the REPIIR (Radiation (Emergency Preparedness and Public Information) Regulations) 2019 Legislation, including an update of the KCC Dungeness B Nuclear Power Station OffSite Emergency Plan

Responsible Owner/ Senior Officer: Adam Feacey

Version: 0.7

Author: Laura Newman

Summary and recommendations of equality analysis/impact assessment.

- **Context**
The KCC Dungeness B Offsite Nuclear Power Station Emergency Plan is being updated in line with the new REPIIR 2019 Legislation. If the legislative requirements identify new sites, these will also require offsite plans.
- **Aims and Objectives**
Issues identified as requiring attention will be resolved through KCC Resilience and Emergency Planning Service and the Kent Resilience Forum Dungeness B Sub-group.
- **Summary of equality impact**

Adverse Equality Impact Rating Low

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment concerning **REPIIR 2019**. I agree with risk rating and the actions to mitigate any adverse impact(s) that has /have been identified.

Head of Service

Signed:

Name: Mike Overbeke

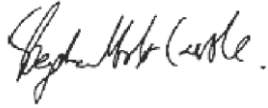


Job Title: Group Head – Public Protection

Date: 26/09/19

DMT Member

Signed:



Name: Stephanie Holt-Castle

Job Title: Interim Director, Environment, Planning and Enforcement Date: 27/09/2019

Updated 27/09/2019

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Part 1 Screening

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

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

The Dungeness B Nuclear Power Station Off-Site Emergency Plan includes the procedures that would be taken if there is a nuclear emergency at the site, which includes instructions that anyone affected should take stable iodine tablets, however there is a list of medical conditions for which people should not take the tablets, and these are stated within the plan.

These medical reasons do not count as disabilities

- Hypocomplementemic vasculitis
- dermatitis herpetiformis
- Ever been treated for any kidney or adrenal disease
- Ever been treated for thyrotoxicosis
- Taking any of the following medications: Quinidine, Captopril, Enalapril, Amiloride, Triamterene, Bendrofluzide

The plan states that if individuals are affected by any of these medical conditions, this should be discussed with a doctor. Members of the public within the DEPZ would have received prior information from the operator regarding countermeasures and liaising with a doctor for allergies / specific medical conditions. The plan does not include information on what alternative measures are available to these people as this is a medical issue for their doctor.

An action has been incorporated into the action plan to cover this issue.

Updated 27/09/2019

Protected Group	Please provide a <u>brief</u> commentary on your findings. Fuller analysis should be undertaken in Part 2.			
	High negative impact EqIA	Medium negative impact Screen	Low negative impact Evidence	High/Medium/Low Positive Impact Evidence

<p>Age</p>				<p>The Dungeness Nuclear Power Station is located within Romney Marsh county council division. 37.1% of residents in Romney Marsh are aged 65+, compared to 20% of Kent residents and 18.3% of UK residents.</p> <p>The Offsite Emergency Plan includes procedures that will take place if an incident occurs at Dungeness B Nuclear Power Station, resulting in a radiation incident. One aspect of this planning that could have a specific effect on older people, is the planned evacuation procedures.</p> <p>Precautions should be</p>
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				<p>taken to ensure that the elderly are effectively able to be evacuated, and that we are aware of them.</p> <p>The KRF Vulnerable People and Communities in Emergencies Plan is currently being updated and will be released in March 2020, which will include protocol to ensure all protected groups are accurately considered and planned for in an emergency.</p> <p>KCC would utilise KCC systems from CYPE & Adult Social Care to identify vulnerable service users and communities. As part of the multiagency response NHS and voluntary agencies would also assist in identifying vulnerable service users.</p>
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				<p>There is a chance that as further REPIR 19 consequence reports are released, the requirement for further offsite emergency plans is identified. If this occurs, the same analysis and precautions will take place for these plans, to ensure that any potential issues for elderly people are mitigated.</p> <p>If welfare centres are required, The Children Act requires that carers (in the welfare centres) working with unaccompanied children under the age of 16 must have an up-to-date DBS check.</p>
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Disability				Overall, 28.9% of the Romney Marsh county council division population are described as having their day-to-day activities limited due to disabilities (14.9% limited a lot, 14%
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				<p>limited a little). This compares to 17.6% of the Kent population (8% limited a lot, 9.6% limited a little) and 17.9% of England and Wales.</p> <p>The Offsite Emergency Plan contains details of how we would respond to a radiation incident at Dungeness B Nuclear Power Station.</p> <p>An aspect of the plan that could affect people with a disability is the evacuation procedures.</p> <p>KCC systems from CYPE & Adult Social Care as well as NHS and voluntary agencies would assist in identifying vulnerable service users. There is of course a risk of some people with a disability not</p>
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				being known to the organisations and
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				<p>this will be further considered in the development of the Kent Resilience Forum Vulnerable People and Communities in Emergencies Plan that is currently being updated and will be released in March 2020, which will include protocol to ensure all protected groups are accurately considered and planned for in an emergency.</p> <p>Additionally, specific arrangements for communicating with vulnerable people and hard-to-reach groups can be found in the Identifying Vulnerable People in an Emergency Plan, on the KRF page of Resilience Direct.</p>
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				If welfare centres are required, The Marsh
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				Academy and Brockhill Academy have been pre identified. These centres have completed their risk assessments and been approved as being accessible for those with disabilities.
Sex				If welfare centres are required, The Marsh Academy and Brockhill Academy have been pre identified, specific arrangements can be made if specific groups or individuals require bespoke care interventions.
Gender identity/ Transgender				None

Race				<p>Of the Romney Marsh county council division population:</p> <p>98.6% are white compared to 93.7% of Kent.</p>
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				<p>0.8% are mixed / multiple ethnic groups compared to 1.5% of Kent.</p> <p>0.4% are Asian compared to 3.3% of Kent.</p> <p>0.1% are black / African / Caribbean compared to 1.1% of Kent.</p> <p>0.1% are of another ethnic group compared to 0.5% of Kent.</p> <p>The KRF Welfare Centre guidance confirms that all dietary requirements will be catered for.</p>
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Religion and Belief				Of the Romney Marsh county council division population: 70.2% are Christian compared to 62.5% of Kent. 0.2% Buddhist compared
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				<p>to 0.5% of Kent.</p> <p>0.2% compared to 0.7% of Kent.</p> <p>0.1% are Jewish compared to 0.1% of Kent.</p> <p>0.3% are Muslim compared to 1% of Kent.</p> <p>21.7 have no religion compared to 26.8% of Kent.</p> <p>The KRF Welfare Guidance explains that Interpreting resources may be available from KCC or borough / district councils, and some welfare centre staff who are multi-lingual may also be able to assist.</p> <p>The recognition of cultural and faith factors within the caring response to incidents is important. The</p>
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				<p>coordination of the pastoral, cultural and faith response is the responsibility of KCC, who will work with the 24-hour Critical Incident Chaplains service to fulfil this role. Further advice on a range of cultural issues can be accessed via KCC's Adult Social Care & Health and Children, Young People and Education directorates. Specific advice and support in relation to gypsy and traveller and communities may be sought through the KCC Gypsy and Traveller Unit</p>
Sexual Orientation				None

<p>Pregnancy and Maternity</p>			<p>The plan states that “pregnant women with active hyperthyroidism must not take potassium iodate because of the risk of foetal thyroid</p>	<p>The Dungeness B Nuclear Power Station Offsite Emergency Plan includes specific advice to pregnant and breastfeeding woman and states, it is safe to take</p>
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			<p>blockage”.</p> <p>The plan does not include information available for woman about what else they can do, if they cannot take the required medication, e.g. whether there is an alternative medicine. An action has been developed in the below action plan to resolve this</p> <p>If the REPP19 identify more sites as well as Dungeness, these same precautions will be incorporated into the required plans.</p>	<p>potassium iodate tablets (apart from the reason stated separately). Extra information is included in the plan, regarding monitoring the baby after the tablets have been taken etc.</p> <p>If the REPP19 identify more sites as well as Dungeness, these same precautions will be incorporated into the required plans.</p>
Marriage and Civil Partnerships				None

Carer's Responsibilities				If there was a radiation incident at the power station, there would be
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				<p>restricted areas that the public are not allowed to enter, and communications messages would advise the public to stay inside. Therefore, considerations would have to be made for those who require care, that are in these zones and whose carers are out of the zones, and vice versa.</p> <p>The Dungeness B Nuclear Power Station Offsite Emergency Plan includes a list of care homes within a 20km zone, this will be extended to 30km following the new regulations</p> <p>KCC would utilise KCC systems from CYPE & Adult Social Care to identify vulnerable service users and communities and as part of the multi-</p>
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				<p>agency response NHS and voluntary agencies would also assist in identifying vulnerable service users.</p> <p>If the REPP19 identify more sites in addition to Dungeness B, these same precautions will be incorporated into the required plans.</p>
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Part 2

Equality Analysis /Impact Assessment

Protected groups

(Who will be directly or indirectly negatively affected by the changes?)

Information and Data used to carry out your assessment

(Please list your data source and if you have it provide a link to source. Please highlight any gaps)

Who have you involved consulted and engaged?

(Please list stakeholders)

Analysis

(What have you found out and what does it tell you about the impacted protected groups? What did you stakeholders, including protected groups tell you?)

Adverse Impact,

(What is the effect on the protected group? Please state mitigation in the action plan)

Positive Impact:

(Please highlight any positive impacts in relation to protected groups)

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant protected group(s). If any negative impacts can be justified, please clearly explain why. Identify the option to address the impact. There are four possible options:

- **No major change** - no potential for discrimination and all opportunities to promote equality have been taken
- **Adjust and continue** - adjust to remove barriers or better promote equality
- **Continue the policy** - despite potential for adverse impact or missed opportunity. Set out the justifications: there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements.
- **Stop and remove the policy** – policy shows actual or potential unlawful discrimination it must be stopped and removed or changed

Internal Action Required

YES/NO

There is potential for adverse impact on particular groups and we have found scope to improve the proposal...

(Complete the Action Plan- please include dates for monitoring and review)

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Equality Impact Analysis/Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
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<p>Not applicable to a specific characteristic</p>	<p>The Dungeness B Nuclear Power Station Off-Site Emergency Plan includes the procedures that would be taken if there is a radiological emergency at the site, which includes instructions that anyone affected should take potassium iodine tablets. However, there is a list of medical conditions for which people should not take the tablets, and these are stated within the plan These are:</p> <ul style="list-style-type: none"> - Iodine allergy - Hypocomplementemic vasculitis or dermatitis herpetiformis - Ever been treated for any kidney or adrenal disease - Ever been treated for thyrotoxicosis - Ever taken: quinidine, captopril, enalapril, 	<p>The Dungeness task and finish group will discuss this issue and seek to agree any alternative advice when they meet on the 16th October.</p>	<p>Liaison with the required partners will resolve the identified issues, then the plan can be amended to incorporate this information.</p>	<p>Dungeness Task and Finish Group</p>	<p>16th October</p>	<p>N/A</p>
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	amiloride, triamterene, or bendrofluzide.					
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<p>Pregnancy and Maternity</p>	<p>The plan states that “pregnant women with active hyperthyroidism must not take potassium iodate because of the risk of foetal thyroid blockage”.</p> <p>Is there information available for these woman about what else they can do, if they cannot take the required medication?</p> <p>The plan includes specific advice to pregnant and breastfeeding woman, it is safe to take potassium iodate tablets (apart from the reason stated above). Extra information is included in the plan, regarding monitoring the baby after the tablets have been taken etc.</p>	<p>The Dungeness task and finish group will discuss this issue and an alternative for these people should be decided when they meet on the 16th October.</p>	<p>Liaison with the required partners should resolve the identified issues, then the plan can be amended to incorporate this information.</p>	<p>Dungeness Task and Finish Group</p>	<p>16th October</p>	<p>N/A</p>

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Have the actions been included in your business/ service plan? (If no please state how the actions will be monitored)

Yes/No

Appendix

Please include relevant data sets

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

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

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

Appendix 1 – REPIR Key Milestones

Activity	From	To
KCC Governance	September 2019	October 2019
Reconfiguration of the DEPZ	September 2019	November 2019
30km Outline Planning Zone	November 2019	January 2020
Amendments to the Dungeness Offsite Emergency Plan	February 2020	March 2020
KRF Consultation	March 2020	April 2020
Public Consultation	April 2020	April 2020
Amendments to the Dungeness Offsite Emergency Plan	May 2020	May 2020

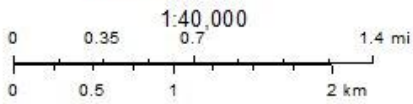
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Appendix 2 – Current Detailed Emergency Planning Zone Dungeness B Nuclear Power Station



Kentview

● Custom Points



December 14, 2015



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

Simon Jones, Director of Highways, Transportation and Waste

To: Environment and Transport Cabinet Committee – 10 October 2019

Decision Number: 19/00056

Subject: ADEPT Kent Live Labs Project

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: The report outlines an innovative technology project being undertaken by KCC highways and our term maintenance contractor. Funding for the project was provided by the Department for Transport in conjunction with Association of Directors of Environment, Economy and Place (ADEPT) following an open competition for bids from English highway authorities. KCC was successful in this process and was awarded £1.95m over two years to deliver the project.

