

**Minutes of the meeting of General scrutiny committee held at
The Council Chamber - The Shire Hall, St. Peter's Square,
Hereford, HR1 2HX on Monday 29 January 2018 at 10.15 am**

Present: Councillor WLS Bowen (Chairman)
Councillor EJ Swinglehurst (Vice-Chairman)

Councillors: SP Anderson, BA Baker, JM Bartlett, JF Johnson and
A Warmington

In attendance: Councillors BA Durkin (Cabinet Member), PC Jinman, PD Price (Cabinet Member), NE Shaw (Cabinet Member) and J Stone

Officers: Council: G Hughes – Director for Economy, Communities and Corporate, R Ball – Assistant Director – Environment and Place, A Lovegrove – Chief Finance Officer, C Hall – Head of Highways and Community Services, L Lloyd – Commercial and Contract Manager, and J Coleman – Democratic Services Manager/Statutory Scrutiny Officer.

Balfour Beatty Living Places: A MacDonald (Contract Manager), R Rice (Knowledge Centre Manager), A Williams (Contract Manager).

58. APOLOGIES FOR ABSENCE

None.

59. NAMED SUBSTITUTES

None.

60. DECLARATIONS OF INTEREST

None.

61. MINUTES

RESOLVED: That the minutes of the meeting held on 13 December 2018 be approved as a correct record.

62. QUESTIONS FROM MEMBERS OF THE PUBLIC

None.

63. QUESTIONS FROM MEMBERS OF THE COUNCIL

None.

64. HEREFORDSHIRE COUNCIL PUBLIC REALM SERVICE REPORT

The Committee was invited to review the performance of the public realm service contract to enable the committee to make reports or recommendations to the executive with respect to the discharge of a function which is the responsibility of the executive.

The Assistant Director Environment and Place (ADEP) introduced the report. The Head of Highways and Community Services (HHCS) then gave a presentation as appended. This had been updated since the presentation published with the agenda papers. Mr A MacDonald (AMCD) presented the section on the 2018/19 Annual Plan.

Mrs C Bucknell, Clerk to Wellington Parish Council, and Mr P Russell, Clerk to Leominster Town Council and Weobley Parish Council had been invited to the meeting.

Mrs Bucknell praised the work of the contractor and in particular commented favourably on the role of the locality steward in working with the local community and community engagement by the contractor in general.

Mr Russell also complimented the work of the locality stewards. He considered it unfortunate that the council was ceasing funding of the lengthsman scheme. Finance generally was an issue and non-statutory functions would become increasingly difficult to deliver unless these were taken on by Town or Parish Councils. Communication with them by Herefordshire Council would be welcomed. He noted, however, the difference in the scale of resources available to a Town Council compared with a Parish Council.

In discussion the following principal points were made:

- It was suggested that the response to winter conditions in the City had been superior to that in the rural areas with an issue there being the availability and provision of salt and the ability to spread it.

AMCD commented that all the required targets had been met. Grit bins had been filled at the start of the year and refilled as requested. The winter service plan provided for 15 priority routes to be treated. This represented about 30% of the highway network. Additional funding would be required to increase that coverage. He outlined arrangements to collaborate with others, such as the highways agency which secured further resilience through access to additional salt stocks; the role played by snow contractors and training provided to them, and provided a general overview of the operation of the winter maintenance service. He considered that the response had been successful in the face of challenging circumstances. It had taken longer than he would have liked to turn to the secondary routes but the possibility of moving onto that network from the primary network had been reviewed hourly. To date it had not been identified that anything could have been done differently but this would be reviewed as part of a lessons learned exercise at the end of the season.

The HCCS confirmed a lessons learned exercise would inform the annual review of the winter service plan. He added that the plan did provide the facility for Parishes to apply for salt to store themselves if they had suitable storage.

A member noted that one of their parishes had not purchased grit, suggesting this aspect might require some consideration.

- The highway asset management strategy expressed the intent to shift routine resources further towards preventative activities. It was questioned whether this would include a higher level of enforcement to make landowners discharge their riparian responsibilities.

- The role of locality stewards was praised.
- The difference between the level of financial resources available to Town Councils and Parish Councils, some of which covered large but sparsely populated areas, threatened to create a gap in service provision. It was asked if there was a possibility under the community commissioning model of offering some assistance to parish councils through part/match funding schemes.
- There were instances where Members considered BBLP's response to matters raised by them through e-mail or other means was not timely.
- There was some feeling within the parishes about the requirement under the lengthsman scheme to justify to BBLP plans that parish councils themselves were commissioning and funding.
- It was questioned how the assessment of whether the contract was delivering value for money was made. For example, it was observed that there were instances of individual pieces of work at parish level where the costs quoted for BBLP to carry out the work were significantly higher than quotes from other providers.

It was also observed that there appeared to be a risk that in assessing the effectiveness of delivery of the contract as a whole, success in meeting the needs of the larger areas of population outweighed a perceived lesser level of performance in the rural areas. It was asked how this growing cause of local concern might be addressed.

- Clarification was sought on the process for rectifying the number of invalid Traffic Regulation Orders.
- It was asked how the business management system recently rolled out would "significantly impact the way in which pothole defects are managed" (as referred to at page 48 of the agenda papers in a section on risk).

The HCCS commented:

- The main issues could be summarised as finance, value for money, and the urban/rural perception and the provision of service it was possible to provide across the whole network.
- The strategy had been to invest heavily in the C road and unclassified road network in the first two years of the contract. There had been an improvement overall in that network, which was fulfilling a purpose for which it had never been designed, but just over 25% of the unclassified network was still in need of maintenance. There had been a shift in resources from reactive to preventative works, mindful that reactive work cost 4-5 times more than preventative work, however, the core duty to address safety defects could and did distract from preventative work. It would take time and investment to continue to improve the entire network.
- In terms of value for money the price of a piece of work had to be considered in the context of the price of a service area and should be compared with other local authorities. The cost to the Council of highway maintenance was one of the lowest per km in the country and performance in terms of road condition were mid-range. This represented reasonable value for money. However, officers were working through the contract mechanisms to seek to improve value for money. It was also important to ensure that comparisons of prices were done on the correct basis taking

into account the costs of overheads for such matters as safety, quality and information security.

