

# AGENDA

## General Overview & Scrutiny Committee

Date: **Monday 8 September 2014**

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Time: **10.00 am**

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Place: **Grand Jury Room, Shire Hall, St Peter's Square,  
Hereford, HR1 2HX**

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Notes: Please note the time, date and venue of the meeting.

For any further information please contact:

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If you would like help to understand this document, or would like it in another format, please call Ben Baugh, Governance Services on 01432 261882 or e-mail [bbaugh@herefordshire.gov.uk](mailto:bbaugh@herefordshire.gov.uk) in advance of the meeting.

# Agenda for the Meeting of the General Overview & Scrutiny Committee

## Membership

<b>Chairman</b>	<b>Councillor WLS Bowen</b>
<b>Vice-Chairman</b>	<b>Councillor BA Durkin</b>
	<b>Councillor AM Atkinson</b>
	<b>Councillor AJM Blackshaw</b>
	<b>Councillor ACR Chappell</b>
	<b>Councillor DW Greenow</b>
	<b>Councillor EPJ Harvey</b>
	<b>Councillor TM James</b>
	<b>Councillor JG Jarvis</b>
	<b>Councillor RL Mayo</b>
	<b>Councillor PJ McCaull</b>
	<b>Councillor AJW Powers</b>
	<b>Councillor A Seldon</b>
	<b>Councillor DB Wilcox</b>

**Co-optees**  
(education items)

**Mr P Burbidge**  
**Miss E Lowenstein**  
**Mr P Sell**

**Roman Catholic Church**  
**Secondary School Governor**  
**Church of England**

## AGENDA

		Pages
1.	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive apologies for absence.</p>	
2.	<p><b>NAMED SUBSTITUTES (IF ANY)</b></p> <p>To receive details of members nominated to attend the meeting in place of a member of the committee.</p>	
3.	<p><b>DECLARATIONS OF INTEREST</b></p> <p>To receive any declarations of interest by members.</p>	
4.	<p><b>MINUTES</b></p> <p>To receive the minutes of the meeting held on 30 June 2014.</p>	9 - 16
5.	<p><b>SUGGESTIONS FROM THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</b></p> <p>To consider suggestions from members of the public on issues the committee could scrutinise in the future.</p> <p><i>(There will be no discussion of the issue at the time when the matter is raised. Consideration will be given to whether it should form part of the committee's work programme when compared with other competing priorities.)</i></p>	
6.	<p><b>QUESTIONS FROM THE PUBLIC</b></p> <p>To note questions received from the public and the items to which they relate.</p> <p><i>(Questions are welcomed for consideration at a Scrutiny Committee meeting so long as the question is directly related to an item listed on the agenda below. If you have a question you would like to ask then please submit it no later than two working days before the meeting to the officer named on the cover of this agenda).</i></p>	
7.	<p><b>PUBLIC REALM SERVICES - BALFOUR BEATTY LIVING PLACES UPDATE</b></p> <p>To provide an update on the services provided by Balfour Beatty Living Places (BBLP) during the first year of the council's Public Realm contract to enable the committee to provide feedback to Cabinet and inform the work of the Task and Finish Group which has been established to examine this area in more detail.</p>	17 - 50
8.	<p><b>EXECUTIVE RESPONSE TO THE TASK AND FINISH GROUP REPORT ON HOUSEHOLD RECYCLING CENTRES</b></p> <p>To receive the Executive's response to the Task and Finish Group Report on Household Recycling Centres.</p>	51 - 66
9.	<p><b>DRAFT WORK PROGRAMME</b></p> <p>To consider the committee's work programme and to allocate tasks to task and finish groups, as necessary.</p>	67 - 92
10.	<p><b>DATE OF NEXT MEETING</b></p> <p>The next scheduled meeting is Tuesday 4 November 2014 at 10.00 am</p>	



# PUBLIC INFORMATION

## Public Involvement at Scrutiny Committee Meetings

You can contact Councillors and Officers at any time about Scrutiny Committee matters and issues which you would like the Scrutiny Committee to investigate.

There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

### 1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

### 2. Questions from Members of the Public for Consideration at Scrutiny Committee Meetings and Participation at Meetings

You can submit a question for consideration at a Scrutiny Committee meeting so long as the question you are asking is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it **no later than two working days before the meeting** to the Democratic Services Officer. This will help to ensure that an answer can be provided at the meeting. Contact details can be found on the front page of this agenda.

Generally, members of the public will also be able to contribute to the discussion at the meeting. This will be at the Chairman's discretion.

(Please note that the Scrutiny Committee is not able to discuss questions relating to personal or confidential issues.)

# **The Public's Rights to Information and Attendance at Meetings**

## **You have a right to: -**

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

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- The Shire Hall is a few minutes walking distance from both bus stations located in the town centre of Hereford.

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Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

The Chairman or an attendee of the meeting must take the signing in sheet so it can be checked when everyone is at the assembly point.





HEREFORDSHIRE COUNCIL

**MINUTES of the meeting of General Overview & Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday 30 June 2014 at 2.00 pm**

**Present:** Councillor WLS Bowen (Chairman)  
Councillor BA Durkin (Vice-Chairman)

Councillors: AM Atkinson, ACR Chappell, EPJ Harvey, TM James, RL Mayo, PJ McCaull, AJW Powers, A Seldon and DB Wilcox

**In attendance:** Councillors H Bramer, J Hardwick, RI Matthews, PM Morgan and GJ Powell

**1. APOLOGIES FOR ABSENCE**

No apologies for absence had been received.

**2. NAMED SUBSTITUTES (IF ANY)**

No substitutes were present.

**3. DECLARATIONS OF INTEREST**

No declarations of interest were made.

**4. MINUTES**

The minutes of the meeting held on 12 May 2014 were received.

A committee member drew attention to resolution b) under minute 84, Community Safety Update, that 'The concerns of the committee be forwarded to the Ministry of Justice'. The Chairman confirmed that a response would be sought from the Ministry.

**RESOLVED: That the minutes of the meeting held on 12 May 2014 be approved as a correct record and be signed by the Chairman.**

**5. SUGGESTIONS FROM THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY**

No suggestions had been received from members of the public.

**6. QUESTIONS FROM THE PUBLIC**

No questions had been received from members of the public.

**7. DRAFT WORK PROGRAMME**

The Chairman said that the committee needed to consider various changes and additions to the work programme.

In response to a question from the Chairman, the Assistant Director, Governance advised that the terms of reference of the two overview and scrutiny committees were mutually exclusive and housing was a matter for this committee.

## **Seminars**

### Community Safety Strategy

Referring to discussions at the last meeting about domestic violence and abuse, the Vice-Chairman suggested that a seminar be held on this topic for members of both overview and scrutiny committees, with input from the key agencies concerned. Committee members commented on: the links between public health and environmental health functions; the correlation between drug / alcohol abuse and domestic violence; and reports of premature deaths of homeless people. The Cabinet Member Health and Wellbeing commented on the differences between people seeking social housing and those people who consciously chose to sleep rough. In view of the broader issues raised, the Cabinet Member Corporate Services suggested that the seminar could cover the principal work-streams of the Community Safety Strategy.