Recommendation:

The attached decision was taken between meetings as it could not be reasonably deferred to the next programmed meeting of the Environment and Transport Cabinet Committee for the reasons set out in para 4.1 below.

The Environment and Transport Cabinet Committee is asked to note that decision number 19/00056 has been taken in accordance with the process set out in Appendix 4 Part 6 of the Council's constitution to accept the DfT funding to enable the Live Labs project to be delivered with delegated authority to the CD of GET to spend the grant funding.

1. Introduction

- 1.1 During 2018 the Association of Directors of Environment, Economy Planning and Transport (ADEPT) with DfT, announced a £25m Smart Places Research Programme funding package to “stimulate innovation and encourage collaboration in local highways.” This included the development of up to six smart local highways and autonomous vehicle (AV) live labs focusing on innovation, collaboration and agility.
- 1.2 KCC in partnership with our term maintenance contractor submitted a successful bid and was awarded £1.975m for a two-year project. The Live labs will embed SMART infrastructure in everyday service delivery and seek to improve live asset management data.

- 1.3 This intelligence-led approach to asset management could lead to significant benefits to the service in terms of efficiencies, network resilience and customer experience. An asset management control hub will be responsible for collecting all data and providing intelligent analysis, both through software automation and consultancy form.

2. Financial implications

- 2.1 A capital grant of £1.975m has been awarded to KCC to develop several innovative solutions, based on the bid made to the DfT and ADEPT.
- 2.2 All feasibility and planning costs have been absorbed within base budget. Phase 1 development is estimated to cost in the region of £500k and estimates for Phases 2 and 3 have been included in the cost modelling, albeit Phase 1 will very much inform the innovation and technological solutions that will ensue. A contingency of £190,000 has been included.
- 2.3 This is a specific project, working with our HTMC partner and their Strategic Consulting division. Project costs will be monitored on a monthly basis with the following controls in place.
- Contingency – 10% allowance included in the £1.975m costings
 - Governance - a Project Board already established, and all relevant stakeholders involved
 - Partnership working – whilst Amey will be commissioned to deliver set outcomes/innovations, this is a joint project and solutions to any funding or technological solutions will be discussed/negotiated/value engineered
 - Funding options – the Kent Lane Rental Fund has already funded part of the feasibility works. A further bid is to be made to this fund to supplement the grant allocation.

3. Project context

- 3.1 Highways asset management is responsible for the inspection and maintenance of 5,000 miles of road and 4,000 miles footway; 122,000 streetlights, 500,000 trees, 250,000 drains and 2,200 bridges. In inclement weather we treat 57 salting routes which covers 30% of the road network. In addition, the service is the front facing part of the highways function and deals with over 100,000 enquiries each year.
- 3.2 Data for these assets are captured on a range of systems and platforms and utilised to deliver the best possible service to residents and visitors to Kent. Having data on a variety of systems can however result in unconnected systems, potentially leading to slower decision making and customer dissatisfaction. Kent as a place is continuing to grow and the pressures on our services are increasing at the same time as customers are getting used to dealing with sophisticated online systems and shopping and expecting similar streamlined, relevant and timely services from the public sector
- 3.3 The ADEPT/DfT objective for the programme is:

“Through deployments at scale we will achieve a step change in the normalisation and uptake of new techniques, materials and solutions in the local highways realm to meet the needs of today and tomorrow.”

3.4 To meet this objective the Kent Live Labs project deliverables are set out below:

- The advancement of existing Smart Gullies and Winter projects, and the development of equivalent innovation projects within the other core delivery streams that exist in Kent Highways. The objective of these innovations is to deliver an intelligence-based approach to maintenance, that can save Kent County Council money while delivering a higher quality of service.
- The development of an operational platform which will aggregate the variety of disparate systems used within Kent County Council Highways, integrate new data sources used within ‘innovations’ and allow intelligent analytics to take place around this data, presenting information back to Kent County Council
- The development of an externally facing strategic platform, which will feed tailored information to non-operational users e.g. public about the service, to increase transparency of the service, trust in delivery and reduce incoming enquiries.

3.5 The project will be delivered in 2-3 phases, with phase one delivering initial operational and strategic platform development, data discovery, business case opportunity analysis and quick wins in the first 6-8 months. Subsequent phase(s) will deploy a pipeline of innovations and projects based around data and technology developed from the discovery and analysis done during phase one. Individual innovations or ‘Workstreams’ will also be developed and taken forward following evaluation relating to: Whole asset lifecycle cost, productivity of service and customer experience. There are a number of existing costed Innovations or ‘Workstreams’ detailed in Appendix 1. The project will also be exploring all opportunities for data within Highways delivery with project ranging in scale. As the project develops, Kent County Council will be approaching the SME market to find the best technology solutions for delivering innovations within the project.

3.6 Other workstreams will be developed during the life of the project with successful ones taken forward and lessons learnt from any that fail at the proof of concept stage.

4. Decision taken by Cabinet Member

4.1 The attached decision was taken between meeting as it could not reasonably be deferred to the next programmed meeting of the Environment and Transport Committee. The Department for Transport and ADEPT have funded the Kent Live Labs project for two years. The first tranche of money was received in the Council in May 2019. The project is being delivered in partnership with Amey plc and during the project other third party

companies are likely to be contracted to trial relevant innovations. In order to get the project started in the time stipulated by the DfT, June 2019, including making contractual arrangements with Amey, a decision was needed by the Cabinet Member for the project to commence. This enabled the Project Initiation Document to be prepared, procurement discussions to take place and the discovery phase of the project to commence, thereby adhering to the timeline set for the overall Live Labs programme.

5. Conclusion

- 5.1 The Live Labs project provides a unique opportunity for Kent County Council highways to take an innovative approach to asset maintenance and management. This intelligence-led approach to asset management could lead to significant benefits to the service in terms of efficiencies, network resilience and customer experience.

6. Recommendations

- 6.1 The Environment and Transport Cabinet Committee is asked to note that decision number 19/00056 has been taken in accordance with the process set out in Appendix 4 Part 6 of the Council's constitution to accept the DfT funding to enable the Live Labs project to be delivered with delegated authority to the CD of GET to spend the grant funding.

7. Background documents:

1. ADEPT Live Labs Highway Assets Data-Led Management Solution
2. Record of Decision
3. ADEPT Live Labs Prospectus
4. ADEPT EQIA

8. Contact details

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ADEPT Live Labs Highway Assets Data-Led Management Solution

Identified workstreams are detailed below.

The project expects to generate several benefits and projects within its lifecycle around data, which will be delivered through a number of work packages. The below workstreams are larger focused projects that we expect to deliver on top of the operational platform and strategic platforms outline in the report.

Smart Gullies

This workstream aims to deliver a smart gully asset management solution using the cutting-edge sensor and Internet of Things (IOT) technologies. Amey and Map16 jointly delivered a trial called “Smart Gully” under the Kent Lane Rental Scheme funding in July 2019 in Kent that involves the testing of 100 sensors installed in the Maidstone area. This trial achieved positive results. Each sensor has given accurate information of the water fill level and silt level. This information has been presented on a user web interface in real time. The plan for the Live Lab is to roll out more sensors across a much larger Kent network, as well as providing the sensor data feeds to the cloud-based operational platform so the gully information would be presented and searchable along with the other assets on the same platform. This innovative solution would give the asset managers a clear view of the live gully conditions across the Kent district, so cleansing and maintenance can be arranged on an ad-hoc basis. Data analytics such as Machine Learning will be applied by Amey Strategic Consulting to analyse the patterns of the historic data collected throughout the project, enabling the realisation of an intelligence-based and proactive drainage asset management approach, which will deliver significant cost reduction for KCC.

Smart Road Condition Monitoring

This workstream aims to deliver an efficient and low-cost solution for remote monitoring of road conditions and detection of potholes by utilising vehicle telematic data. Telematic data, collectable through in-car sensor units installed inside the insurance boxes, can be a cheap and rich source of data valuable for understanding the condition of the roads the vehicles drive on. In an innovation project Amey delivered for Transport for West Midlands in Birmingham early in 2019, it has been proved that we can develop Machine Learning algorithms to translate part of the telematic data into road surface quality, also to predict the number of potholes for a section of road networks. For Live Labs, we plan to focus on rolling out the sensor installation across the Amey fleet vehicles in all depots in Kent, and further develop the algorithms, as well as integrating the outcomes of the pothole detections into the operational platform for visualisation. This solution, if successful, will deliver huge financial benefits to Amey and KCC by automating a large part of the current road condition monitoring and inspection services which is labour intensive.

Smart Road Asset Monitoring

This workstream will build on the successful initial learnings Amey developed through the CAV (Connected and Autonomous Vehicle) projects in recent years. Through collecting LiDAR data, and potentially video footages, of the surrounding environment of the vehicle, we are able to use data analytics to identify any defects of the road assets such as bus shelters, lamppost and road signs. For Live Labs we plan to collect data over the large strategic road networks of Kent. We aim to deliver an innovative solution to automate the process of road-side assets inspection by asset managers, which would achieve great cost reduction and process optimisation for Amey and KCC.

Smart Winter

The aim of the Smart Winter programme is to produce data and analysis that can be used to:

- provide evidence for future spending on Winter Services;
- provide evidence that can be used in the defence of claims; and
- identify potential for operational savings

During Phase 1 of the Smart Winter programme a county wide network of internet-connected temperature sensors was installed. The sensors were installed on primary gritting routes over the course of 2018 to record road surface temperature (RST) and air temperature (AT) at regular intervals, with live and historic readings available from the Wintersense website. The main findings from this phase demonstrated:

- there is potential to reduce the total gritting distance by up to 34.3% (an average of 58,172 km annually for the previous three seasons);
- the number of nights on which gritting takes place could be reduced by up to 11.1% (an average of 6 nights annually for the previous three seasons); and
- if these reductions were achieved, £232,687 of grit could be saved annually in addition to any savings on costs of delivery.

Phase 2a, which aims to optimise the existing gritting routes and develop a surface moisture sensor is currently underway. Phase 2b, will provide a more detailed analysis of the sensor data that will be used to develop predictive models of RST which could form the basis of AI based decision support tools.

KENT COUNTY COUNCIL – RECORD OF DECISION

DECISION TAKEN BY

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

DECISION NO:

19/00056

For publication

Key decision*

Yes –

Subject: Local Highways Asset Management Technology Incubator ("Live Labs")

Decision:

To approve progression of the Live Labs project using the funding awarded by the Department for Transport and delegate authority to the Corporate Director of Growth Environment and Transport to enter into any relevant legal agreements and to take other actions necessary to implement the decision.

Reason(s) for decision:

KCC has secured £1.975m for a two-year project to develop an asset management control hub, situated within the Operational Control Room (OCR) based at Aylesford Highway Depot. This intelligence-led approach to asset management could lead to significant benefits to the service in terms of efficiencies, network resilience and customer experience.