AMCD added:

- The approach to enforcement was in line with the council's enforcement policies and was robust. He outlined the staged approach that was followed with the persons concerned. However, in summary the view was that, whilst there was clearly a place for enforcement action, in the vast majority of cases it was considered matters were best resolved through negotiation rather than costly enforcement action. Two cases had been referred to the Council for a decision on whether or not to proceed to enforcement action and the conclusion had been that the costs of recovery outweighed the benefit of proceeding. The Cabinet Member (Transport, roads and regulatory services) (CMTRRS) had discussed the matter with him to see whether anything more could be done. Guidance to landowners on their responsibilities had been refreshed and was to be reissued. There was a role for local ward members and parish councils to play given their local working relationship with individuals concerned.
- Whilst there had been significant investment in the C and unclassified roads there had only been sufficient funding to cover 25% of the network. There was a clear pressure. He had discussed with the CMTRRS how priorities might be addressed. A model was used that was continuously updated covering a range of matters such as the amount of use, safety risks, numbers of complaints and enquiries, and the nature of the road. This informed the prioritisation tool. Inevitably, however, this did mean priority being given to A and B roads. Alternative actions were explored. A return to jet patching was being considered for C and unclassified roads.
- In relation to offering match funding opportunities the community commissioning model provided a clear process for considering projects in a locality. However, as repair of a 3 mile stretch of road, for example, would cost about £100k he was uncertain as to whether communities would have sufficient resources.

R Rice (KCM) commented that whilst funding for the lengthsman scheme was to cease from April 2018 BBLP was seeking to enter into contracts with parish councils that would grant them permission to commission work on the road network. The intention was that the relationships between the lengthsman and the locality stewards would be maintained and through the local plans visibility of planned activity on the network would be maintained and co-ordinated. This message could be reiterated in the next parish briefing. Information had also been disseminated on the community commissioning model and there was a designated contact point for parishes. Further information would be circulated as there was take up of the model.

The CMTRRS indicated his support for the Council's approach to enforcement and highlighted the role the local ward member could play. He also endorsed the benefit of further communication on the community commissioning model including the use of case studies. The ending of council funding for the lengthsman scheme was unfortunate. He encouraged parish councils to consider if they could find a way of supporting this method of working.

- Whilst the number of category 1 defects might have been reduced compared with 5 years ago it was questioned whether there appeared to be far more category 2 defects than there had been, meaning more defects even if of a lesser severity.

The HCCS commented in response that an annual survey of the network was undertaken. This showed that the condition of A roads had improved, the condition of

B roads had stabilised and that c/unclassified roads had improved, if not to the extent that would be desired.

- In rural areas the majority of roads were C and unclassified and concerns were being expressed in parish council meetings that they were becoming unpassable. The perception within parishes of conditions on the ground did not match the picture of improvement being presented by both client and contractor.
- Using the number of claims for compensation was not necessarily a reliable measure of satisfaction with the network or its condition because there was evidence that people considered the claims process too complex to pursue.
- Whilst two parish councils had spoken it would have been better to have secured a wider view from parish councils to ensure that the committee had a representative picture. A survey of parish councils needed to be conducted on this issue that insisted upon a response, given the fatigue that the volume of surveys and consultations had caused leading to a low response rate.
- An example was given of the complications faced by a landowner in seeking to undertake drainage works, noting that this often now entailed use of a mini-digger accompanied by road closures that generated complaints.

The ADEP commented that the aim had to be to ensure that the contract delivered the best outcome within the resources available. Investment and efficiencies had helped to arrest decline but there were 2,000 miles of network and a substantial maintenance backlog. This was a national issue that required a substantial increase in resource to address it. The HCCS subsequently indicated that a sum of £100m may be needed to address the deterioration in the carriageway asset alone.

The Director - Economy, Communities and Corporate endorsed these comments. In relation to monies retrieved from proceedings regarding the former Amey contract, Council had allocated some of that money for highways works as part of the capital programme. Some of the money had been retained pending the outcome of ongoing legal proceedings. Once the position was clear approval would be sought to allocate that money.

- It was suggested that communications about improvements to the road network did not provide sufficient context to the public and in highlighting improvements that were being made did not reflect the reality of the overall funding pressures as presented by the Director and Assistant Director.
- A further example of a disconnect was between the picture of performance being presented and the reality on the ground. An example was the reference in the section in the performance report to customer interaction. This showed a large number of calls being taken by BBLP but only a very few of these being recorded as complaints or compliments, when, based on the experience of local ward members, a large number of calls would be expected to express dissatisfaction with road infrastructure and services.
- Members acted as a conduit for the community to BBLP but they could also communicate reports of the work being done by BBLP to their communities if they were provided with the information.

AMCD commented that the importance of communication was recognised and improving it was an ongoing process. The role of locality stewards formed part of the communication strategy presenting a personal point of contact within the community. He noted the scope to work with local ward members as a conduit to their communities.

Consideration could be given to how information from the weekly locality steward briefing could be used.

Strategic performance indicators were now more focused on outcome and BBLP were confident of meeting those targets. However, there was a tension when faced with a decaying asset that required more investment than could afford to be made.

(The meeting adjourned between 12:10 and 12:40 pm)

- A member suggested that the confidence of the public had been lost and a way forward needed to be found working with local communities.
- The Commercial and Contract Manager commented that the contract contained strategic performance indicators and operational performance indicators and these were subject to annual review. The performance reports were reviewed and audited. An audit of the SPIs had found that the council agreed with the evidence presented. The operational indicators up until September had also been audited and the vast majority had been reported accurately.
- In relation to questioning of the accuracy of the statistics quoted for performance in resolving complaints AMCD commented that a distinction needed to be drawn between providing a response and providing the response desired by a complainant; there were occasions when complainants were not satisfied with a response, but an appropriate response had nonetheless been given. A number of calls taken were defined as requests for service, not complaints, for example calls reporting a defect. He was willing to look into individual cases.
- A member suggested that in terms of the operation of the community commissioning model there were a number of obligations to be met in initiating a project and it would be helpful if a list of approved people who could assist in providing that capacity was made available in the same way as there was a list of approved contractors to deliver a scheme.

The KCM commented that BBLP had decided that under the community commissioning model parish councils could select providers to carry out the works BBLP had to be used for design element of schemes. This was to ensure compliance with Regulations, and under the contract with parish councils BBLP remained the client and retained liability for design. If BBLP did not retain that responsibility the considerable liability would transfer to parish councils.

- It would have been helpful if more information on material alluded to within the report had been presented within the agenda papers, for example the Strategic Performance Indicators themselves.
- It was noted (p39 of the agenda papers) that the Council's Medium Term Financial Strategy required the Public Realm to identify a further £265k of savings for 2019/20 and 2020/21 and at present these were not identified.

AMCD commented that savings in 2018/19 had been achieved by actions such as the purchase of capital equipment, reducing leasing costs. The aim had been to seek to reduce costs without an impact on services themselves. The same approach would be adopted in seeking to identify future savings.

