

HEREFORDSHIRE PUBLIC REALM

Strategic Partnering Board

December 2017



Avenbury Road Bridge is subject to severe flooding from the River Frome. The damage was so severe that the upstream training wall to the bridge was collapsing. The designed solution was to take down the bridge training wall and reconstruct the scoured bank to redirect the flood water back into the river while still protecting the edge of the bridge.

Contents

1. Summary and key decisions
2. Health and Safety
3. Key Performance Indicators
4. Financial Management
5. Challenge Funding
6. Delivery
7. Continuous Improvement
8. Stakeholder Liaison, Community and Partnership working
9. Business Development
10. Risk

1. Summary

The Q3 year forecast is on track to deliver this year's Annual Plan within budget. Savings achieved to date, together with a number of vacancies has provided some contingency for the winter period. In addition NRSWA Income has over performed which has provided revenue savings.

The final drafts of the **Annual Plan Annexes for 18/19** have mostly been submitted and are on track for completion to planned schedule. Once completed and signed-off, the Annual Plan Annex performance will be monitored throughout the year, recording achievement against planned service delivery.

Performance against the new **Operational Performance Indicators (OPI's)** has been positive throughout the year, there has been a few fluctuations with Street Cleansing, as new systems were bedding in and with updated mapping being done on the Gullies in the county. Both of these are leading to improved services in the Public Realm.

The **Challenge Fund** Autumn Phase of works has now completed and a provisional programme for the future Spring Phase of works is in place with an anticipated February start date. A **Lessons Learned** exercise has been completed on the Autumn Phase and will inform our communications with all stakeholders during the next Spring Phase of works.

At the end of November we began the **Pothole Fund** programme of works on the A44 Golden Cross and U67261 Robinsons Meadow and this is due to be completed before the end of the month.

