

**Herefordshire Council General Scrutiny Committee**  
**Review of**  
**Highway and Related Services**  
**as delivered through**  
**The Public Realm Services Contract**  
**with**  
**Balfour Beatty Living Places**

**A Strategic Overview**  
**29 January 2018**

# A Strategic Overview

- **Creating the Environment for Change**
- **Defects - Enabling a Risk Based Approach**
- **Community – Locality Working**
- **Involvement in Major Projects**
- **Continuous Improvement in Value for Money**
- **Contract Term – How Potential Extension Incentivises Performance**

# Creating the Environment for Change

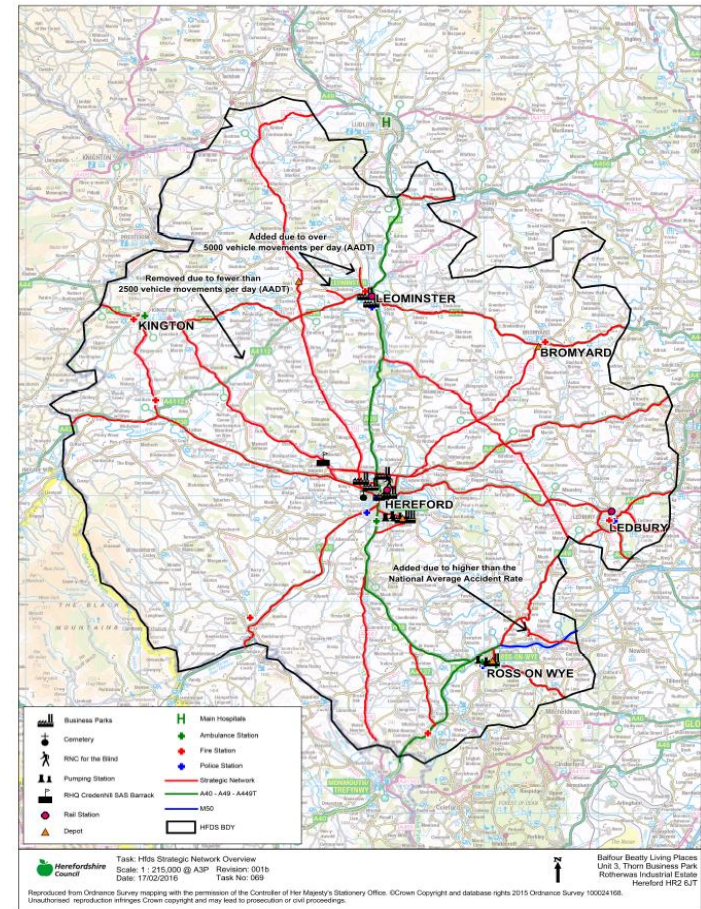
# Creating the environment for change

Our Asset Management Strategy is set out in the LTP. The network is comprised of 3 parts

Vision for Herefordshire:

*A place where people, organisations and businesses work together within an outstanding natural environment, bringing about sustainable prosperity and wellbeing for all.*

- Strategic Network (including the Resilience Network)
- General Network
- Low Priority Network



# Creating the environment for change

The Asset Management Strategy is also set out in the Local Transport Plan

## The Highway Asset Management Strategy for Herefordshire's Roads

1. Major Investment
2. Sustained Investment
3. Reduce the need for reactive 'temporary' pothole repairs
4. Shift our routine resources further towards preventative activities
5. Provide the support that enables routine maintenance work to be delivered locally

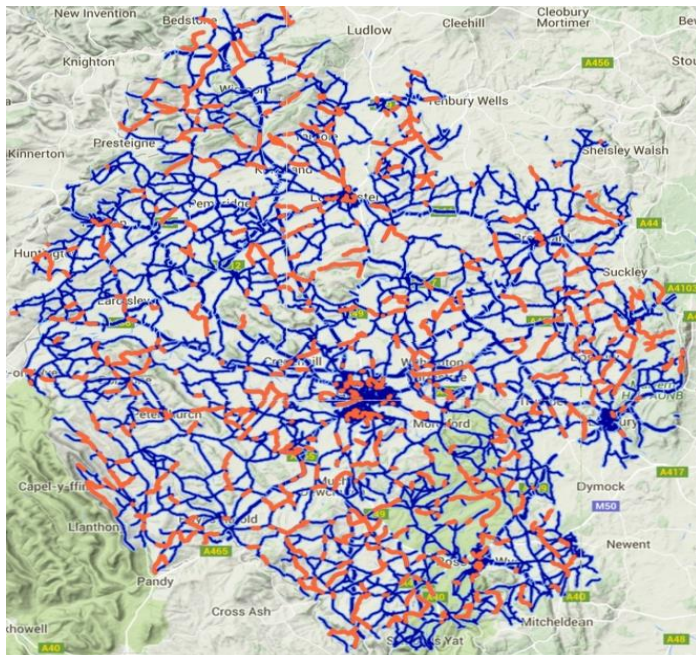




# Creating the environment for change

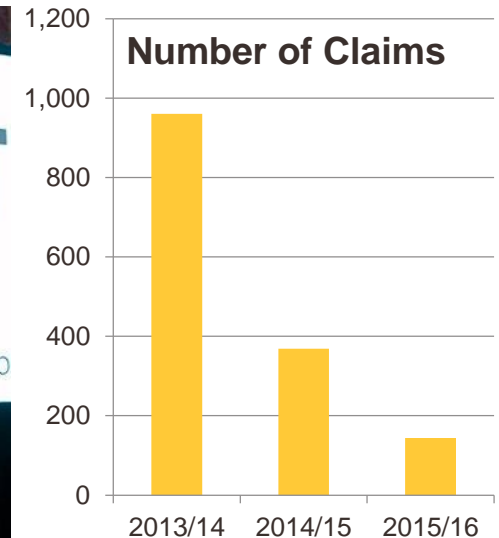
Investment in the C&U road network has improved overall condition and increased customer satisfaction, enhancing reputation and decreasing the cost of the service

