

# **EQUALITY ANALYSYS/IMPACT ASSESSMENT (EqIA) FOR CUSTOMERS**

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## **HIGHWAYS, TRANSPORTATION AND WASTE (HTW)**

**'Analyse' and 'Plan' phase of the  
Highways Maintenance Contract Commissioning Project  
(HMCCP) v0.2**

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## KENT COUNTY COUNCIL

### EQUALITY ANALYSYS/IMPACT ASSESSMENT

**Directorate:** Growth, Environment and Transport

**Name of policy, procedure, project or service:**  
Highways Maintenance Contract Commissioning Project (HMCCP)

**What is being assessed?**

Highways, Transportation and Waste (HTW) are re-evaluating the current delivery model of the Highway Term Maintenance Contract (HTMC), prior to a decision being made on whether the contract should be extended, or if services could be re-procured and delivered in an alternative way beyond the current contract expiry date of 31<sup>st</sup> August 2018. Some of the services covered within the current contract include:

- Improving the highway network
- Gritting our roads in winter
- Filling in pot holes
- Responding to emergencies.

This EqIA focuses on customer considerations and currently relates to the 'analyse' and 'plan' phase of the project, where options have been reduced from seven to three and are being explored further. The EqIA will be reviewed / updated at each subsequent phase of the project.

The HMCCP is centred on the implementation of a contract delivery model that enables all the service areas within HTW to deliver the business' objectives. Any decisions on what services are commissioned, the spend levels and what type of works are completed through a financial year, will not be included within this project. Additionally any impact on the customer through policy changes and works affecting localised areas will be evaluated separately to this project and is the responsibility of the individual asset manager/head of service.

**Responsible Owner/ Senior Officer:**

Andrew Loosemore Head of Highways Asset Management and Project Sponsor

Rob Clark Project and Commissioning Manager for the Project

**Date of Initial Screening:**

20<sup>th</sup> January 2017

Updated on 19<sup>th</sup> June 2017

**Date of Full EqIA :**

July 2017

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Comment</b>
V0.1	Bev Durling	20/01/2017	This EqIA related to the Analyse Phase of the HMCCP
V0.2	Bev Durling	19/06/2017	This EqIA related to the Analyse and Plan Phase of the HMCCP

Screening grid to assess adverse or positive impacts on customers of the HTMC

Characteristic	Could this project or service, or any proposed changes to it, affect this group less favorably through events/decisions relating to this project? YES/NO if yes how?	Assessment of potential impact		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		
Age	No	None	None	a) No - our findings are that no adverse impacts have been noted for HTMC customers during the 'Analyse' or 'Plan' phase of the project. However some options listed under the 'Aims and Objectives' section could result in a reduction in service provision due to price increases. This has been picked up in the project risk register and will be revisited throughout this project. Budget reductions has also been added to the risk register, however a reduction in budgets will be a risk regardless of the decided delivery model.	No
Disability	No	None	None	As above	No
Gender	No	None	None	As above	No
Gender identity	No	None	None	As above	No
Race	No	None	None	As above	No
Religion or belief	No	None	None	As above	No
Sexual orientation	No	None	None	As above	No
Pregnancy and maternity	No	None	None	As above	No
Marriage and Civil Partnerships	No	None	None	As above	No
Carer's responsibilities	No	None	None	As above	No

## Part 1: INITIAL SCREENING (January 2017)

### Context

Kent County Council (KCC) is re-evaluating the current delivery model of the HTMC, and seeking to determine whether a new delivery model is needed to replace the existing term maintenance contract (to maintain, repair and improve existing and new infrastructure) when it expires in August 2018. The project team are currently in the 'Plan' phase of the four step approach of the commissioning cycle.

- Analyse phase
- Plan phase
- Do phase
- Review phase – this will be carried out throughout the life of the project

Please find details of HTW customers below, and how they interact with the current service.

- Contractors/suppliers - use the contract itself, and provide the services required.
- Other customers, who benefit from the contract, include Parish Councils, County Council Members and members of the public.
- KCC have a number of service level agreements and internal arrangements with other areas of the council (some are based on internal 'fee' arrangements, and others simply on resource availability) these are very important to the delivery of our services to customers (e.g. Legal, Information & Communication Technology and Property).