### Understanding Herefordshire

A seminar on the Understanding Herefordshire 2014 report was suggested for members of both overview and scrutiny committees.

## **Task and Finish Groups**

In response to a question, the Chairman confirmed that task and finish groups would be routinely listed in the work programme for future editions.

### Local Enterprise Partnership (LEP)

In response to a question from a committee member, it was reported that the governance arrangements for the LEP were due to be considered by Cabinet in late July 2014 and that this report would be awaited before the need for any scrutiny work was assessed.

### Community Infrastructure Levy (CIL)

In view of the recent change of Vice-Chairman and given the expectation that the Vice-Chairman would chair a high proportion of task and finish groups, the Chairman suggested that consideration should be given to Councillor Durkin replacing Councillor Harvey as chair of the CIL Task and Finish Group.

Councillor Harvey commented on a number of issues, including: the recent background to this matter; that CIL was a long standing and on-going piece of policy shaping work and was material to the viability and deliverability of the Core Strategy; and the potential detrimental impact on public perceptions if a change was made at this time.

Some committee members made comments about: the importance of continuity; the initial intention that task and finish groups should be chaired by councillors with specific knowledge of a particular area; the difficulties experienced by the CIL Task and Finish Group; and the need to conclude the work as soon as possible given the importance of CIL to the soundness of the Core Strategy.

The Assistant Director, Governance provided clarification that Council had approved changes to allowances for the vice-chairmen of the two overview and scrutiny committees to reflect the expectation that the vice-chairmen would chair a certain percentage of task and finish groups (minute 42 of 23 November 2012 refers).

A motion to change the chair of the CIL Task and Finish Group was not carried and Councillor Harvey was re-elected as chair of this group.

In response to a concern expressed by a committee member, the Assistant Director, Governance confirmed that the issue of chairmanships of on-going task and finish groups would be specifically addressed within this report in future years.

### Digital Strategy

Councillor Harvey stood down as chair of the Digital Strategy Task and Finish Group, although indicated that she would wish to remain as a member. Councillor Durkin was elected as chair of this group.

The Vice-Chairman emphasised that chairmanship of groups was about duty, not allowances. He added that the formation of this group was something he may wish to consider.

### Planning Services

The Vice-Chairman proposed that the work initiated by Councillor Seldon be extended into a Planning Services Task and Finish Group, particularly to consider interactions between the department and service users.

Councillors Bowen, Chappell, Durkin, Powers and Seldon indicated that they would be prepared to be involved. Councillor Durkin was elected as chair of this group.

In response to a comment from a committee member, the Chairman said that scoping statements for new task and finish groups would be drafted and presented to the committee for consideration in the usual manner.

### Balfour Beatty

A committee member noted that an agenda item was scheduled for the September 2014 meeting but felt that more in depth work was required and proposed that a Balfour Beatty Task and Finish Group be established, particularly to look at how the contract was working and how the new system was operating. Other committee members commented on the need to learn lessons from contract design and a high level approach should be taken to contract management issues.

Councillors Bowen, Chappell, James, McCaull, Seldon and Wilcox indicated that they would be prepared to be involved. Councillor Bowen was elected as chair of this group.

### Hidden Costs of a Child's Education

It was noted that, arising from the Cabinet's response to the call-in of the Herefordshire School and Post 16 SEN School Transport Policy (minute 63 refers), consideration needed to be given for an 'Hidden Costs of a Child's Education' Task and Finish Group.

Councillors Atkinson, Bowen and Mayo indicated that they would be prepared to be involved.

The committee discussed the need for this particular group, especially as a number of national studies had been published on such matters and the limited scope of the council to affect change. The Chairman noted that the group might not proceed but suggested that a brief scoping statement be drafted for consideration.

### Pupil Premium

The need for this group was also questioned, particularly given the potential for duplication with the work of the Herefordshire Schools' Forum and the monitoring role of Ofsted, and it was suggested that a brief scoping statement be drafted for consideration.

A number of comments were made by committee members about the need to be mindful of the finite resources available for scrutiny work.

### **Future Agenda Items**

The provisional agenda items for forthcoming meetings were previewed.

### **Briefing Notes**

Briefing notes would be produced on: Waste Management and Collection; Education Strategy for Herefordshire; Free Schools, Academies and the Relationship with Herefordshire Council; and Probation Service Performance.

The committee discussed the potential implications of the recent statement, by the Secretary of State for Communities and Local Government, that the Conservatives were considering the reinstatement of the previous legal requirement for councils to collect rubbish weekly if they won the next General Election. It was noted that the majority of councils had moved to fortnightly collections and the Local Government Association (LGA) had identified that public satisfaction levels with waste collection services were generally high regardless of the frequency of collection.

## **8. FINANCIAL OUTTURN 2013/14 AND BUDGET UPDATE 2014/15**

The Chief Financial Officer provided the committee with a budget update, including the 2013/14 outturn and the 2014/15 position. The key points included:

- i. The revenue outturn position for 2013/14 showed an underspend of £397k which represented an improvement against the previously reported forecast.
- ii. The three month position for 2014/15 would be reported at the end of July 2014 and the key issues and risks to achieving a balanced budget were outlined in the report.
- iii. A detailed breakdown of the Adults' Wellbeing savings plan was provided in an appendix; the directorate had a target of £5.5m savings to deliver in 2014/15. It was noted that the majority of schemes were rated green, with some on amber, and one on red (Open Book Review).

The Chief Financial Officer responded to questions from the Chairman, the principal points included:

1. As with iii. above, risks were monitored across all the directorates. It was confirmed that the Economy, Communities and Corporate savings plan of £7.7m was on track for delivery.
2. Directors and Cabinet Members had spent a lot of effort making sure that the baseline position was correct and the budget was robust. Nevertheless, demographic growth and safeguarding issues were creating pressures and risks across the country.
3. Borrowing levels were considered average compared to similar sized authorities. It was reported that each new capital scheme was appraised on its merits and affordability.

The Cabinet Member Health and Wellbeing provided an overview of: the budget setting process; issues associated with the savings plans; measures to improve data reporting, assessment and resource allocation; uncertainties around new regulations; and the extent of the funding gap for councils resulting from reduced government funding and rising demand for services. Notwithstanding the significant challenges ahead, it was considered that the council was heading in the right direction.

Committee members made a number of comments, including:

- a. Clarification was sought about the comparisons that could be made with other authorities in terms of borrowing levels given the council's limited reserves and the relatively low income potential in terms of council tax and other revenue streams.

The Chief Financial Officer said that he would provide information on this, including details of the asset base and comparable authorities. He also said that recent decisions around prudential borrowing, such as sports centre provision, were coupled with reducing subsidies.