## Benefits Achieved from 2014/15 Investment in Roads



- Potholes numbers and claims dramatically down
- Tangible savings £25,000 / wk cost of maintenance
- NHT Survey – Most Improve County in the Country
- **Revised HMP will enable operational efficiencies through a risk based approach to defect response**

22% of the C&U Network surfaced  
19% of the entire network surfaced



# Sustaining Investment – Challenge Fund

## Sustaining Investment Through Successful Bids to Government

Returning three strategically important routes to good condition throughout

- £8M Investment (£5M DfT, £3M Council)
- Supports economic growth in the county by investing in the 3 strategic A roads (A4103, A465 & A438) leading to Herefordshire's Enterprise Zone
- 25 miles of resurfacing 12 miles of surface dressing - improved road condition and improved safety
- Delivering quality treatments maximises improvement in road condition reducing future costs and disruption for all

Herefordshire Council

### Hereford is changing...

There's a lot of work on Herefordshire's roads that can make it tricky and frustrating to get around. But there is light at the end of the tunnel. The City Link Road will open at the end of the year, which will make driving around Hereford quicker and easier and funding from Government has meant we can resurface some of the busiest roads across the county. This is the biggest investment we've been able to make for over twenty years. Cycle, walk or take the bus if possible if you're travelling around the city and allow a little extra time to get around Herefordshire. You can check where the latest works are that might affect your journey on the council's website and social media feeds. We'll be off the city centre roads in December in time for the Christmas shopping period.

#### Road works timeline October-November

Roads open at weekend unless indicated otherwise

**A4103 Worcester road**

- 9 - 27 October A4103 Fromes Hill Closure: 8am-6am with diversions
- 31 October - 3 November A4103 Lower Eggleton to Upper Eggleton Traffic convey in place: 9am-5pm

**A438 Brecon road**

- 25 - 30 October A438 near the Rhydspence Inn Closure: 8.45am-5pm
- 31 October - 3 November A438 near Stowe Farm Closure: 8.45am-5pm
- 6 - 9 November A438 Winforton towards Stowe Farm Closure: 8.45am-5pm
- 9 - 15 November A438 Winforton Village Closure: 8.45am-5pm
- 16 & 17 November A438 Bridge Sollars Closure: 8.45am-5pm
- 14 - 17 November A438 Huntington Lane to A480 Junction (Credenhill Road) Traffic convey in place: 6pm-1am

**A465 Abergavenny road**

- 24 - 27 October near Cobham Common track junction Closure: 8am-6am
- 30 October - 1 November A465 Willax Bridge Traffic convey in place: 8am-6pm
- 2 - 13 November A465 Tesco Roundabout (Belmont) to Clehonger Traffic convey in place: 9am-4.45pm

**A49**

- 22-27 October A49 Edgar Street (Prior Street junction) to The Courtyard Night time closure: 6pm-6am with a diversion in place
- Until 30 November A49 Newtown roundabout Southbound lane closure for lane widening with a diversion in place (including weekends)
- 23 October - 11 November A49 Starting Gate to Priory Place Highways England closure: 8am-6am for street lightings and white lining works

For all county road works, visit: [herefordshire.gov.uk/roads](http://herefordshire.gov.uk/roads)

hfdscouncil

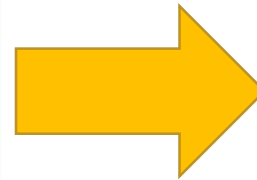
**BUSINESSES OPEN AS USUAL**

# Enabling a Risk Based Approach to Defects



# Enabling a Risk Based Approach to Defects

*High Level Principles for the Risk Based Approach to Safety Inspections and Defect Response times. So LHAs can develop their highway safety inspection policies and practices with a view to ensuring that highway users experience an appropriately consistent approach to highway safety inspection and maintenance.*



# Defects - Categorisation and Response

## Categorisation

- Risk of the injury or damage

## Response times

- Changes in likelihood of a defect actually being encountered on different hierarchy roads.

Category	Cat 2C	Cat 2B	Cat 2A	Cat 1
Response Minimum Time Frame	Consider for Forward Programme	2 months	28 days	A&B Roads & Prestige Footways: by end of the following day  All other locations: 7 days