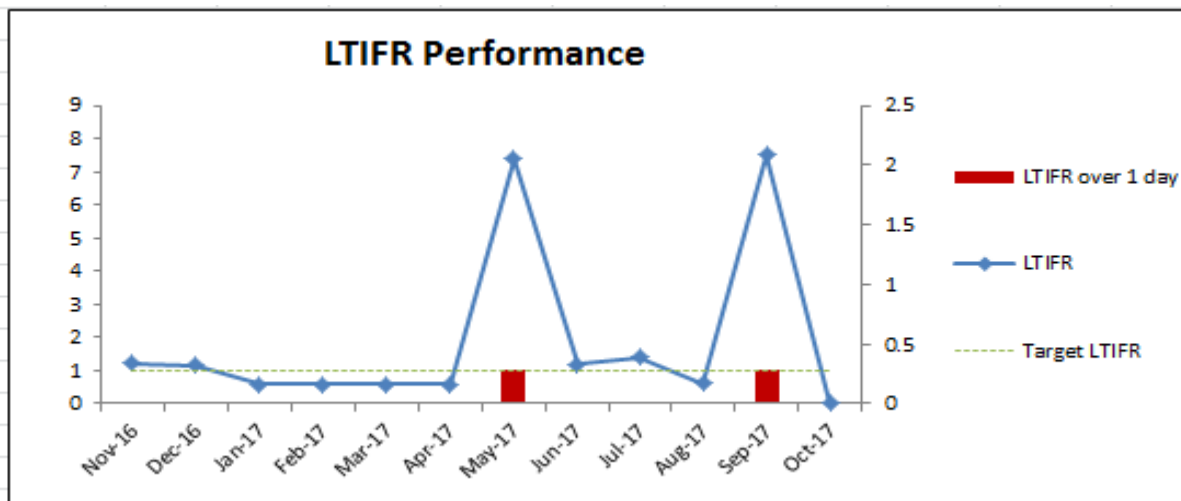
2. Health, Safety & Environment

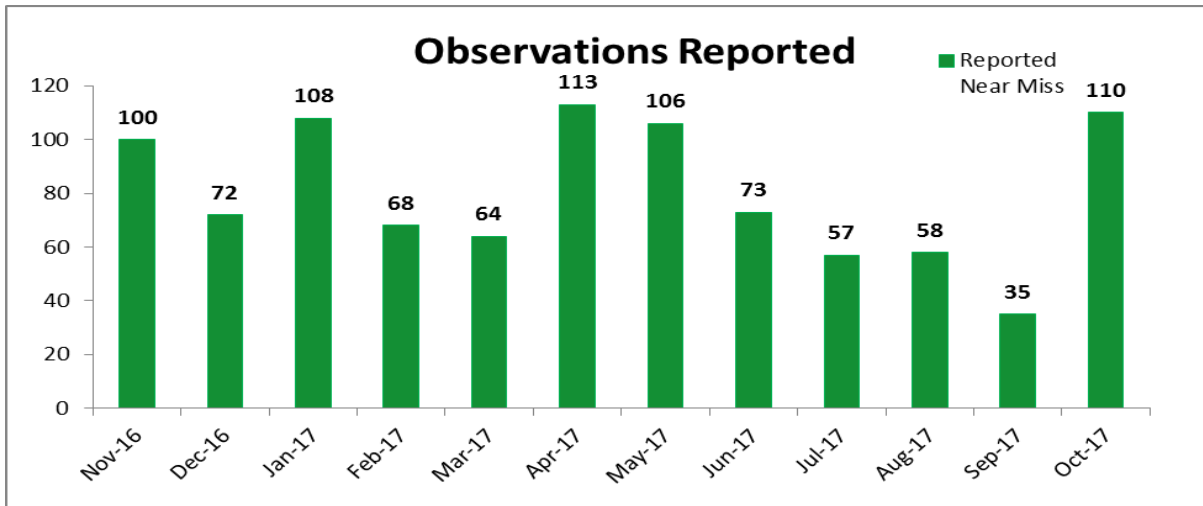
There have been two RIDDOR incidents this year:

- The risk assessment to remove a tree from the highway failed to assess the actions that would be needed to adequately secure the tree on the vehicle. This led to the tree slipping and an operative attempted to prevent it falling off the vehicle and damaged the muscles in his sholder.
- An operative tripped over when carrying out verge/hedge cuts, sustaining a sprained ankle. This incident will be included in the official statistichas next month.

All incidents are reviewed and procedures and trianing implemented to reduce the likelihood of similar incidents happening in the future.

Company LTIFR Target 0.28	RIDDOR > 3 Days		Lost Time Accident (1-3 days)		Non Lost Time Accident		Service Strike	
	Month	YTD	Month	YTD	Month	YTD	Month	YTD
BBLP	0	3	0	3	4	24	2	27
Herefordshire	1	2	0	2	1	8	0	1
Herefordshire			Month		YTD		MMA	
AFR >7 Days			0		0.4		0.33	
AFR >3 Days			0		0.4		0.33	
LTIFR			0		0.4		0.33	
Observations			110		803		n/a	
HIPO			0		1		n/a	
Inspections			54		689		n/a	





Delivering a culture of positive Health & Safety

As part of the continued focus on Health and Safety, BBLP organised a refresher programme of ‘Making Safety Personal’ (MSP) sessions. The Health & Safety Advisor held three sessions to cover all staff who had missed our earlier sessions. Procedures are in place to ensure that any new employees have this mandatory training. MSP2 training for supervisors is continuing and all the Senior Management Team have attended the MSP4 for Leaders.

3. Key Performance Indicators

3.1 Operational Performance Indicators

	Indicator	Target	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Trend
O1	Category 1 Defects	100%	85	100	100	100	100	100	100	100	100	100	100	100	↔
O2	Category 2a Defects	80%	83	93	91	92	83	93	95	94	98	97	96	98	↑
O3	Street Lighting Faults	98%	100	100	100	100	100	100	100	100	100	100	100	100	↔
O4	Winter Maintenance	99%	100	100	100	100	100	-	-	-	-	-	-	100	↔
O5	Highway Inspection	98%	100	100	99	100	100	100	100	100	100	100	100	100	↔
O6	Bridge Inspection	100%	100	100	100	100	100	100	100	100	100	100	100	100	↔

O7	Grass Cutting	-	-	-	-	-	100	100	100	100	100	100	-	-	↔
O8	Street Cleansing	90%	67	89	93	90	88	83	94	87	96	96	64	100	↑
O9	Gully Cleansing	90%	93	87	100	97	100	92	100	100	100	91	100	100	↔
O10	Programme Management	80%	100	100	100	100	100	100	100	100	100	96	90	92	↑
O11	Complaint Handling	95%	100	100	100	100	100	100	100	100	100	100	100	100	↔
O12	Risk	100%	-	-	-	-	100	100	100	100	17%	100	100	100	↔

Operational Performance Indicators - performance remains positive for the period September – November with only one indicator falling below threshold during this period.