- b. Attention was drawn to capitalised change management costs, the requirement for local authorities to publish quarterly details of certain financial information, and to risks associated with disputes.
- c. The savings performance and monitoring information was welcomed but it was suggested that it would be helpful to be able to judge the savings against the total budget for the different lines of activity.

The Chief Financial Officer said that this could be included in reports to the committee going forward.

- d. It was acknowledged that local authorities were obliged to present their accounts in a particular way but it was suggested that, at least internally, finances could be represented in a way that was closer to standard business practice, so that costs and savings could be seen together. It was considered essential that information was presented in a clear and transparent way.

The Chief Financial Officer said that Cabinet had raised similar issues around cost / benefit analysis. Consequently, prudential borrowing projects would be monitored closely.

In response to questions from the Vice-Chairman regarding the main changes to the reported position in January for Adults' Operations, the Cabinet Member Health and Wellbeing explained the background to the writing off of obsolete stock relating to the Community Equipment Service and said that he would provide a written response about the additional agency staff costs identified in the report. The Cabinet Member commented that a forensic cleansing approach had been taken to costs on a number of occasions in the past year. He added that the authority was looking to minimise the use of agency staff but it was difficult to recruit social workers. The Chief Financial Officer commented on the need to focus on issues of materiality and the more significant risks related to demographics and unpredictable demand, rather than staffing.

There was a brief discussion about the use of the Public Health Grant. The Chief Financial Officer outlined the purpose of the grant and the conditions attached. The Cabinet Member Adults' Wellbeing commented on negotiations regarding the transfer of commissioning work and said that meetings had been held with Public Health England and NHS England to ensure that the authority conformed to the terms of the grant.

**RESOLVED: That the final outturn for 2013/14 and the budget position for 2014/15 be noted.**

**9. TASK AND FINISH GROUP REPORT - HOUSEHOLD RECYCLING CENTRES**

The purpose of this item was to consider the findings of the Task and Finish Group – Household Recycling Centres and, subject to agreement by the committee, to recommend the report to the Executive for consideration.

The Vice-Chairman, having chaired the task and finish group, introduced the report and made the following comments:

- i. Household Recycling Centres (HRCs) were provided in Herefordshire and Worcestershire for residents to recycle and dispose of their household waste; the facilities were operated by Severn Waste Services (part of Mercia Waste Management) on behalf of the two authorities. A Commercial Vehicle and Trailer Permit Scheme was in place at all the HRCs.
- ii. A site user survey had been undertaken, with questionnaires available at the HRCs and on the council's website, with 324 responses received. Given the level of interest in the topic and the issues raised, the scope and timing of the group's report had been extended slightly. This had ultimately resulted in 23 recommendations being put forward in the report.
- iii. The group had been informed that changes to the permit scheme from 1 October 2013 had not resulted in increased levels of fly-tipping but this would need to be monitored as the growing season progressed.
- iv. Minor amendments were identified and corrected: page 77 of the agenda, monitoring of implementation of agreed recommendations, should refer to March 2014 2015; and page 80, Q4 should refer to 'other swaste(s)'.  
swaste(s)
- v. Worcestershire County Council was awaiting the findings of this report to inform its own review of the scheme.

The Waste Disposal Team Leader said that the work of the group was welcomed, especially as feedback from service users had been obtained in a relatively short space of time, with an overwhelmingly positive response both in terms of numbers and levels of satisfaction with the service; 77.7% of respondents considered that the sites were managed effectively. It was noted that one of the group's recommendations was that further site surveys should be undertaken and this was something that the team was keen to take forward. Alexandra Nicholas was thanked formally for the comprehensive support that she had provided to the group.

In response to comments from committee members, the Waste Disposal Team Leader advised that:

1. The permit scheme was now operated by Worcestershire's customer services department and, whilst considerable savings had been achieved, both waste teams were experiencing some issues with obtaining reports. The Vice-Chairman noted the need to address the issues identified in the report collectively for the benefit of residents in both counties.
2. With a significant contract variation concluded in relation to the Energy from Waste Plant, work on other matters could now be progressed, including a new HRC at Kington. It was noted that Powys County Council was interested in discussing reciprocal arrangements for HRC use by residents on both sides of the border.

3. Although the recommendation to research the viability of a north Hereford city HRC was noted, it was considered that there was a very good network of HRCs in the county currently and there were considerable costs associated with new HRC provision.
4. The group's report had been forwarded to Worcestershire County Council but there had not yet been an opportunity to discuss the recommendations.

The Cabinet Member Contracts and Assets commented that the group's report and its recommendations, once agreed by the committee, would need to be assessed by the Executive and a response provided. He said that the Executive needed to be cautious about any measures that might put a greater degree of cost upon Herefordshire Council.

5. Encouraging the reuse of items was supported and opportunities to enhance facilities at HRCs for this purpose would be explored further.
6. Evidence from Worcestershire district councils showed that waste coming into HRCs did increase immediately following the introduction of fortnightly bin collections but ultimately dropped off as residents became used to the change in collection frequency. It was noted that site operatives were diligent in checking materials entering the HRCs. The Waste Disposal Team Leader commented on the value of HRCs, particularly the high levels of recycling achieved.

The Vice-Chairman drew attention to paragraph 6 of the group's report and noted that it was disappointing that waste regulations currently prevented helpful citizens from carrying and disposing of waste on behalf of elderly or disabled people in the community, even if authorised to do so by an appropriate local body.

**RESOLVED: That**

- (a) **The report of the Task and Finish Group - Household Recycling Centres be agreed and the findings be submitted to the Executive for consideration; and**
- (b) **The Executive's response to the review be reported to the first available meeting of the committee after the Executive has approved its response.**

**10. DATE OF NEXT MEETING**

Monday 1 September 2014 at 10.00 am (note: this meeting date was subsequently moved to 8 September 2014)

The meeting ended at 4.02 pm

**CHAIRMAN**





<b>MEETING:</b>	<b>GENERAL OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>8 SEPTEMBER 2014</b>
<b>TITLE OF REPORT:</b>	<b>PUBLIC REALM SERVICES – BALFOUR BEATTY LIVING PLACES UPDATE</b>
<b>REPORT BY:</b>	<b>ASSISTANT DIRECTOR PLACE BASED COMMISSIONING</b>

### 1. Classification

Open

### 2. Key Decision

This is not an executive decision.

### 3. Wards Affected

County-wide

### 4. Purpose

To provide an update on the services provided by Balfour Beatty Living Places (BBLP) during the first year of the council's Public Realm contract to enable the committee to provide feedback to Cabinet and inform the work of the Task and Finish group which has been established to examine this area in more detail.

### 5. Recommendations

**THAT:**

- a) **The report is noted;**
- b) **The committee recommends to Cabinet issues for consideration and improvement; and**
- c) **The committee identifies issues that it would wish to see included within the scope of the Task and Finish Group which has been established to examine this area of service.**

### 6. Alternative Options

6.1 None

## **7. Reasons for Recommendations**

- 7.1 The Public Realm Service Contract (the contract) is the council's largest service delivery contract. The contract is delivered by BBLP and has been running for 12 months. The committee work programme identified that this would be an appropriate stage in the contract to consider what has been achieved so far and what improvements could be made. The committee has also established a Task and Finish Group to examine this area of service. This will provide an opportunity to identify issues to inform the development of the annual plan for the service for the next financial year of 2015/16 and set the context for future service delivery and service improvements through this long term contract.