# Defects - Impact of Change

## Impact

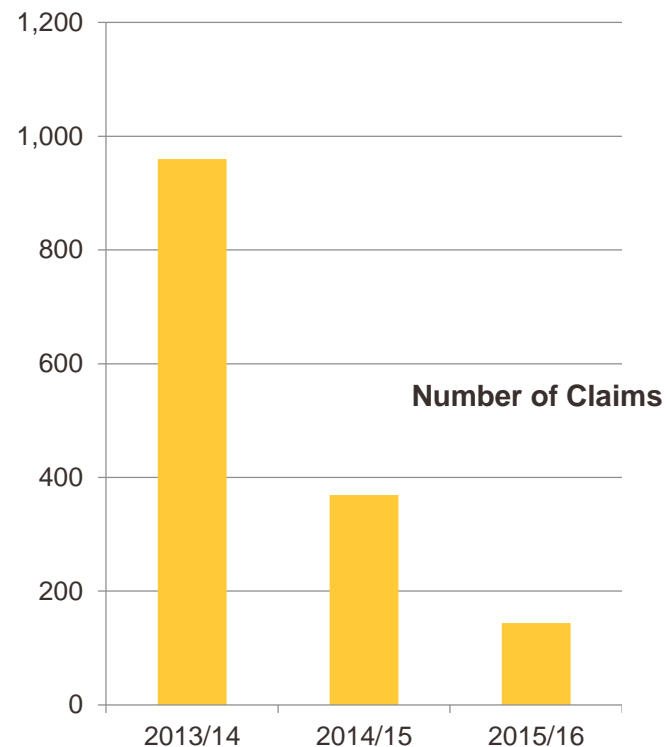
- longer response times on infrequently used parts of the highway network  
but
- with an expectation that the defect would be 'permanently' repaired.



# Defects – Consequence of Change

## Consequence

- Transition to a preventative maintenance strategy
- Should see fewer potholes develop into an issue for highway users
- Move to a first fix preventative
- Sound defence against highway claims



# Defects – How it Works - Building Blocks

## Network Maintenance Hierarchy

- the foundation of the system of routine safety inspection.
- Assumes adopted the hierarchy described in the 2005 code of practice
- Consider variations to this hierarchy to reflect the diverse character of its own highway network

# Defects – How it Works - Building Blocks

## Safety Inspection Regime

- key part of strategy for managing liabilities and risk
- Founded on hierarchy
- comprises the following elements:
  - Frequency (and mode) of inspection
  - Items for inspection
  - Degree of deficiency (Defects)
  - Nature and timescale of response



# Defects – How it Works - Building Blocks

## Risk Based Approach to Timescales

Response times minimise risk to users by:

- Max number repaired before deteriorate to a cat 1
- Max the number permanently repaired for resources available
- Min the need to revisit temporary repairs
- Max the opportunity to repair roads, footways and cycleways as they deteriorate, as opposed to series of responses to individual defects that do not address the underlying deterioration in the highway.

# Defects – How it Works - Building Blocks

## The Method - Excel workbook:

- Title page
- Inputs page
- Scenario page
- Outputs page
  - Displays proportion of time that each category of defect will exist, given the scenario set.
  - Given the number of defects, calculates a value for the 'total risk exposure' and the cost. The cost can be compared to available budget.

**Any new inspection regime should have a lower risk exposure than its predecessor.**



MSIG

# Experience of the Risk Based Approach

Stage 1 Action:	Timescale:
1. Review BBLP process and training for Triage of customer enquiries, identify any improvements required and implement immediately	All actions to be completed by early December
2. Review introduction of Investigatory Levels in the HMP. HC to issue requirements/Investigatory Level document to BBLP for review.	
3. Review and develop training plan for locality stewards training to deliver consistency of risk assessments	
4. Review recording decisions of 2c defects	
5. Opportunity – pilot of ‘in depth inspections’ and manage defects as singular project/ road closure approach. Comparison exercise to establish effectiveness and efficiency	
6. Share joint findings/ collated information with group in preparation for second session	By mid December

Stage 2 Action:	Timescale:
1. Group session to review findings from stage 1 and proposals for change	Early – Mid January 2018
2. Agree next actions	tbc
3. Formal implementation of agreed changes (Annual Plan 2018/19)	Formal decision March
4. Review changes to establish if benefits have been realised and if/what further improvements are required. Provide feedback to the group and further session if required	July 2018

# Community – Locality Working

# Locality Working

## Community – A clear community engagement strategy

### Understanding the Needs of the Community & Keeping People Informed

**2 Community development & stakeholder management**  
 Providing high quality customer and stakeholder interaction through open and honest communication and by working with communities enabling them to take responsibility for local issues

**Herefordshire Council**

**Safety**  
 Highest of public safety expectations and responding to customer requests

**CUSTOMER SERVICES**  
 Available handling of all enquiries and requests for services from public

**COMMUNICATION**  
 Provision of timely information through weekly locality 'news' leaflets, the Herefordshire Council website, public consultation and individual responses to requests

**ENGAGED COMMUNITIES**  
 Support and empower local communities to contribute to local issues

**VOLUNTEERING SUPPORT**  
 Support to organisations and individuals to support local projects and initiatives through volunteering

**LUNCHBOX/PS SCHEMES**  
 Co-ordination of the lunch/PS schemes with local health partners

**SKILLS OPPORTUNITIES**  
 Providing a range of opportunities for local residents to gain skills and experience through local projects and initiatives

**Balfour Beatty Living Places**

**HELP COMMUNITY STRATEGY AT A GLANCE**

13 LOCALITY STEWARD AREAS

10,000+ Monthly Quarterly Annually

12,000+

100+

**Balfour Beatty Living Places**

**What we do in Herefordshire**

**Balfour Beatty** **Herefordshire Council**

Working for Herefordshire

**HerefordHighways**  
 @HfidsStreets

Balfour Beatty Living Places for @HfidsCouncil here Mon-Fri 9am-5pm for official updates on Herefordshire roads