Cabinet Committee recommendations and other consultation:

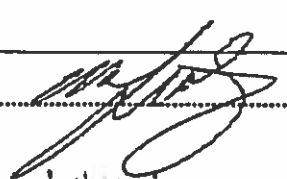
Consultation with Environment and Transport Cabinet Committee Chair and Group Spokesmen – process as set out in Appendix 4, Part 6 of the KCC Constitution.

Any alternatives considered:

To refuse the external funding and continue the status quo would mean missed opportunities to embed service improvements and efficient into asset management operational practice.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

signed



date

23 - Aug - 2019

Name: Mike Whiting

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Prospectus:

SMART LOCAL HIGHWAYS & AV LIVE LABS

August 2018

ADEPT

The Association of Directors of Environment, Economy, Planning & Transport

FOREWORD

Neil Gibson, President of ADEPT

Executive Director, Transport Economy Environment, Buckinghamshire County Council



Eighteen months ago ADEPT and its Commercial Partners set off on a journey. We aimed to discover not only how innovative technologies could future-proof the local road network in local places, but also how to speed up adoption in a fragmented system.

Digital innovation and smart data use has the potential to revolutionise our localities and its highways system, improving roads, network management, and user experience as well as contributing to the UK's future success in the global economy.

We found that the sector has a clear ambition to deliver digital innovation and uncovered a multitude of exciting initiatives and best practice. Despite this, it was apparent that even with the determination of ADEPT members to transform and innovate; progress would still be slow and piecemeal without proactive intervention. The major pressures experienced by local highways authorities such as constraints of scale and organisational cultures delay both adoption and scale-up at that critical local level.

This is where I strongly believe ADEPT can add value, by acting as an advocate and catalyst for intervention.

Over the last 6 months we've been working closely with our Commercial Partners to develop three prototype projects to harness the power of data, develop a knowledge aggregator and run integrated 'live labs' in local areas.

Co-funded by the Department for Transport, we are inviting applications for the **Smart Local Highways and AV live lab** in what is a fantastic opportunity to test new, innovative, intelligent solutions without fear of failure, to learn, share and develop.

One of the core principles underlying this entire research programme is that everyone benefits. Whether from 'doing' or 'observing', we want all applicants to share in our results; using data, sharing knowledge and to be able to deploy proven technological innovation.

We have designed a streamlined application process, requiring only a short Expression of Interest and determining the final selection via a 'Dragons' Den' style approach. To ensure applicants have the very best chance of success, we will be providing ongoing technical support throughout the process. Gaining backing from colleagues is essential, so we encourage you to secure the support of Elected Members and other local key partners too.

I would like to thank our Commercial Partners; Atkins, EY, Kier, Ringway and O2, plus the Department for Transport for their continued intellectual and financial support.

ADEPT members are amongst the most committed innovators in public life and I look forward to taking this project from theory to practice and to receiving applications for this exciting project.

FOREWORD

Steve Berry OBE

**Head of Highways Maintenance, Innovation, Resilience,
Light Rail and Cableways Branch**



The Department for Transport is pleased to be working with ADEPT and its Commercial Partners in this exciting initiative as now is the time to rethink how we manage and maintain our local highway network.

Britain's transport system is on the cusp of a major transformation. New technologies and business models, such as automated vehicles, electric cars, unmanned aerial systems and mobility on demand, have the potential to dramatically improve the safety, efficiency, competitiveness, accessibility and sustainability of how we travel and use our transport networks.

Asset management plans and strategies have begun to transform how highway authorities approach local roads maintenance. The introduction of incentive funding in England, outside London, has encouraged local highway authorities to plan their maintenance but we now need to consider how we can use new innovative technology, data sources and tools to improve how authorities and the wider sector, including contractors, can make investment and operational decisions, as well as how we better engage the user.

Mobile applications already allow residents to report potholes allowing authorities to quickly respond to road maintenance needs. We now live in a world where there is a demand for greater openness, transparency, fast-paced technology and instant experience feedback. Mobile apps, such as TripAdvisor, feedback mechanisms in the health service and social media is providing information that easily allows people to have simple easily understood data at their fingertips on a service. Whilst we are not necessarily advocating a 'TripAdvisor approach' to roads, we are conscious that we need to get better at helping taxpayers and communities see easily that councils are providing the best they can with resources. The time is now for us all to be working together to seek how we can embrace these advances in data collection, technologies, navigation systems, communication and mobile technologies and robotics to change the way we manage and maintain our local highways.

Our local roads are the lifeblood of the country's infrastructure but potholes and maintenance continue to be one of the biggest concerns to users, residents and business. It is right that we start these trials with ADEPT and highway authorities to ensure that we can work and collaborate with all parties, not just the highways sector but road users and their associated groups, charities, politicians, think tanks, business groups and other interested parties to see how we can make our roads future-proof and utilising the various new technology and materials to do this. This should include seeking what you can offer to make the change that is needed to bridge the gap between our traditional engineering excellence and the experiences that users are facing day-to-day.

Further details are below but we hope this initiative will help us assess the suitability of solutions allowing for a higher efficiency and availability of use, with potentially lower maintenance costs and we expect those successful to create and to explore, amongst others, infrastructure options for:

- New highway materials
- Kinetic roadways
- Weather warning roads
- Smart and dynamic networks
- Self-healing / de-icing surfaces
- Travelling tunnel advertisements
- Solar roads
- Innovative energy generation
- Charging lanes
- Automated bicycle storage
- Automated, space saving car parks
- Utility corridors

Background

ADEPT is a membership based voluntary association comprising around 75 'Place' Directors from county, unitary and metropolitan local authorities, together with 15 Local Enterprise Partnership and 15 Corporate Partner members.

In 2017, ADEPT, with its Commercial Partners undertook collaborative research addressing the fundamental question, ***“How can the adoption of innovative technology be accelerated for the construction, maintenance, operation and use of highway assets in the context of increasing demand, greater financial pressures and deteriorating highway assets?”***

An intensive work programme followed including desk-based research, surveys and workshops, cumulating in two reports which were published in the Autumn, ***‘Digital innovation: the route to the highways of the future’*** and ***‘Planning SMART Places: unlocking growth and place making through innovation’***.

Their findings can be broadly summarised as follows:

- ADEPT members, partners and central government have a clear ambition to create SMART Places, where digital innovation and innovative approaches are adopted to shape places that are sustainable, accessible and promote well-being.
- Much of the research, thinking and innovative action to date has been focused on SMART Cities. In addition, the spotlight has largely been on digital infrastructure and the opportunities presented by 'big data'.
- The ADEPT members and partners interviewed feel that SMART approaches being taken in the UK, whilst driving change, are often piecemeal and service-specific.
- Local authorities and their partners are experiencing some real challenges in bringing forward innovative proposals.

To develop this agenda further, ongoing financial and intellectual support was secured from the project sponsors and Commissioning Board in 2018, namely the Department for Transport (DfT), Atkins, EY, Kier, O2, and Ringway, with a keen focus on rapidly developing three 'prototype' projects;

1. Getting to grips with data
2. Running smart local highways and AV live labs
3. A knowledge hub 'aggregator'

Consultants WSP were appointed to work with the Commissioning Board to drive the projects forward. Two rounds of workshops for ADEPT members were held during Spring 2018 as well additional one-to-one discussions.

The workshops and discussions concluded that ADEPT members' activity in the SMART infrastructure space varies hugely between at scale deployment of Internet of Things (IoT) devices through to small scale, localised pilots and tests of new technology, materials or deployment methods. Whilst there are also a number of larger scale projects piloting Connected and Autonomous Vehicle technologies, these trials have largely been on the Strategic Road Network or in urban / city environments.

Following agreement between the Commissioning Board and DfT, this document presents our ***Prospectus*** for the ***Smart Local Highways and AV live labs*** project and associated ***call for participation***, which provides real opportunities for agile innovation, at scale.



Our mission and goals

Transportation, particularly highways, is on the cusp of a revolution, a revolution led by new materials, methods of manufacturing, digitisation, the electrification of transport and the use of robotic and autonomous technologies. These changes, along with others in the shape of new services and the vehicles using our networks could lead to significant challenges, but they also provide us with huge opportunities. We would like to know more about the needs of the road user and the types of things they, as the ‘customer’, would like to see developed for the future. This would also help to demonstrate that the sector is listening.

Technology alone cannot solve many of the problems our sector faces, but it can help deliver significant operational efficiencies, improve network reliability and resilience and, importantly, improve the experience of those who are dependent upon our roads. By carefully considering today's problems alongside tomorrow's challenges, in an agile and innovative way, we can develop the foundations for future local roads.

The Government's Industrial Strategy describes the four grand challenges; Artificial Intelligence and data, ageing society, clean growth and the future of mobility. These challenges all impact on highways, as an industry we must recognise and engage with them.

The application of technology in the highways space is long established. Highways England and authorities in urban conurbations have made numerous investments over recent years in innovative information, traffic control and other systems to deliver improved operational outcomes and customer experience.

Air quality and low carbon agendas are beginning to influence all parts of the transportation and mobility landscape. The electrification of vehicles is gathering pace with potential impacts for energy generation, storage and use in all transportation applications, inevitably impacting the shape and form of road based movement and its infrastructure.

The recent emergence of connected and autonomous technologies has led to significant investment with several area-wide and corridor pilots to demonstrate technology and potential benefits. However, these pilots have generally focused on deployment in city and urban environments or highly trafficked corridors such as on the Strategic Road Network, with few actively considering local road networks, particularly those in rural areas. The rapid development and deployment of autonomous vehicles will place new pressures on highways authorities to make provision for new forms of mobility which will impact infrastructure design and operation.

There is a wide range of innovation in the use of new technologies including new road surface materials, digital networks and sensors, and construction / maintenance techniques but many of these have not been deployed at scale or been subject to commercial, real world rigour.

Another possible avenue is to consider the social value of having well maintained highways and a successful asset management strategy. The importance of this could be considered from the perspective of the needs of local residents and businesses, rather than just within the prism of functionality or innovation.

Technologies, such as automated pothole repair, have thus far failed to be trialled at-scale in the UK, a missed opportunity given the scale of the issues facing most of our ADEPT colleagues. The pre-fabrication of assets within the highway realm is also unusual in the UK, potentially missing out on significant cost and time savings. Whilst there are academic developments with regards to new materials and techniques, such as self-diagnostics and self-healing, these have also traditionally taken time to be deployed in ‘live’ situations due to a reliance on traditional solutions.

The trajectory towards a data-led approach for highways through BIM, rapid prototyping and artificial intelligence within the design process provides for new opportunities to deploy SMART infrastructure. With digital connectivity being the next major shift in highways there are options to use intelligent devices to help better manage, monitor and maintain assets within a digital eco-system. Through the adoption of an intelligence-led approach to asset design, deployment and management, significant benefits could be realised in terms of efficiencies, network resilience and customer experience. Third party companies are data-hungry and may be able to commercially capitalise on data from such SMART technologies.

There are significant needs and pressures that could be satisfied by the application of new technologies at scale, to deliver operational, resilience and reliability benefits now.

Therefore, considering these challenges the mission of ADEPT and the DfT for the smart local highways and AV live labs project is simple;

“Through deployments at scale we will achieve a step change in the normalisation and uptake of new techniques, materials and solutions in the local highways realm to meet the needs of today and tomorrow”.

We have also defined a number of **goals** vital in achieving our objectives and importantly providing a framework for enabling replication across the UK and elsewhere, namely demonstrating;

- **Attention to a specific need and / or problem**
- **Focus on outcomes rather than (just) technical capabilities**
- **Improved maintenance regimes and revenue cost savings**
- **Minimised capital costs through innovative deployment**
- **Improved network performance, reliability and resilience**
- **Improved customer experience**
- **Reduction in infrastructure / asset costs**
- **Ageing assets being replaced / supplemented by ‘SMART’ alternatives**
- **Active private sector collaboration**
- **Wider benefits within and outside the highways sector**
- **Enhanced speed of delivery**
- **Open and interoperable to create innovation eco-systems**
- **Potential scalability to other locations, UK and internationally**

To do this, in co-operation with the DfT, we are launching a competition to **develop up to six smart local highways and AV live labs** with innovation, collaboration and agility at their core. We recognise that there have been numerous competitions over recent years and therefore with the support of DfT we are adopting an accelerated ‘Dragons’ Den’ type approach.