## **8. Summary**

- 8.1 Public Realm services have a high public profile and affect the lives of all residents and visitors to Herefordshire. They include the maintenance and improvement of roads, public rights of way and public spaces. This report has been prepared to provide an overview of the council's contract for these services and what has been delivered by BBLP during their first year of the new contract. It includes in Appendix 1, a report from BBLP which will be presented by the Contract Director. Comments and suggestions from the committee are welcomed and invited on the services that have been delivered and areas that they consider should be the focus of improvement to ensure that this long term contract is a success.
- 8.2 A draft scoping document for the proposed Task and Finish Group has been prepared and is attached at Appendix 2. The committee is invited to consider this draft and recommend issues for inclusion within the work of the group. The group will be supported in its work by the council's Head of Commercial Services in recognition of this strategic importance of this contract.

## **9. Background**

- 9.1 Balfour Beatty Living Places was awarded the council's contract for Public Realm Services in 2013 following a full and open procurement process which was carried out in accordance with European Union procurement rules.
- 9.2 The contract commenced on the 1 September 2013. It is one of the council's most significant contracts in terms of the range of services and their value. The contract was procured with the aim of developing a successful partnership with a private sector provider to deliver services and achieve the following objectives:-
- Maintenance of essential services
  - Improvement in the condition of the highway
  - Value for money
  - Flexible contract scope
  - Excellent customer services
  - Enhanced service outcomes
  - Contribution to the regeneration of the local economy
  - Increased social capital through engaging with the community and the voluntary sector
- 9.3 The Public Realm Services Contract was designed to focus upon the delivery of highways and directly related services. The scope of services included is as follows:

- Highways management services
- Highways maintenance & improvement works
- Traffic control systems maintenance
- Local flood risk management
- Associated professional services
- Associated public realm asset management
- Associated public realm regulatory services
- Public realm specific ICT solutions
- Fleet management
- Transformation services
- Parks & open spaces
- Street lighting
- Street cleaning
- Land drainage
- Public rights of way
- Customer support services

**The Contract Form**

9.4 The contract is based on the industry standard, New Engineering Contract (nec), and takes a managing agent form which requires the provider to provide an end to end service. It is based on industry best practice and is used by 67% of highways authorities in England<sup>1</sup> including Southampton City Council, Gloucestershire County Council, and Worcestershire County Council. The contract form was selected following legal advice provided during the procurement process by external specialist advisers.

9.5 The contract commenced on the 1 September 2013 for a period of 10 years with options to extend up to a maximum period of 20 years. As an outcome based contract, the award of extension is subject to achieving satisfactory performance against a set of strategic measures. Performance is managed through strategic and operational measures. These include:

- Highway Defects
- Highways Inspections
- Bridge Inspections
- Street Lighting Faults
- Programme Management
- Complaint Handling
- Communications
- Pubic Rights of Way Hazards
- Winter Maintenance
- Grass Cutting
- Street Cleansing
- Gully Cleansing
- Value Engineering
- Delivery of Reports
- Energy/Carbon usage
- Economic Regeneration
- Locality Steward Reports
- Budget Forecasting
- Construction Industry Training Board Accreditation
- Spend with Supply Chain

9.6 Monthly performance reports are provided by BBLP and subject to a sample audit by the council’s contract management team. Measures are reviewed to ensure they adequately reflect the council’s priorities and the delivery of the annual plan which BBLP is required to prepare to guide service delivery.

**Governance, Contract Management and Stakeholder Involvement**

9.7 Effective and clear governance arrangements are essential to ensure the provider delivers and continues to deliver the council’s priorities throughout the term of the contract. A

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<sup>1</sup> Survey of 151 highways authorities in England by Highways Maintenance Efficiency Programme (2011)

governance framework has been established which provides the appropriate level of management overview; and if necessary intervention, to ensure there is a visible thread of ownership and accountability based on an equitable apportionment of risk between the council and its provider BBLP. This is summarised in a table contained in Appendix 3.

- 9.8 The contract seeks to ensure lean service delivery and contract management processes, requiring a relatively small 'outcome' focused client contract management team.
- 9.9 The council's contract management team has had to change to reflect the needs of the new contract. Under the guidance of an experienced interim contract manager, the team has established the new governance arrangements and reviewed and put in place revised working practices and procedures. The team has a primary focus on monitoring and measuring the delivery to cost, time and quality of the services specified by council commissioning managers. A secondary, but equally important, role is ensuring compliance with the contract by both the council and BBLP, particularly to ensure risk and necessary change is managed effectively.
- 9.10 The contract management team has supported the process of securing accreditation to the Construction Industry Training Board National Skills Academy for Construction which will see improved training opportunities made available. It has also overseen the development of the first BBLP annual plan. In addition a programme of service audits and financial control processes have been put in place. These were particularly important during the transition between providers and effectively ensured that expenditure remained within budget.
- 9.11 Engagement and communication with Members and Parish Councils is essential to the success of the contract. Briefings and seminars took place during the mobilisation of the contract and also during the preparation of the first annual plan. This is an ongoing priority and the provision of newsletters, seminars and other engagement activities will continue to be an area where the council will wish to work with BBLP to implement and improve upon.

## **10 The first year of the contract**

- 10.1 Following contract award BBLP were required to implement a rapid mobilisation which included the TUPE transfer of staff from Amey, their induction, training and establishment of ICT infrastructure to support the service. During the first year, the provider has been expected to deliver the full range of services and respond to a number of challenges. BBLP has produced an overview of the first year which is contained in Appendix 1 of this report. This will be presented to the meeting by Andy Williams, Contract Director for BBLP.
- 10.2 The services delivered are countywide and affect the lives of residents and visitors alike. During the first year of the contract the council and BBLP have worked together to mobilise the new arrangements and deliver and improve services. There have been a number of challenges and successes during the year but the key will be to learn from this experience and continue to improve. More details are contained in the report in Appendix 1. Highlighted below are some of the items which have been particularly significant.

### **Responding to severe weather and major investment in highway maintenance**

- 10.3 The extreme rainfall during the winter of 2013/14 caused significant damage to the highway network. The service was required to respond to the immediate emergency and also deliver a significant increase in maintenance work to repair the damage making maximum use of additional Government funding through the Belwin and Severe Weather funding streams.