Joined December 2010

69 Photos and videos

**Tweets** **Tweets & replies** **Media**

**HerefordHighways** @HfidsStreets - 21 Aug 2015  
 Good morning! Did you know you can report defects online using the following link: herefordshire.gov.uk/report-it Please travel carefully today

**HerefordHighways** @HfidsStreets - 16h  
 Grid update: we're monitoring the weather and the gritter force is ready on standby in case they are needed bit.ly/1C7vnk0 #Hfidsgritter #gritterwriter

# Supporting Herefordshire's Major Projects

## South Wye Transport Package (SWTP)

The package includes:

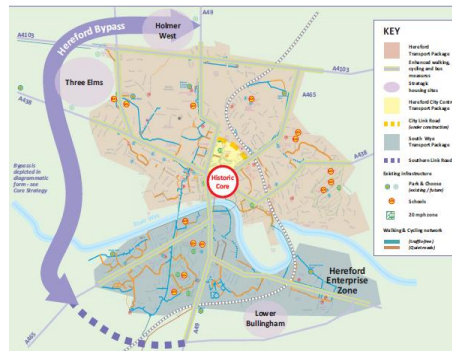
- Southern Link Road – new road from the A49 Ross Road/Rotherwas Access Road roundabout to the A465 and the B4349 Clehonger Road.
- Delivery of the road will be complemented by a package of active travel measures.



## Hereford Transport Package (HTP)

The package includes:

- Hereford Bypass – a new road to the west of the city
- Walking, cycling and bus improvements – to increase walking, cycling and bus use for short distance journeys.



## Hereford City Centre Transport Package (HCCTP)

The package includes:

- City Link Road and associated works – opened in Dec 2017.
- Royal Mail works – completed in Aug 2017
- Further work includes Transport hub and flood modelling studies.





# Supporting Herefordshire's Major Projects

## A44 Funding

The package includes:

- A major surfacing investment along the A44 corridor to improve the condition of the road and supporting network.
- It is anticipated that the funding will form the basis of a matched funding bid to win additional budget from the DFT.



## Hereford City Centre Improvements (HCCI)

Phase 2 works includes:

- Public Realm works along Commercial St, Eign Gate, Owen St and selected parking improvements.
- The Hightown works will be scheduled around the Weeping Poppy Window, the May Fair and Xmas.



## Challenge Fund

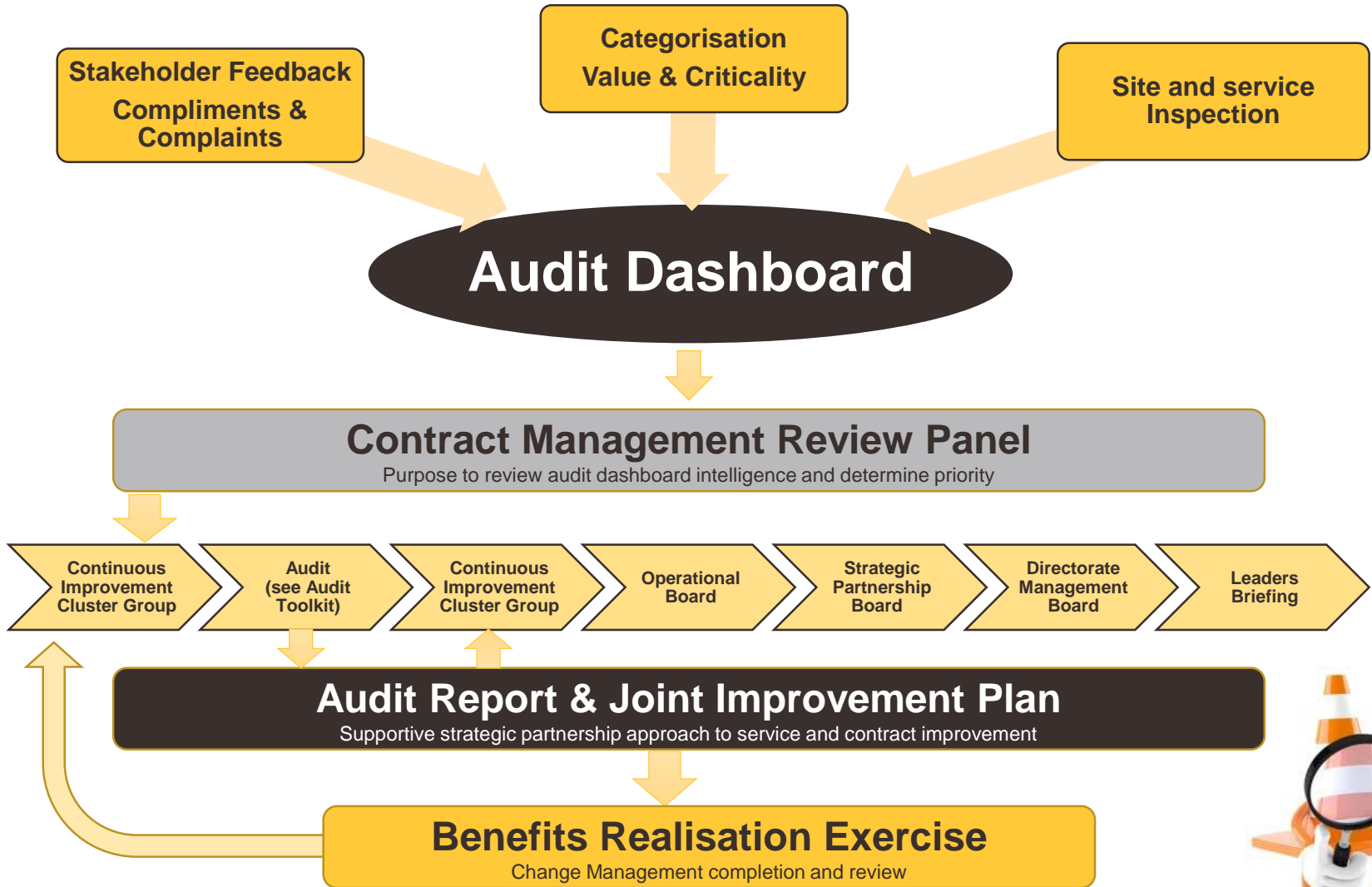
The package includes:

- The completion of the 2017/18 Challenge Fund with business briefings and selected works along the A465 A4103 and A483 corridors.



# Continuous Improvement in Value for Money

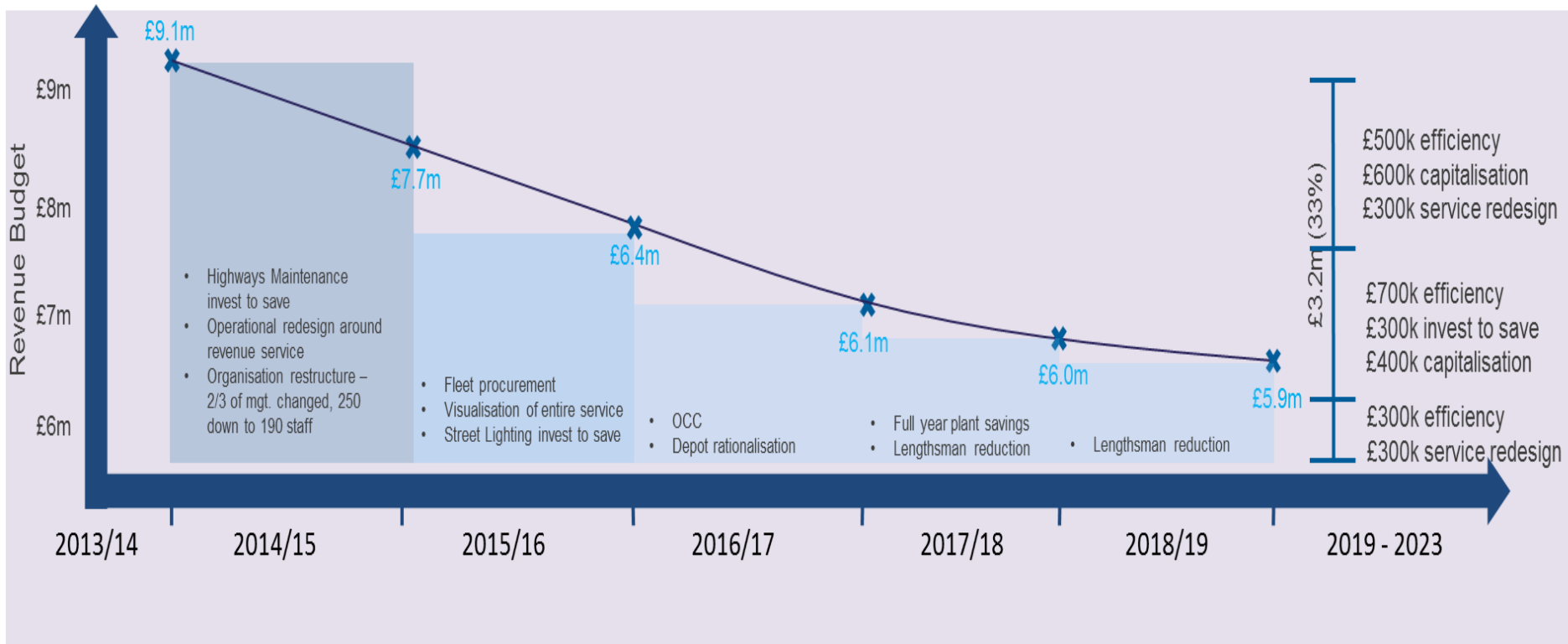
# Continuous Improvement in Value for Money