3.2 Strategic Performance Indicators

Herefordshire Council has audited the SPI Report and it has now gone for external audit.

4. Financial Management

The 16/17 Gainshare has been agreed and certified; £424k in total. The Council have reinvested their gainshare in plant (Tractor) which will deliver savings in 17/18 and 18/19.

The Q3 year forecast is due to be presented this week. We are on track to deliver this year’s Annual Plan within budget. Savings achieved to date, together with running with a number of vacancies has provided some contingency for the winter period. In addition NRSWA Income has over performed which has provided revenue savings, Luggs Flats being a significant contributor. Vacancy levels and NRSWA Income performance are not sustainable; however others (purchase of tractor, procurement of grass cutting) are, and will be included within next year base budgets.

We are working with the Council on the 18/19 Annual Plan, the current indication is that will need to manage any inflationary pressure via additional savings, which will be monitored closely through the process. We are due to finalise the purchase of two gully carts which will secure the savings plan for the 18/19.

The Council’s MTFs requires the Public Realm to identify a further £265k of savings for 2019/20 and 2020/21 – at present these are not identified.

5. Challenge Funding

The **Challenge Fund** Autumn Phase of works has now completed and a provisional programme for the future Spring Phase of works is in place with an anticipated February start date.

The work to date on our Principal Roads involved road surfacing over 90,000 square metres of road.

The delayed notification of the **Challenge Funding** together with the knock-on effect of having to deliver the works in a short period of time, led to a number of challenges in ensuring effective network management and communications. This was managed through the Network Management & Communications Task & Finish Group. The communication strategy during the first phase of the work included advance signage and letter drops as well as a face to face meeting with business owners. Social media was utilised to ensure the community was kept up to speed with the work being done daily along with adverts in the Hereford Times and a frequently asked questions briefing.

Lessons Learned – report attached with agenda

To minimise impact in relation to ongoing delivery of the fund in Spring (phase two) and to use as future reference when planning any similar large investment on the network, a full lesson learned exercise has been undertaken.

This has identified a number of improvement areas around planning, delivery and communication which will be built into a clear process and reference documentation:

- Communication Process
- Key Stakeholders
- Public Perceptions and Information
- Member Participation in Communication

These identified actions will be built into an communication plan with clear timeframes and responsibilities identified. Additional longer term actions have also been identified to enable wider improvements for future projects.

Reporting of delivery of these actions will form part of the Contract's Operations Board reporting and will be included in the update to the Cabinet Member and Assistant Director at their respective two weekly update meetings.

6. Delivery

5.1 Operational programmes

In preparation for the new **Winter Season** a further gritter was replaced in September as part of Herefordshire Council's ongoing fleet replacement strategy. In addition quad bikes with towable spreaders were purchased to support delivery of gritting in areas inaccessible to gritters, such as carparks and footways. We are now well into the winter season and, to date, we've done 16 priority routes treatments. We are planning a top up of salt levels prior to Christmas at both Thorn and Kingsland depots. Plans are in place for a route rationalisation exercise prior to the end of the season. The exercise would not reduce the network currently treated.

Highways routine and reactive

We continue to achieve 100% performance on our category 1 safety defects and we are currently at 98% on the category 2 defects.

Street Cleansing

During the period we have begun a small trial of fill level sensors on 12 litter bins in Hereford. The aim is to explore the possibility of remotely monitored fill levels to allow an optimised collection routes to be generated. The revised OPI continues to be embedded with a detailed spreadsheet tracking performance against plan.

We have held a risk reduction meeting to formalise the plans for the HGV sweeping following gritting of priority routes as there is a significant overlap with the two activities.

Gully Cleansing

The routine gully emptying programme is progressing well. The team are just over one month behind plan but have uncovered, logged and cleansed over 25% more gullies. The method of cleansing all gullies in ward is proving more effective than the previous method of prioritising only certain sections throughout the county. Market testing has been carried out to highlight potential revenue savings by outsourcing the gully cleansing & reactive drainage jetting works.