- 10.4 This further damage resulting from severe weather was set against the background of the council's intention to significantly expand investment in highway maintenance over the first two full years of the contract to address backlog maintenance. On the 25 July 2013, Cabinet gave approval for additional investment in the highway network to address the condition of roads. The underlying condition of the roads in Herefordshire, particularly the rural C class and unclassified roads, had deteriorated to an unacceptable level and a business case was developed to invest £20million on the basis of sound asset management to reduce future revenue maintenance costs. In addition to this investment, a successful bid to the Government's Pothole Fund has secured a further £2.5million for road maintenance during 2014/15. This additional funding has required BBLP to mobilise and deliver a significantly expanded maintenance programme drawing in support for supply chain partners. These activities have required significant coordination and communication activities to ensure Members, Parishes and the public are aware of the works and disruption is minimised.

### **Locality Working**

- 10.5 A key feature of the new contract is the provision of locality working to ensure services are tailored to the needs of local communities across Herefordshire. BBLP have established a new role of locality steward and recruited a team to:
- engage with the community, working alongside Elected Members and parish councillors;
  - understand and prioritise the needs of the community;
  - combine community need with knowledge of the condition of the public realm to inform the service that is delivered.

### **Lengthsman Scheme review and enhancement**

- 10.6 The Lengthsman Scheme is a popular initiative with Parish Councils across the county. The scheme provides a small grant to support the delivery of minor maintenance activities by Parish Councils. This has proved a cost effective way of delivering small scale but important maintenance work in many areas of the county. BBLP has been exploring the potential to expand the scheme to deliver more and support greater local delivery of services. Pilot projects have been testing the ability of lengthsman in five parish council areas (Foxley, Wellington, Pyons group, Welsh Newton and Walford) to fill potholes, whilst at the same time establishing what needed to be done to increase efficiency in the operation of the scheme. Further details are included within Appendix 1 and a representative from one of the pilot projects have been invited to attend the committee meeting to provide feedback and answer questions. Members' comments on the Lengthsman Scheme are invited to help inform decisions regarding the enhancement of the scheme for 2015/16.

### **Budget reductions in grounds maintenance**

- 10.7 In response to the pressure on the council's overall revenue budgets, reductions in grounds maintenance budgets were identified in developing the annual plan for 2014/15. This resulted in a reduced programme of grounds maintenance across the county during the spring. This reduced activity combined with a warm wet start to the year resulted in unacceptable levels of grass in public spaces across the county. Following customer feedback and engagement with Members, the grass cutting schedules were reviewed and an increased level of service was put in place in the early summer to respond to concerns raised. This has been complemented by an increase in community activity and the provision of a community grant fund.

## **Developing major infrastructure projects to support growth**

- 10.8 Whilst the majority of services delivered relate to routine maintenance and improvement of the highway and public spaces, the contract also provides support for the development of major capital projects. Technical design support for major infrastructure projects during the year has been provided using both local design team staff and by Balfour Beatty partner consultants Parson Brinckerhoff. Key areas of delivery have been in relation to the public inquiry for the City Link Road compulsory purchase order, development of the South Wye Transport Package proposals. Parsons Brinckerhoff has also supported the council in developing strategic outline business cases, which have been considered by the Marches LEP / LTB. This work has resulted in the council successfully securing £12.4m from government to invest in the Hereford city centre transport package and the provisional allocation of £27m for the South Wye transport package.

## **11 Task and Finish Group**

- 11.1 Given the significance of Public Realm services and the scale of the contract, the committee has identified a Task and Finish Group to carry out an investigation and review. A draft scoping document has been prepared and included in Appendix 2 of this report. The group will be convened to finalise the scope and commence work following this meeting. The group will be supported in its work by the Head of Commercial Services and other officers. The committee is asked to consider the draft scoping document and recommend any other items it would wish the Task and Finish Group to cover.

## **12 Conclusion**

- 12.1 The first year of the new Public Realm contract represents a significant milestone. This report has highlighted the changes put in place through the procurement of this new contract and its mobilisation from September 2013. Various issues and challenges have been faced by the service over the past year and this report provides an opportunity to reflect upon those and consider priorities for the future. Members are therefore invited to consider this report and comment as appropriate to inform priorities for Cabinet and the work of the proposed Task and Finish Group.

## **13. Community Impact**

- 13.1 The condition of the public realm, roads in particular, has been identified in consultations as a key priority for local residents.
- 13.2 There is clear evidence that the state of our public places is something that is important to the county's health, wellbeing and economy.

## **14. Equality and Human Rights**

- 14.1 The services provided through the Public Realm services contract have the potential to affect all residents. An Equality Impact Assessment was carried out as part of the procurement of the contract and consideration of Equality and Human Rights issues forms part of the preparation of each year's Annual Plan by BBLP.

## **15. Financial Implications**

- 15.1 None as a result of this report. However, budgets for 2014/15 expenditure in relation to Public Realm services total in the region of £9million revenue for routine works and

£33million for capital maintenance and schemes. The funding for this expenditure comprises the council's own revenue budgets, capital programme and various external grant awards.

## **16. Legal Implications**

16.1 None as a result of this report. External specialist legal advice was provided during the procurement process and to guide the development of the contract.

## **17. Risk Management**

17.1 Contract management is a vital part of the council's approach to risk management and the governance arrangements for the public realm services contract enable effective risk management. Strategic risks are identified through the development of each annual plan and mitigation measures are identified and monitored through the year by the operations board.

