
HEREFORDSHIRE PUBLIC REALM CONTRACT ANNUAL PLAN 2020/21

SERVICE OVERVIEW

Date: 01 April 2020

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KEY UPDATES IN THE SERVICE OVERVIEW

The service overview has been updated throughout to reflect changes in the way the service is delivered or to highlight an area of or opportunity for improvement in the service. For reference, the following areas have received significant changes:

- Key Areas of Continuous Improvements in 2020/21
- Commercial/Financial Overview
- Supporting Herefordshire Councils 3% Savings Target
- Payment Mechanisms & Service Order Schedule
- Appendix A, E, G, H, J, K, L, M, N

INTRODUCTION

This document, the Herefordshire Annual Plan 2020/2021 (Annual Plan) sets out how Hereford Council (HC or Council) supported by its partner Balfour Beatty Living Places will rise to the challenge of protecting frontline services in the Public Realm in challenging economic times.

The challenge for the Council is to determine how it can best contribute towards improvements in the public realm, meeting its statutory obligations and providing for the needs of the people who live and work here, all within set budget constraints and fixed timescales.

A wide range of Council functions contribute towards public realm services, these include highway maintenance, street cleansing, regeneration, grounds maintenance, planning, traffic and parking management, and communications to name but a few. This places significant importance on the ability of the Council to coordinate those functions, including partnerships with other organisations or groups, to create a high quality public realm.

The Annual Plan sets out how together Herefordshire Council and Balfour Beatty will:

- Deliver Herefordshire Council objectives, to produce an attractive, sustainable environment for residents and visitors alike,
- Explore opportunities where the Council can create an incentive for community participation and empower communities, through community payback schemes within local communities, to tackle problem areas and enhance the environment,
- Coordinate works (including external contractors or utilities) in the public realm to create an environment that is perceived positively by those who use it,
- Manage all this activity in a cost effective way.

The Annual Plan sets out the priorities for provision of services for the plan period, the financial year 2020 – 2021. Annual Plans will be reviewed and published annually, allowing the Council to respond to changing budgets and priorities from residents, businesses and Council members. This is set within the context of a longer term Forward Programme.

DOCUMENT STRUCTURE

The Annual Plan consists of the service overview (this document), an LMO annex and fourteen technical annexes which focus on different aspects of the Public Realm Service. The Service Overview captures the partnership principles and mechanisms that will allow the effective delivery of public realm services. It also summarises commercial and financial information for the service, providing a sign post to relevant detail captured elsewhere, for example in the Public Realm Contract. The Annexes set out the detail as to how the Council and Balfour Beatty Living Places will manage and provide each of the public realm services for the plan period. In other words, the Annexes provide information on the 'what', 'where', 'when' and 'how' for each of the services. The Service Overview provides the overarching principles that have helped shape the Annual Plan, the 'why' for the service.

The annexes included in the Annual Plan are captured in Table 1:

Service Information Annex's	
Annex Reference	Service
Annex 00 - LMO	Overview of Local Management Overhead to enable effective management and delivery of service.
Annex 01 – Network resilience	Support During Civil Emergencies and Highways Winter Service
Annex 02 - Community Development and Stakeholder Management	Community Development, Customer Interface, Communications and Stakeholder Management
Annex 03 – End to End Network Improvement	Highways Network Improvement including surfacing, Local Transport Plan schemes and other major schemes
Annex 04 – Development Control & Devolved Services	Development control and third party commissioning of service
Annex 05 - Fleet Management	Fleet Management and Mechanical Workshop Services
Annex 06 - Parks and Open Spaces, Landscaping, Verges and Trees	Highways - Landscaping, Verges and Trees Parks and Open Spaces, including: <ul style="list-style-type: none"> • Management • Rehabilitation and Maintenance
Annex 07 – Managing Water on the Network	Highways Drainage, Land Drainage, Flood Risk Management
Annex 08 – Asset Management	Transport Asset Management Planning, Service Prioritisation, Asset Management
Annex 09 - Network Management and Traffic Regulation	Network Management and Traffic Regulation including Traffic Regulation Orders and Traffic Engineering
Annex 10 - Network Rehabilitation Maintenance	Network Rehabilitation and Maintenance including reactive and routine response to asset degradation
Annex 11 - Public Rights of Way	Highways - Public Rights of Way, including: <ul style="list-style-type: none"> • Management • Rehabilitation and Maintenance • Network Improvement

	<ul style="list-style-type: none"> Structures
Annex 12 - Street Cleaning	Street Cleaning including bin emptying, fly tipping and road sweeping
Annex 13 – Street Lighting	Street lighting including asset maintenance and replacement
Annex 14 – Structures	Structures including inspection, capital maintenance and major schemes

Table 1: Services and their corresponding annexes

The Annexes set out in detail the contribution each service will make to achieving the councils overall objectives and the scope of service delivery.

MEETING CONTRACT REQUIREMENTS FOR ANNUAL PLAN

Table 2 outlines the criteria against which the Annual Plan will be assessed. Here the comments section of the table captures where reviewers should expect to find information to satisfy these criteria.

Contractual Test	Comment
Meet the Council’s objectives, as per the Contract;	Captured in each annex
Proposed expenditure must be within Capital and Revenue Budgets that have been assigned to Balfour Beatty Living Places (BBLP);	Captured in the ‘Service Overview’ in Appendix E, Financial Information Summary of costs included in each annex
Be capable of delivering 3% cashable savings for the Council against the prior year’s spend;	Captured in ‘Service Overview’ in “Supporting Herefordshire Councils 3% Savings Target”
Be in accordance with the Service Information and contain any information that is required to be included in the Annual Plan by the Service Information;	Captured in each annex
Address any priorities set by the Strategic Partnering Board;	Captured in each annex
State the financial year to which it relates;	Captured in each annex

Provide estimated cost + fee for each activity in the plan;	Captured in 'Service Overview' in "Service Summary" Summary of costs included in each annex
Provide details of any risk contingencies in relation to each activity;	Captured in each annex Summarised in 'Service Overview' in "Risk Management"
State the estimated Local Overhead Cost;	Captured in the LMO annex
Show the order and timing of the works, including works for Others;	Captured in each annex
Show any dates when BBLP will require access, acceptances, materials from the Council or information from Others to deliver the Annual Plan;	Captured in each annex where access or acceptances is required
Show the payment mechanism for each part;	Captured in 'Service Overview' in " PAYMENT MECHANISMS & SERVICE ORDER SCHEDULE "
Be practicable; and	Captured in each annex
Be a realistic reflection of BBLP's plans.	Captured in each annex

Table 2: Annual Plan Sign off Criteria

POLICY CONTEXT

The following documents have been reviewed and contributed towards the formation of the Annual Plan.

LEGISLATIVE DOCUMENTATION / REFERENCE DOCUMENTATION

- National Planning Policy Framework (NPPF) 2012
- Civil Contingencies Act 2004,
- Highways Act, 1980
- Traffic Management Act, 2004
- Localism Act, 2011; Part 5
- New Roads & Street Works Act, 1991
- Freedom of Information Act 2000
- Legal Services Act 2007
- Data Protection Act 2018
- DMRB – Design Manual Roads and Bridges
- Deregulation Act 2015
- Manual for Highway Works Spec for Highway Works
- Manual for Streets
- UK roads Liaison Group Highway Maintenance Efficiency Programme Infrastructure Asset Management Guidance Documents
- Code of Practice Well Managed Highway Infrastructure 2016
- Safety - HD 19/03 and IAN 152/11.
- CIHT Road Safety Audit guidelines
- Planning Advisory Service – Guides and codes of practice
 - Investing in our place - self assessment tool
 - Infrastructure Delivery Plans
- Town and Country Planning Act 1992 subsequent revisions and additions
- Manual for Streets 2
- The Traffic Signs Regulations & General Directions 2002
- The Road Vehicles (Construction and Use) Act, 1996
- The Road Transport (Working Time) Regulations, 2005
- Road Traffic Regulation Act, 1988
- The Removal and Disposal of Vehicles Regulation, 2012
- Well Managed Highways' 2016
- CIPFA guidelines
- Highway Infrastructure Asset Management Guidance Document
- Land Drainage Act 1991 & 1994
- Flood Risk Regulations 2009
- Flood & Water Management Act 2010

- The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996
- NRSWA Code of Practice for the Coordination of Street Works and ~Works for Road purposes and Related Matters 2008 (updated 2014)
- NRSWA Code of Practice for Inspections 2002
- Road Traffic Regulations Act 1984 as amended by the Road Traffic (Temporary Restrictions Act 1991)
- Department for Environment, Food and Rural Affairs (DEFRA), Clean Neighbourhoods and Environment Act 2005
- Street Lighting Code of Practice, 1980; Section 41
- Structural Eurocodes
- The Code of Practice for the Management of Highway Structures
- The Manual for the Inspection of Highway Structures
- Bridge Condition Indicators Guidance
- Natural England – Hedges and the Law

HEREFORDSHIRE COUNCIL DOCUMENTATION

- Herefordshire Corporate Plan
- Local Transport Plan
- Locality Strategy for Herefordshire – March 2011
- Herefordshire's Equality and Human Rights Charter 2013-2016
- Customer Service standards
- Herefordshire design guides
- Herefordshire Transport Asset Management Plan (TAMP)
- HC Winter Service Policy
- HC Winter Maintenance Plan
- HC Sandbag Policy
- HMEP Guidance
- Herefordshire Highways Maintenance Plan 2020
- Herefordshire Draft Tree Guidance

CONTRACT DOCUMENTATION

- Herefordshire Council Contract, Public Realm Services, Baseline Specification
- Herefordshire Council Public Realm Tender Documentation

These documents should be considered according to the following hierarchy:

- Legislative Documentation
- Contract Documentation
- Herefordshire Council Documentation
- Reference Documentation.

ORGANISATION

DELIVERY STRUCTURE

Balfour Beatty Living Places will manage the delivery of the Annual Plan according to the following structure in Figure 1.