The ADEP commented that the Strategic Partnership Board sought to have a long term approach and there was time to identify savings for 2018/19 with the intention being to focus on efficiencies.

- It was asked if a sum of money from the monies retrieved from the Amey contract could be set aside in a budget that parishes could apply for funding from, subject to meeting approved criteria, to enable them to pursue schemes for which it had been recognised earlier in discussion their budgets would otherwise be insufficient.
- AMCD clarified that the provision in the annual plan 2108/19 to invest £12m in assets represented expenditure on roads in the majority. Some of the investment was made in plant, for example, to reduce revenue expenditure. This process was heavily scrutinised by the council and a business case had to be made to support any BBLP proposals in this regard. Any saving was reinvested in the service and reduction in the cost of service delivery did not result in a profit to BBLP. This was a feature of the open book contract.

The HCCS commented that the contract was founded in the true cost of delivery. There was no schedule of rates. The cost of service did include a fee to reflect BBLP's national overhead but was broken down into labour, plant, materials and overhead. There were a range of payment mechanisms depending on the nature and type of work to distribute risk between client and provider.

- It was questioned how the £6.1m of revenue funding in the annual plan for 2081/19, which appeared a modest sum, compared with provision in 2017/18.
- It was suggested that it would be helpful if a list was provided at the end of each financial year of roads that had been resurfaced and dressed to compare with what had been planned in the annual plan, acknowledging that circumstances could require some changes to the original plan to be made.
- It was asked what the provisions were for litter removal on non-trunked A roads, noting that parish councils could not undertake this task, that litter created a poor impression of the county, was a serious environmental issue and more attention seemed to be focused on this matter in Shropshire.

AMCD commented that provision for litter picking on such roads was included in the annual plan. However, this required extensive traffic management and was costly. On trunked A roads they therefore sought to take advantage of highways agency works when sufficient notice was received. He requested that if it was considered that areas were being missed or the scheduling was not working that these be referred to him. There had been problems in some places of bins overflowing. Counterintuitively removing the bins had solved that. In addition they were trialling technology within bins that would indicate how quickly they were being filled.

The HCCS commented that the council was the street cleaning authority for the whole county. Highways England did recognise the difficulties in accessing their network and stated in their plans that they would undertake some activity on the litter issue. This point would be taken up with them further, but their main focus was on the motorway network.

The CMTRRS commented that enforcement policy had been reissued and there was zero tolerance of fly-tipping. However, instances needed to be reported to enable them to be addressed.

- The KCM commented in response to comments on communication that the website was the most efficient means of reporting defects. She invited members to promote this method and noted that a link to the site was included in the locality stewards briefing. It was acknowledged that the site could be improved and discussions were being held with Hoople who managed the website. Locality stewards were the first point of contact for general enquiries. The e-mail address box for councillors

remained live, intended to be an alternative in the absence of the locality steward. This had not been resourced as effectively as it might have been in the past, but a locality liaison officer was now in post and would be considering contact with parishes and members. She would inform her of the concerns raised at the meeting.

In terms of dedicated contact provision for councillors the HCCS observed that providing means of communication for specific groups and the resource to respond added cost.

- A concern was expressed about the condition of the A44 and the A417 between the A49 and its junction with the A438. The HCCS commented that it was considered that a bid for funding on works on the A44 would be more likely to succeed. Subsequent decisions on the allocation of resources would need to balance the need for work on an A road against other roads. Plans were in preparation for A417, and other routes, subject to resources.
- The Cabinet member – finance, housing and corporate services suggested that there would be merit in giving higher priority to gritting access to strategic commercial sites., noting the extent to which council funding was becoming dependent on business rates. He considered that the lengthsman scheme had proved valuable and the allocation of some funding from monies retrieved from the Amey contract would be a good use of those resources. He also indicated his support for enforcement in relation to landowners discharging their riparian responsibilities, given that it appeared that a situation had evolved where there was a perception that if these were not fulfilled the council would ultimately do the work itself and invited the Committee to consider requesting the executive to making representations to Defra.
- The Cabinet member- infrastructure invited the Committee to consider whether a reappraisal of assessment of the definition of category 1 and category 2 potholes should be considered. Mindful of Council's decision to create some flexibility in the budget providing a 2.9% core budget increase and 2% adult social care precept he suggested consideration should be given to allocating some of that core budget increase to highways maintenance. He also suggested that traffic management arrangements should be reviewed to ensure that temporary traffic lights were in controlling traffic only when maintenance or other work was actually taking place.

RESOLVED:

- That**
- (a) the Council as client and BBLP as contractor consider how communication with parishes and ward members can be improved without incurring material cost;**
 - (b) the Council as client and BBLP as contractor be requested that in presenting information on performance for publication actual numbers should be provided alongside the %ages in the report to provide improved public understanding of the amount of work being carried out and outcomes delivered, with consideration also being given to disaggregating the data to present it along urban and rural lines, again without incurring material cost;**
 - (c) the executive be recommended to consider whether funding can be made available to support the lengthsman scheme;**
 - (d) the executive be recommended to consider whether a discretionary fund can be established to which parishes with fewer resources available to them could apply to support part/match funding of schemes;**

- (e) the executive be recommended to continue to explore all external funding opportunities to support road maintenance;
- (f) the executive be recommended to consider allocating 1% of the Council's core budget increase to highways maintenance to continue the long term investment in the network;
- (g) the executive be recommended that sums secured from legal proceedings in relation to the Amey contract should be allocated for highways maintenance;
- (h) the Council as client and BBLP as contractor be requested to ensure that parish councils are aware that salt deposits are available to be delivered to parishes if they apply;
- (i) the Council as client and BBLP as contractor be requested to review the snow contractor system to ensure that operatives have appropriate equipment available to them;
- (j) the executive be requested to review whether the claims management system in relation to damage to vehicles as a result of road defects is working fairly and appropriately;
- (k) the executive be requested to give further consideration to how landowners can be encouraged to discharge their riparian responsibilities;
- (l) the executive be requested to reappraise the classification of category 1 and 2 defects and whether the approach to the repair of potholes is satisfactory; and
- (m) action to be taken on behalf to the Committee to engage with parish councils possibly through a spotlight review to provide the Committee with a representative picture of views across the county and demonstrate to parish councils that account is being taken of their views.

65. WORK PROGRAMME

The Committee reviewed its work programme.

It was noted that it was likely that additional meetings would need to be arranged in advance of that scheduled in the diary for 9 April.

The following additions were suggested:

- Museum, Library Archive Service delivery proposals
- Hereford Transport Package Options – phase 2

It was also requested that consideration be given to the way in which the Committee could prepare for consideration of matters to seek to maximise its effectiveness.

