

EQUALITY ANALYSYS/IMPACT ASSESSMENT (EqIA) FOR STAFF

HIGHWAYS, TRANSPORTATION AND WASTE

**'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 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 HTW staff engagement to contribute to shaping delivery model options, drawing on their knowledge and experience. This 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:

20th January 2017

Updated on 19th June 2017

Date of Full EqIA :

Version	Author	Date	Comment
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July 2017

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 staff

Characteristic	Could staff be impacted upon either positively or negatively through events/decisions relating to this project?	Assessment of potential impact		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this events related to this project promote equal opportunities for this group? YES/NO - Explain how
		Positive	Negative		
Age	Yes	None	Low	Internal action must be included in Action Plan a) Findings are, due to age staff could potentially work part time, for example if approaching retirement. b) No	If yes you must provide detail Yes – by holding workshops in the morning and afternoon, this will ensure part time staff have the option to participate.
Disability	Yes	None	Low	a) Staff with access problems could potentially be unable to attend workshops if not held in accessible locations. Also staff with communication / engagement needs to be catered for. b) No	Yes – By holding workshops at different locations, all of which are accessible buildings. By providing information in a shared online area which meets accessibility requirements for our staff.
Gender	No	None	None	No	No
Gender Identity	No	None	None	No	No
Race	No	None	None	No	No
Religion or belief	No	None	None	No	No
Sexual orientation	No	None	None	No	No
Pregnancy and maternity	Yes - if a member of staff is on maternity leave they and/or their service area could potentially be excluded from workshops.	None	Low	a) We were unable to invite the member of staff on maternity leave through the conventional methods; therefore we requested managers to inform us of those individuals on maternity leave and provide us alternative contact details. b) No	Yes – By extending the invite to those on maternity leave and inviting those on alternative contact details will ensure all staff are treated equally.

July 2017

Marriage and Civil Partnerships	No	None	None	None	No
Carer's responsibilities	Yes could be a potential impact due to working hours.	None	None	None	As 'Age' characteristic above

Part 1: INITIAL SCREENING (January 2017)

Context

Kent County Council 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

Details of how HTW staff can assist with the project are listed below.

- Asset Managers will be invited to attend a series of workshops.
- Selected staff from specialist areas of the business have been assigned to assist the Key User Group.
- All HTW staff have been invited to attend wider working group meetings.
- All HTW staff will be sent email updates from the HTMC inbox and have the opportunity to respond to this mailbox with ideas/concerns.

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 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. The primary focus for all HTW staff 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

- As users of the contract, all HTW staff have been invited to participate during the 'Analyse' and 'Plan' phase of the project as detailed in the context section above. The project team want to draw on the wealth of knowledge within the service, and will therefore invite all staff to participate. In doing so this will ensure an inclusive approach has been adopted encouraging engagement with as many HTW staff as possible.
- Growth Environment and Transport staff who utilise the current contract will also be invited. The information gathered will assist the Project Board to understand their experience of the contract, and will enable us to capture thoughts with regards to a delivery model going forward.

Data

We are mindful of the protected characteristics of all staff (as outlined in the report on page 8) when arranging workshops. Measures to put in place include:

- Holding workshops in the morning and afternoon to ensure that part time staff had the option to participate.
- Holding workshops at different locations, all of which are accessible buildings.
- Inviting a representative for a member of staff who is on maternity leave.
- Meeting individually with staff that are unable to attend a working group.
- Meet individually with new members of staff who have experience of working for a different council who changed their delivery model. This included associated changes to staff contracts.

All of the above will ensure that as many staff as possible have the option to participate. Staff are also invited to email enquiries/suggestions to the project email address. Data from all workshops has (and will be) collected via minutes which are made available to all Highways staff on iWay (the HTW SharePoint site).

- A database has been sourced from Human Resources that holds information on the protected characteristics for the whole of HT&W staff of whom we have included in our engagement process.
- 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.
- Customers – consultation may be required during the 'Do phase' when recommendation options are laid out going forward.