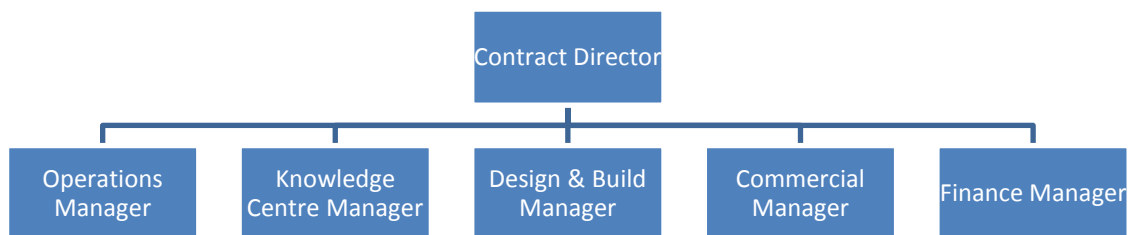


Figure 1 - Herefordshire Annual Plan Management Structure

The aim of the management structure is to efficiently and effectively deliver the services detailed in the Annual Plan whilst being best organised to respond to the needs of Council Members, Residents and Businesses. These individuals will be known as the BBLP Senior Management Team (SMT).

The structure and organisation of the teams that report into each of the managers captured in blue boxes is presented in greater detail in each of the Annual Plan annexes. A Summary is provided in Appendix: A, Organisation Structure.

The client structure is captured within the governance section of this document.

KEY MANAGEMENT RESPONSIBILITIES

The following are the key responsibilities of the BBLP senior management team:

- **Contract Director** – Overall accountability for delivery of the annual plan to the agreed budget;
- **Design and Build Manager** – Responsible for delivery of all capital works; including management of major projects, management of LTP and minor improvements, asset management (Bridges, Highways, Drainage and TAMP), and delivery of all associated works;
- **Commercial Manager** – Responsible for commercial management of the contract; including supply chain management, commercial, risk management and forecasting;
- **Finance Manager** – Responsible for financial management of the contract, including financial reporting and cost management.
- **Knowledge Centre Manager** – Responsible for performance management and reporting, works scheduling through Operational Control Centre, stakeholder management (including the public enquiries), location management, Locality stewardship, including asset inspections, warn and Parish Councillor liaison, public contact centre management and network regulation;
- **Operations Manager** – Responsible for all planned and reactive maintenance work

Herefordshire Council's ambition is to move to a commissioner of outcomes. The Public Realm contract is a lead example of this move to commissioning. In support of this ambition the following commissioning principles, hallmarks and cycle have been proposed. The processes developed to date are captured in Appendix B, Commissioning Processes.

KEY COMMISSIONING PRINCIPLES

Together Herefordshire Council and BBLP will work to the following principles:

- **Outcomes** - we will focus on commissioning for Outcomes rather than commissioning of services, using the assessment of needs in *Understanding Herefordshire*;
- **Monitoring** – we will apply a robust contract and supplier monitoring and management regime to ensure benefits realisation and maximise continuous improvement;
- **Self-reliance** – we will work with residents, service users, volunteers and voluntary groups, community bodies, business and our partners to help people to be more self-reliant, devolve services and build stronger communities;
- **Local delivery** – we will focus on community engagement, service delivery and public access in our nine localities, working with parish councils, local businesses and the third sector;
- **Valued Services** – we will prioritise services that deliver outcomes for a better Herefordshire and focuses on vulnerable groups.

COMMISSIONING HALLMARKS

The following are considered hallmarks of good commissioning:

- We will employ a mixed economy of service provision ensuring use of the most appropriate delivery vehicle, whether in-house, third sector, private sector, public partnership to ensure the best outcome for Herefordshire;
- We will develop supply markets to meet the changing demand which also supports a vibrant Herefordshire economy;
- We will work to combined Commissioning and Decommissioning plans for all Directorates which will confirm our commissioning intentions and required outcomes;
- We will maximise opportunities for efficiencies through increased collaboration;
- We will ensure we base all our commissioning decisions on clear evidence of local need;
- We will use evidence of best practice and innovation in service delivery;
- We will develop our capability and capacity to support strategic commissioning;
- We will commission in partnership where this secures joint measurable outcomes;
- We will ensure commissioned services are effective and provide value for money.

THE COMMISSIONING CYCLE

The following commissioning cycle (Figure 2) is adapted from the Cabinet Office Commissioning Academy best practice documents for use by Herefordshire Council and BBLP.



Figure 2: Draft Commissioning Cycle Proposal

DEVELOPING THE COMMISSIONING PROCESS

Work has been undertaken to develop and implement a community commissioning process for third party works. This process enables third parties to commission and deliver work that is not funded within the Annual Plan or the Council’s Forward Programme. This could include traffic regulation orders, traffic engineering schemes and village gateways.

THE ANNUAL PLAN DEVELOPMENT PROCESS

Figure 3 shows the process, timeline and responsibilities for development of the annual plan each year.

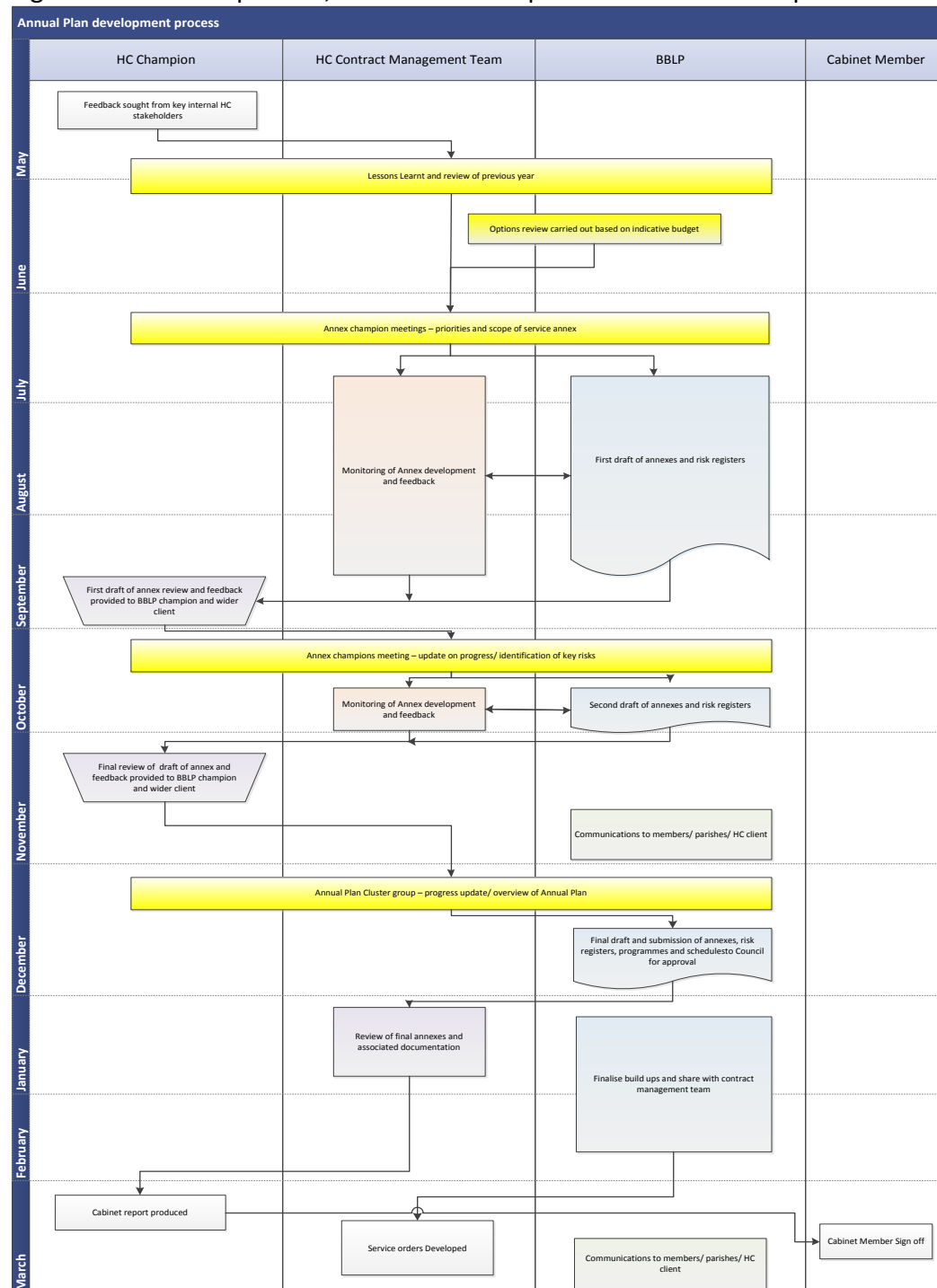


Figure 3: Annual Plan Development Process

PRIORITISATION AND OPTIONS APPRAISAL

In the development of each annual plan a process of prioritisation of service needs in line with the forward programme will be conducted against the context of the desired outcomes and available budget. The aim is to inform the decision as to allocation of funding to each part of the service, in order to maximise delivery of Herefordshire’s outcomes. A bottom up budgeting mechanism has been used for prioritisation. The budget has been allocated according to the following hierarchy:

- Provision of statutory services as required by law (for example the Highways Act 1980);
- Provision of contractually obligated service (for example Annex 2 Community Development);
- Provision of all other services (for example Grounds Maintenance).

Allocation of budget to all other services, where there are less onerous or extensive legal or contractual obligations, is on the basis of community and asset need. Community need is determined through an on-going process of community consultation, through the Locality Stewards, Ward Members, attendance at Parish Council Meetings and customer enquiries. During the 2019/20 Annual Plan period parish and member updates were delivered to members and parishes to support this process. Asset need is determined through condition surveys and the whole life cycle asset management model captured in the TAMP.

Once budget has been allocated, the design of the service is considered. Possible options for delivery are appraised. This options appraisal ensures that the service is designed to achieve the maximum level of outcome delivery for the available budget. This guarantees that the use of the public purse demonstrates best value.