RESOLVED: That the draft work programme as set out at appendix 1 to the report be approved, subject to consideration of the inclusion of:

- Museum, Library, and Archive Service delivery proposals
- Hereford Transport Package Options – phase 2

66. DATE OF NEXT MEETING

Monday 9 April 2018 (am)

Appendix - Presentation made to the meeting (Pages 11 - 44)

The meeting ended at 1.50 pm

Chairman

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**

12

Creating the Environment for Change

Creating the environment for change

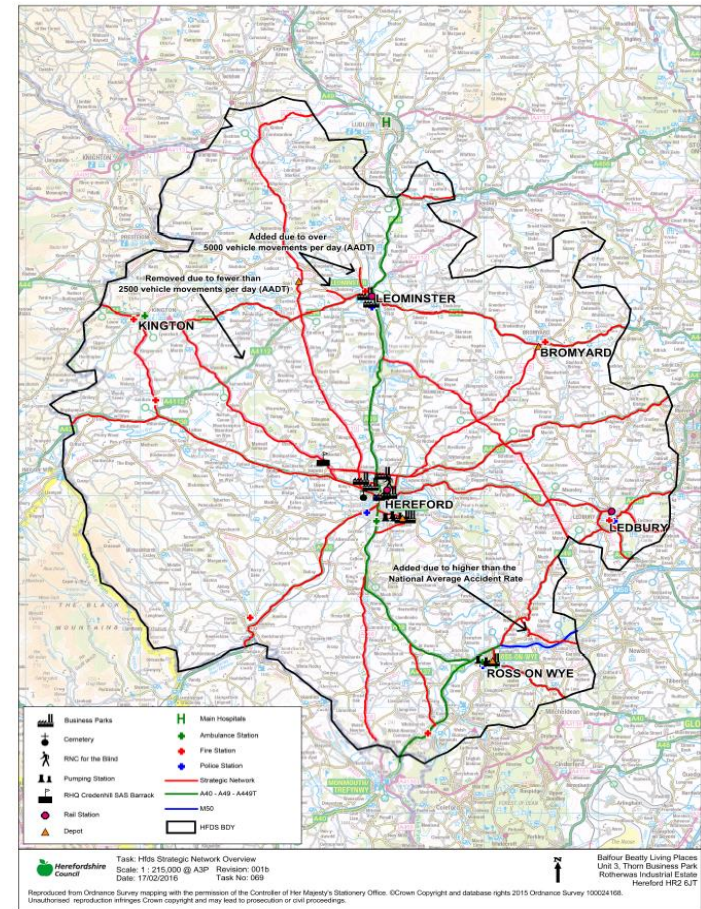
Our Asset Management Strategy is set out in the LTP. The network is comprised of 3 parts

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.

14

- 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

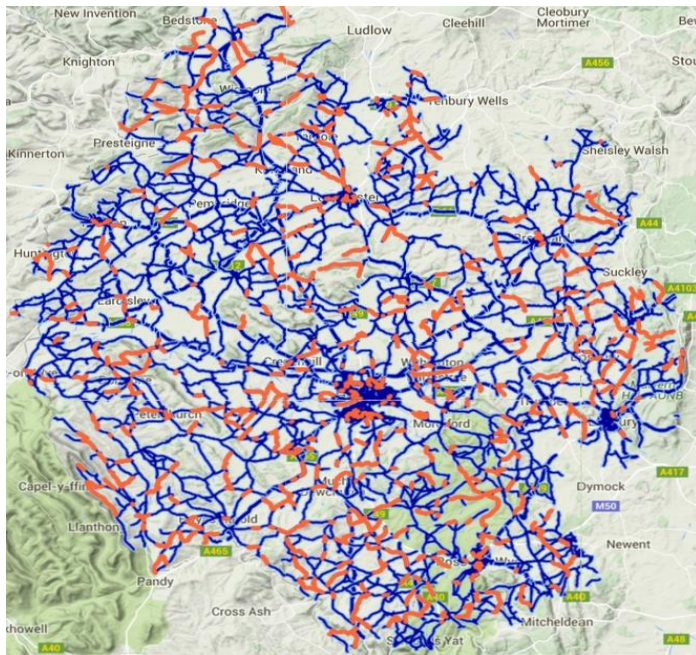


Creating the environment for change

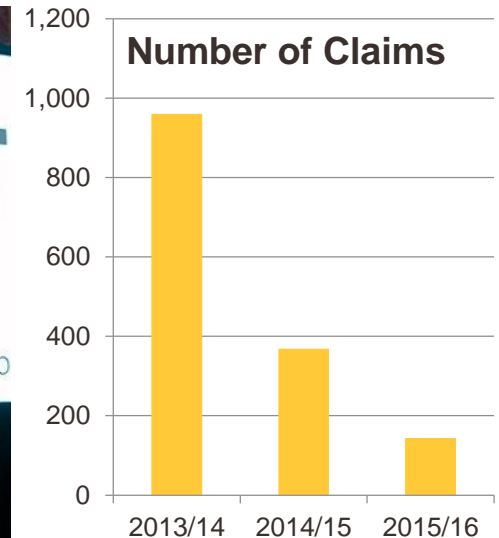
Investment in the C&U road network has improved overall condition and increased customer satisfaction, enhancing reputation and decreasing the cost of the service

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

17

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.

Information supplied by Balfour Beatty Living Places
Schedule correct at time of print

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 Rhyspence 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

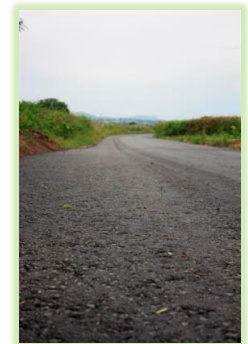
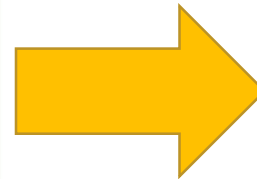
hfdscouncil

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

20

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.