ADEPT members are encouraged to develop and submit an initial Expression of Interest. These submissions will be reviewed and feedback provided with the aim of encouraging as many ADEPT members as possible to participate in the ‘Dragon’s Den’ stage. Senior representatives, along with their partners, will be expected to make their case, to a judging panel. Up to six projects will then be selected for funded development work in 2018/19 with monitoring thereafter.

This project links closely with the ‘getting to grips with data’ initiative, which aims to capitalise on data and associated applications in the highways realm and the knowledge hub project which aims to provide a sharing platform for ADEPT members and wider industry.

The following pages describe the challenge and scope for the highways and AV live labs, the partnerships we expect to see, the competition process in further detail and our anticipated next steps.

To date, many ADEPT members have developed their own largely singular approaches to highway technology driven by their immediate needs, with in-house resources and in the absence of a cohesive, industry wide approach. These constraints aside it is notable that some of these deployments are already proven at scale with demonstrable benefits.

In parallel, sub-national and regional transport bodies are developing their own large-scale approaches to innovation driven by their operational and customer needs within their (generally) larger available capital and revenue resources.

Highways England has developed numerous technological solutions on their network and is investing heavily in pilots for connected technologies. However, these don’t generally extend beyond the Strategic Road Network thus creating ‘hard’ technological as well as administrative boundaries.

We fundamentally recognise that ADEPT members must balance day-to-day network needs and pressures (such as pot holes, surface water, network capacity and resilience as well as responsibilities under the TMA) with rising expectations surrounding both existing and emerging future technologies.

The rate of change of innovation is arguably outstripping the ability for many local authorities to deploy technology leading to a ‘wait and see’ approach in moving from traditional techniques and infrastructure. In addition, many local authority term

and other maintenance contracts aren't structured around the use of new technologies and or innovative solutions leaving little flexibility to make meaningful large-scale change quickly or easily.

Generally local highway authorities have generally been risk-averse to the use of new materials, techniques and technology due to risk of failure and associated re-instatement impacts on the network. Emerging pre-fabrication and modular techniques in adjacent industries such as housing and commercial developments have failed to gain traction in the highway sector.

Given the resource pressures (both funding and manpower), the pooling of knowledge and resources could enable new methods and models of delivery to help tackle perennial problems and prepare for the future.

Doing nothing is not an option

The use of traditional techniques and technology may offer increasingly less value for money and ultimately become obsolete, leading to missed opportunities.

Innovation in local roads is lagging behind the Strategic Road Network potentially creating a two-tier highway network, whilst doing nothing could be a catalyst for further divergence. A lack of inter-operability between local roads systems and those of Highways England, sub-national and regional bodies' systems fails to serve the needs of an increasing mobile society. Thinking around the Major Roads Network and how this interfaces with the Strategic Road Network could provide a touchpoint for integration and technological innovation.

Using connected devices to monitor assets and their performance not only provides real-time information but using machine learning techniques could derive operational insights and efficiencies hitherto impossible with manual techniques. Given the rate of technological change and the emerging electric, connected and autonomous agenda it could be argued that local road networks aren't particularly future ready and being constructed using traditional techniques.

With the myriad of potential 'SMART' solutions available there is an inherent risk of adoption of proprietary solutions which are either superseded by emerging standards or reduce interoperability possibilities with other systems or networks. A coherent approach for local roads would help avoid unnecessary cost and redundancy.

To date there has been a failure to capitalise on opportunities to work with contractors, developers and other third parties to develop new business and operational models to achieve improved outcomes and efficiency benefits.

We recognise the ongoing pressures on ADEPT revenue budgets contrasted with the relatively availability of capital funding. Using technology and associated data to provide an evidential approach to maintenance regimes could help to not only reducing operating costs, but potentially delivering improved outcomes focusing effort where needed.



Recognising the challenges ahead

Clearly there are differing needs and priorities between ADEPT member authorities and differences in availability of resources to manage new programmes of work. We also acknowledge there may be limited flexibility within existing contractual structures to undertake innovative trials, especially where there are performance risk implications.

Similarly, existing design standards could be perceived as a constraint to innovation especially if risks are perceived in deviating from long established specifications. However, it can be argued that many of the assumptions that underpin our local roads were developed in an age which is vastly different from now and will be radically different from that which we face in the future.

We must not forget that the local road network performs an essential economic function enabling every trip that every person makes each day and we must not risk that functionality but equally we must recognise that how it is constructed, maintained and operated could be undertaken in a more efficient manner.

Acknowledging the risks and liabilities associated with any innovative project is essential, often providing learning and an iterative approach to development. We recognise that issues relating to potential failure and rectification are significant and could be an unwelcome distraction for any local authority, but the risk of doing nothing is greater.

Finally, the narrative, both politically and within the wider community, as to why such innovation is necessary and what the benefits could be needs careful consideration. Not just to achieve political support but to also positively engage communities within live lab areas to integrate the network with those that rely upon it.

It is with these matters in mind that we have developed a dialogue-led approach to this competition which provides support to ADEPT members right through the process, to help address any fundamental concerns and to provide the foundations for true innovation.

The following pages describe the **smart local highways and AV live labs competition** to address these challenges head on.



Highways and AV live labs scope

Proposals should encompass areas linking SMART infrastructure with people, the assets they use, the places they visit and the activities they undertake. Live labs should embed SMART infrastructure in the everyday, in a meaningful way that communities can engage with and understand. The broad scope is defined as follows;


- *Implementation of live lab application(s) in new settlements / developments, suburbs and towns including rural areas*
- *Using innovative, intelligent solutions to achieve a step change in the performance of all types of local roads*
- *Encompassing new materials, pre-fabrication and modular design*
- *Capitalising on digital technologies and data capabilities*
- *Supporting anticipated technology changes and future network usage such as electric, connected and autonomous vehicles*
- *Spanning all use cases (people and freight) on the network*

Proposals should include a suite of technological and innovative improvements to future-proof the local road network in the town(s) / corridor(s) selected. They should provide the foundations for the digitally connected transport and mobility changes envisaged over the coming years. The ‘live lab’ will demonstrate the ability of SMART infrastructure to contribute to emerging transport and mobility needs and address challenges specifically seen outside urban areas.

This will be achieved through the following **four broad themes** within which we **encourage creativity and innovation**;


Deployment of SMART materials

The deployment and sustained use of next generation materials (e.g. recycled plastic) in a local roads setting including highway, pavement and urban realm materials, innovative drainage solutions, lines, signs and other ‘highways’ assets to enable ‘future ready’ needs. It should be noted that this theme could include use of emerging self-healing and diagnostic technologies as well as off-site pre-fabrication and modular techniques.



Use of SMART communications

The use of emerging digital technology and communications, capitalising upon existing (and in some cases new) fixed assets (such as lighting columns and traffic signals) as ‘nodes’ to facilitate IoT applications including parking sensors, air quality and noise sensors, gully / drainage monitoring, public WiFi, traffic monitoring, weigh in motion etc., asset monitoring to be enabled as ‘plug and play’ systems to perform as an integrated part of a wider network. Deriving digital intelligence to improve operational and customer outcomes from such solutions is seen as key for this theme including the use of in-vehicle and other data.



Adoption of SMART energy solutions

Wide scale adoption of the generation, storage and charging technologies for electric vehicles (people, logistics and other community uses) including innovations such as solar paving (solar roads) in lightly trafficked areas and the use of energy infrastructure for core social functions (local authority fleets, social / health care and education). Kinetic roadways and utilising wind energy on the highways network could form part of the trial. This theme should address existing and potential future challenges particularly with regards to electrical resilience.



Enabling SMART mobility

The above three themes are all enablers for the next generation of transport and mobility solutions. Proposals should make provision (across all modes) for existing and emerging technologies and service models as well as downstream initiatives including autonomous vehicles for both people based and logistics use cases.



It should be noted that we expect to see the majority of these areas covered within an integrated set of interventions tailored specifically to **deliver identified 'future-proofed' outcomes** focused on local network needs. These include, but are not limited to;

<i>Reduced maintenance costs and whole-life cost reduction using new materials and techniques</i>	
<i>Reduced maintenance 'down time' across the project area / corridor</i>	
<i>Reduced instances of congestion and incidents</i>	
<i>Reduced noise impacts (during maintenance periods and generally)</i>	
<i>Improved network reliability and resilience</i>	
<i>Improved traffic flow</i>	
<i>Improved air quality</i>	
<i>Improved user / customer experience / perceptions and health</i>	
<i>Improved real-time network understanding (assets and their use)</i>	
<i>Improved citizen engagement</i>	
<i>Optimisation of network assets and whole system performance</i>	

Where possible we expect to see interventions that make the most of emerging materials, technology and services within a **digitally enabled eco-system** to provide **exemplar future ready infrastructure**.

In order to demonstrate the impacts and associated benefits of live lab solutions within proposals we expect **pre- and post-data collection, monitoring and analysis** to aid the **development of business cases** to support deployment elsewhere, in the UK and wider afield, as well as assisting wider commercialisation.

Importantly the smart local highways and AV 'live lab' is seen as a **knowledge sharing opportunity** with successful promoters agreeing to share their learning and insights with ADEPT members and the wider highways community, within the UK and on the international stage.

The following section sets out the **value-led partnerships** we would expect to come forward within live lab proposals.

Value led partnerships

Achieving a step-change in innovation within the local roads sector can only occur with a truly collaborative approach to delivery that recognises potential value and benefits between all partners.

A challenge mentality will be key to delivering scalable, commercialised outcomes and we expect participants to actively engage with stakeholders within and outside our industry including for the benefit of the live labs and wider learning. The following list is not exhaustive;

- DfT, BEIS, Innovate UK and the Transport and High Value Manufacturing Catapults
- Highways England and Network Rail
- Local Planning Authorities and Local Enterprise Partnerships
- Private sector business partners including developers (residential and commercial)
- The highways term maintenance community
- Technology companies
- The academic community
- The energy sector
- Adjacent industries such as the building and manufacturing sectors

We expect live lab proposals that specifically demonstrate the following;

- Collaboration between ADEPT authorities and their term maintenance providers to incentivise customer-focused outcomes with innovative forms of risk sharing
- Adoption of a collaborative approach with sub-national and regional bodies to enable wider cross-pollination of ideas, learning and insights
- Active and positive collaboration with other ADEPT members in the live lab programme and with those who are shadowing the project
- Demonstration of true partnership within ADEPT authority's organisations, with the private sector (including manufacturers, property developers and other industries) and importantly the education sector and academia
- An open approach to sharing learning / insights with ADEPT members, the DfT and wider industry in the UK and internationally
- Proposals must be scalable, demonstrate value for money, innovation and be directly relevant to other areas within the UK and beyond
- Live labs should showcase UK innovation and export potential

It is expected that DfT, with agreement by Ministers, will grant fund **up to six live lab proposals** with up to **£25m available in total across the live labs over the period to 2021**. Proposals that specifically address how that funding will leverage further contributions and investment, particularly from the private sector (including in kind contributions) and demonstrate how they will influence wider change will be judged as adding more value.

Suggested approaches could include;

- Term maintenance contractor contributions in terms of agile methods of working, demonstrable cost saving techniques and commercialisation advice
- Developer contributions such as innovative solutions to reduce local authority maintenance requirements, solutions to meet future mobility needs and place making
- Industrial / commercial contributions in the form of materials, products, data and skills to demonstrate innovation at scale
- Operator contributions in terms of new mobility services to demonstrate new eco-systems at scale
- Additionality with other funding streams (housing, education, healthcare etc.) already secured through demonstrable influence on designs and outcomes
- Innovation as part of potential invest to save cases using 'live lab' solutions

We also recognise that skills within the transport sector are changing and as such we are keen to see proposals that making linkages with local educational and academic establishments to further this agenda.

ADEPT is keen that the local roads network is a key enabler for the local economies and live labs are way of bringing this to life. Proposals which demonstrate cross sectoral benefits in terms of economic investment, enabling developments, improving place making and improving access to services (including improving health, and access to healthcare and education) would be received with interest.