Prioritisation also takes place within each service. An example of spend prioritisation is demonstrated in Annexe 3 End to End Network Improvement. Here the improvement programme has used criteria related to safety, serviceability, community benefit and risk, to establish a priority list of schemes from a long list compiled from community consultation and network survey. See Figure 4.

The following criteria have been used in the prioritisation:

- **Safety** – Technical Appraisal, Insurance Claims
- **Serviceability** – Highways Drainage, Revenue Spend, Maintenance Need
- **Community Benefit** – Traffic Use, Community Access
- **Risk** – Level of Engagement, Program integration

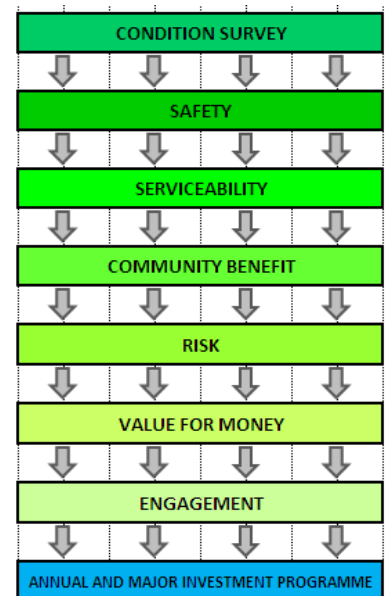


Figure 4: Scheme Prioritisation Process

OUTCOME OF PRIORITISATION AND OPTIONS APPRAISAL

A programme of major works can be found in Annex 3 (End to End Network Improvement).

In the 2020/21 annual plan period, the following capital maintenance programmes are planned:

- **C&U Road Investment Programme**, works including: surfacing; surface dressing micro-asphalt and footway works on C and U roads across the county.
- **A&B Road Investment Programme**, works including: surfacing; surface dressing micro-asphalt and footway on A and B roads across the county.
- **Drainage and Structures Capital Maintenance Programme**, works including: project management; design and consultancy; and construction services.
- **Specific Improvement Schemes**, works including: project management; design and consultancy; and construction services.

GOVERNANCE

CONTRACT GOVERNANCE

The formal governance mechanisms are described in the contract and illustrated in Figure 5. Any change that impacts upon the contract must be raised as a minimum to the Operations Board for Approval.



Figure 5: Formal Governance Structures

CLUSTER GROUPS

The following cluster groups have been established and will continue to operate in 2020/21:

- Annual Plan Cluster Group – Charged with overseeing the delivery of the Annual Plan
- Commercial Cluster Group – Charged with overseeing risk management and the process of change (early warning and compensation events)
- Financial Cluster Group - Charged with overseeing the delivery of the Annual Plan within the available budget envelope
- Communications Cluster Group – Charged with leading the communication of the annual plan, thereby managing community expectations and promoting the service
- Continuous Improvement Cluster Group – Charged with identifying and managing the realisation of benefits for continuous improvement projects
- Major Projects Cluster Group – Charged with overseeing the management of Major Project Delivery
- Network Risk Cluster Group – Charged with highlighting identified network works and advising on how this risk be managed.

- Sustainability Cluster Group - Charged with developing and implementing the joint sustainability action plan and associated plans eg Involved, community engagement, volunteering and skills academy.

CONTRACT MANAGEMENT TEAM

The client contract management team is illustrated in Figure 6.

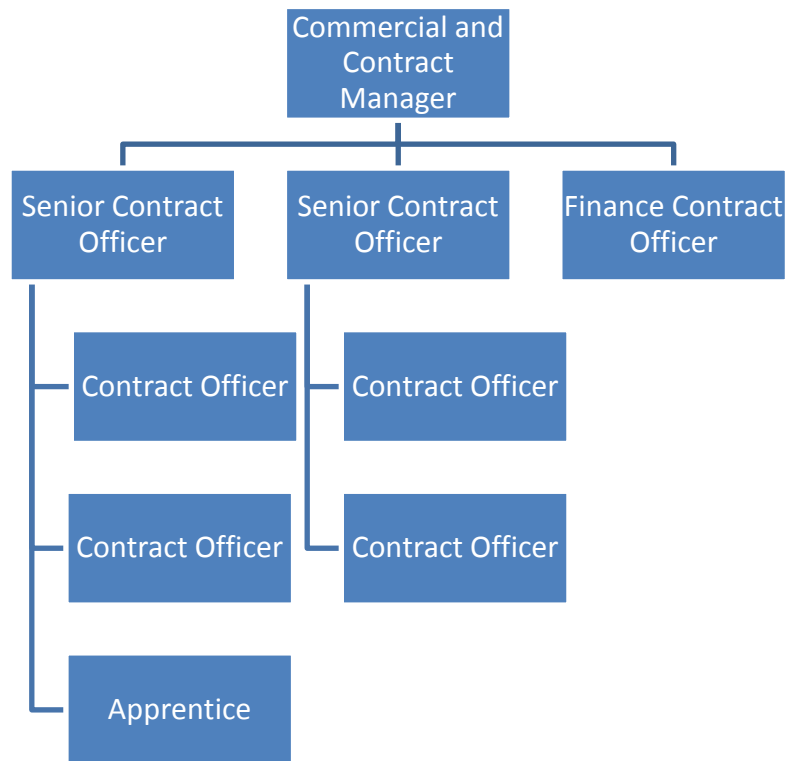


Figure 6 Client Contract Management Team

CHANGE MANAGEMENT APPROACH INCLUDING EARLY WARNING PROCESS

Each year on the agreement of the annual plan, a baseline will be established for service delivery, including the scale, timing, cost and quality of the service. Where changes are necessary either as a result of operational issues or reprioritisation, a formal change process will be followed, this is documented in the Contract under Clause 21.5.

Risk Management will form a major part of the change management approach and includes the following mechanisms as documented in Clause 17 and Clause 60 of the Contract:

- Early Warning Notices (EW) – issued by either client or contractor and servicing notice of perceived issues/performance that could:
 - increase the cost of providing the service;

- affect the progress or performance of the service;
- impair the performance of the Public Realm in use;
- result in the aggregate of all amounts due exceeding budget.
- Compensation Events (CE) – a means of capturing and agreeing alterations to agreed costs, usually following an Early Warning Notice.

A schedule of early warning notices and compensation events is maintained by the BBLP commercial team. The processes of managing early warnings and its compensations events are captured in Appendix I, Change Management Process

INTEGRATED WORKS PROGRAMME APPROACH

The broad range of services included under the Public Realm contract necessitates an Integrated Works Programme approach if delivery is to be efficient and achieve the Council's objectives. For example, the pavement improvement programme planned for the 2020/21 period will need to be coordinated with statutory undertakers to prevent excessive interventions in new laid surfaces. Another example of this is the coordination between grass cutting and street cleansing services to achieve an attractive look in urban areas.

The Integrated Works Programme will be created and maintained by the Programme Coordinator using activity schedules that will be developed for each annex. It will be a live programme identifying individual schemes and schedules of work for planned and reactive maintenance, capital improvement works, relevant third party works (neighbouring authorities, Highways Agency, developers) and utilities works. This programme will be used in the following ways:

- Information will be used for communication purposes with Ward and Parish Councillors and through the council website with the community.
- To manage road space booking, by coordinating works to happen at the same time where possible, ensuring the availability of the road space is maximised and congestion minimised.
- To coordinate provision of service across all annexes in order to deliver the council objectives within the agreed budget.

NOTICE OF ACCESS ACCEPTANCE OR MATERIAL REQUIREMENTS

In line with the contract requirement:

21.3.2 The Provider shows on each Annual Plan which he submits for acceptance the dates when, in order to Provide the Services in accordance with the Annual Plan, the Provider will need:

- access to the Public Realm;
- acceptances;
- Materials, equipment and other things to be provided by the Employer; and
- information from Others.

BBLP will ensure that ample notice is provided where access, acceptances, materials from the Council or information from others are required to deliver the Annual Plan.

QUALITY ASSURANCE AND AUDIT

QUALITY ASSURANCE APPROACH AND PLAN

All Balfour Beatty Contracts operate an approach to quality assurance based upon the BBLP Quality Manual (a copy of which is available on request). A Quality Plan specific to Herefordshire Public Realm Contract can be reviewed in Appendix C, Quality Management

Quality audits of all BBLP contracts are carried out by our internal auditors. Our management systems are certified independently by DNV GL Ltd. See Appendix C, Quality Management for details. DNV GL have supported us in achieving Sector Scheme Accreditation in Traffic Management and Street Lighting in 2014/15 and Installation/ maintenance of Highway Electrical Equipment in 2015/16 and Modular Paving. We will consider further areas for accreditation in 2020.

SELF AUDIT

To build trust within the partnership and ensure the quality of work that is being provided, BBLP will perform a self-audit of work undertaken. This will be used as a tool of continuous improvement. This will be reported to Herefordshire Council Contract Team and measured as an Operational Performance Indicator. A summary may also be made available to Statutory Undertakers, to demonstrate a consistent approach to protection of the asset through all New Road and Street Works. On a monthly basis a sample of works carried out will be inspected.