## **18. Consultees**

18.1 None

## **19. Appendices**

19.1 Appendix 1: Balfour Beatty Living Places Report

19.2 Appendix 2: Task and Finish Group Draft Scoping Document

19.3 Appendix 3: Public Realm Services Contract Governance Framework

## **20. Background Papers**

20.1 None





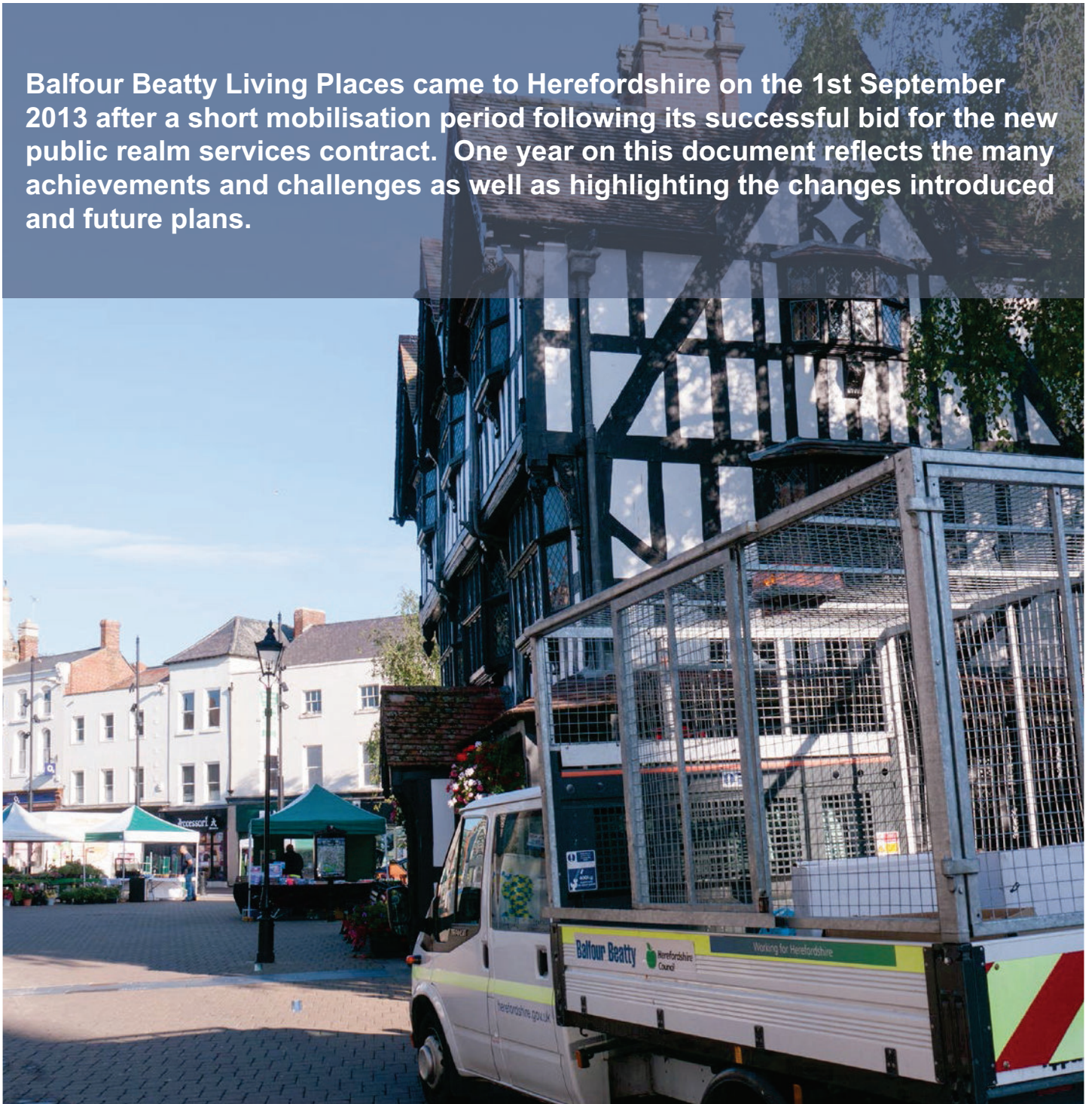


# Herefordshire Public Realm Services Balfour Beatty Living Places Update September 2014



**One Year On.  
An update on the services provided by Balfour Beatty Living Places during the first year of the Public Realm contract.**

Balfour Beatty Living Places came to Herefordshire on the 1st September 2013 after a short mobilisation period following its successful bid for the new public realm services contract. One year on this document reflects the many achievements and challenges as well as highlighting the changes introduced and future plans.



## Section 1 - Contract start

### The challenge of mobilising in 6 weeks.

As anticipated, given the short mobilisation time there was an element of disruption in certain areas whilst new processes and procedures were put in place. However, essential and emergency services were maintained at all times from day one of the contract.

#### Priorities at the start of the contract were given to:

- Delivery of essential services from day 1 including call out 1st September 2013
- Routine services delivery commenced on first working day
- Early focus on pothole repair
- Winter service preparedness including salt bin filling
- Scheme proposals submitted to Herefordshire Council requirements
- Attending a high profile appeal hearing - PROW

As with any short mobilisation period it was not without its challenges and there were initially some delays in setting up specialist software and the procurement of landlines. However, these were all mitigated and had minimal effect on service delivery.

#### Within first 12 weeks we had:

- 17 HGV, 5 Hotbox, 2 Jettors
- 97 Vans, 3.5 Tippers and 4.4 vehicles
- 195 items of small tools
- 7 excavators, 5 Telehandlers
- 13 Grounds ride on mowers
- 275 staff transferred and inducted
- 500 days training completed
- Computers and phones for all office staff
- Key software in place (including Confirm)
- 50 Confirm mobile handhelds managing defects
- 25 subcontractors engaged

### Confirm implementation and development

From day one we successfully implemented a single software solution, Confirm, to manage and maintain the highway assets of the contract. This was then executed in a number of other reactive business areas such as grounds, street cleansing and public rights of way. This reduced the issues that came with operating with paper, spreadsheets and email trails etc. Together, with the roll out of the mobile handhelds to our gangs and locality stewards, this has meant that we are effectively utilising the capability of an offering that delivers an end to end electronic solution.

There have been many challenges implementing Confirm, however, given the wide scope of the public realm services and the many processes involved, it is a system for growth and longevity. Confirm will continue to develop over the duration of the contract and has the right foundations in place for continuous improvement.

### Severe weather response and recovery

Within months of mobilisation, unprecedented rain and subsequent flooding tested our ability to respond to multiple issues across Herefordshire.

Our round-the-clock supervision ensured that we were able to respond to local needs and implement major road closures and diversions.

#### At height of severe weather:

- More than 15,000 sandbags were distributed
- 45 roads were closed at the peak of the flooding
- We worked with the emergency services in the running of Silver Control
- Additional staff were on call – to meet demand.
- 100's of trees down (100 in 1 night)
- pumps in place – Hampton Bishop
- 6 landslides, now around 1 a day
- Substantial damage to the road surface

The record breaking rainfall caused significant damage to the highway. In order to address this damage we increased our resources and employed the latest reinstatement techniques (velocity patching). As well as this, we also accessed and delivered against government funding, such as Bellwin and Severe-weather funding.

#### £3.3m claimed from the Bellwin Fund:

- More than 100 pieces of work completed

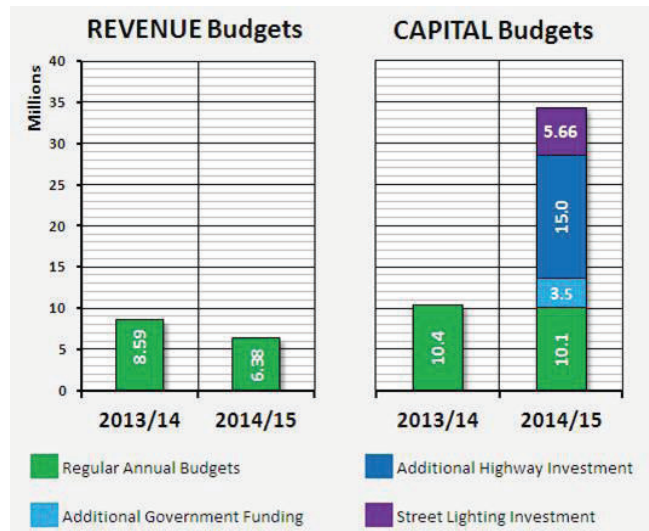
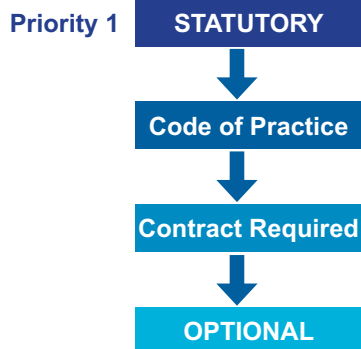
#### £3.5m allocated from the severe weather fund:

- In excess of 60 ongoing schemes addressing damage caused by severe weather



## Section 2 - Rethinking the way we deliver the Service

A wide range of services contribute towards public realm services, to include: highway maintenance, winter maintenance, street cleansing, street lighting, grounds maintenance, professional services, traffic management, and network coordination - to name but a few. This places significant importance on the ability of the Council to coordinate these functions, including partnerships with other organisations or groups, to create a high quality public realm. The challenge is to determine how we can best contribute towards the improvement in the public realm, meeting Herefordshire council statutory obligations whilst still providing for the people who live and work here; all within set budget constraints and fixed timescales.