It should also be noted that we would welcome proposals from ADEPT members working in partnership be that in adjacent geographic areas tackling cross boundary challenges or from authorities remote from each other with similar needs.

Where applicable the project(s) should support the ongoing ‘getting to grips with data’ projects or similar data-led initiatives already underway in local areas.

The following section describes the competition process.



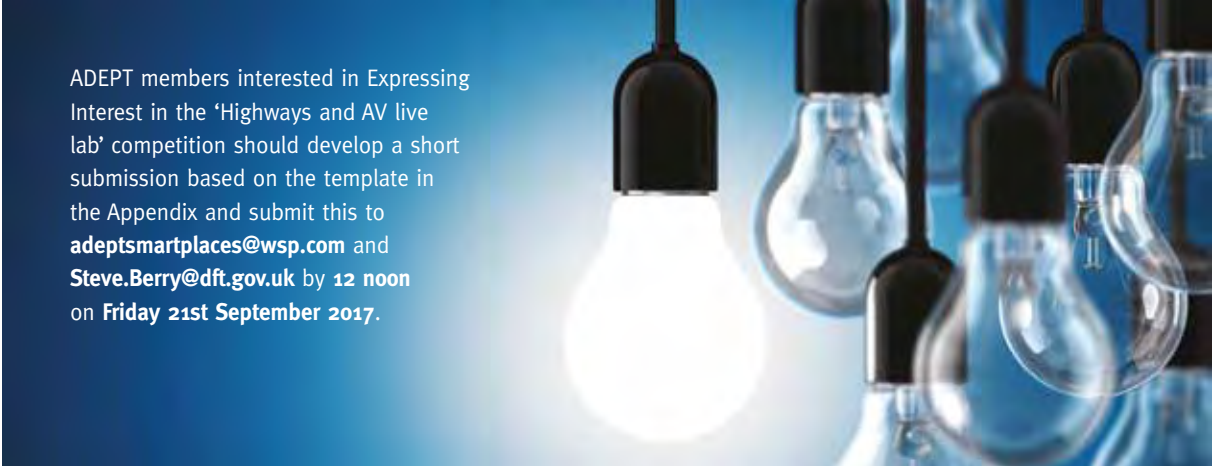
Smart local highways and AV live labs competition

The Smart local highways and AV live labs opportunity is envisaged as a means of demonstrating a step change in the way in which our industry embraces technological change for the benefit of ADEPT members, wider UK local authorities and our international peers. As such we have agreed an agile competitive approach to funding, one which has collaboration, trust and partnership at its core. The competition and implementation programme comprises the following broad stages;

- **Expression of Interest (6 weeks, closes Fri 21st September, 12 noon)** – following issue of this prospectus ADEPT members have 6 weeks to prepare an outline proposal using the template outlined in the Appendix. Advice will be provided to prospective applications during this stage via our consultants, details can be found in the Contacts section.
- **Initial review (week commencing Mon 24th September)** – Expressions of Interest will be reviewed by members of the Commissioning Board with support from our consultants. Feedback given to all participants with a view to refining and progressing as many submissions as possible through to the ‘Dragons’ Den’ stage. Confirmation of participation this next stage will be required from senior staff in both ADEPT authorities and their partners.
- **Dragon’s Den (week commencing Mon 22nd October)** – prospective teams will present their proposals to a ‘Dragons’ Den’ panel comprising representatives from the Commissioning Board partners. Presentations will be made by senior officers accompanied by appropriate portfolio holders and senior representatives from partner organisations including term maintenance contractors followed up by short questions and answers session. Presentation content will be judged by the panel and any further clarifications will be sought in writing following the event.
- **Selection of preferred live labs (late October to March 2019)** – up to six proposals judged as best meeting the goals stated earlier will be notified and invited to enter into a funded developmental stage. This will allow for proposals to be developed into a fully specified and costed programme of works with an associated procurement strategy. This stage will also include the specification of pre and post data collection, monitoring and analysis to demonstrate impacts and benefits of the live labs.
- **Procurement and deployment (April 2019 to March 2021, 2 years)** – following agreement of the specification and programme, appropriate procurement will be undertaken to enable deployment of agreed interventions.
- **Data collection, testing and analysis (throughout work programme)** – an essential part of the live labs application will be the comparative testing of interventions (versus do-traditional and other scenarios) and the quantification and analysis of impacts and benefits. Monitoring will be required to enable the development of exemplar business cases.

Throughout the programme, participants and their partners will be expected to share knowledge, learning and insights with ADEPT members and the wider community. Unsuccessful participants will be invited to shadow chosen live labs with a view to accelerating innovation across our membership.

This is an innovative and prestigious competition backed by the DfT. Successful applicants will receive support and encouragement to not only introduce innovation in all its forms to local roads, but to also tackle some of the legislative, regulatory and design challenges to unlock emerging technology at-scale. We will be providing support to potential applicants right through this process, details provided on the back cover.



ADEPT members interested in Expressing Interest in the ‘Highways and AV live lab’ competition should develop a short submission based on the template in the Appendix and submit this to adeptsmartplaces@wsp.com and Steve.Berry@dft.gov.uk by 12 noon on Friday 21st September 2017.

Appendix

Expression of Interest Template

(no more than 8 sides of A4 in total, 11pt Arial text)

Live lab title	Single line project title
Lead authority	Name of the ADEPT authority <i>(note: applications must be led by an ADEPT member)</i>
Owner & champion	Contact details for; a) Senior officer b) Political champion
Location(s)	Details of the proposed location(s) for the live lab. In the case of multiple ADEPT authorities teaming, please outline all
Elevator pitch	One succinct paragraph (no more than 8 lines) outlining the proposal
Short form proposal	Outline of the proposal no more than 4 sides of A4 , must include as a minimum; <ul style="list-style-type: none"> • Description of local needs to be addressed • Overview of live lab proposal and how it tackles these needs • Description of constituent elements and how they interlink • Overview of innovations in manufacture, deployment and operation • Overview of how the proposal enables a future ready approach • Description of interlinkages with other networks, systems and programmes • Overview of anticipated benefits and outcomes
Term contractor partner	Details of term maintenance contract and lead contact details
Educational / academic partners	Details of educational / academic partners, their role and contacts
Other partners	Details of any other partners, their role and contacts
Indication of scale	Outline of grant funding requirements with a high-level breakdown
Funding package, leverage etc.	Details of addition funding, leverage against existing programmes, private sector funding, contributions in kind etc.
Data, analysis and testing regime	Overview of pre and post data collection, monitoring and analysis to demonstrate impacts and benefits Overview of the proposed testing regime for live lab interventions against alternative scenarios
Approach to knowledge sharing	Overview of approach to knowledge sharing for; a) ADEPT membership b) UK local authorities c) International audiences
Approach to commercialisation	Overview of partners approaches to commercialisation of live lab solutions with the UK and to export markets

Contact and further enquiries

For further advice or enquiries please contact our consultants WSP.

A specific email address has been set-up for this competition, in the first instance please contact WSP and a member of the team will get back to you as soon as possible;

adeptsmartplaces@wsp.com

ADEPT

The Association of Directors of Environment, Economy, Planning & Transport

www.adeptnet.org.uk



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September 2019

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

Directorate/ Service: GET Highways Asset Management

Name of decision, policy, procedure, project or service:
ADEPT Live Labs Project Kent

Responsible Owner/ Senior Officer: Carol Valentine/Andrew Loosemore

Version: 0.1

Author: Carol Valentine

Pathway of Equality Analysis: Portfolio Project Board, Environment and Transport Cabinet Committee

Summary and recommendations of equality analysis/impact assessment.

Context

Highways asset management is responsible for the inspection and maintenance of 5,000 miles of road and 4,000 miles footway; 122,000 streetlights, 500,000 trees, 250,000 drains and 2,200 bridges. In inclement weather we treat 57 salting routes which covers 30% of the road network. In addition, the service is the front facing part of the highways function and deals with over 100,000 enquiries each year.

Data for these assets are captured on a range of systems and platforms and utilised to deliver the best possible service to residents and visitors to Kent. Having data on a variety of systems can however result in unconnected systems, potentially leading to slower decision making and customer dissatisfaction. Kent as a place is continuing to grow and the pressures on our services are increasing at the same time as customers are getting used to dealing with sophisticated online systems and shopping and expecting similar streamlined, relevant and timely services from the public sector.

- **Aims and Objectives**

With the ever-increasing development in technology, the opportunity now exists to further improve our services using data analytics that will enable faster and more efficient decision making by highways managers and officers and providing up to date, relevant information to people using the Kent network. In recent years there has been a wide range of innovation in the use of new technologies including new road surface materials, digital networks and sensors, and construction / maintenance techniques but many of these have not been deployed at scale or been subject to commercial, real world rigour. The Live-Labs project will deploy cutting edge technology e.g sensors, satellite and laser imagery, to deliver an intelligence-led, technology-based approach to Highways maintenance and management.

- **Summary of equality impact**

We recognise that 'one size does not fit all' and accessibility for some people with disabilities could be impacted when accessing online information and services therefore, alternative means must be provided for customers to get information to us. The entire tool will be mobile friendly and options for using either a map based version or text only

Updated 26/09/2019

1

September 2019

version will be enhanced to assist those with visual impairments as evidence has shown that customers with visual impairments prefer to use the text fields rather than the map functionality. Together with assistive technology including webchat and on-screen help prompts, we will enable more customers to self-serve using online tools rather than being limited to telephone and this is particularly aimed at assisting customers who have hearing or visual impairments as well as those with learning difficulties.

Adverse Equality Impact Rating Medium

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment concerning **Live Labs Kent project**. I agree with risk rating and the actions to mitigate any adverse impact(s) that has /have been identified.

Head of Service

Signed: 

Name: Andrew Loosemore

Job Title: Head of Highways

Date: 26 September 2019

DMT Member

Signed: 

Name: Simon Jones

Job Title: Director Highways
Transportation and Waste

Date: 26 September 2019

September 2019

Part 1 Screening

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

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

Protected Group	Please provide a brief commentary on your findings. Fuller analysis should be undertaken in Part 2.			
	High negative impact EqIA	Medium impact Screen	Low negative impact Evidence	High/Medium/Low Positive Impact Evidence
Age			<p>Access to online services may impact on the older population with limited access and skills to use these services. However, there is research in the UK that shows that the older population are increasingly using the Internet via either a laptop or mobile device – OFCOM – ‘Rise of Social Seniors Revealed 2017’; Age UK ‘Technology and Older People Review’.</p>	<p>Younger people (18-24) are accessing many services and goods online and are more likely to search for council services online than phone or write in (Internet research)</p> <p>Technology use amongst older people (over 65) is rising at a rapid pace and access to council services online will have a benefit to this group (Age UK ‘Technology and Older People Review’)</p>
Disability			<p>Accessibility of online information and services may impact on people with disabilities (physical, learning, sensory) who have specific communication needs.</p>	<p>Increased accessibility of online information and services e.g. where the telephone is a barrier or physical mobility is restricted upon face to face transactions. Assistive technology may</p>

			Without alternative provision and additional assistance these customers will be unable to utilise online services equally	help to improve accessibility and assist people to stay online to ensure these customers are able to utilise online services equally.
Sex			It is not considered that alterations to the system will have any greater impact on men or women as it is accessible to all genders	
Gender identity/ Transgender			It is not considered that alterations to the system will have any greater impact on this group than it does on the general public.	
Race		Online services may negatively impact people whose first language is not English and where the default online is English The effectiveness of communication with Black and Minority		A considered and informed approach to the project can ensure the language communication needs of people from BME backgrounds are provided for, as well as English speakers with low literacy levels. Assistive technology

		Ethnic (BME) and Eastern European customers could be inequitable, where English is not their first language.		utilising webchat and online help prompts in differing language formats could improve service accessibility for this group. Potential to assist in decreased social isolation.
Religion and Belief			It is not considered that alterations to the system will have any greater impact on this group than it does on the general public.	
Sexual Orientation			It is not considered that alterations to the system will have any greater impact on this group than it does on the general public.	
Pregnancy and Maternity			It is not considered that alterations to the system will have any greater impact on this group than it does on the general public.	
Marriage and Civil Partnerships			It is not considered that alterations to the system will have any greater impact on this	

			group than it does on the general public.	
Carer's Responsibilities				The strategic platform has the potential to improve the online access to highway services which could benefit those who are limited in leaving the house due to caring responsibilities

Part 2

Equality Analysis /Impact Assessment

Protected groups

Disabled people using assistive technologies could be affected if the operational and strategic platforms were not compatible

Information and Data used to carry out your assessment

GOV.UK information 'Make things accessible and inclusive'; The Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018

Who have you involved consulted and engaged?