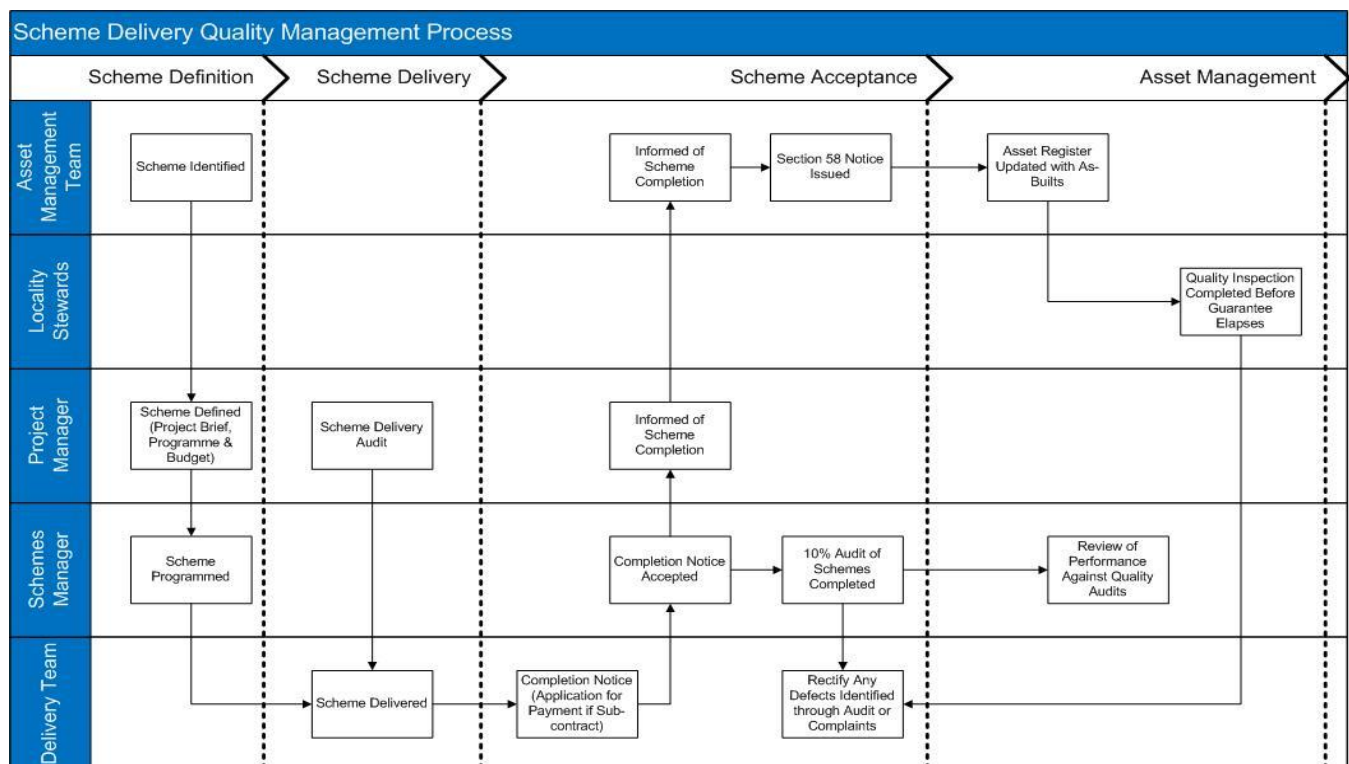


Figure 7: Scheme Delivery Quality Management Process outlines how self-audit of works will be performed.

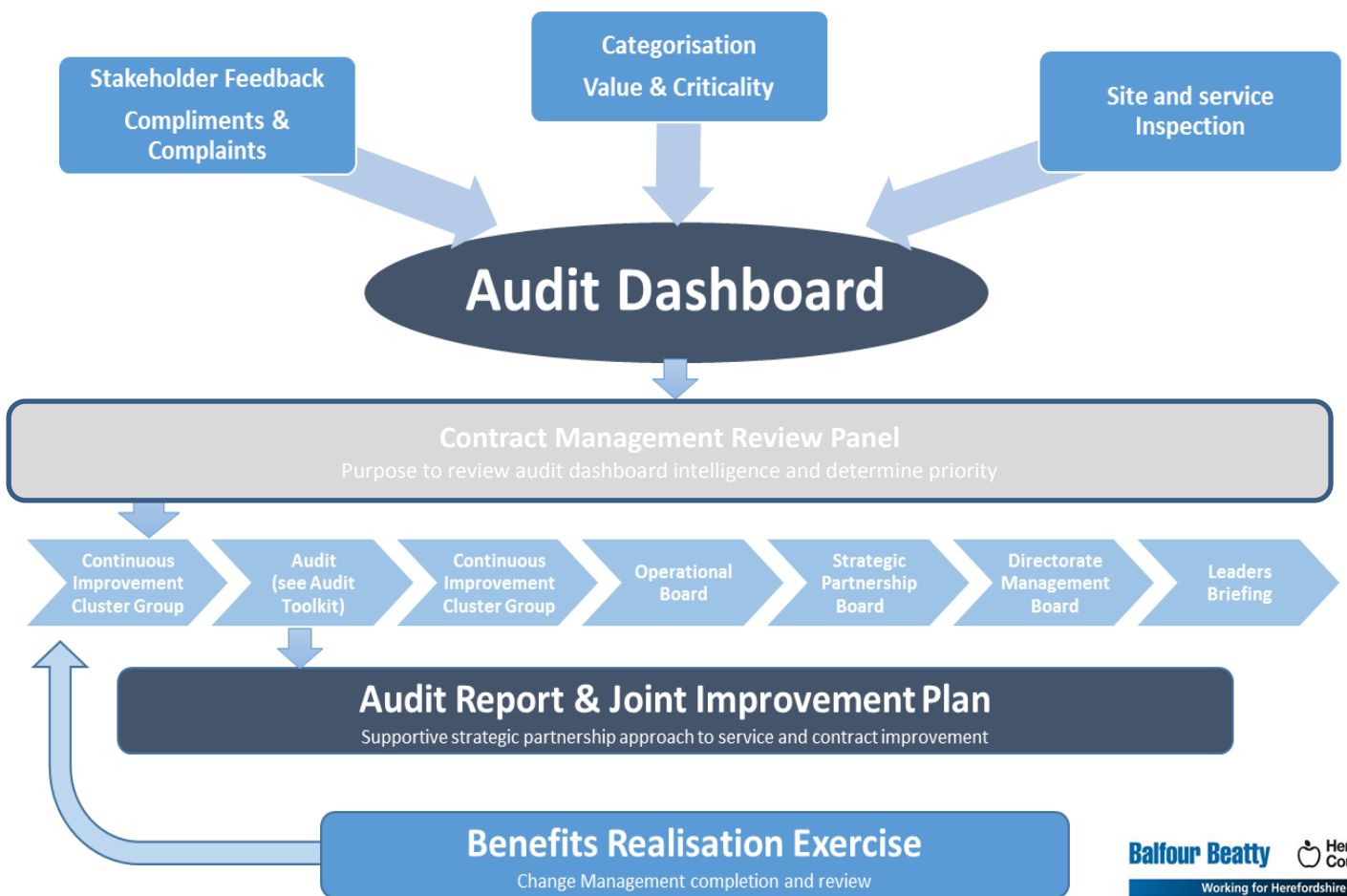
The process for managing the resurfacing works is captured in Figure 7.

If desired, audit sites can be notified to the Herefordshire Contract Team to perform spot checks.

HC CONTRACT MANAGEMENT TEAM AUDIT

The councils contract management team undertake an audit programme which is intelligence based, proportionate, supportive and tests value to money. The audits review the quality of service being provided, to review if the services are economic, efficient, effective and equitable. The findings are used as a tool of continuous improvement for the partnership.

The contract management audit process is detailed below:



CONTINUOUS IMPROVEMENT

Continuous Improvement is written into the Contract terms as illustrated by the responsibilities of the Strategic Partnering Board, set out in Clause 19 of the Contract Document. The processes of continuous improvement, innovation and lessons learned have been captured here, along with Transition Projects already identified. Each annex captures the specific improvement plans for that part of the service. Continuous Improvement and Innovation on the contract is overseen by the Continuous Improvement Cluster Group. A copy of the current continuous improvement register is included in Appendix J, Continuous Improvement Register.

CONTINUOUS IMPROVEMENT

Each member of the BBLP Senior Management Team will be responsible for driving improvement in the service for which they have responsibility. They will be supported by the Performance and Improvement Manager and the Management Info / KPI Analyst.

The principles of continual service improvement are set out in Figure 8 and described below.

Service Strategy: As part of the annual planning process the team will shape service strategy in response to key drivers, including budget, legislation and changes in Herefordshire’s objectives. This will include review of customer perception (effectiveness) and service performance (efficiency) and will be set in the context of the Forward Programme.

Service Design: Identify the changes needed to respond to the driver, e.g. introduction of new products or approach, re-mapping of process and/or removal of activities. Compare these to the strategy review outputs. Determine if investment is appropriate and the benefits from the change.

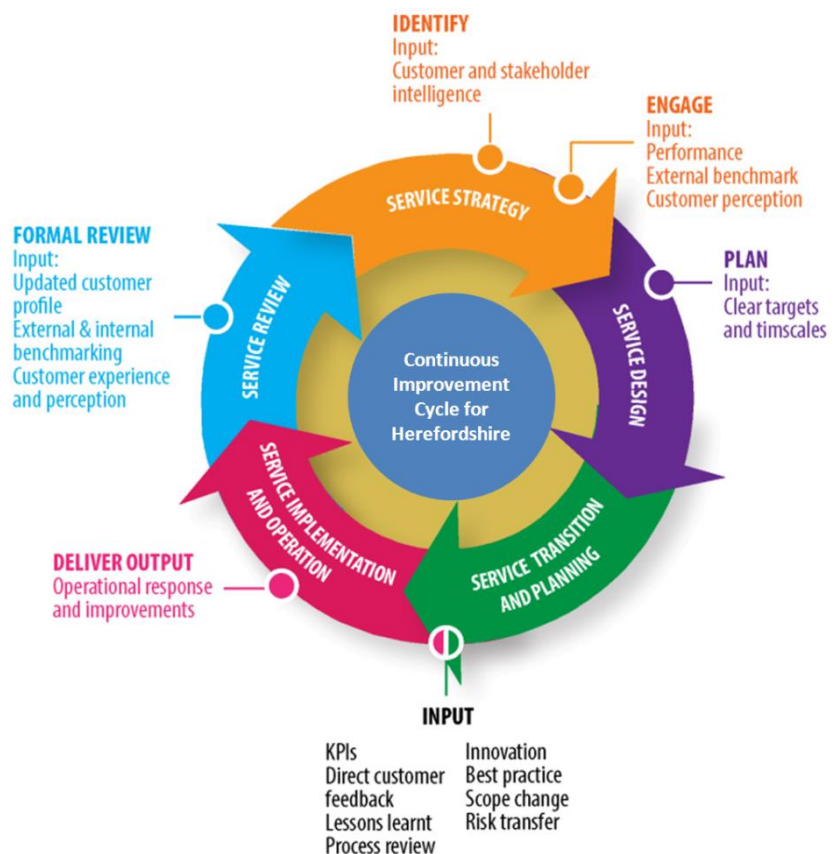


Figure 8: Continuous Improvement Cycle

Service Transition and Planning: Design the change management process to move the service from the current to future state through new methods, approaches and/or services. Key considerations will be organisational design, trials of products or methods, and plant modification, purchase and specification.