21

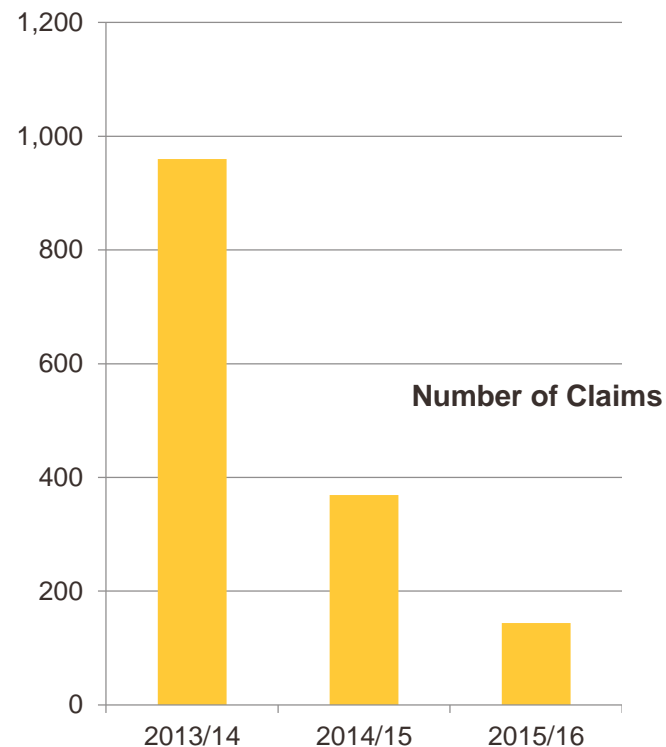


Defects – Consequence of Change

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

22



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

23

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

24

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.

25

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

27

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

29

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

Apple Herefordshire Council

SAFETY
 Network of people who report safety issues and respond 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

FOOD/DRINKING SUPPORT
 Support to organisations and individuals to improve local food and drink through community projects and other opportunities through volunteering

LUNCH/SHAW/PSYCHICS
 Co-ordination of the long/short term projects and other opportunities with local food and drink organisations

SKILLS OPPORTUNITIES
 Providing a range of opportunities for local people to improve their skills and employability through local food and drink organisations

Balfour Beatty Living Places

HELP COMMUNITY STRATEGY AT A GLANCE

13 LOCALITY STEWARD AREAS

10,000+ reports received

12,000+ reports received

100+ community groups

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 3,066 | **Following** 41 | **Followers** 1,884 | **Likes** 42

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

3 replies 9 retweets 6 likes

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/1LC/vnki](https://t.co/ly1LC/vnki) #Hfidsgritter #grittertwitter

2 likes

Supporting Herefordshire's Major Projects

South Wye Transport Package (SWTP)

The package includes:

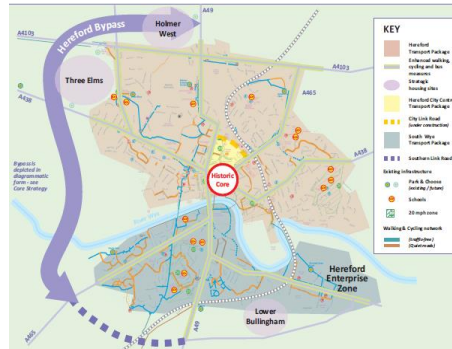
- Southern Link Road – new road from the A49 Ross Road/Rotherwas Access Road roundabout to the A465 and the B4349 Clehonger Road.
- Delivery of the road will be complemented by a package of active travel measures.



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:

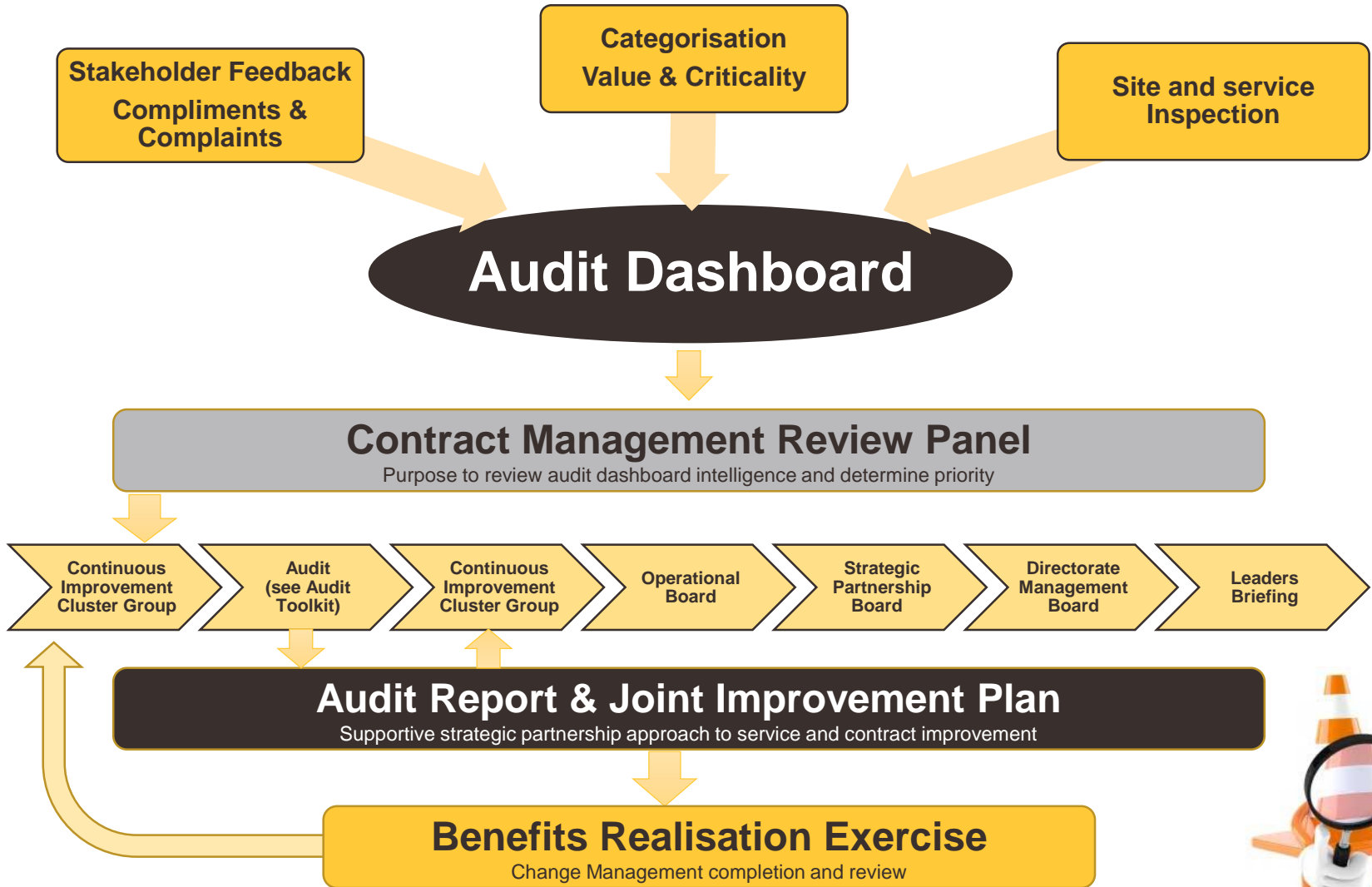
- The completion of the 2017/18 Challenge Fund with business briefings and selected works along the A465 A4103 and A483 corridors.