### Aims and Objectives

HTW staff are committed to understanding our customer needs, to help us commission services that build sustainable communities for tomorrow and reflect our three C's – commissioning for customer and our communities. Throughout the delivery of the HMCCP the project team will be mindful of HTW outcomes:

1. Fewer people killed or seriously injured on Kent's roads.
2. Customer satisfaction by providing 'the right services in the right way for the right people'
3. Cost effective statutory and discretionary services by commissioning well and being commercially astute.
4. Growth and economic prosperity through an efficient highway and transport infrastructure.
5. People can travel safely, efficiently and pleasantly to employment, education, social and cultural opportunities.
6. Maximise inward investment into Kent.
7. Retaining a motivated workforce with high levels of job satisfaction.

The overall aim of the project is to agree a delivery model, and secure a contract, which continues to maintain, repair and improve existing and new infrastructure. This will accord with spending the Councils money.

The aim of this second phase of the commissioning cycle is to assess the details of the reduced potential option. These are:

- Extend current contract with Amey. Procure a new Machine Resurfacing

#### **Contract.**

- Procure a large scale contract.
- Break up our contract arrangement and source a number of agreements

The identified potential new options from the above list will have been taken forward into the 'Plan' phase of the project where further data will be gathered from:

- Workshops with HT&W staff and internal stakeholders.
- Further Market Engagement with potential drainage contractors.
- Surveys with Parish Councils, County Council Members and members of the public as required.

#### **Beneficiaries**

HTW delivers services that are used by most, if not all, residents in Kent and those who travel through it. Our 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 a safe, and improved to acceptable standards.

#### **Who have we involved and engaged with in the 'Analyse' and 'Plan' phase**

- HTW staff and Growth Environment and Transport staff who utilise the current contract will be invited to attend a series of workshops. The project team want to draw on the wealth of knowledge within the service, and the information gathered will assist the Project Board to understand their experience of the contract, in turn enabling us to capture thoughts with regards to a delivery model going forward.
- Local Authorities - face to face meetings and via teleconference. This will assist the Project Board with regards to understanding the rationale behind their contract arrangements, and whether they could potentially work for Kent County Council.

#### **Data**

Mosaic reports (to assist us to understand our customers and target audiences) are carried out on a six monthly basis for HTW and show a customer breakdown based on all enquiries that have been logged on our works asset management system (used for works ordering and customer enquiries). The system collates customers' home postcodes.

The HMCCP team obtained reports that cover the last year of activity with HTW customers. The mosaic reports will be useful for determining the method in which we communicate with Members of the Public if needed.

#### **Consultation going forwards**

- If there is a need the project team will discuss communication with members of the public during the 'Do' phase of the project. The mosaic reports will be useful for determining the method in which we communicate with members of the public.
- Customer engagement for Parish Councils and County Council Members will take place through the Kent Association of Local Councils (KALC).
- Contractors/suppliers – data will be used when recommendation options are laid out going forward. Further Market Engagement with drainage companies has taken place in May 2017 where options will be tested further.

**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**  
Our findings are that there are no Protected Characteristics that will be impacted upon either positively or negatively during the 'Analyse' or 'Plan' phase of the project. There is no major service change or type/volume of service that is being delivered to the public, and therefore no interaction is needed at this stage. If services within the contract change their policy or if projects directly affect Kent residents, such as a removal of a zebra crossing, individual associated EqlAs will be carried out by the responsible manager.

**Potential Impact**

We recognise that some options listed under the 'Aims and Objectives' section could result in a reduction in service provision due to price increases. This has been picked up in the project risk register and will be revisited throughout the project.

Budget reductions have also been added to the risk register; however a reduction in budgets will be a risk, regardless of the decided delivery model, due to reduced funding to Local Government.

We also recognise that some options such as 'Develop our delivery model and break up our contracting arrangements' would result in KCC having more control, for example we would decide which contractors are used. This could potentially be a positive impact for local businesses by bringing more work back into Kent. This would also be a positive impact for our customers as they would be communicating directly with KCC staff, rather than a contractor such as Amey (who are delivering the current HTMC).

**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 no adverse impact has been identified that requires further analysis, consultation and action during the 'Analyse' or 'Plan' phase of the project.

**Option 2 – Internal Action Required**                      **NO**

**Option 3 – Full Impact Assessment**                      **NO**

**Monitoring and Review**

This EqIA will be reviewed during the 'Do Phase' of the Highways Maintenance Contract Commissioning Project

**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: Robert Clark

Job Title: Contracts and Commissioning  
Support Manager

Date: 15 NOVEMBER 2017

**DMT Member**

Signed: 

Name: Roger Wilkin

Job Title Director of Highways,  
Transportation & Waste

Date: 15/11/2017