Service Implementation and Operation: Implement changes to the service ensuring the team have the right capability and tools to deliver the new service design. Where appropriate this will require recruitment, reorganisation and training.

In addition to service changes, operations will undergo regular review to improve efficiency. This will be achieved through benchmarking of outputs with BBLP contracts and employment of Lean techniques such as Day-In-The-Life-Of and 5S studies.

Service Review: Review improvement in service performance and customer perception, reporting on benefits realisation to the Operations Board and where appropriate publicise improvements to Ward and Parish Councillors.

CONTINUOUS IMPROVEMENTS IN 2020/21

In addition to the process outlined above for service improvement, outlined below are some of the activities that will be undertaken to support improvement across the entire Public Realm Service. Business cases will be developed for other areas of improvement identified through the continuous improvement cluster group.

Areas for Continuous Improvement:

- Introduction of a permitting scheme
- Introduction of in-house spray injection team
- Introduction of new battery operated equipment
- Trial of reduced verge cutting in certain locations and implementation of wild flower areas
- Improved communications, through use of social media and video

LESSONS LEARNED

Continuous improvement in service delivery will be informed by lessons learned.

The service will be informed through regular Councillor liaison; feedback as part of the implementation of improvement plans and through consultation in the community by Locality Stewards.

INNOVATION

Innovation on the contract will be considered in three ways:

- Strategic Innovations – Major changes in the way outcomes are achieved through business model innovation, service re-design or Inward Investment.
- Operational Innovations – Changes in the way the service is delivered
- Grass Routes Innovations – Changes proposed by those delivering the service through the Balfour Beatty My Contribution Scheme.

Strategic Innovations: As part of the review and update of the Forward Programme, innovation opportunities will be identified where these can be shown to better deliver the Council's outcomes. These might include proposals for inclusion of new services in the Public Realm Contract, or major schemes that capitalise revenue costs (e.g. Street Lighting LED investment and Capital Improvement Schemes).

Where considered valid a formal business case will be developed and submitted to the Council for agreement. These innovations may be funded by the Council or by BBLP on an 'Invest to Save' basis. An appropriate mechanism will be proposed to the Council to incentivise BBLP to look at investment in these strategic innovations.

Operational Innovations: The senior management team will be responsible for driving innovation in their service areas as captured in their service annex. As an example, Annex 10 Network Rehabilitation and Maintenance will focus on:

- Delivering operational efficiencies implantation of an inhouse spray injection team, delivering spray injection patching across the county.

Grass Route Innovations: Balfour Beatty operates a suggestion scheme called 'My Contribution' across all Balfour Beatty contracts. The scheme rewards staff for sharing ideas on improving the ways in which we work.

Any idea that may benefit the business will be reviewed and rewarded including improvements in Health and Safety, Customer service/customer perception, Waste reduction, Sustainability or Productivity/business efficiency. My contribution ideas are reviewed through the Continuous Improvement Cluster Group.

SOCIAL VALUE CONSIDERATIONS

NATIONAL SKILLS ACADEMY FOR CONSTRUCTION

Following the CITB review of KPIs it was agreed to move to the new definitions to reflect the benefits of developing our own workforce. Targets were set for 3 years and Year 1 was successfully completed in January 2019 with positive feedback received from the Construction Industry Trade Board (CITB). Strength has been in the positive links established with local high schools and joint agencies supporting young people in Herefordshire who are looking for work experience and opportunities to develop work ready skills. A real achievement of the contract to date has been the amount of careers advice and guidance we have been able to provide to schools, colleges, job seekers. As a result of the good work delivered in over the past few years we have been able to create 3 case studies, work experience, apprentice of the year and careers support in our community. We also continue to support development of our employees and our local eligible subcontractors with apprenticeships, graduate placements and recognised training and development.

Details of proposed targets for 2020/21 and outcomes against each required criteria are listed in Appendix K, National Skills Academy Employment and Skills Plan.

ENSURING A SUSTAINABLE SERVICE

To build a sustainable service we need to continually work towards commercial success and customer satisfaction by looking to improve the way we work while delivering to Herefordshire Council's objectives and respecting environmental limits in the Herefordshire area.

In order to do this the 2020 Joint Sustainability and Involved Action Plan has been developed to be a dynamic document that remains live throughout the term of the contract and be managed and monitored through the Sustainability Cluster Group.

The plan focuses on five areas:

- An overall record of the Public Realm Community; residents, schools and businesses, public transport in the area and other site specific information
- Energy and Resource Sustainability and Responsible Resourcing
- Employment & Skills
- Volunteering, Charity Fundraising and Donations
- Supporting Local Businesses

Within each area, there are a number of objectives, measures and goals for embedding sustainability throughout service delivery.

A copy of the 2020 Sustainability and Involved Action Plan (SAP) is attached in Appendix L, Joint Sustainability and Involved Action Plan.

EQUALITY AND DIVERSITY

The Public Sector Equality Duty which is set out in the Equality Act 2010 requires public authorities to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation.

The purpose of carrying out an Equality Impact Assessment is to assess the impact of a change to services or policy on people with protected characteristics and to demonstrate that the Council has considered the aims of the Equality Duty.

The Equality Duty must be complied with before and at the time that a change to services or particular policy is under consideration or decision is taken. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken.

An overall Equality Impact Assessment has been carried for the service on the basis of a change in procurement and is included in Appendix D, Equality Impact Assessment.

Where policy change has occurred in relation to an individual service, a specific assessment will be carried out and included in the annex.

COMMERCIAL/FINANCIAL OVERVIEW

DEFINED COST PLUS FEE

The table below identifies the defined cost (and associated fee) per Service. There is also an additional analysis showing the split between capital and revenue budgets. Further detail of costs can be found within each Service Annex.

Annex	Description	Costs	Fee	Total	Revenue	Capital	Total
1	Network Resilience	661,451.50	65,020.68	726,472.19	726,472.19		726,472.19
2	Community Development and Stakeholder Management	557,338.57	54,786.38	612,124.95	612,124.95		612,124.95
3	End to End Network Improvement	3,280,831.28	322,505.72	3,603,337.00		3,603,337.00	3,603,337.00
4	Development Control	64,612.97	6,351.45	70,964.42	70,964.42		70,964.42
5	Fleet Management	93,569.10	9,197.84	102,766.95	102,766.95		102,766.95
6	Parks, Open Spaces, Landscaping, Verges and Trees	1,274,971.69	125,329.72	1,400,301.41	1,400,301.41		1,400,301.41
7	Managing Water on the Network	1,278,486.30	125,675.20	1,404,161.50	892,137.02	512,024.48	1,404,161.50
8	TAMP	601,818.70	59,158.78	660,977.48		660,977.48	660,977.48
9	Network Management and Traffic	212,573.21	20,895.95	233,469.16	- 56,148.74	289,617.90	233,469.16
10	Network Rehabilitation and Maintenance	2,768,904.20	272,183.28	3,041,087.48	90,729.00	2,950,322.29	3,041,051.29
11	PROW	456,243.73	44,848.76	501,092.48	348,779.37	152,313.11	501,092.48
12	Street Cleansing	1,180,352.42	116,028.64	1,296,381.06	1,285,398.06	10,983.00	1,296,381.06
13	Street Lighting	480,359.91	47,219.38	527,579.29	108,610.64	418,968.65	527,579.29
14	Structures	974,728.92	95,815.85	1,070,544.77	50,879.68	1,019,655.09	1,070,534.77
LMO	Local Management Overhead	1,676,982.61	164,847.39	1,841,830.00	442,039.20	1,399,790.80	1,841,830.00
LMO	Property Pass Through	334,945.63	-	334,945.63	334,945.63	-	334,945.63
Total		15,898,171	1,529,865	17,428,035.77	6,410,000	11,017,990	17,427,990
					Budget	6,410,000	11,018,000
							17,428,000

Table 3: Total Cost Plus Fee for Provision of the Public Realm Service

Note that **no risk contingency** has been included within the annual plan. All revenue risk items will need to be identified and managed separately through the monthly forecasting process. Risks associated with capital works will be identified when Target costs are submitted.

LOCAL MANAGEMENT OVERHEAD COSTS

Local Management Overhead captures the cost of the management team that administer the delivery of the contract and the resources that are shared across services, but most easily captured centrally (e.g. pool vehicles, IT costs, H&S, depot and office costs). It also captures pass through costs, which attract no fee, such as facility rental and rates.

A summary of this figure is captured in [Table 4](#).

Cost Component	AP 20/21	
Staff	1,438,341	
Equipment	17,982	
Plant & Material	54,858	
Depot & offices	143,039	
Recruitment	22,762	
Subtotal	1,676,983	
Plus Fee	9.83%	1,841,830
Pass through property	334,946	
Total	2,176,776	

Revenue	442,039
Capital	1,399,791

Table 4: Local Management Overhead Costs

SUPPORTING HEREFORDSHIRE COUNCILS 3% SAVINGS TARGET

In 2019/20 the revenue budget was increased to enable additional service provision for activities previously not commissioned through the annual plan. For 2020/21 the revenue budget has reduced in real terms and as a result for 2020/21 the service will have to create savings to accommodate inflationary pressures as well as the increase in demand within the service.