Continuous Improvement in Value for Money

32

Continuous Improvement in Value for Money



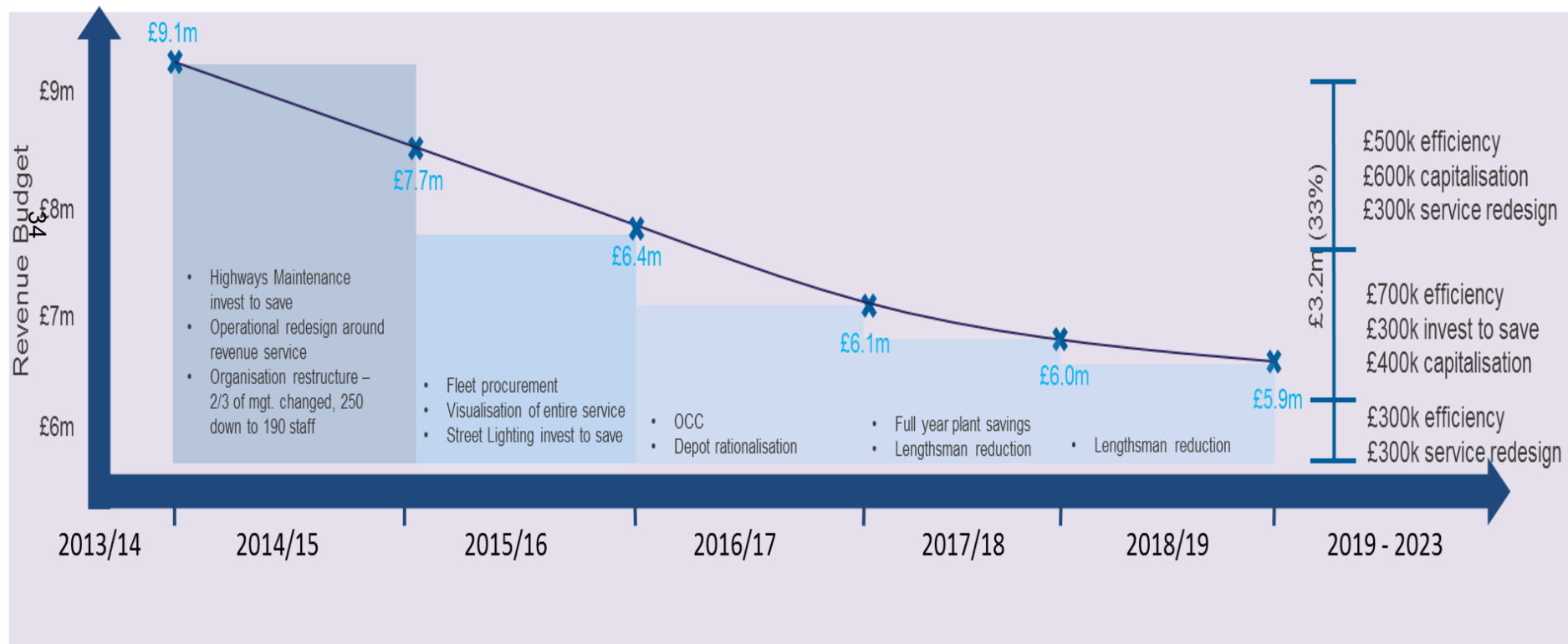
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A Journey to Efficiency

A Change Journey Focused on Efficient Delivery and Cost Reduction

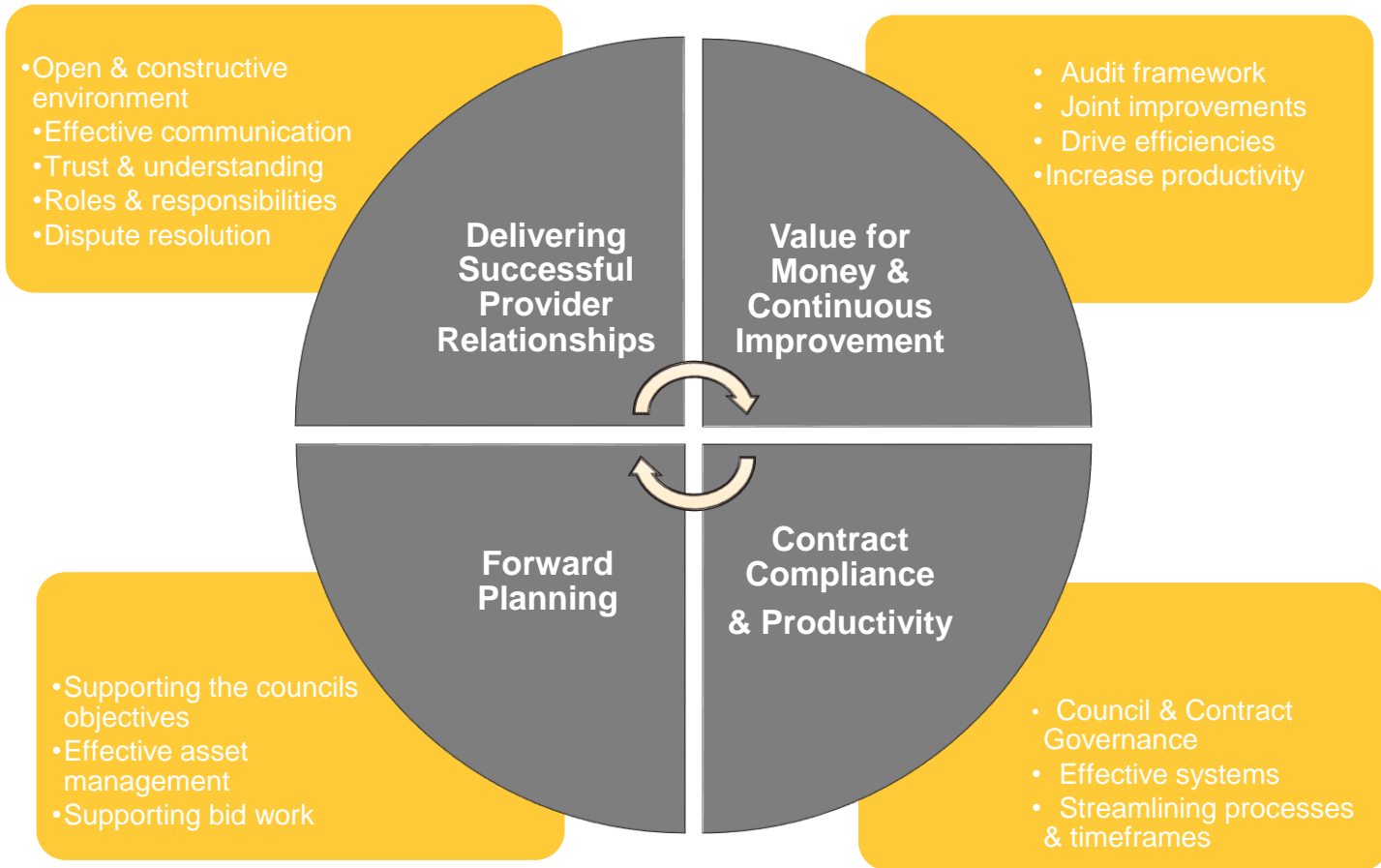
The first three years of the contract term have been focused on developing an efficient service and delivering a significant capital injection to the asset