5.2 Major Projects

Hereford City Centre Transport Package (including the City Link Road)

Opening of the City Link Road is planned for 11th December. A49 Newtown Roundabout and Edgar Street are now completed and the Traffic Regulation Orders are in place to ensure that Parking and Movement Restrictions can be enforced when the road opens. Widemarsh Brook Diversion and Attenuation pond pre-planning advice is being sought prior to commencing detailed design.

South Wye Link Road (inc. South Link Road)

Development of the Business Case & Discharge of planning conditions is on-going and the draft Options Assessment Report has been issued to the Department of Transport. The November Cabinet approved commencement of the procurement process & making of orders for the Compulsory Purchase Order and the Statutory Regulation Orders. The construction programme is estimated to start in spring 2019.

Hereford City Centre Improvements in High Town

Procurement of Phase 2 is nearing completion and a draft target cost document has been submitted to Herefordshire Council for review. St Owen St - Informal consultation completed and further consultation with key stakeholders is being scheduled for early December. Residents Parking - Statutory consultation has concluded and initial analysis undertaken with proposed next steps being prepared for HC review and agreement. On Street Parking - Construction works have completed to programme.

Hereford Transport Package

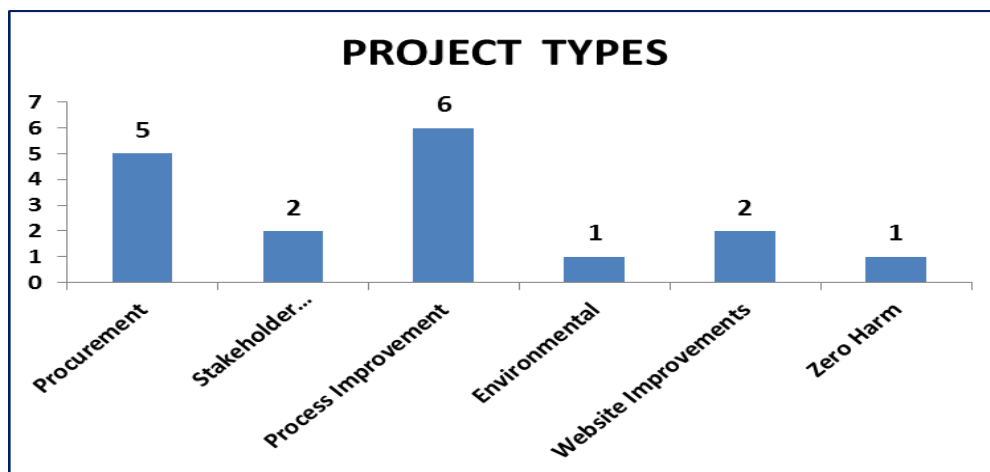
Phase 2 consultation materials have been approved by cabinet and it is anticipated that consultation can commence late. Developing Initial ATM design concepts are being developed to inform a preferred short list. The Options Assessment Report is under review with Herefordshire Council.

6. Continuous Improvement

6.1 Projects

Potential Continuous Improvement Projects continue to be submitted by the staff on contract. We currently have 17 live projects that are being progressed, six further ideas that are being assessed by the Senior Management Team for possible progression to project status and another eight that have been recently submitted through the Balfour Beatty My Contribution system.

Our Ideas to Projects conversion rate is 39.5% and 41.5% of our projects progress to implementation.



6.2 Case Studies

This year is the first year of compiling case studies. They are intended as a record of activities and projects that have been completed during 2017. The Balfour Beatty annual case study booklet features seven of Herefordshire’s case studies out of a total of 54.

This demonstrates the value the contract is bringing around sustainability from profitable markets, healthy communities to setting environmental limits for Herefordshire. Our case studies featured are:

1. Recycles plastic steps for a new public footpath in Herefordshire
2. Work experience at Balfour Beatty Living Places
3. Weather emergency response during Storm Doris
4. Volunteering with Balfour Beatty Living places, Herefordshire
5. Inspiring and investing in a sustainable workforce for the future
6. Energy savings and reduced maintenance through replacement LED Lighting
7. River bank stabilisation works at the Parsons’ Pole project

The case study annual booklet has been provided with the agenda, along with the other case studies that have been completed to date.