In order to deliver an equivalent service in 2020/21, savings have been identified and built into the budget.

Savings break down as follows:

Saving Opportunity	In Year Revenue Savings Target	Approach to Achieve Saving
Gainshare	£225,000	Value engineering of target costed schemes to generate gainshare for HC
Spray injection patching	£50,260*	Reduction in subcontracted delivery with development of in-house capability.

Improved HGV sweeper vehicle utilisation	£20,000	Reduction from 2.5 to 2 vehicles through better utilisation of existing machines
Increased Gully emptying productivity*	£36,000	10% improvement in gully emptying productivity
Surfacing	£100,000	Competitive re-tender of surfacing works

*Identified as savings delivered through productivity improvement

PAYMENT MECHANISMS & SERVICE ORDER SCHEDULE

PAYMENT MECHANISMS BY SERVICE

Each annex has been reviewed with the Council's Contract Management team to determine the most appropriate mechanism. The methodology uses the allocation of Risk as the key principle to determine the correct payment mechanism. Where BBLP are best placed to manage the risk, a Lump sum or target cost mechanism has been agreed. This provides the Council with a level of certainty on price. For target cost works, the Contract caters for a pain/ gain mechanism to encourage value engineering (this mechanism is described in the Contract). For those services where there is less certainty, or unclear scope or volume, the Council has retained the risk through a cost reimbursable mechanism.

The below table identifies payment mechanism and service orders as agreed for each Service annex.

Revenue

No.	ANNEX	Service Order	Payment Mechanism	Budget
1	Network Resilience	Emergency Response	Cost reimbursable	-
		Winter preparedness	Cost reimbursable	134,902
		Winter Response	Cost reimbursable	591,569
2	Community Development and Stakeholder Management	Localities Stew ards	Cost reimbursable	452,813
		Customer services (inc events management)	Cost reimbursable	153,312
3	End to End Network Improvement			
4	Development Control	Supervision and Inspection for Section 38 and 278	Cost reimbursable	70,964
5	Fleet Management	Fleet management	Cost reimbursable	102,767
6	Parks, Open Spaces, Landscaping, Verges and Trees	Parks Open spaces & Playgrounds, Highways Verges	Cost reimbursable	1,089,810
		Cemetary and Crematorium Maintainance	Cost reimbursable	310,492
7	Managing water on the Network	Gully Cleaning, ditching and grips (Principal Roads)	Cost reimbursable	323,009
		Gully Cleaning, ditching and grips (Other Roads)	Cost reimbursable	323,009
		Land Drainage Enquiries & Consenting	Cost reimbursable	38,032
		Flood Planning Advice	Cost reimbursable	36,263
		Flood Risk Management and Studies	Cost reimbursable	103,101
		Drainage Maintenance (grills, culverts, watercourse clearan	Cost reimbursable	38,843
		Yazor Brook Telemetry/Syphons	Cost reimbursable	24,937
		Homs Road Telemetry	Cost reimbursable	4,942
9	Network Management and Traffic	TRD (inc NRSWA)	Cost reimbursable	432,406
		NRSWA Income	Cost reimbursable	(488,555)
10	Network Rehabilitation and Maintenance	Out of hours response	Cost reimbursable	90,729
11	PROw	PROw Management	Cost reimbursable	348,779
12	Street Cleansing	Street Cleaning	Cost reimbursable	1,285,398
13	Street Lighting	Street Lighting & Traffic Singals Reactive Maintenance	Cost reimbursable	108,611
14	Structures	Structures Programmed Maintenance & Diving Inspections	Cost reimbursable	50,880

Capital				
No.	ANNEX	Service Order	Payment Mechanism	Budget
3	End to End Network Improvement			
		Traffic and pedestrian safety improvements	Target Cost	
		Loss of Control Sites Surfacing Programme (A Roads)	Target Cost	125,000
		Surface Dressing LTP (Other Roads)	Target Cost	948,000
		A Roads/Strategic Network Surfacing Programme	Target Cost	1,327,500
		BC&U Road Surfacing Programme	Target Cost	378,700
		CAT2C (High Benefit / Value for Money) (Other Roads)	Target Cost	60,000
		Footways	Target Cost	45,000
		Safety Barriers		181,500
		Minor Safety Improvements	Target Cost	200,000
		Lining and Road Marking	Cost Reimbursable	85,000
		Symonds Yat Slope stability	Target Cost	147,637
		Wilton Road Ross on Wye rock slip	Target Cost	25,000
		How Caple	Target Cost	80,000
4	Development Control	S106 Schemes	Target Cost	
7	Managing Water on the Network			
		Drainage Improvement Schemes	Target Cost	377,000
		Drainage Capital Asset1 (Principal)	Cost Reimbursable	67,669
		Drainage Capital Asset2 (Other)	Cost Reimbursable	67,355
8	TAMP			
		TAMP	Cost Reimbursable	660,977
9	Network Management and Traffic			
		TRD Capital	Cost Reimbursable	201,752
		SIDS	Cost Reimbursable	24,804
10	Network Rehabilitation and Maintenance			
		Defect Maintenance A Roads (Cat 1 & 2)	Cost Reimbursable	1,045,662
		Defect Maintenance Other Roads (Cat 1 & 2)	Cost Reimbursable	1,568,495
		Spray Injection programme	Cost Reimbursable	336,164
11	PROw		Cost Reimbursable	152,313
12	Street Cleansing	Replacement Bins	Cost Reimbursable	10,983
13	Street Lighting	Street Lighting Programme	Cost Reimbursable	418,969
14	Structures			
		Bridges Major Works	Target Cost	562,414
		LTP Structures Capital Inspections, Routine & programmed	Cost Reimbursable	457,251

LMO	Local Management Overhead		Budget
		Local Management Overhead	Cost Reimbursable 1,841,830
		Pass Through Property	Cost Reimbursable 334,946

LMO Split

Revenue		776,984
Capital		1,399,790

PERFORMANCE MANAGEMENT

The Performance Management regime encourages BBLP to deliver Herefordshire Council’s objectives. By linking Strategic Performance Indicators (SPI’s) to contract extension, BBLP are incentivised to design and deliver the service in order to maximise the achievement of Herefordshire Council’s Strategic

Outcomes. By linking Operational Performance Indicators (OPI's) to a proportion of fee, BBLP are incentivised to design and deliver operational excellence.

BBLP measure and record each SPI annually with the outcome being submitted to the Strategic Partnership Board with accompanying information to inform fluctuations in performance. The OPI's will also be measured and recorded monthly before being submitted to the Operations Board for performance review and sign-off.

The performance figures for both the SPI's and the OPI's will be collated by the Performance and Improvement Manager, who will capture data in the Contract's Performance Score Card, which will be reported through the Operations report. The Process for Performance Management is captured in Appendix F, Performance Management Process.

PERFORMANCE REPORTING

As well as the SPIs & OPIs, the monthly report will highlight how other areas of the contract are performing and will include:

- Commercial and Financial Management
- Claims Repudiation
- Risk
- Business development and improvements
- Economic Regeneration
- Skills Academy
- Health, Safety and Sustainability
- Updates from each Annual Plan Annex

This report is summarised into a Performance Dashboard which is used during the Operations Board to highlight areas for improvement or achievements made during the reporting month.

An indicative dashboard is displayed in Figure 9.

Ops Board Dashboard November 2019

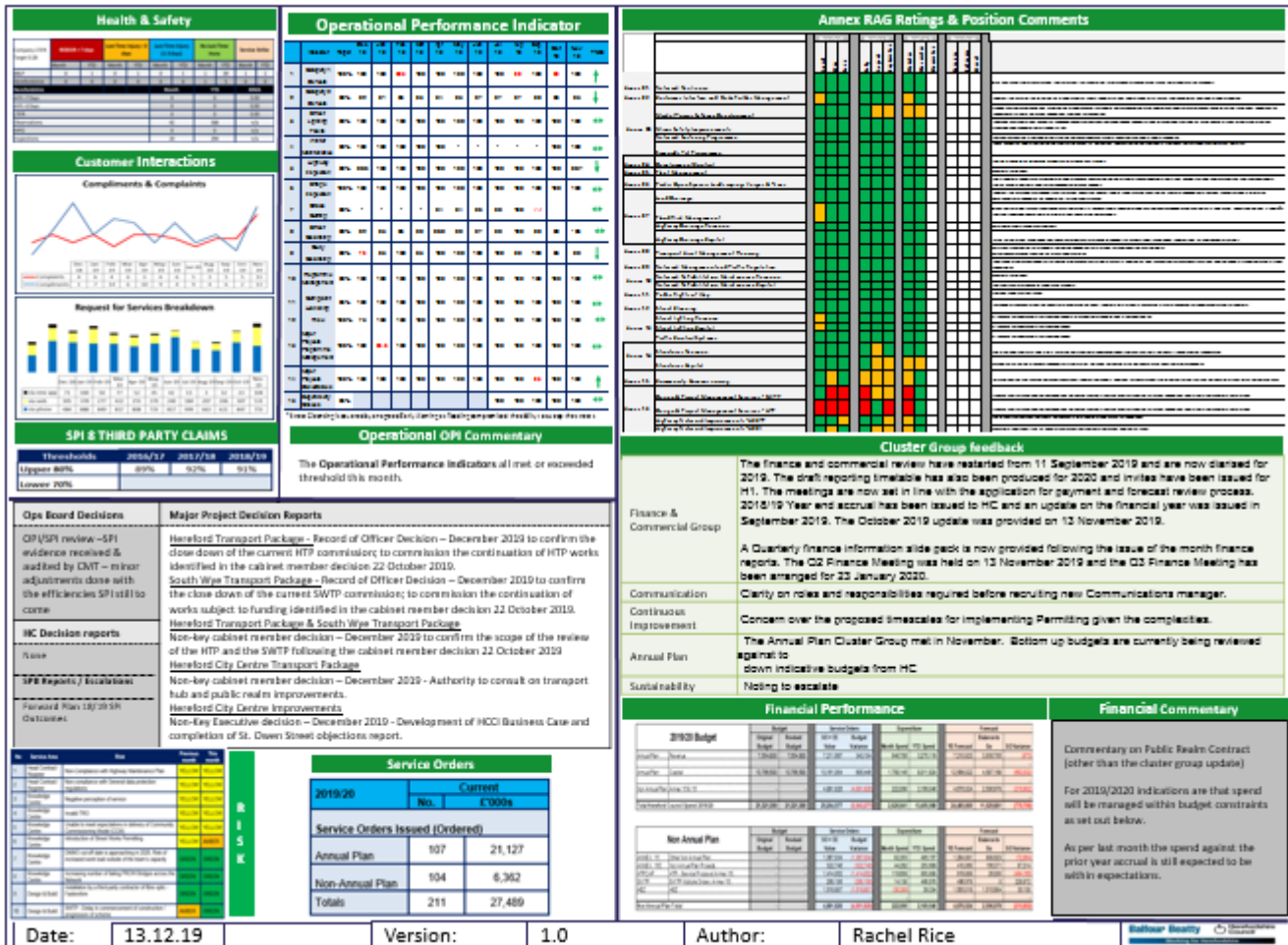


Figure 9: Indicative Performance Dashboard will show the Performance of the Contract at a glance

PERFORMANCE AGAINST PLAN

The Performance against Plan review is undertaken by the Performance and Improvement Manager and the Contract Management Team to evidence whether the required level of achievement, as outlined in the Annual Plan, is being met.