Contract Term

How Potential Extension Incentivises Performance

Contract Management Objectives



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

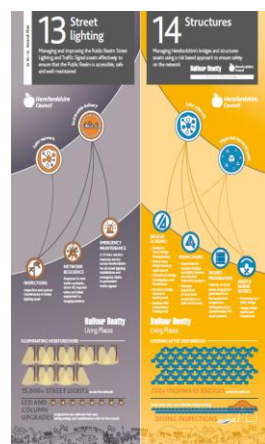
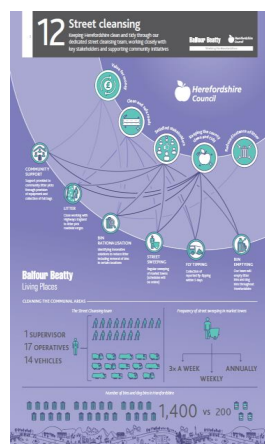
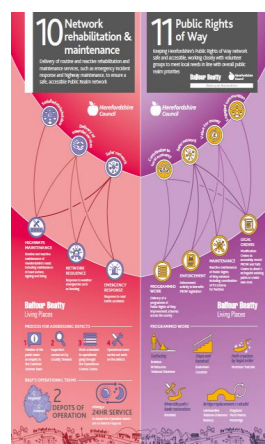
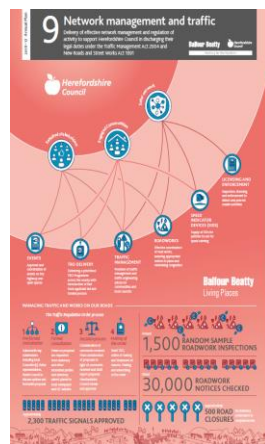
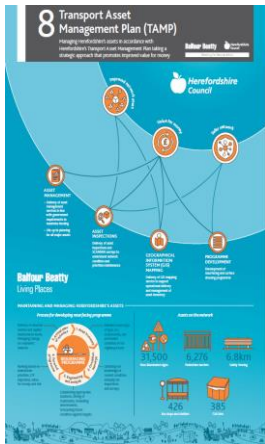
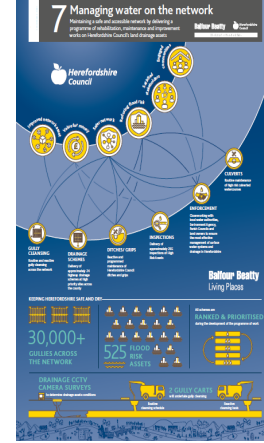
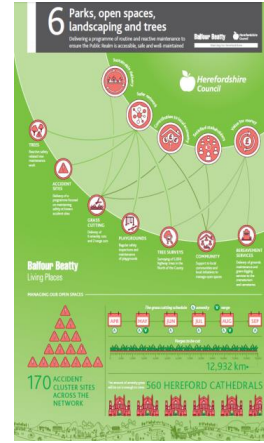
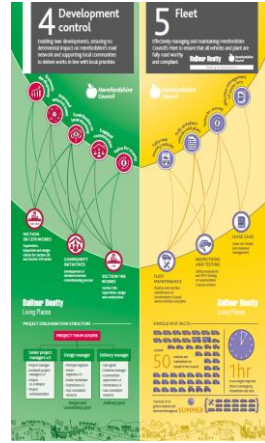
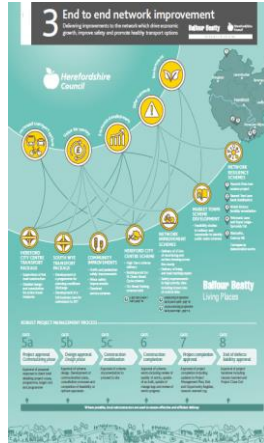
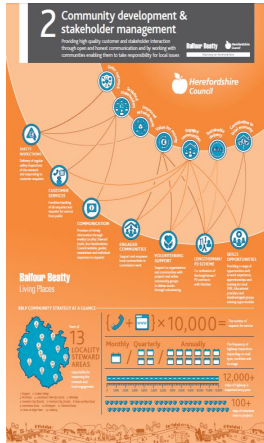
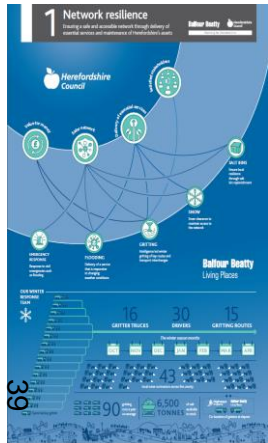
37