### Budget management/coping with budget reduction

The public realm service budgets have changed significantly from the previous financial year. Revenue budgets have been reduced by 30% from £8.6m to £5.8m, while the capital budgets have been significantly increased with an investment programme of over £25m. These changes have forced us to challenge the principles by which the service has traditionally been delivered and this was reflected in the development of our Annual Plan.

### Annual Plan – Transparent, Flexible, Efficient and Accountable

We have completed Herefordshire's first ever Annual Plan for public realm services. The plan sets out the services that will be delivered, and as a result, the outcomes that the communities of Herefordshire should expect to experience. The plan provides a detailed service agreement between Herefordshire Council and Balfour Beatty Living Places, underpinning a productive working partnership.

#### The process of developing and delivering an Annual Plan provides:

- Transparency – you know what you are getting and how much it will cost, removing the mistrust that so often undermine public and private working relationships;
- Flexibility – you can vary the service required depending on the budget that is available, without any contractual penalty;
- Efficiency – the service is designed to get cheaper – this year has seen a 37% reduction in the cost of the service, through productivity improvements, reduced cost of materials and changes in scope;
- Accountability – it is very clear who is delivering what, with performance rigorously monitored and tied into the profits of BBLP.

The Annual Plan includes a service overview that captures the partnership principles of 20 Service Annexes. These annexes set out how the service will be delivered, provides a budget breakdown, and a total programme of works.

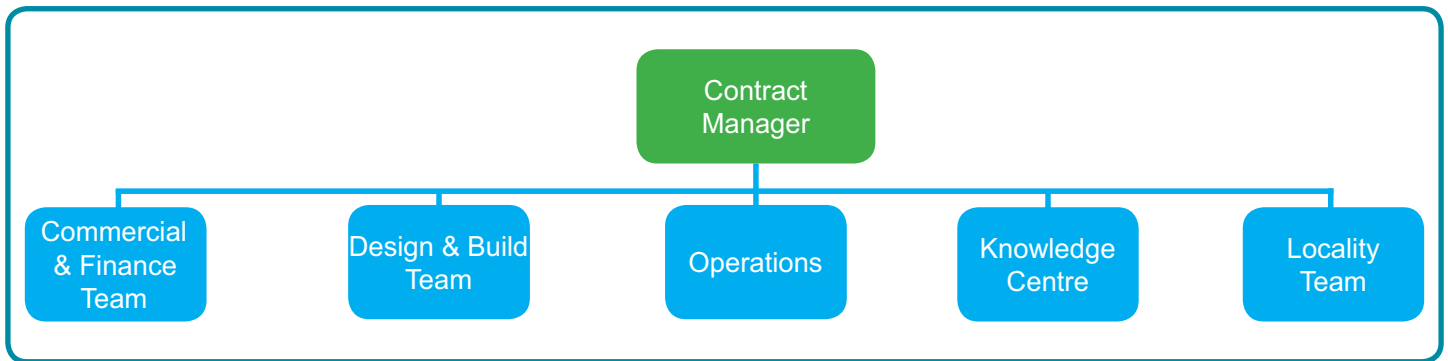
The development of the plan was not without its challenges, as decisions had to be made in some areas on incomplete inventory and without the benefit of a full year's service delivery experience. Whilst some consultation was undertaken with key stakeholders, it is recognised that wider input is required to ensure delivery meets the needs of Herefordshire within budget restraints.

With the knowledge gained through the locality stewards and continuous collection of inventory, next year's Annual Plan will learn from the first year of service provision. It will see a more tailored service informed by community and asset need, which will respond to changing priorities from residents, businesses and ward Members. This is set within the context of a longer term four year Forward Programme, currently being developed.

## Starting the process of culture change

It was quickly recognised that in order to deliver the new contract, we require a change in culture. The organisation was reshaped to facilitate a more customer focussed and needs led organisation, which has been resized to align to budget changes.

Five new key teams were formed that has resulted in a full reorganisational restructure.



### Commercial and Financial team

providing supply chain management, commercial and financial reporting, risk management, cost management and forecasting;

- Open book reporting providing evidencing of value for money
- Target costing of services driving improvements
- A managed change process

### Design and Build team

A fully integrated end to end service 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.

- The cost of delivering the service is transparent, with works programmes jointly developed.

- Ensures a step change from reactive asset management to asset management driven programmes.
- Pulling in resources from our links with Parsons Brinckhoff who have bought specialist technical support involvement in Major Projects such as the Hereford City centre and South Wye transport packages, flood risk alleviation, planning advice, bridge inspections, asset management including Highway condition surveys.

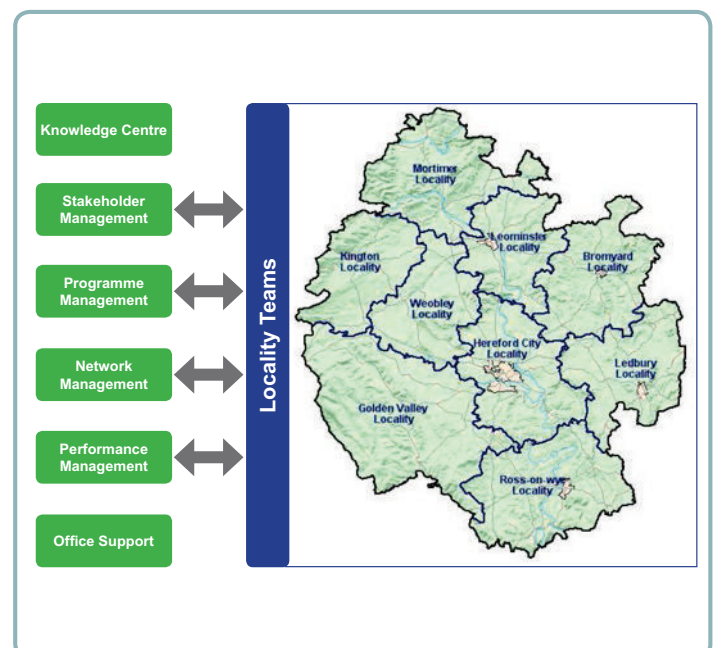
### Operational delivery

Delivery focussed, ensuring that quality and safe service is executed for planned, reactive works (including highways maintenance, winter maintenance, drainage, street cleansing, grounds maintenance, traffic management and street lighting) and fleet services.