So far desk research has been carried out doing an Internet Search. The Government has carried out stakeholder engagement with people with disabilities using assistive technology and this has informed The Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018. KCC is following this guidance and has produced an Accessibility statement and is providing guidance to directorates to implement the regulations. To date correspondence has been had with the Corporate Equalities team and the GET Business Partner for technology.

Analysis

No direct engagement – see above

Adverse Impact,

KCC and partner agency staff with disabilities also need to be able to access and input necessary data sources into the platforms. Work will be undertaken throughout the project to ensure product design incorporates the requirements of The Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018.

Representation of the language communication needs of people within Black & Minority Ethnic (BME) communities can be accessed internally from KCC business intelligence data including current customer base information to inform service design. The full impact of the improvements on 'Race' is not known at this stage, however, further reassessment to understand the impacts will continue throughout the implementation of the online tool and customer feedback will be used to inform future developments.

Positive Impact:

The Live Labs strategic platform is a Smart Cities platform that will utilise engaging visuals to inform the public about highway services. It will be user friendly and incorporate accessibility elements to enable all to use it.

September 2019

Many people are now accessing services and goods online and are more likely to search for council services online than phone or write in (Internet research).

Technology use amongst older people (over 65) is rising at a rapid pace and access to council services online will have a benefit to this group (Age UK 'Technology and Older People Review') some of whom are already benefitting from telecare, including residents in Kent.

JUDGEMENT

The Live Labs project will go ahead and adjust and continue to remove the barriers for people with disabilities, particularly those utilising assistive technologies. As the platforms are developed, the recommendations from The Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 will be adopted and incorporated.

Internal Action Required YES

There is potential for adverse impact on people with disabilities using assistive technology and we have found scope to improve the proposal by ensuring that throughout the product development attention is given to implement the recommendations from The Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 and any further guidance from KCC is incorporated into the product development and final strategic and operational platform development.

Equality Impact Analysis/Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Disability	There is potential for adverse impact on people with disabilities using assistive technology	Initial desk/Internet research done along with seeking guidance from corporate equalities and the Business Intelligence team. Also briefed external project partners on the requirements of the Government legislation and will monitor throughout all stages of the project implementation of the guidance. Also will seek	The operational and strategic platforms will conform to the standards leading to all users of the systems being able to have full access and gain from the benefits offered by the systems	Carol Valentine	September 2019- June 2021	Unknown but will be absorbed in project costs

		advice relevant stakeholder engagement with affected groups if possible	on			
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Have the actions been included in your business/ service plan?
 Yes – regular updates will be provided to Highways Strategy Review meetings and the GET Portfolio Board

Appendix

Please include relevant data sets

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

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

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

Updated 26/09/2019

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

Simon Jones, Director of Highways, Transportation and Waste

To: Environment and Transport Cabinet Committee – 10 October 2019

Subject: Winter Service Policy for 2019/20

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: Each year we review the Council’s Winter Service Policy and the operational plan that supports it in light of changes in national guidance and lessons learnt from the previous winter. This report sets out revisions to this year’s policy.

Recommendation: The Cabinet Committee is asked to discuss and comment on the report and the proposed workplan to implement lessons learned from recent winter service delivery, specifically to implement the changes to the Winter Service Policy at:

(s.5.2) For the 2019/20 season, 23 primary salting routes will be utilising in-cab technology with digitised salting routes pre-programmed into a navigation unit. These will run on identified primary routes.

(8.1.3) From October 2019 all salt bins will have a unique number that will be utilised by the contractor for filling and will assist members of the public to accurately report empty bins.

1. Introduction

1.1.1 The 2018/19 winter was milder than average with 56 primary routes completed compared with the budgeted 66 runs. There was one day of snow which did not necessitate a snow emergency being declared. However, farmers in affected areas were deployed and cleared snow from affected roads.

2. Financial implications

2.1 The allocated budget for winter service for 2019/20 is £3,268,100. The budget is broken down as follows:

Pre-Salting Gritting Operation	1,182,200
Plant & Equipment	1,745,500
Snowex Machines	139,300
Maintenance Of Farmers Ploughs	50,000
Weather Forecasting	20,000
Ice Prediction	40,000
Supply & Maintain Salt Bins	71,100
Supply Of Salt To Districts	10,000
Publicity Campaign	10,000
TOTAL	£3,268,100

3. Winter planning

3.1 Over the 2019 summer period work has been done to further refine and improve the winter service. This work focused on:

- Smart Winter project
- Route optimisation
- Salt bin identification labels
- Replacement of brine saturators and commissioning

3.2 Phase 2 of the Smart Winter project is for “Navtrak” in cab technology which automates the gritting process to ensure that only the critical areas of the primary network are salted and only with the correct spread rates of salt. This technology will be in place for the start of the 2019/20 winter season. During the summer, 23 primary routes were digitised using the “Map a Route” system which incorporates OS mapping and street gazetteer information to develop the routes. Once completed they were checked by local highway engineers for accuracy. These routes have been uploaded into Navtrak units in 23 gritters which provides the following benefits:

- in-cab audio and visual route navigation
- stores all the routes on board
- provide immediate support to drivers
- reduces wrong turns and mileage
- guarantee route adherence

3.3 Phase 2a of the project will continue the route optimisation process using the data from the 120 sensors out on the network. The continuation of the project will lead to more data on which to base any future optimisation. All primary routes will also be digitised so that when funding becomes available, Navtrak can be installed in the whole gritting fleet.

3.4 Salt bin identification labels. There are nearly 3000 salt bins across the county and these provide an essential means of self-help for communities during snow and ice events. This year in addition to the

existing labels each salt bin will be given a unique reference number. This will enable customers to report empty bins and also ensure that inspections and refills can be accurately recorded in the highways asset management system.

- 3.5 Replacement brine saturator procurement. The brine saturator units produce brine which is a simple mixture of water and salt (NaCl). The brine is used with dry salt to form the treatment that is used across the network. Following a successful procurement 6 new saturator units were installed in the highway depots. These were commissioned during September 2019 and will be fully operational for commencement of the winter season on 25th October 2019.

4. Winter resilience

- 4.1 As with previous years, we have identified an Operational Winter Period which is October to April and a Core Winter Period which is December to February and the stocks of salt needed during those periods to effectively treat the network in line with recommended resilience levels. The minimum levels of salt needed to maintain the resilient network (as defined in the Quarmbury review 2012) are shown at Appendix A. We maintain a salt stock of 23,000 tonnes (including 2,000 tonnes of a salt/grit mix which is held in a strategic stockpile at Faversham Highway depot) ensuring the recommended minimum levels are achieved. Arrangements are in place for salt deliveries during the winter to ensure we have the recommended resilience stock levels.
- 4.2 Agreements are in place whereby snowploughs are provided and maintained by KCC Highway and assigned to 114 local farmers and plant operators for snow clearance operations, generally on the more rural parts of the highway.

5. Collaboration with neighbouring authorities

- 5.1 Mutual aid arrangements are in place with Highways England Area 4 and Medway Council. The annual winter meeting with all south east highway authorities to finalise arrangements took place on 24th September at Surrey County Council. Key topics included winter route planning and mutual aid. There was also an agreement to consider joint winter training in future.
- 5.2 We offer free of charge 1 tonne salt bags to Parish Councils for them to self-help and we have in place arrangements with District and Borough Councils to clear town centres and footways during snow emergencies when normal operations are suspended.

6. Media and communication

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

7. Brexit

- 7.1 Preparations continue within KCC for the anticipated 31st October Brexit and winter service is included in those preparations. Whilst the exact impact on the road network is unknown at this time any additional congestion on the pre-salted routes will impact on the effectiveness of the service.

8. Winter Service Policy and Plan 2019/20

- 8.1 The Winter Service Policy is presented at Appendix B. The following additions have been made to this year's policy:
 - (s.5.2) For the 2019/20 season, 23 primary salting routes will be utilising in cab technology with digitised salting routes pre-programmed into a navigation unit. These will run on identified primary routes.
 - (8.1.3) From October 2019 all salt bins will have a unique number that will be utilised by the contractor for filling and will assist members of the public to accurately report empty bins.
- 8.2 The Winter Service Policy is supported by an Operational Plan which has been updated in line with the Policy and discussions have taken place with our Highway Maintenance Service Provider to ensure that plans are aligned.
- 8.3 The Plan is available for Members to view on request. In addition, officers have worked with districts on their respective operational local district plans and these will be reported to the next round of Joint Transport Boards.

9.. Strategic Statement

- 9.1 Winter service is essential to “Keep Kent Moving” for social and economic development reasons. It also contributes towards Kent residents having a good quality of life in all weathers through local district winter plans, the provision of salt bins and the communication strategy that complements the winter service policy.

10. Equality Impact Assessment

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

11. Conclusion

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

12. Recommendations

- 12.1 The Cabinet Committee is asked to discuss and comment on the report and the proposed workplan to implement lessons learned from recent winter service delivery, specifically to implement the changes to the Winter Service Policy at:

(s.5.2) For the 2019/20 season, 23 primary salting routes will be utilising in-cab technology with digitised salting routes pre-programmed into a navigation unit. These will run on identified primary routes.

(8.1.3) From October 2019 all salt bins will have a unique number that will be utilised by the contractor for filling and will assist members of the public to accurately report empty bins.

13. Background documents

- Well Managed Highways 2016; Appendix H winter service guidance NWSRG: <http://www.ukroadsliaisongroup.org/en/codes/index.cfm>
- Appendix A: Minimum Salt Stock
- Appendix B: Winter Service Policy
- Appendix C: EqIA

14. Contact details

Report Author:

Name: **Carol Valentine**
Title: **Highways Project and Winter Service Manager**
Tel No: **03000 418181**
Email: carol.valentine@kent.gov.uk

Head of Service:

Name: **Andrew Loosemore**

Title: **Head of Highways Asset Management**

Email: andrew.loosemore@kent.gov.uk

Minimum Salt Stock

Routes	Normal salting network	Minimum Winter Network (tonnes/run)	Full Pre-season stock (12 days/48 runs)	Overall winter period Minimum Network(12 days/48 runs)
Primary	350	350	16,800	16,800
Total			16,800	16,800
Actual Stock levels as @ 25th October 2019			23,000	

Overall winter period – 25th October 2019 to 25th April 2020

Core winter period - 1st November to 1st March

Days resilience (overall winter period) 12 days

Days resilience (core winter period) 6 days

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

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Kent County Council

Winter Service Policy

Highway Operations Policy for 2019/20 Winter
Service Period

HTW CV
V1. Sept 2019 C. Valentine



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1. INTRODUCTION

1.1 Winter Service - Statutory Duty

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

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

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

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

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

1.2 Winter Service Standards

1.2.1. In order to respond as quickly and efficiently as possible to its responsibilities Highway Operations has adopted policies and standards for each of the winter service activities and these are detailed within this document. The operational details for the winter service activities in Kent are detailed in the Winter Service Plan 2019/20 that complements this Policy Document.