6.3 Community Commissioning Model

Work on the development of the Community Commissioning Model has continued leading to the principles of the scheme being formally approved by the Cabinet Member for Transport & Roads in early October. The model, which will enable communities to access a range of services through existing contractual mechanisms, has been process mapped and in the soft launch phase, requests from a small number of parish councils are being used to test the approach. Two streams are envisaged; a quick, “self-service” option for the supply of straightforward services and materials and a more detailed framework that will enable the delivery of complex schemes and projects involving a degree of assessment and design.

A toolkit that clearly sets out the processes to be followed by communities is nearing completion. This provides a step-by-step guide to participating communities and includes indicative costs to enable Parishes to identify schemes that are realistic, taking into account their local circumstances and available budgets. Options available to communities to source their own materials and delivery mechanisms are highlighted throughout and it is emphasised that, beyond the scheme design and supervision, participants are not obliged to use BBLP if they believe they can obtain better value elsewhere. Herefordshire Council requires the design and supervision element to be retained in-house to ensure it meets its requirements as Client under the current Construction (Design & Management) Regulations.

A suite of forms and a flow chart are included within the Toolkit to provide complete guidance but the intention is that communities intending to take part work with their Locality Steward and the newly appointed Locality Liaison Coordinator to develop viable and effective applications.

6.4 Map based Traffic Regulation Orders

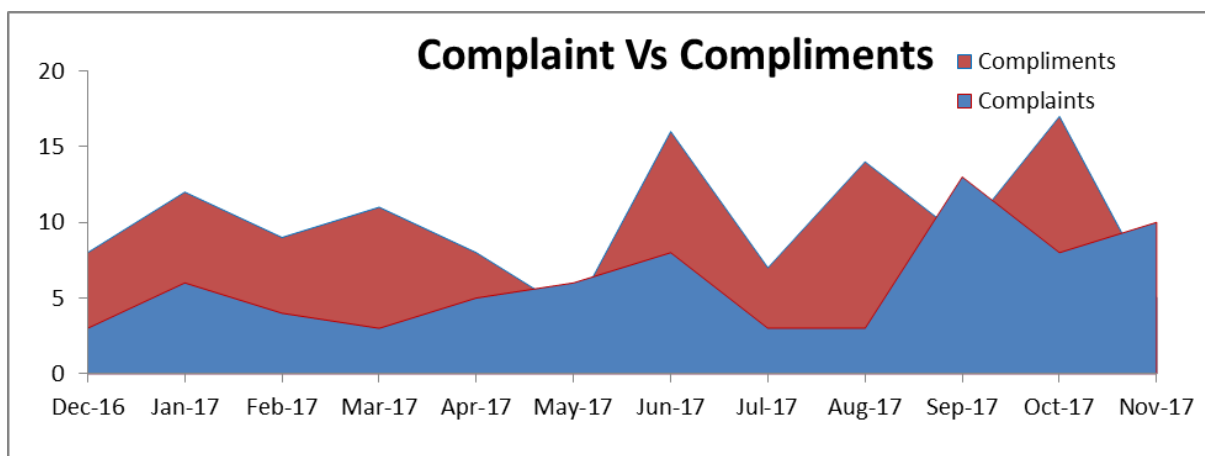
Currently, Herefordshire Council makes TROs with text-based schedules, i.e. where the restrictions being introduced, including their geographical limits, are described in words. The alternative approach is to adopt map-based schedules where the restrictions are represented by standard symbology on a map-base. This can cover both moving (e.g. speed limits) and static (e.g. parking controls) restrictions. The implementation itself should address many of the current known invalid TROs and ongoing delivery of TRO work would become more streamlined and efficient. The investment cost could be significant as it would require the completion of a complete network survey to capture all existing restrictions. Following a visit to a local authority where this has already been successfully implemented, Herefordshire Council has decided to fund a feasibility study on this potential change.