Any slippage or significant risk of non-delivery will be discussed with the Contract Director and Contract Management Manager to determine appropriate action to be taken.

It is recommended that the Performance against Plan review should be a six-monthly exercise, mid-year to ensure that achievement against the plan is on track and end of the financial year to have a final report on the year's performance.

The findings of the Performance Against Plan report at the end of the year is to inform the Annual Plan content going forward.

STRATEGIC PERFORMANCE INDICATORS

Strategic Performance Indicators are captured in Appendix G, Strategic Performance Indicators and are reviewed annually with the Contract Management Team to ensure that our performance measures evolve with the needs of the Council and deliver to the Council's Objectives.

Table of Strategic Performance Indicators

SPI Ref	Indicator	Upper Threshold	Lower Threshold
SPI 1	Killed and Seriously Injured	63	71
SPI 2	Principal Road Condition	5.5%	8%
SPI 3	Non-Principal B Road Condition	29.9%	33%
SPI 4	Non-Principal C Road Condition	29.9%	33%
SPI 5	Unclassified Road Condition	28%	34%
SPI 6	Footways Condition	29%	33%
SPI 7	Bridge Condition	93%	89%
SPI 8	Third Party Claims Reduction	80%	70%
SPI 9	Flood Resilience	30	45
SPI 10	Skills and Employability	4	3
SPI 11	Local Spend	30%	24%
SPI 12	CO2 Reductions	5%	3%
SPI 13	Reuse and Recycling	99%	96%

SPI 14	Community Engagement	110	90
SPI 15	Customer Satisfaction	39%	36%
SPI 16	Continuous Improvement	1219	997

OPERATIONAL PERFORMANCE INDICATORS

Operational Performance Indicators are outlined in table 6 and are reviewed at least annually with the Contract Management Team to ensure that our performance measures evolve with the needs of the Council and deliver to the Council's Objectives.

Table 5: Operational Indicators

OPI	Current Indicator	Contract Threshold 2018/19
O1	Category 1 Defects	100%
O2	Category 2 Defects	80%
O3	Street Lighting Faults	98%
O4	Winter maintenance	99%
O5	Highway Inspections	98%
O6	Bridge Inspections	100%
O7	Grass cutting	90%
O8	Street cleansing	90%
O9	Gully cleansing	90%
O10	Programme Management	80%

O11	Complaints Handling	95%
012	Risk Management	100%
013	Major projects project	100%
014	Major Projects Deliverables	100%
O15	Supervisory checks	85%

Each of the Annexes contains KPI information that relates to the day to day delivery of the services (OPIs). A full definition, format, measurement period, objective, formula, method and threshold has been defined for each and is available on request. An example is provided in Table 6 for clarity.

Table 6: An Example of Indicator

Indicator Ref	Title	
01	Category 1 Defects regardless of service area	
Responsible Officer	Linzy Outtrim	
Responsibilities	The responsible officer is the Manager of the team providing the data and is responsible for ensuring that the data is provided timeously when requested from the team	
Data	Report data to be provided by email to Performance & Improvement Team	
Full Description		
Percentage of Category 1 Defects repaired or made safe in timescale according to the current Highways Maintenance Plan from the Time of Notification		
Format	Decimal Places	Measurement Period
Percentage	None	Monthly
Objective	The Public Realm is accessible, safe, clean and well-maintained	

Definition	<p>The percentage of Highway Category 1 Defects (relating to roads and pavements). The completed jobs due within the month over the total number of jobs due. To include both Cat 1 a's and Cat 1B's.</p> <p>Cat 1 Defects: As defined within the Highways Maintenance Plan relating to Highways (HMP).</p> <p>The timescale for addressing these defects is either the end of the following day or 7 days defined in the Highways Maintenance Plan.</p>	
Formula	$\left(\frac{x}{y} \right) * 100$ <p>Where x = the number of Category 1 Defects due in the measurement period recorded in the Provider's systems and y = total number of Category 1 Defects completed in the Measurement Period recorded in the Provider's systems.</p>	
Method	Data to be supplied through the Provider's systems	
Further reference	Highways Maintenance Plan - Category 1 guidance	
Notes	If access is not permitted to the Network for a reason beyond the Provider's reasonable control , performance will be based on an average of the previous three months as reported, or, if this is not available, the previous three months that are available	
Threshold	Version	Date
100%	Issue 2 Revision 01	April 2015
100%	Version 1	Feb 2017
100%	Version 2	March 2017

RISK MANAGEMENT

Risk is managed in line with the Balfour Beatty Risk Management Procedure, as outlined in Appendix: H, Risk .

The following high level strategic risks have been identified:

- **Weather** – significant or abnormal weather events impact the ability to deliver the Capital and Revenue services in line with agreed programs, to mitigate this HC has approved the setting up of a severe weather reserve.
- **Reputation** – significant reduction in revenue budgets negatively impacts the perception of the service, to mitigation this a clear communications strategy is in place and extensive consultation on the focus of the service has been conducted.
- **Communication** – ineffective communication / expectation management results in an increase in service demand. This is mitigated through the introduction of Locality Stewards and the bringing in house of the public call centre. This ensures we can effectively explain constraints on the service.
- **Recruitment/capability** – appointment of key roles is delayed, impacting BBLP ability to deliver. This is mitigated through recruitment events and access to the wider BBLP “family “ of resources. In addition resilience is provided by our sub consultant and subcontract resources.

The HC contract team and BBLP will meet in the Operations Board to agree strategic risks along with their mitigations and will review these as part of a strategic risk scorecard on a monthly basis.

A consolidated operational risk register from all the annexes can be found in Appendix: H, Risk . BBLP Annex leads will regularly review their annex risk register and BBLP’s Iris risk management system to ensure that where necessary risks are escalated to the Operations board.

The process of risk management will be the responsibility of the BBLP SMT.

KEY ASSUMPTIONS

The following key assumptions must be considered in review of this Annual Plan. Further assumptions are included with each annex:

1. BBLP are empowered to determine the priority of works & services – subject to other Council commitments which are already within the public domain;
2. Budgets and allocations are accurate;
3. Budgets are based on January 2020 information, which will be reforecast monthly in line with the Contractual commitment;
4. The key objective is to ensure a balanced budget for the Council;
5. The contract payment mechanisms will be agreed to support the balancing of the Revenue budget;
6. Open book / transparency will assist in demonstrating value for money for HC;
7. The Council will provide visibility of other Council budgets which affect the BBLP services, including:
 - a. External revenue e.g. Skips & scaffold licences;
 - b. Other 3rd party costs e.g. Telent, Lengthsman and other grants;
8. Commissioning and ordering of work will be done through the HC and BBLP contract management teams;
9. LMO allocation to Revenue/ Capital budgets is based on the split of Capital/ Revenue work in the Council's Financial Year 2020/21, including currently un commissioned work expected.
10. Liability of claims will be managed outside of the annual plan in line with the contract and is subject to the agreement of the Claims Protocol awaiting signature (signatories include BBLP Contract Director, Zurich Insurance, Council Approved Officer).

APPENDICIES

APPENDIX A, ORGANISATION STRUCTURE



Organisational
Chart 2020.xlsx

APPENDIX B, COMMISSIONING PROCESSES



Draft LTP
Commissioning Proces



S106 Commissioning
process.doc

APPENDIX C, QUALITY MANAGEMENT



HC Audit Process.pdf



Sector Scheme
Accreditation Process



DNV Audit
Presentation

APPENDIX D, EQUALITY IMPACT ASSESSMENT

This section of the Executive Summary contains an Equality Impact Assessment of the Annual Plan. The Equalities Act (2010) introduced legislation which means local authorities have a duty to consider the impact of changes to delivery of service to groups of people with protected characteristics.

There is a wide range of services in the scope of the Annual Plan, including highways (schemes and maintenance), street cleansing, street lighting, parks and open spaces, public rights of way, aspects of network management.

The services include activities which maintain and improve the physical and natural environment and promote wellbeing for everyone who resides, works or visits Herefordshire in line with the Herefordshire Plan as prioritised in the Annual Plan. These priorities are under review in the light of the current financial challenges faced by local government. The arrangements must, therefore, allow the Council the flexibility to modify services, stop providing services, or transfer them to other organisations in order to continue to deliver according to the priorities identified by the Council. Any such significant changes will require an equality impact assessment.