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

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

1.3 **County Council Maintained Highways**

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

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

1.4 **Motorways and Trunk Roads**

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

2. **WINTER SERVICE OBJECTIVES**

2.1 **Salting**

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

2.1.2 **Roads to be Included within Primary Precautionary Salting Routes**

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

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

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

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

2.2 Minimum Winter Network

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

2.3 Snow clearance

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

- 2.3.1
- To prevent injury or damage caused by snow
 - To remove obstructions caused by the accumulation of snow (section 150 of the Highways Act 1980)
 - To reduce delays and inconvenience caused by snow
- 2.3.2 Snow clearance on carriageways will be carried out on a priority basis as detailed in paragraph 6.2.
- 2.3.3 Snow clearance on certain minor route carriageways will be carried out by local farmers and plant operators, who are under agreement to the County Council, using agricultural snow ploughs and snow throwers/blowers. Snow clearance on other minor route carriageways will be carried out as resources permit. Some minor routes and cul-de-sacs will inevitably have to be left to thaw naturally.

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

2.4 Roadside Salt Bins

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

3. WINTER SERVICE GENERAL

3.1 Winter Service Contracts

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

3.2 Winter Service Season

- 3.2.1 In Kent the weather can be unpredictable, and the occurrence and severity of winter conditions varies considerably through the season, and from year to year. To take account of all possible winter weather the County Council's Operational Winter Service Period runs from mid-October to mid-April. This year the season runs from the 25th October 2019 to the 25th April 2020. The core winter service operates between December and February and increased salting runs are planned for this period.

3.3 Salt usage and alternatives to Salt

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

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

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

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

- 3.3.2 A brine trial as started during the 2016/17 winter service period and will continue in the 2019/20 season. This will ensure that adequate data can be gathered to enable decisions on the suitability of brine only treatments for pre-cautionary treatment on parts of the Kent road network. Selected routes will be treated with a brine only solution. The trial is being supported by the Transport Research Laboratory and the site will be continuously monitored throughout the season. In the event of snow or heavy ice, salt will be used on these routes. Additionally, if during the trial the efficacy of the brine treatment is in any way unsatisfactory, pre wet and/or dry salt will be used.

3.4 **Winter resilience standard**

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

4. **WEATHER INFORMATION**

4.1 **Weather Information Systems**

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

4.2 **Weather Reports**

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

4.3 **Winter Duty Officers**

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

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

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

5. **SALTING**

5.1 **Planning of Precautionary Salting Routes**

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

Manager to patrol key strategic routes by driving the route and applying treatment as necessary. Secondary routes have also been developed from other important highways for treatment only during severe winter weather conditions in line with paragraph 6.1.1. This currently equates to 15% of the total road network which is 843 miles, 1357 km.

5.2 **Innovation**

5.2.1 For the 2019/20 season, 23 primary salting routes will be utilizing in cab technology with digitised salting routes pre-programmed into a navigation unit. These will run on identified primary routes.

5.3 **Precautionary Salting**

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

5.4 **Post Salting**

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

5.5 **Spot Salting**

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

5.6 **Instructions for Salting of Primary Routes**

5.6.1 Instructions for precautionary salting of primary routes will be issued if road surface temperatures are expected to fall below freezing and in line with the KCC winter treatment instruction matrix detailed in the KCC Winter Service Plan 2019/20.

5.6.2 Instructions for precautionary salting of primary routes will also be issued if snowfall is expected.

5.6.3 The Winter Duty Officer will issue routine instructions for precautionary salting of primary routes, for the whole of Kent, by means of the Kent Road Weather Forecast via Met Desk web-based system.

- 5.6.4 Observational data produced by sensors placed under the Smart Winter project will be used to validate pre-salting decisions.

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

6. SNOW CLEARANCE

6.1 Instructions for Snow Clearance

6.1.1 The Winter Duty Officer and/or the Highway Manager nominated representatives are responsible for issuing snow clearance instructions. Snow clearance will initially take place on scheduled primary precautionary salting routes, based on the priorities given in para. 6.2.1. Subsequently, when all primary routes are treated and if resources permit, snow clearance will take place on secondary salting routes and other roads, and footways, on a priority basis.

6.1.2 Snow ploughing shall not take place on carriageways where there are physical restrictions due to traffic calming measures, unless it has been deemed safe to do so following a formal risk assessment and a safe method of operation documented.

6.1.3 Where hard packed snow and ice have formed and cannot be removed by ploughing, a salt/sand mixture or other appropriate grit material will be used in successive treatments. This aids vehicular traction and acts to break up the snow and ice.

6.2 Snow Clearance Priorities on Carriageways

6.2.1 Snow clearance on carriageways should be based on the priorities given below:

- A229 between M20 and M2, A249 between M20 and M2, A299, A260 (Whitehorse Hill & Spitfire Way) and the B2011 (Dover Hill), A252 Charing Hill, A251 Faversham Road, A252 Canterbury Road to the A251 junction/roundabout at The Halfway House at Challock, (NB: continuous treatment & clearance will be carried out in the event of a snow emergency)
- Other “A” class roads;
- All other roads included within primary precautionary salting routes;
- One link to other urban centres, villages and hamlets with priority given to bus routes;
- Links to hospitals and police, fire and ambulance stations;

- Links to schools (in term time), railway stations, medical centres, doctor's surgeries, and care homes, cemeteries, crematoria and industrial, commercial and shopping centres
 - With the approval of Highway Manager, other routes as resources permit.

6.3 **Snow Clearance Priorities on Footways**

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

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

6.4 **Agricultural Snowploughs for Snow Clearance**

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

6.4.2 For 2019/20 a trial will be carried out in Sevenoaks and Maidstone involving some farmers treating parts of the secondary routes identified by the local district manager in addition to their pre-arranged routes utilising ploughs and towable spreaders spreading salt provided by Kent County Council.

6.5 **Snow Throwers/Blowers for Snow Clearance**

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

7. SEVERE WEATHER CONDITIONS

7.1 Persistent Ice on Minor Roads

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

7.2 Ice and Snow Emergencies

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

8. ROADSIDE SALTBINS

8.1 Provision of Roadside Salt Bins

8.1.1 Roadside salt bins can be sited at potentially hazardous locations for use by the public, to treat ice and snow on small areas of the carriageway or footway.

8.1.2 Salt bins will be filled using a mixture of sharp sand or other grit material and salt and will be filled at the beginning of the winter season. In the event of severe weather further refills will be carried out as time and resources permit.

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

- 8.1.3 A sum of money will be allocated from Highway Operations to provide these salt bins. All KCC salt bins are labelled. From October 2019 all salt bins will have a unique number that will be utilised by the contractor for filling and will assist members of the public to accurately report empty bins.

8.2 Payment for salt bins

- 8.2.1 Once a salt bin has been approved by the assessment criteria, the cost of installation, filling and maintenance will be borne by Highway Operations.

- 8.2.2 Additionally, one tonne bags of a salt/sand mix will be provided to parish councils who request them at the start of the winter season for use in their local area.

8.2.3 Combined Member Grant

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

8.2.4 Parish councils

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

9. BUDGETS

9.1 Winter Service Budget

9.1.1 The budget for the annual operational winter service period is based on salting the primary precautionary salting routes on 66 occasions. The main budget is managed by the Head of Highways Asset Management as a countywide budget.

9.1.2 Any future winter service budget underspend will be treated as a committed roll forward, so that additional funding is available in the following financial year for the pressures a mild winter places on highway soft landscaping maintenance.

9.2 Ice and Snow Emergencies

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

10. PUBLIC AND MEDIA COMMUNICATIONS

10.1 Neighbouring Authorities and other Agencies

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

10.2 The Media

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

10.3 Pre-Season Publicity

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

10.4. Publicity during Ice or Snow Emergencies

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

Appendix A - SALT BIN ASSESSMENT FORM

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

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

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September 2019

EQUALITY ANALYSYS/IMPACT ASSESSMENT (EqIA)

HIGHWAYS, TRANSPORTATION AND WASTE

The Winter Service Policy 19/20
v0.1

This document is available in other formats, please contact
alternativeformats@kent.gov.uk or telephone 03000 421553



KENT COUNTY COUNCIL

EQUALITY
ANALYSYS/IMPACT
ASSESSMENT

Directorate: Growth, Environment and Transport

Name of policy, procedure, project or service:

The Winter Service Policy 19/20

What is being assessed?

The County Council as a highway authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

The County Council recognizes that the winter service is essential in aiding the safe movement of highway users, maintaining communications, reducing delays and enabling everyday life to continue. It is very important to both road safety and the local economy. The winter service that the County Council provides is believed to be sufficient so far as is reasonably practical to discharge the duty imposed by the legislation related to the Highways Act 1980.

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

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

To respond as quickly and efficiently as possible to its responsibilities Highway Operations has adopted policies and standards for each of the winter service activities.

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

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

Responsible Owner/ Senior Officer:

Carol Valentine Highway Manager

Date of Initial Screening:

February 2017

Date of Full EqlA :

19 September 2018

September 2019

Version	Author	Date	Comment
V0.1	Carol Valentine	19/09/18	The benchmark for the winter service EQiA was set in 2017. This EQiA is based on that one
V0.2	Carol Valentine	18/09/19	This EQiA is based on 2018 version

Screening grid to assess The Winter Service Policy 19/20

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this event related to this project promote equal opportunities for this group?
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	No	Medium	None	Yes	Yes – see action plan
Disability	No	Medium	None	Yes	Yes – see action plan
Gender	No	Low	None	No	No
Gender identity	No	Low	None	No	No
Race	No	Low	None	No	No
Religion or belief	No	Low	None	No	No
Sexual orientation	No	Low	None	No	No
Pregnancy and maternity	No	Medium	None	Yes	Yes – see action plan
Marriage and Civil Partnerships	No	Low	None	No	No
Carer's responsibilities	No	Medium	None	Yes	Yes – see action plan

Part 1: INITIAL SCREENING (February 2017)

Context

The Winter Service Policy is revised every year.

In order to respond as quickly and efficiently as possible to its responsibilities Highway Operations has adopted policies and standards for each of the winter service activities and these are detailed within the KCC Winter Service Policy document.

The operational details for the winter service activities in Kent are detailed in the Winter Service Plan 2019/20 that complements the KCC Winter Service Policy Document.

Aims and Objectives

Salting

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

Roads to be Included within Primary Precautionary Salting Routes

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

- Class 'A' and 'B' roads
- Other roads included in the top three tiers of the maintenance hierarchy as defined in the Kent Highway Asset Maintenance Plan. These are termed Major Strategic, Other Strategic and Locally Important roads.
- Other roads identified by Highway Managers (based on local knowledge and experience and input from relevant local stakeholders including district and parish councils), that are particularly hazardous in frosty/icy conditions.

It would be impractical and financially draining to carry out precautionary salting of footways, pedestrian precincts or cycle ways and therefore no provision has been made. However, there will be a certain amount of salt overspill onto footways and cycle ways when precautionary salting is being carried out on adjacent carriageways.

Minimum Winter Network

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

Snow clearance

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

- To prevent injury or damage caused by snow
- To remove obstructions caused by the accumulation of snow (section 150 of the Highways Act 1980)
- To reduce delays and inconvenience caused by snow

Snow clearance on carriageways will be carried out on a priority basis. Snow clearance on certain minor route carriageways will be carried out by local farmers and plant operators,

who are under agreement to the County Council, using agricultural snow ploughs and snow throwers/blowers. For the 2019/20 winter period a small number of farmers will be equipped with spreaders to distribute dry salt after snow clearance. Snow clearance on other minor route carriageways will be carried out as resources permit. Some minor routes and cul-de-sacs will inevitably have to be left to thaw naturally.

Snow clearance on footways will be carried out on a priority basis, utilising Highway Operations staff and district council staff where agreements exist.

Roadside Salt Bins

Salt Bins are provided to give motorists and pedestrians the means of salting small areas of carriageway or footway where ice is causing difficulty on roads not covered by primary precautionary salting routes. Details of salt bins are included on the KCC website under 'find my nearest' and are also publicized in other media prior and during the winter service period.

Beneficiaries

HTW delivers services that are used by most, if not all, residents in Kent and those who travel through it. The primary focus is to ensure everyone can travel as safely as possible on our highway network. The intended beneficiaries are the travelling public in Kent such as residents, communities and businesses, now and in the future as the highway infrastructure is maintained to safe, and acceptable standards.