# A Journey to Efficiency

A Change Journey Focused on Efficient Delivery and Cost Reduction

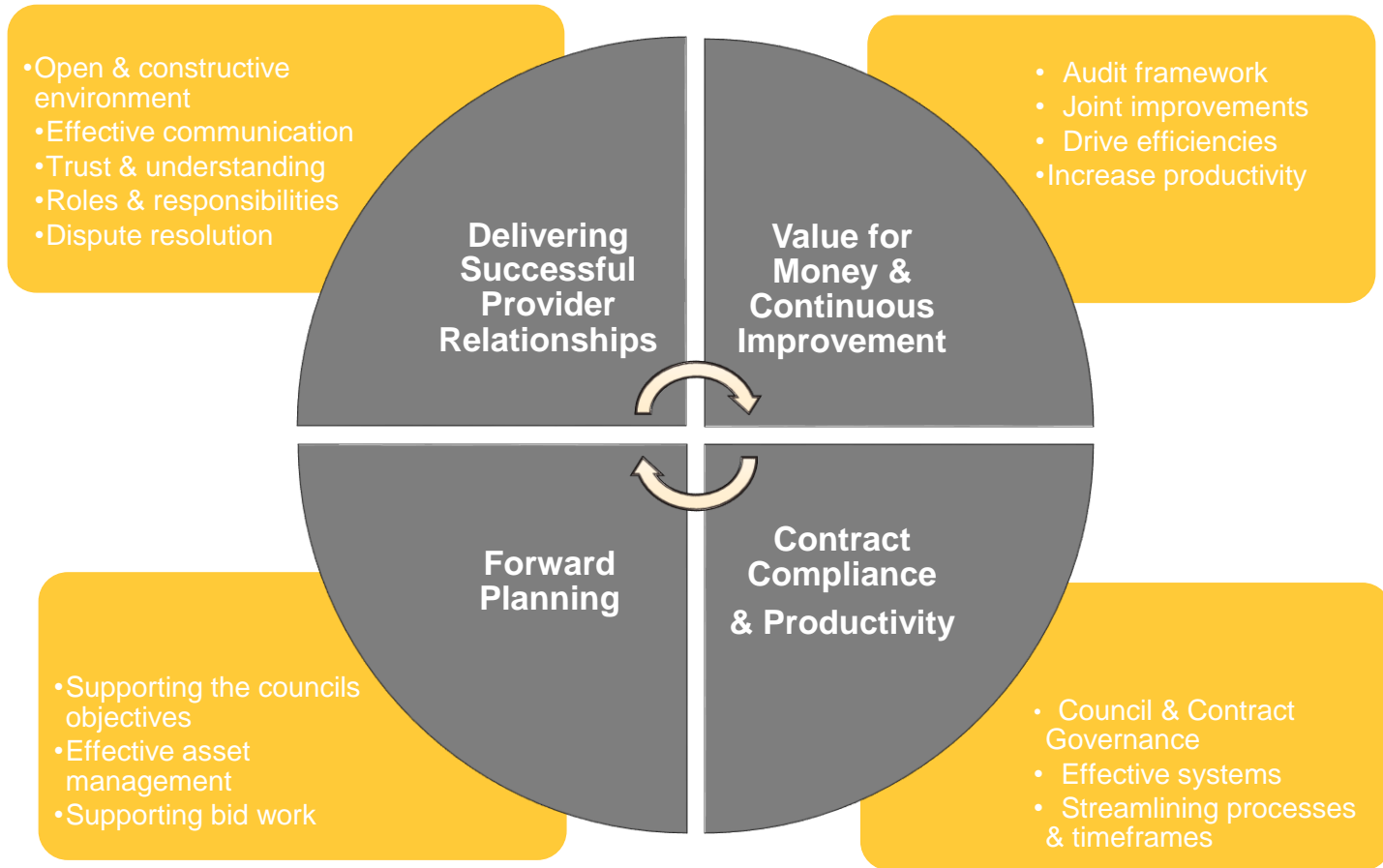
The first three years of the contract term have been focused on developing an efficient service and delivering a significant capital injection to the asset



# **Contract Term**

## **How Potential Extension Incentivises Performance**

# Contract Management Objectives





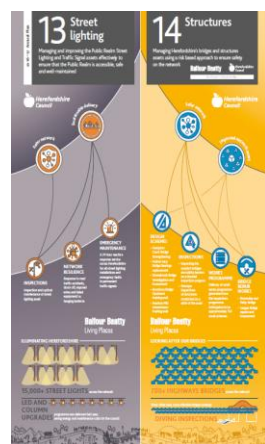
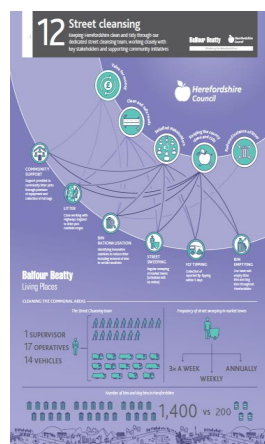
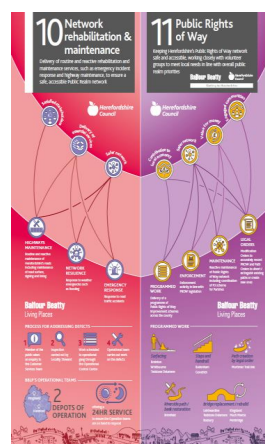
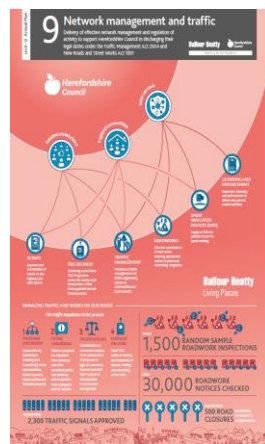
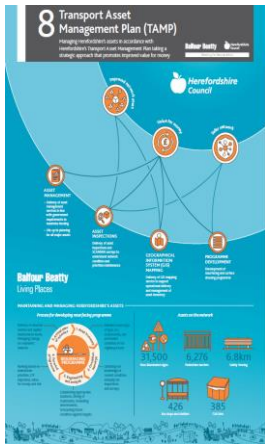
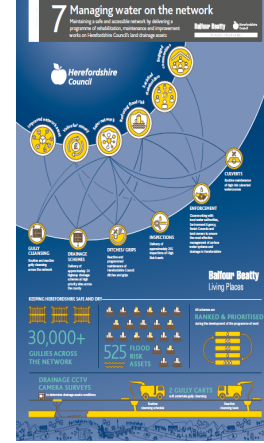
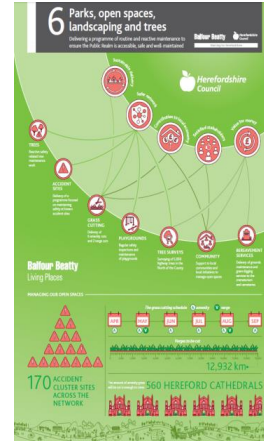
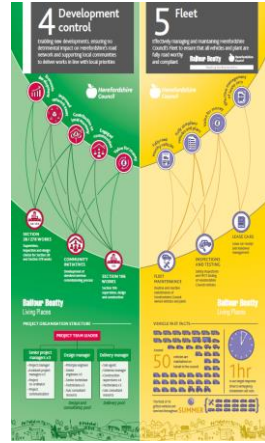
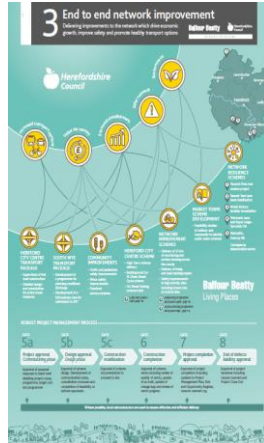
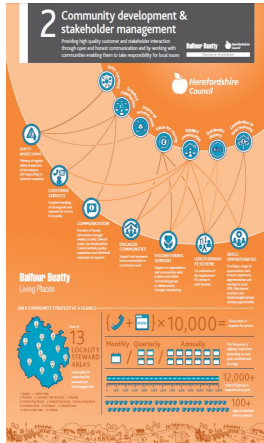
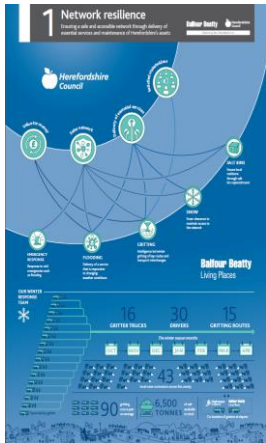
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**The Annual Plan**  
**29 January 2018**