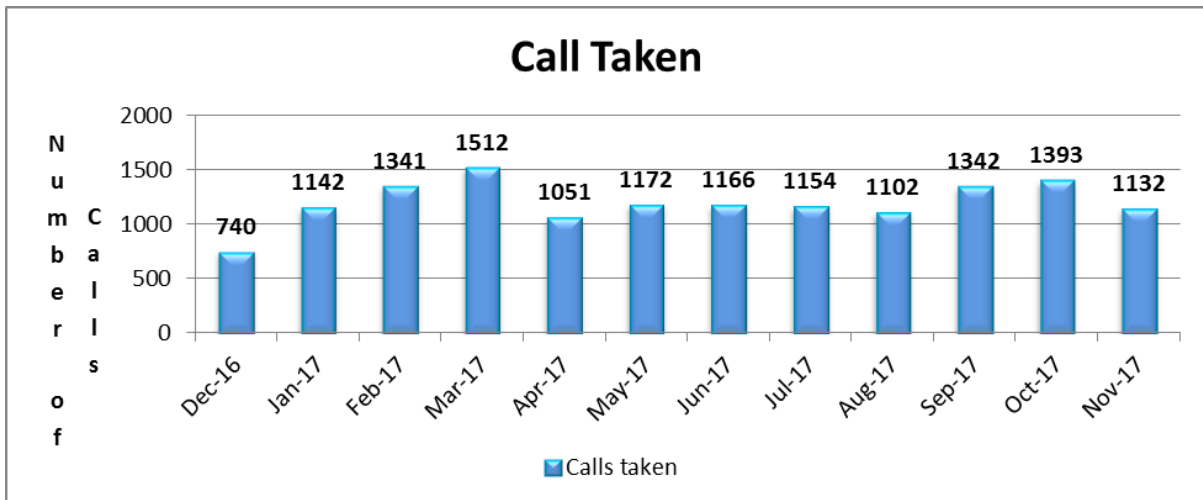
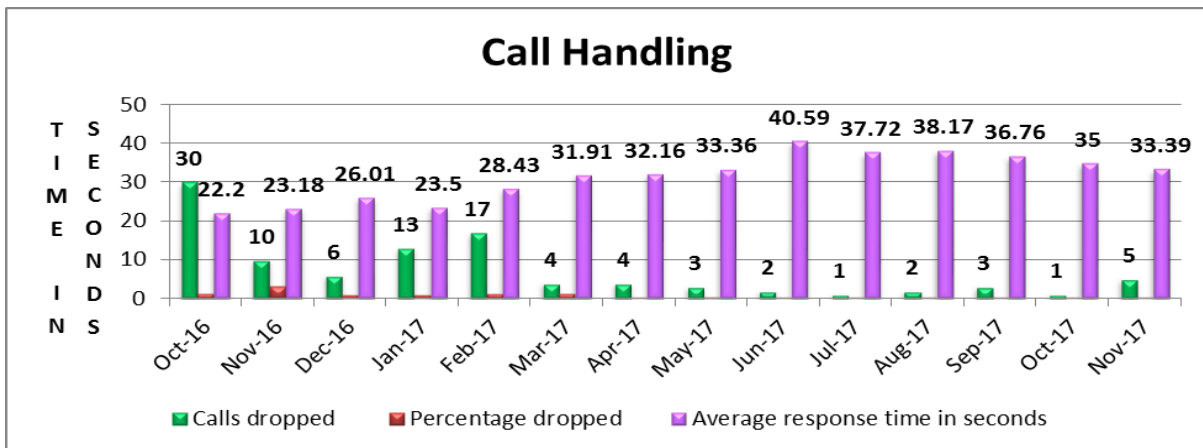
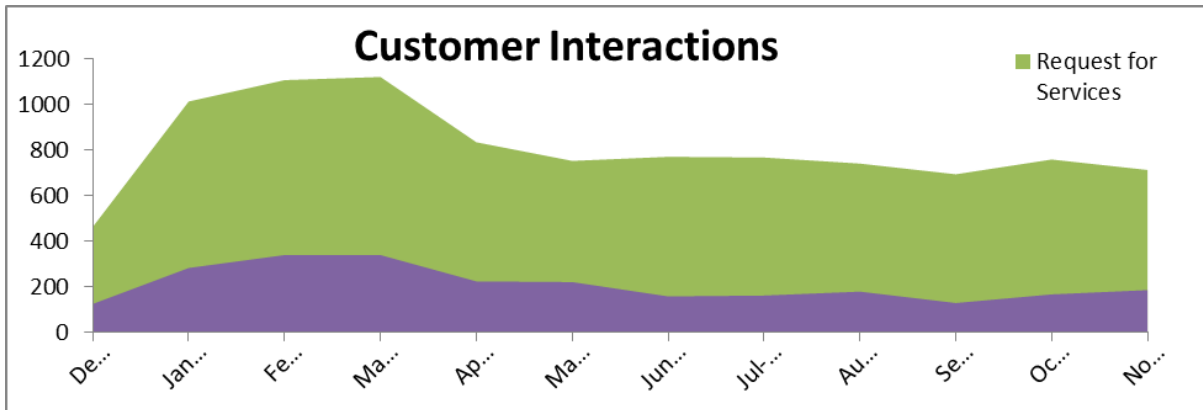
7. Stakeholder liaison & community support

The Locality Liaison Coordinator has now bedded into our stakeholder management strategy, enabling us to coordinate the community commissioning model with a focus on promoting, supporting and enabling communities through such mechanisms as volunteering, lengthsmen and commissioning of services.