Who have we involved and engaged with

No engagement has taken place as there is no major service change or type/volume of service that is being delivered to the public, and therefore no interaction is needed for The Winter Service Policy 19/20

Data

- 1) View population data by 5-year age group for Kent districts.** Summary of the 2015 Mid-Year Population Estimates (Census based) by 5-year age group and gender for Kent County and Kent local authority districts. This data was produced by the Office for National Statistics (ONS) and released on the 23 June 2016.

Summary of findings:

- The total population of Kent (excluding Medway) is estimated to be 1,524,700 people.
- Of all of the local authority districts in Kent, Maidstone has the largest population. Dartford has the smallest population.
- There are slightly more female residents than male residents in Kent. 51% residents are female and 49% male.
- The mean age in Kent is 40.8 years.
- Kent has a slightly smaller proportion of 0-4 year olds than the national average, but on the whole Kent has a younger age profile than the national average, with a greater proportion of young people aged 5-19 years than England.
- Kent has a smaller proportion of middle aged people compared to England, particularly in the age group 20-44 years.
- Kent has an older age profile than the national average with greater proportions of people aged 45+ years than England.

- 2) The Disability in Kent bulletin.** This report outlines the data sets that Kent County Council has chosen to use to estimate the number of people with a disability or disabling condition in the county. Comparisons with the regional and national averages are made.

Summary of findings:

- Using the broadest definition (2011 Census) 257,038 residents in Kent (17.6%) have a health problem or disability which limits their day-to-day activities

- 8.0% of the population in Kent are claiming a disability benefit - Disability Living Allowance (DLA), Personal Independence Payment (PIP) or Attendance Allowance (AA) - equivalent to 122,230 claimants
- A higher proportion of women (8.1%) claim disability benefits in Kent than men (7.4%)
- A physical disability or health condition is the most common reason for a claim for a disability benefit. This accounted for 69.1 % of all claims in Kent
- A higher proportion of people aged 65 and over (18.0%) claim disability benefits than those aged 16-64 (5.6%) or those aged 15 and under (4.3%)
- Thanet district has the highest proportion of disability benefit claimants in the county with 11.2% of the resident population DLA/PIP or AA
- The employment rate for people who are disabled in Kent is 54.1%. This is lower than the employment rate for people without a disability which is 78.7% in Kent.
- Dartford district has the highest employment rate for people with a disability (83.1%)

3) 2011 Census: Cultural diversity in Kent. This report published by the Office for National Statistics (ONS) provides data on total population by ethnic group, religion, country of birth and national identity for England & Wales. Collectively these tables provide a snapshot of current cultural diversity within the country.

Summary of findings:

- Kent is the largest non-metropolitan local authority area in England with a resident population of 1,463,740 people as at 2011 Census. This figure excludes the Medway Council area.
- The largest ethnic group in Kent is White. 93.7% of residents belong to this ethnic group whilst the remaining 6.3% of residents are from a Black Minority Ethnic (BME) group.
- Almost three quarters of Kent residents follow a religion. 915,200 people are Christian which equates to 62.5% of the total population.
- Just over 9% of Kent residents were not born within the UK.
- 2.5% of households in Kent do not have anyone who speaks English as their main language living there.

4) Kent population by marital and civil partnership status. The 2011 Census was the first census to gather information about civil partnerships.

Summary of findings:

- 31.3% of the population are single (never married or never registered a same-sex civil partnership)
- 48.8% of the population are married
- 0.2% of the population are in a registered same-sex civil partnership
- 2.8% of the population are separated (but still legally married or still legally in a same-sex civil partnership)
- 9.6% of the population is divorced or formerly in a same-sex civil partnership which is now legally dissolved
- 7.3% of the population is widowed or the surviving partner from a same-sex civil partnership

Potential Impact

This EqIA is a screening to indicate potential areas of impact, both positively and negatively, to the diverse population of Kent.

Our findings are that all the people of Kent are impacted when the roads and footpaths are affected by the weather. The different characteristics of the population will of course be impacted more than others e.g. the elderly will be more prone to falls in icy or snowy

weather. Footway clearance priorities during snow and ice events include treatment around care and residential homes.

The Policy can only have a positive impact as it improves the condition of the highway which has been affected by the weather conditions. Negative impacts could arise if there is a change to this policy which would directly affect Kent residents, such as a reduction in service provision. In that event a further EqIA would be carried out by the project manager.

Proportionality - Based on the answers in the above screening grid what RISK weighting would you ascribe to this function – see Risk Matrix

The screening table (page 3) details the initial assessment.

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

State rating & reasons

‘Low’

A **low** score has been given to The Winter Service Policy 19/20, as no potential adverse impacts were identified (as outlined) needing mitigating actions put against them.

Potential Impact

We obtained protected characteristics data for Kent residents from the Equality and Diversity research page on the Kent.gov.uk website. We looked at the data with regards to who may be affected by The Winter Service Policy 19/20. Our findings are that:

The data relates widely to the diverse make-up of the population of Kent and details the breakdown across the protected characteristics. This Policy is high level and provides the basis for the Local Winter District Plans. The Local Winter District Plans will have EQiAs carried out which will reflect a greater level of detail.

JUDGEMENT

Option 1 – Screening Sufficient YES

Following this initial screening our judgement is that no further action is required.

Justification: By completing this EqIA we believe that mitigating actions have been set

against all potential adverse impacts and little further analysis, consultation or action is required for The Winter Service Policy 19/20.

Although the Judgement is low, we do believe there are two proportionate actions we can undertake. We therefore intend to

- a) Include in our public messaging around our Winter Service to encourage members of the public to consider friends, family and neighbours and whether they can help those who might struggle to get about more when the weather becomes particularly adverse
- b) Include the creation of an Equality Impact Assessment when determining the priority basis of salting of footways.

Option 2 – Internal Action Required	YES, as per above
Option 3 – Full Impact Assessment	NO

Monitoring and Review

A further EqIA will be undertaken in 2019/20 when this policy is reviewed.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:  Name: Carol Valentine

Job Title: Highway Manager Date: 18/09/2019

DMT Member

Signed: Name: Simon Jones

Job Title: Director of Highways, Transportation & Waste Date:

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implicati
Age	Adverse winter conditions may affect certain protected characteristics more than others	<p>The winter service policy improves the condition of the highway network by ensuring that, as far as is reasonably practicable, safe passage along a highway is not endangered by snow or ice. Main roads across.</p> <p>Additionally, during snow conditions arrangements are in place with district councils to clear snow and ice in town and village centres. Parish councils are also supplied with a salt/sand mix and can use this to keep key areas as clear as practicable of snow and ice. Local district plans are also in place and care homes and hospitals are amongst facilities prioritised for snow clearance.</p>	<p>Improved community-level support for protected characteristics particularly vulnerable to adverse winter weather</p> <p>When winter weather becomes particularly severe, the needs of those four protected characteristics most likely to be adversely impacted will form part of the prioritization process of footway salting</p>	Carol Valentine	19/20	None

Disability	Adverse winter conditions may affect certain protected characteristics more than others	During snow conditions arrangements are in place with district councils to clear snow and ice in town and village centres. Parish councils are also supplied with a salt/sand mix and can use this to keep key areas as clear as practicable of snow and ice. Local district plans are also in place and care homes and hospitals are amongst facilities prioritised for snow clearance.	Improved community-level support for protected characteristics particularly vulnerable to adverse winter weather When winter weather becomes particularly severe, the needs of those four protected characteristics most likely to be adversely impacted will form part of the prioritization process of footway salting	Carol Valentine	19/20	None
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<p>Pregnancy and maternity</p>	<p>Adverse winter conditions may affect certain protected characteristics more than others</p>	<p>Include in our public messaging around our Winter Service to encourage members of the public to consider friends, family and neighbours and whether they can help out those who might struggle to get about more when the weather becomes particularly adverse</p>	<p>Improved community-level support for protected characteristics particularly vulnerable to adverse winter weather</p> <p>When/if winter weather becomes particularly severe, the needs of those four protected characteristics most likely to be adversely impacted will form part of the prioritization process of footway salting</p>	<p>Carol Valentine</p>	<p>19/20</p>	<p>None</p>
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<p>Carer's responsibilities</p>	<p>Adverse winter conditions may affect certain protected characteristics more than others</p>	<p>During snow conditions arrangements are in place with district councils to clear snow and ice in town and village centres. Parish councils are also supplied with a salt/sand mix and can use this to keep key areas as clear as practicable of snow and ice. Local district plans are also in place and care homes and hospitals are amongst facilities prioritised for snow clearance.</p>	<p>Improved community-level support for protected characteristics particularly vulnerable to adverse winter weather</p> <p>When/ winter weather becomes particularly severe, the needs of those four protected characteristics most likely to be adversely impacted will form part of the prioritization process of footway salting</p>	<p>Carol Valentine</p>	<p>19/20</p>	<p>None</p>
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From: Benjamin Watts, General Counsel

To: Environment and Transport Cabinet Committee on 10 October 2019

Subject: Work Programme 2019 -2020

Classification: Unrestricted

Past and Future Pathway of Paper: Standard agenda item

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

Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2019/20.

1. Introduction

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

2. Work Programme 2019/20

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

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

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

3. Conclusion

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

5. Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2019/20.

6. Background Documents: None

7. Contact details

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Environment and Transport Cabinet Committee - WORK PROGRAMME 2019/20
Updated – 30/09/2019

Item	Cabinet Committee to receive item
Portfolio Dashboard	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (June/July)
Risk Register – Strategic Risk Register	Annually (March)
Winter Service Policy	Annually (September)
Bus Feedback Portal update	Quarterly
Strategic Delivery Plan Monitoring	Bi-Annual (every six months – November & May)
Work Programme	At each meeting

29 November 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard	NO		
7	Bus Feedback Portal (Quarterly)	NO		
8	Thanet Parkway Railway Station: Scheme Delivery	TBC	22/08/2019	
9	Organic Waste Processing	YES	05/09/2019	
10	Household Waste Recycling Centres Enforcement Policy	YES	13/08/2019	
11	Drainage and Planning Policy, Land Drainage Policy and Section 19 Investigation Policy (x3 policies)	YES	22/08/2019	
12	Animal Welfare and Health Emergency Plan	YES	13/08/2019	
13	Road Crossing Patrol Policy	YES	13/08/2019	
14	Ash Die Back Update	NO	13/08/2019	
15	Energy and Low Emission Strategy: Post Consultation	NO		
16	Strategic Delivery Plan Monitoring (Bi-annual)	NO		
17	Tunbridge Wells Transport Strategy	NO		

18	Update report on a range of emergency planning work outside of Brexit preparations	NO	13/08/2019	
19	Work Programme (Standing Item)	NO		
	EXEMPT			
20	Contract Management (Standing Item)			

24 January 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard			
7	Proposed Adoption of the Kent Downs AONB Management Plan 2019 - 2024	YES	22/08/2019	
8	Kent Biodiversity Strategy		23/09/2019	
9	Work Programme (Standing Item)			
	EXEMPT			
10	Contract Management (Standing Item)			

24 March 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
7	Gypsy and Traveller Unauthorised Encampment Strategy		22/08/2019	
8	Work Programme (Standing Item)			
	EXEMPT			
9	Contract Management (Standing Item)			

15 May 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard			
7	Heritage Strategy		27/09/2019	Requested by Tom Marchant
8	Work Programme (Standing Item)			
	EXEMPT			
9	Contract Management (Standing Item)			

Items for Consideration that have not yet been allocated to a meeting	
17/00084 – A247 Sutton Road, Maidstone at its junction with Willington street	
18/00037 - M2 Junction 5	
Thanet Parkway Commissioning Plan	
Transport for South East (TfSE) - endorse TfSE proposal	Joe Ratcliffe has advised that due to the Secretary of State's letter informing TfSE that they cannot apply for statutory status at this time, there will be no final proposal in September. Return of paper to Cabinet Committee will depend on Government.
Update report on the North West Maidstone Transfer Station	Requested at E&TCC on 16 July 2019
Update report on Serious Organised Crime	Requested at E&TCC on 16 July 2019
Update report on Brexit	Requested at E&TCC on 16 July 2019
Gypsy and Traveller Service Charge and Rent Setting Policy (Decision)	
Gypsy and Traveller: Pitch Allocation and Site Management Policy (Decision)	