Equality Impact Assessment

Service Unit Highways, Transport and Waste

Requestor Name Bev Durling

Headcount 632

Assignment Count 682

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Gender	
Female	337
Male	345

Ethnicity	
Ethnic Minorities	14
White	492
Undeclared/Unknown	176

Considered Disabled	
No	480
Undeclared/Unknown	181
Yes	21

Marital Status	
Civil Partner	<10
Divorced	<10
Domestic Partner	0
Legally Separated	<10
Living Together	12
Married	154
Single	31
Undeclared/Unknown	473
Widowed	<10
Widowed With Surviving Pension	0

Age Band	
15-19	<10
20-24	19
25-29	39
30-34	59
35-39	52
40-44	57
45-49	105
50-54	106
55-59	117
60-64	71
65-69	25
70-74	21
75-79	<10
80-84	<10
85-89	0

Religious Belief	
Buddhist	<10
Christian	294
Hindu	0
Jewish	0
Muslim	0
None	148
Other	12
Sikh	<10
Undeclared/Unknown	225

Sexual Orientation	
Bisexual	<10
Gay	<10
Gay/Lesbian	0
Heterosexual	440
Lesbian	<10
Undeclared/Unknown	235

70.4%
26.5%
3.1%
<10%
1.8%
22.6%
4.5%
69.4%

2.1%
72.1%
25.8%

43.1%
21.7%
1.8%
33.0%

49.4%
50.6%

2.8%
5.7%
8.7%
7.6%
8.4%
15.4%
15.5%
17.2%
10.4%
3.7%
3.1%

** Headcount figures include, full time, casual, relief, part time and term time only staff.

Potential Impact

This EqIA is a screening to indicate potential areas of impact, both positively and negatively, to KCC staff and the diverse population of Kent, which could result from the agreed options to take forward to Portfolio Board.

Our findings are that there are some Protected Characteristics that could potentially be impacted upon negatively during the 'Analyse and Plan Phase' of the project, if mitigating actions are not put in place.

If services within the HMCCP change their policy or if projects directly affect Kent residents, such as removal of a zebra crossing, individual associated EqIAs will be carried out by the responsible 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 for the 'Analyse' and 'Plan' phase of the project, as all potential adverse impacts (as outlined) have had mitigating actions put against them. A further EqIA will be undertaken during the 'Do phase' of the project.

Potential Impact

The HMCCP team obtained protected characteristics data for HTW staff from HR. We looked at the data with regards to who may be affected by our workshops and decisions arising from them, during the Analyse phase of the project. Our findings are that:

- 'Age' and 'Carer's Responsibilities' - working hours could have a potential impact for these staff. We will therefore arrange workshops in the mornings and afternoons, as well as at a selection of key locations such as Aylesford and Ashford depots, to ensure everyone who wants to attend will have an opportunity to do so. We will email all HTW staff and inform them that minutes from all meetings will be made available for staff to view and comment on. This will ensure not only transparency, but give everyone an opportunity to participate/comment. Staff can also raise any suggestions/concerns in team meetings, or directly with their managers in 1:2:1 meetings.
- 'Pregnancy and maternity' - an Asset Manager is currently on maternity leave. There is the potential for them and their service area to be excluded from workshops. We will invite the officer covering the officer's maternity leave (all members of HTW staff will be invited to participate).
- 'Disability' - staff with accessibility problems could potentially be unable to attend workshops if we do not hold workshops in accessible buildings. By holding workshops at different locations, (all of which are accessible buildings), and also at different locations such as Aylesford and Ashford, will give staff a selection of workshops to choose from. Staff with communication / engagement needs will be

catered for as mentioned in the 'Age' and 'Carer's Responsibilities' section above as they will be able to access all minutes and raise concerns with managers in team and 1:2:1 meetings.

We will also meet with staff individually.

JUDGEMENT

Option 1 – Screening Sufficient YES

Following this initial screening our judgement is that no further action is required.

Justification: By completing this EqlA we believe that mitigating actions have been set against all potential adverse impacts and no further analysis, consultation or action is required for the 'Analyse' and 'Plan' phase of the project.

Option 2 – Internal Action Required YES

Option 3 – Full Impact Assessment NO


Monitoring and Review

This EqlA 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: Date: 15/11/17

Director of Highways,
Transportation & Waste

January 2016

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	Working hours	Different times and locations for meetings	Workshops and minutes associated are available to all staff	Robert Clark	Analyse phase 01/09/2016 – 28/02/2017 Will be adopted throughout the project lifecycle As above	None
Disability	Accessibly and communication / engagement needs	Meetings to be held in accessible buildings and minutes to me made available	Workshops and minutes associated are available to all staff	Robert Clark	As above	None
Pregnancy and maternity	Staff member/service area potentially being excluded	Directly invited officer covering maternity post.	This service area is fully engaged	Robert Clark	As above	None
Carer's responsibilities	Working hours	Different times and locations for meetings	Workshops and minutes associated are available to all staff	Robert Clark	As above	None