# The Annual Plan 2018/19

# The Annual Plan 2018/19

## Maintaining and Investing in the Public Realm



# Developing the Plan 2018/19

May - July

- Service Annex champions identified (BBLP and HC)
- Meetings between Annex champions and actions agreed

Aug- Nov

- Drafting of Annexes
- Annexes shared with HC officers for review
- Annex workshops between BBLP & HC champions
- Actions agreed to finalise annexes

Dec - March

- Final Draft of annex reviewed by champion
- Final draft agreed and submitted to council for approval
- Cabinet sign off
- Presentation of new Annual Plan

Development

Annual Plan  
Consultation

Refinement &  
Draft

Budget and  
Plan Approval

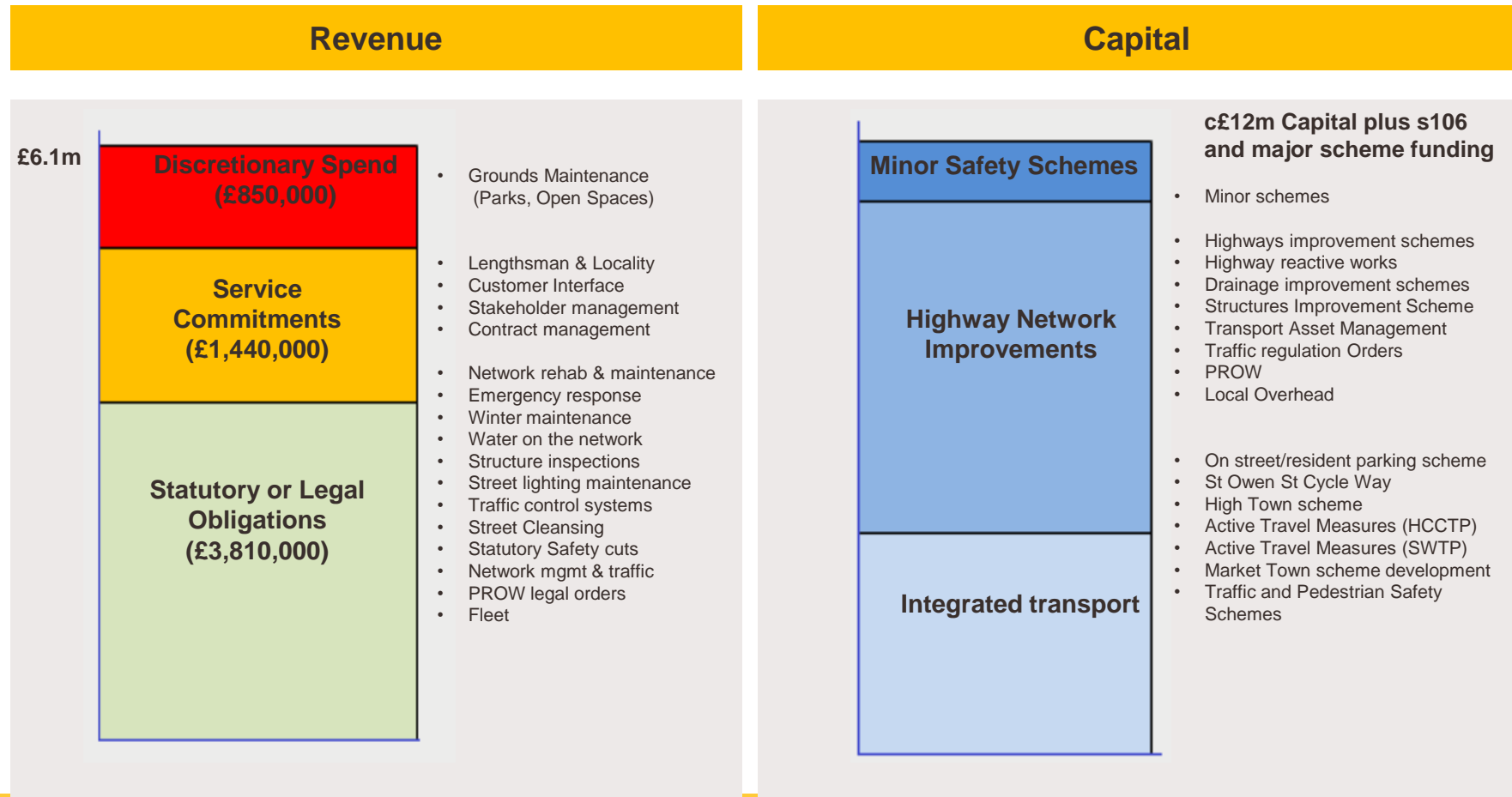
Delivery

# Annual Plan – 2018/19 Service headlines

1. We will protect our statutory and emergency services
2. The grass cutting service will continue to deliver one cut a month
3. We will meet our response times for potholes/ other highway defects
4. We will invest £12m in our assets
5. We will maximise the use of the £6.1m of revenue funding
6. We will improve operational delivery through our control centre