EQUALITY AREAS ASSESSED

A list of groups with protected characteristics is detailed below; these will form the basis for the Equality Impact Assessment. The main issues relating to equality within the Annual Plan are:

1. **Race** - Consider Asian, Asian British, Black, Black British, Chinese, Mixed heritage, White British, other white ethnic groups, e.g. eastern European, travellers
2. **Gender** - Consider from point of view of women and men
3. **Disability** - Consider physical and sensory impairment, learning disabilities, people with mental health issues
4. **Age** - Consider younger and older people
5. **Religion/Belief** - Consider people of different faith groups including non-believers
6. **Sexual orientation** - Consider lesbian, gay men, bisexual and transgender issues

The Herefordshire Annual Plan will be reviewed to meet the diverse needs of the communities of Herefordshire. Through consultation with our stakeholders we will seek to remove obvious barriers to services in terms of equality and diversity either in the aim of the policy or in the way it is delivered.

TIMESCALE OF THE ASSESSMENT

The start date of the assessment is the period covering 1st April 2020, the finish date is the 31st March 2021, inclusive.

POLICY, PROCEDURE, SERVICE ASSESSED

The aim of the Annual Plan is to encourage co-ordination and consistency in the delivery of local highway maintenance and public realm services by meeting the needs of users and the community rather than the convenience of service providers. Further, the Plan aims to encourage a focus on the needs of users and the community and their active involvement in the development and review of policies, priorities and programmes.

The key stakeholders of this policy are:

- All road users, motorised and non-motorised
- Organisations representing different users, for example cycling groups
- The county's main bus companies and road haulage companies
- Parish Councils within Herefordshire
- Members of the Council
- Other local partnerships
- Residents of Herefordshire
- Business users
- Emergency services
- Visitors to the county

Balfour Beatty Living Places is aware of the Corporate Customer Service Standards of Herefordshire Council and the Contract monitoring team are responsible for reviewing all aspects of compliance with applicable policies and relevant legislation.

Balfour Beatty Living Places holds an Equality and Diversity Policy which states that:

“None of our stakeholders, including but not limited to employees, clients, suppliers and members of the public will receive less favourable treatment on the grounds of gender, race (including ethnic origin, colour, nationality and national origin), disability, age, marriage or civil partnership, gender reassignment, maternity or pregnancy, sex or sexual orientation, religion or belief, trade union affiliation, or be disadvantaged by any other condition or requirement that is not relevant to the relationship or transaction in question. Selection for employment, promotion, training and any other benefit will be on the basis of aptitude and ability. The effectiveness of the company will only be improved by valuing diversity through promoting equality and inclusion.

The achievement of our equality and diversity objectives relies on the personal commitment of all employees who, therefore, have a personal responsibility for the implementation of this policy. To ensure that line managers and other relevant decision makers understand company policy and their position in law, appropriate training and guidance is provided”.

DATA COLLECTION AND CONSULTATION

Where changes are planned to existing services, Balfour Beatty Living Places will consider the impact of the change on the groups of people with protected characteristics to ensure that any change does not disproportionately disadvantage them. This will be done through a number of techniques, chosen proportionately in relation to the anticipated size of the change. Examples of these techniques include:

- Desk study considering the impact of any change
- Questionnaires with affected groups
- Consultation workshops with affected groups
- Liaison with representatives of affected groups
- Postal Surveys
- Independent interviews

KEY FINDINGS

A service wide assessment of the change of services has been conducted to provide an overview of the key areas of impact as a result of changes in service scope. By assessing the information contained in the Annual Plan against all the equality areas, it is considered that there is a low risk of specific equality needs not being identified and addressed.

However, two key areas are highlighted here for consideration:

1. Reduction in the provision of services in grounds maintenance will generally impact older residents, those with a physical disability, or a mobility impairment. The result of this reduction will be temporary restriction to their ease of movement across the network.
2. Those who are visually impaired may be disadvantaged through lack of information. This is of particular importance to Herefordshire as the Royal National College for the Blind is located within the County. A strategic approach to ensuring information is disseminated to these groups and that their needs are integrated into the culture of service delivery is essential.

In addition to this overview, where applicable, each annex will provide an assessment of the impact of changes to the service.

MONITORING

BBLP will manage the operation of the contract and compliance in this domain will be monitored by Herefordshire Council Contract Management Team in conjunction with the Contractor.

This will include all aspects of performance management according to an agreed framework and will include;

- Race, gender, disability, religion or belief, sexual orientation, age, income, and geography
- Service users in the context of the services in scope: highways; streetlights; parks and open spaces; etc., would be difficult to monitor. People contacting the Council for specific services, e.g. to report a highway defect, will contact via Customer Services and will be subject to their monitoring regime.

ON GOING ACTIONS

Table 7 outlines the actions required following the Equality Impact Assessment of the Annual Plan to ensure further changes in the service do not disadvantage any group previously outlined.

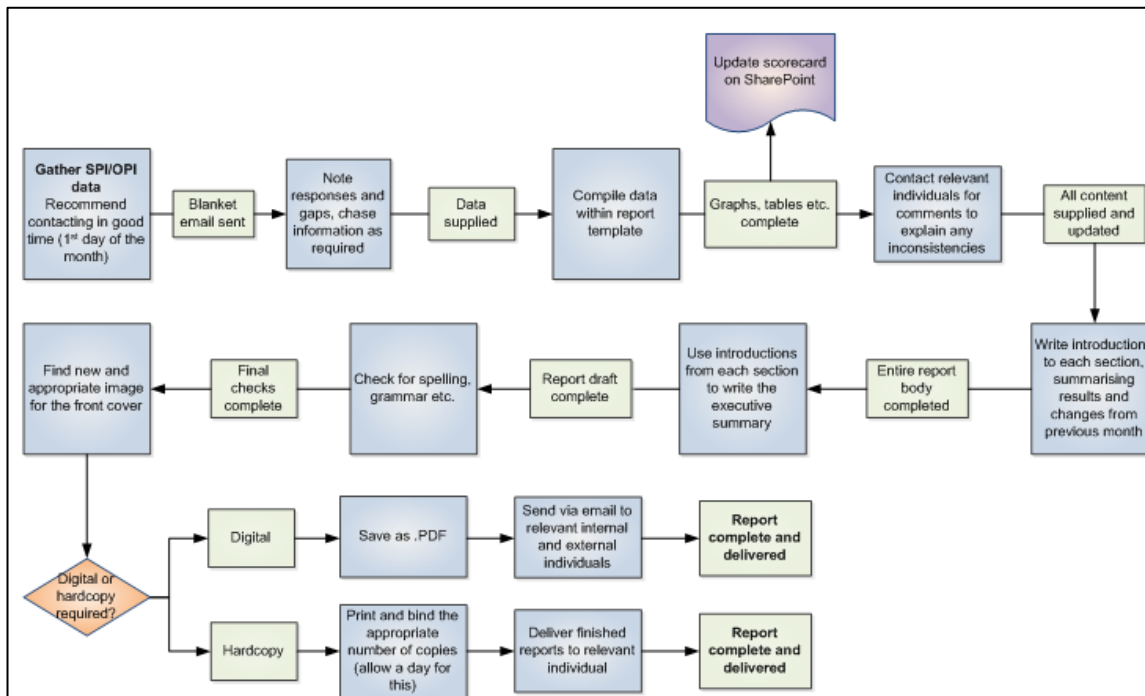
Action identified	Timescales (when this work is to be completed)	Who is responsible?	Improvement aim/outcome
Ensure EIAs completed for any proposed service changes	On-going	Balfour Beatty Living Places	To mitigate the impact of proposed service changes
Monitor service communications	On-going	Communications Team	To ensure effective communication

Table 7 – Equality Impact Assessment Actions

APPENDIX E, FINANCIAL INFORMATION

This financial information is available on request, subject to commercial confidence and data protection. This has been agreed with Council Officers as part of the Annual Plan Review process in line with the 'open book' nature of the Contract Terms.

APPENDIX F, PERFORMANCE MANAGEMENT PROCESS



APPENDIX G, STRATEGIC PERFORMANCE INDICATORS

Indicator		Upper Thresholds		Lower Thresholds		Upper Caps		Lower Caps	
		Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed
S1	Killed and Seriously Injured	71	90	79	105	2	2	-0.25	-0.25
S2	Principal A Road Condition	7	3.6	9	6	1.2	1.2	none	-1
S3	Non Principal B Road Condition	6	10.9	8	12	1.2	1.2	none	-1
S4	Non Principal C Road Condition	6	10.9	8	12	1.2	1.5	-1	-1
S5	Unclassified Road Condition	25	28	31	34	2	2	-1	-1
S6	Footways condition	26	28	30	32	1.2	1.2	-1	-1

S7	Bridge Condition	98	93	89	89	1.2	1.2	-1	-1
S8	Third party claims repudiation	80	80	70	70	1.5	1.5	none	-1
S9	Flood Resilience	75	30	100	45	1	-1	1	-1
S10	Skills and employability	4	4	3	3	1.5	1.5	none	-1
S11	Local spend	30	30	24	24	2	2	-1	-1
S12	CO2 reductions	5	5	3	3	2	2	none	-1
S13	Reuse and recycling	99	99	96	96	2	2	none	-1
S14	Community Projects	110	110	90	90	2	2	none	-1
S15	Customer Satisfaction	37.10	39	36.10	36	2	2	-1	-1
S16	Continuous improvement	+10	+10	-10	-10	2	2	-1	-1

APPENDIX H, RISK MANAGEMENT

BELP Risk
management procedu

APPENDIX I, CHANGE MANAGEMENT PROCESS

Early Warning.pdf



Compensation
Events.pdf

APPENDIX J, CONTINUOUS IMPROVEMENT REGISTER

Available on request (very large file)

APPENDIX K, NATIONAL SKILLS ACADEMY EMPLOYMENT AND SKILLS PLAN

Appendix K - skills
academy plan.xlsx

APPENDIX L, HSES ACTION PLAN**APPENDIX M, COMMUNITY COMMISSIONING PROCESS**

CCM flowchart
171123.xlsx

APPENDIX N, KSI REVIEW ACTION LOG



Copy of 2017 05 KSI
Review Action Log.xls