7.1 Customer Interactions

Instances	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Totals
Complaints	5	7	8	3	3	13	8	10					
Complaints Resolved by month end	5	7	8	3	6	13	7	10					
Complaints Resolved in time	100%	100%	100%	100%	100%	100%	100%	100%					
Compliments	8	4	16	7	14	9	17	5					
Total Requests for Services	835	753	771	768	741	694	759	713					
Requests for Services via HC website	223	220	157	161	178	128	166	185					
Calls taken	1051	1172	1166	1056	1102	1337	1393	1132					
FOI Received	4	2	8	6	6	13	6	12					
FOI Outstanding	10	0	2	1	1	5	3	2					





7.2 Stakeholder Communication

The Challenge Fund programme has continued to bring several challenges in delivering effective network management and communications. The Network Management and Communications Task & Finish group will continue to meet until the completion of Phase 2 of the delivery phase, which begins in February and will be completed by the end of March 2018. A stakeholder mapping exercise has been completed for those impacted by phase 2 of the works, which will form a key component of the Communications Plan for the Challenge Fund phase 2.

We have continued a multi-faceted approach to other communication activities, including face to face meetings with business owners, adverts in the Hereford Times, and business specific signage. We have increasingly used social media to inform the public of the work that we are doing, gaining significant reach and positive engagement.

In October and November we held briefing sessions for Ward Councillors, and for Parish Clerks and Parish Councillors. These well attended sessions were used to inform stakeholders of the current performance of the contract, and provided an opportunity for provision of useful technical information, as well as a lively Q&A session.

All locality updates continue to be issued to members and Parishes in line with agreed timescales.

7.3 Community Support

Since the start of April there have been 67 projects that have been provided with support through the community engagement scheme. This also includes the charity fundraising days, and contributions to education such as attending careers events.

Some of the events between September and the end of November include – assistance with the construction of the new labyrinth at Bishops Meadow.



There was also collecting and disposing of rubbish following a community scheme to tidy up Castle Green duck pond, and collecting rubbish from bins on Bromyard playing fields. Support was given to various Remembrance Day events, including traffic management for both the Armistice Day and remembrance parade in Hereford, and hedge cutting and tidy up at the skate park in Hereford where the popular launch took place.

Signs, and barriers were loaned out to various events including the firework display at Castle Green, an event held by West Murcia police, and a couple of festivals and, finally, in November assistance was provided to both Hereford and Ross on Wye to put the Christmas trees up.

7.4 Skills academy

The skills academy in in the first year of the second three-year run and is on track to meet or exceed all targets. One area that have seen a reduction in take up has been the recruitment of apprentices. Whilst opportunities have been provided there has been limited take up from potential candidates so not all apprentices have been filled.

KPI	1st February 2017 - 31st January 2020	2017 Year 1 Target	Total Achieved to date year 1	Still to be achieved year 1
1	Work Placements	6	6	0
2	Jobs Created by NSAFC	5	1	4
3	CCIAG events	5	11	0
4	Training Weeks	194	171	23
5	Qualifying the workforce	21	11	10
6	Training Plans	3	3	0
7	Case Studies Approved	1	2	0

We have also been asked to support Kingstone High School with their Mock Interview Morning in January, by providing one or two interviewers to help students prepare for life in the outside world or work. The aim of the morning is to give students the chance to answer questions as if they were applying for a job, but in a safe, learning environment.

Following on from our successful work experience week back in July, BBLP have arranged to attend the 'Meet your Future Event' in March 2018 at Hereford Sixth Form college. The event is open to all students from Herefordshire and Ludlow College, Hereford Arts College and Hereford Sixth Form College. The student population for the three colleges consists of 5,000 students, primarily aged between 16–19 years who study across a diverse range of subject areas and qualifications.