7. We have improved our efficiency to deliver savings

# Overview of the Annual Plan 2018/19

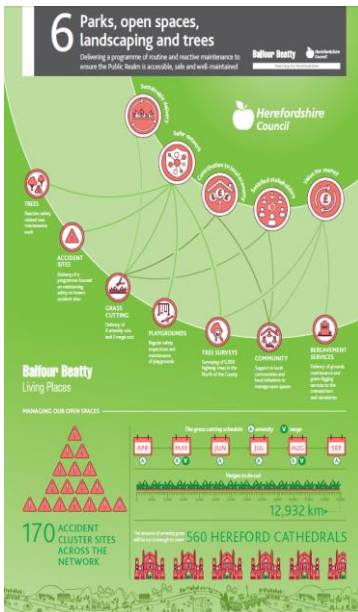
Draft Annual Plan – We have a clear budget landscape for 2018/19



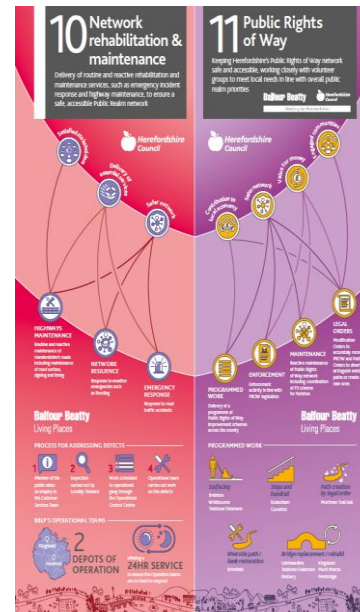


# Maintaining the Public Realm

## Grounds Maintenance



## Highways Maintenance

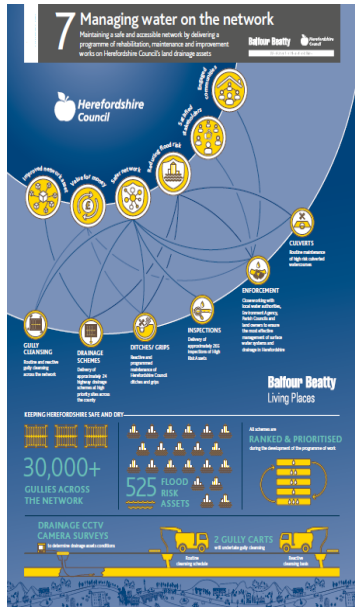


- 2017/18 service levels maintained
- **6 Amenity cuts** across the season
- **2 verge cuts**
- Accident cluster site maintenance

- Maintenance of highway defects to HMP
- Emergency response
- Out of hours service
- Trialling of new materials/ ways of working

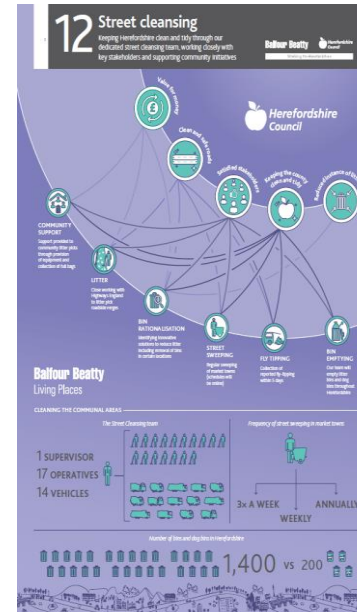
# Maintaining the Public Realm

## Managing Water on the Network



- 2017/18 service levels maintained
- **2 Gully tankers** in Operation
- Capital Drainage Schemes
- Liaison with landowners
- Culvert/ grill clearance (high risk assets)

## Street Cleansing



- 2017/18 service levels maintained
- Reactive gang to undertake litter picking/fly-tip collection
- Litter picking of trunk roads