The Annual Plan
29 January 2018

The Annual Plan 2018/19

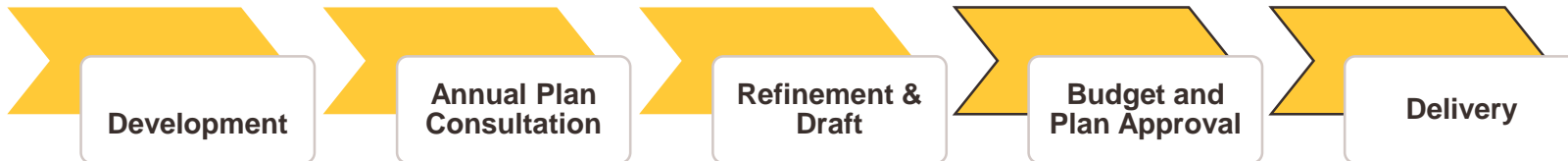
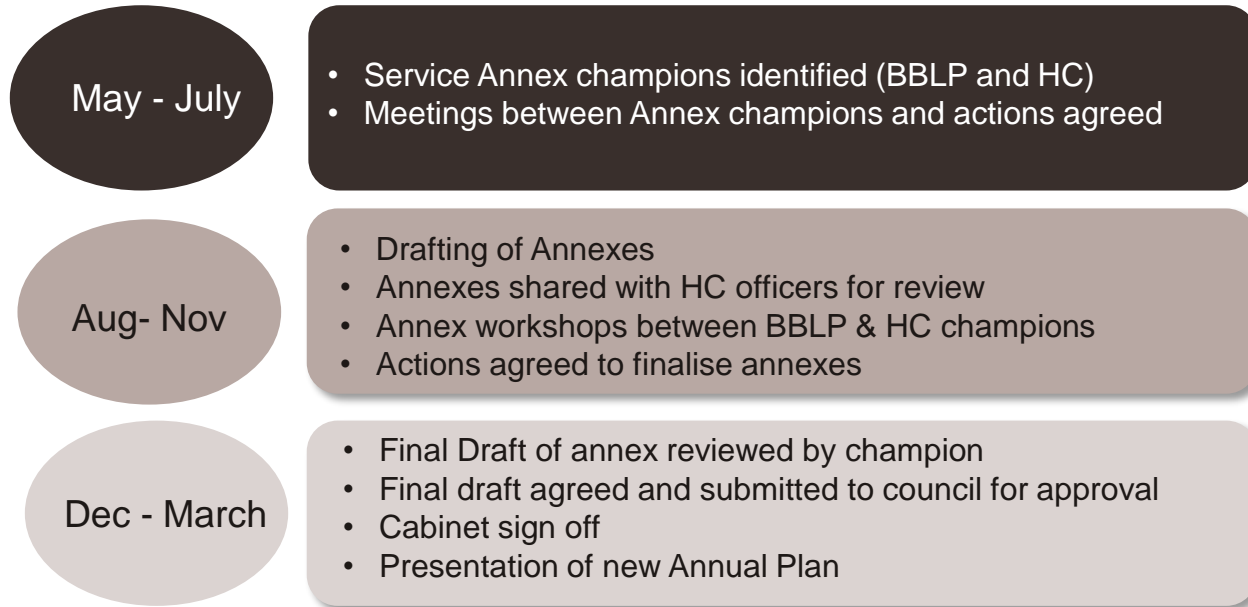
The Annual Plan 2018/19

Maintaining and Investing in the Public Realm



Developing the Plan 2018/19

40



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

Revenue

£6.1m

**Discretionary Spend
(£850,000)**

- Grounds Maintenance (Parks, Open Spaces)

**Service Commitments
(£1,440,000)**

- Lengthsman & Locality
- Customer Interface
- Stakeholder management
- Contract management

**Statutory or Legal Obligations
(£3,810,000)**

- Network rehab & maintenance
- Emergency response
- Winter maintenance
- Water on the network
- Structure inspections
- Street lighting maintenance
- Traffic control systems
- Street Cleansing
- Statutory Safety cuts
- Network mgmt & traffic
- PROW legal orders
- Fleet

Capital

c£12m Capital plus s106 and major scheme funding

Minor Safety Schemes

- Minor schemes

Highway Network Improvements

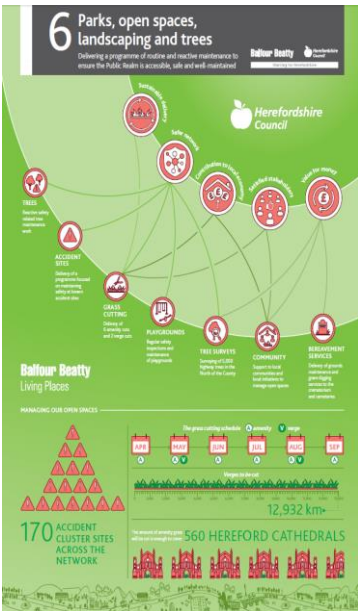
- Highway improvement schemes
- Highway reactive works
- Drainage improvement schemes
- Structures Improvement Scheme
- Transport Asset Management
- Traffic regulation Orders
- PROW
- Local Overhead

Integrated transport

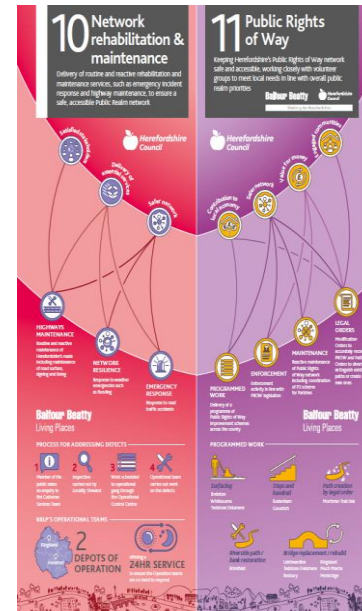
- On street/resident parking scheme
- St Owen St Cycle Way
- High Town scheme
- Active Travel Measures (HCCTP)
- Active Travel Measures (SWTP)
- Market Town scheme development
- Traffic and Pedestrian Safety Schemes

Maintaining the Public Realm

Grounds Maintenance



Highways Maintenance

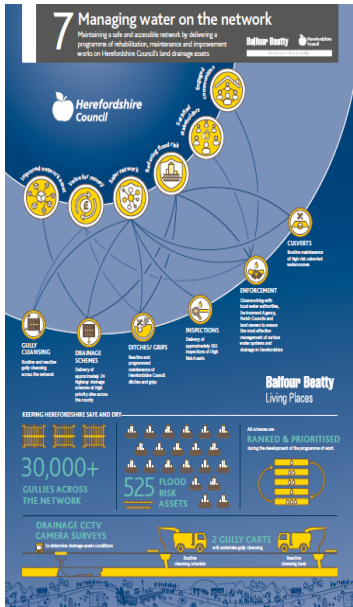


- 2017/18 service levels maintained
- **6 Amenity cuts** across the season
- **2 verge cuts**
- Accident cluster site maintenance

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

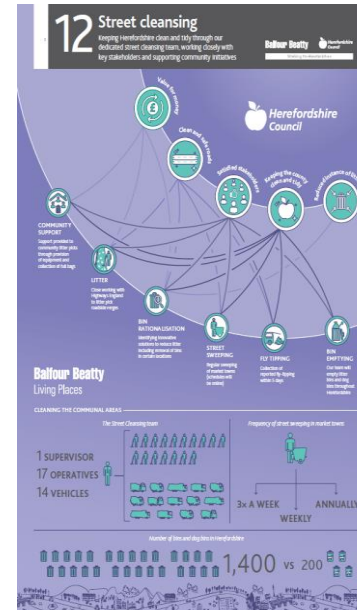
Maintaining the Public Realm

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