These types of events are done on a volunteering basis by our Managers and support our skills Academy work.

8. Business Development

8.1 Annual Plan Development 18/19

The development of the 2018/19 Annual Plan is well underway working to the new process agreed following joint workshops held specifically to review key partnership processes.

Each annex has been allocated both a Herefordshire council and Balfour Beatty champion who takes ownership in liaising with key stakeholders in the organisations to ensure content reflects delivery to needs in line with available budget.

Annexes are now being reviewed with the indicative budgets provided by HC.

8.2 Project Magnis

BBLP have supported Balfour Beatty Regional Construction in a works tender on a MoD project, the bid was submitted in April 2017 and the outcome of the tender and award is expected to be announced in November 2017.

8.3 Hereford Enterprise Zone

Target costs have been submitted for delivery of clearance works on the Enterprise zone. These are currently being finalised ahead of works progressing.

8.4 Funding bids

Preparation works for Challenge fund 2B continue. Options are being explored for A44, A438 and their respective corridors.

9. Risk

Project Risks						
Service Order	Report level	Category	Risk title	Event	Post	Current Status
2017-02-01/02	D	Reputation	Customer Perception	Perception of the service is negatively impacted stakeholders, members, parishes, public Local media (including social media) and press generates negative view of performance and delivery	Y	Oct 17 - Strategic messaging. Briefing sessions for Members/parishes delivered. Impact of Challenge fund works is having negative perception in certain stakeholders. Nov 17 - Lesson Learnt completed and being shared. learning feeding into communications plan for next phase. Weekly key stakeholder brief template in process
2017-10-02, 03	D	Cost	Claim liability and highway Maintenance Plan	BBLP unable to mount a Section 58 defence under the Highways Act and therefore forced to pay out against an insurance claim	R	Rising claim numbers indicate an increase in risk associated with this item. Change in the Highways Maintenance Policy has exposed an increased risk. Early warnings raised with the client highlighting both the ambiguity in the new policy and the increasing claim numbers Review of Highways Maintenance Plan completed - actions to ensure compliance. Plan established and start and finish group set up 23-11-17 - Completion of actions ongoing
2017-00-01	D	Cost	Business Management System	Balfour Beatty has recently rolled out a new BMS systems with new H&S procedures and forms. One of which has the potential to significantly impact the way in which pothole defects are managed	R	Concerns have been raised to John Dowling (BBLP H&S Manager) who will be applying for derogation for a number of the procedures.23-11-17 - Derogation written and submitted. Actions to prepare contract for audit completed
2017-00-01	D	Quality	General Data Protection regulations	Data is held on behalf of HC which falls under data protections. New regulations to be introduced require changes in the way data is held and managed. failure to will result in breach and non-compliance	R	Balfour Beatty has a centralised working group led by HR and supported by IT looking at all data held. Working with Anthony Sawyer to understand implications and audit completed. Nov 17 - No further contact from BB IT. Communications taking place on contract to build awareness with staff

2017 - 00	D	Schedule	Delays in accessing systems	Unable to deliver the service effectively due to long delays in accessing required documents and systems	Y	Raised again with BB IT when on site to confirm implications of change to Service location. Being discussed with David Smith on options. Feedback expected Nov.
2017-09-02	E	Programme	Traffic engineering requests	Continual requests for delivery of small schemes, traffic, TRO etc that impact on existing programmes or where there is no budget allocation.	Y	Commissioning model now implemented, toolkit nearing completion. Locality Liaison Coordinator in place as first point of contact
2017-09-03/04	E	Cost	TRO programme - invalids	The identification of a number of invalid TRO which require attention. No programme in place	Y	Awaiting client decision on how to manage the invalid TRO. No indication of how will be funded but possibly outside of existing budgets EW raised with client. Risk reduction meeting held. Visit to park map positive. Nov 17 EW re Capital underspend. HC agreement to progress selected Invalids
2017-00-01	E	HSE	Contact with operatives – mobile signal strength	Poor or no signal may result in operatives being unable to make contact in the event of an emergency. There have been many near misses raised regarding lack of signal.	A	19/10/17 - currently collating list of those impacted by issue and assessing where dual sim cards are required 7th Nov 17 - List has been collated and passed to IT for action. 23-11-17 no further update