### Knowledge Centre

A centralised hub approach that reports on performance, works scheduling, stakeholder management, location management and network regulation.


- Collating intelligence through capture of information
- Coordinated work scheduling driving efficiencies and productivity improvements
- Customer focused delivery.



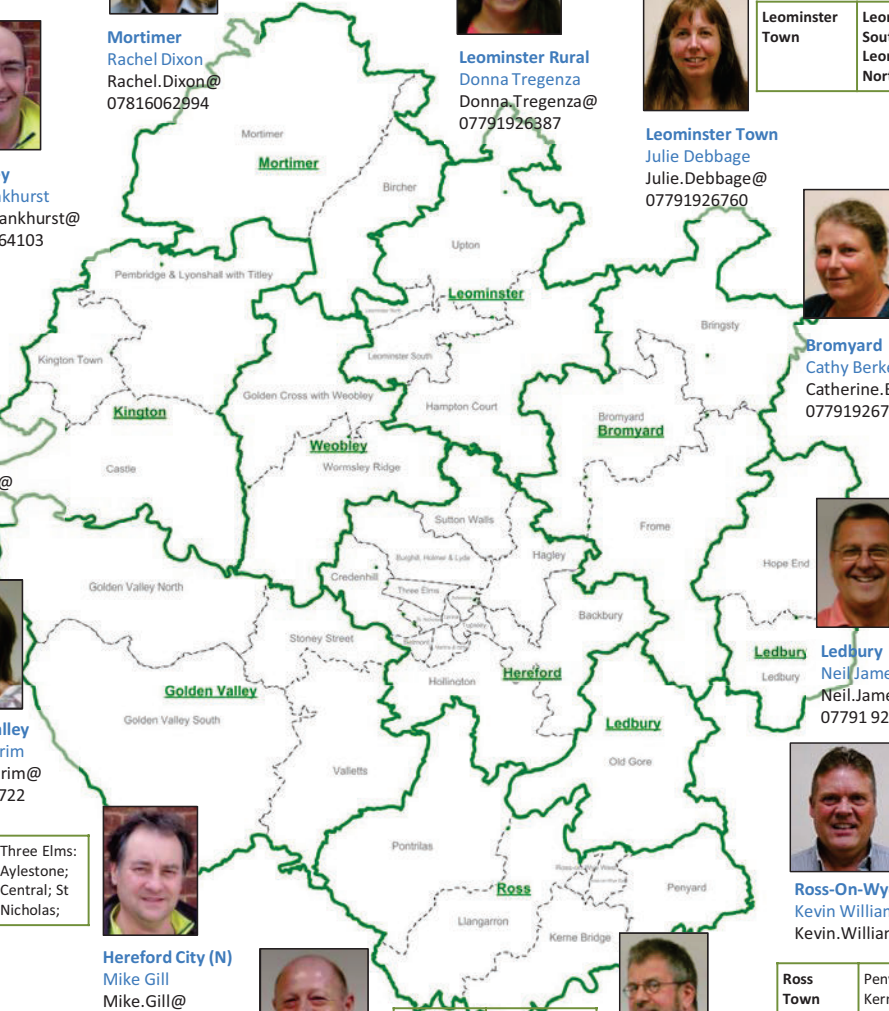
## Locality team


The role of the locality steward is to engage with the Herefordshire community, whilst working alongside elected Members (Parish and Ward Councillors). It is also to understand and prioritise the needs of the community, which combined with knowledge of the condition of the public realm, will inform the service to maximise customer satisfaction and ensure effective spending of public funds. Stewards provide an important link between the Council, the service, and the community, communicating planned works and inspecting the state of the public realm. The locality team consists of the locality manager and 13 stewards. As a new role, the recruitment of the team has followed a rigorous approach to ensure that a high quality service is provided. The stewards are split across 9 localities:

# LOCALITY STEWARDS




**Balfour Beatty** Herefordshire Council  
Working for Herefordshire






**Mortimer**  
Rachel Dixon  
Rachel.Dixon@  
07816062994




**Leominster Rural**  
Donna Tregenza  
Donna.Tregenza@  
07791926387




**Leominster Town**  
Julie Debbage  
Julie.Debbage@  
07791926760


Leominster South, Leominster North
---------------------------------------




**Weobley**  
Phil Pankhurst  
Phil.Pankhurst@  
07816064103




**Bromyard**  
Cathy Berkeley  
Catherine.Berkeley@  
07791926756



**Kington**  
Vince Playdon  
Vince.playdon@  
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**Golden Valley**  
Linzy Outtrim  
Linzy.Outtrim@  
07791925722




**Hereford**  
Neil James  
Neil.James@  
07791926161

Hereford Town (North)	Three Elms; Aylestone; Central; St Nicholas;
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**Hereford City (N)**  
Mike Gill  
Mike.Gill@  
07816064054




**Hereford City (S)**  
Shane Hancock  
Shane.Hancock@

Hereford Town (South)	Tupsley; Belmont; St Martins & Hinton
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**Hereford Rural**  
Steve Churchill  
Steve.Churchill@  
07791926276

Hereford Rural	Credenhill; Burghill, Holmer & Lyde; Sutton Walls; Hagley; Backbury; Hollington
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**Ross-On-Wye Town**  
Kevin Williams  
Kevin.Williams@

Ross Town	Penyard; Kerne Bridge; Ross West; Ross East
-----------	---



**Ross-on-Wye Rural**  
David Atkinson  
David.Atkinson@  
07791926176

Ross Rural	Llangarron; Pontrilas
------------	-----------------------

All email addresses are @bblivingplaces.com

## Section 3 - What have we achieved in the year.

### Ensuring the public realm is accessible, safe, clean and well maintained

#### Fixing the roads

Over 67,000 defect reports have been identified from inspections and customer reports since the start of the contract. Of those defect reports over 51,000 had been completed.

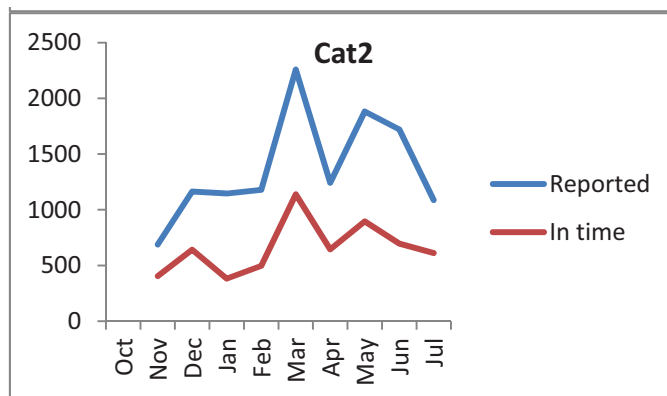
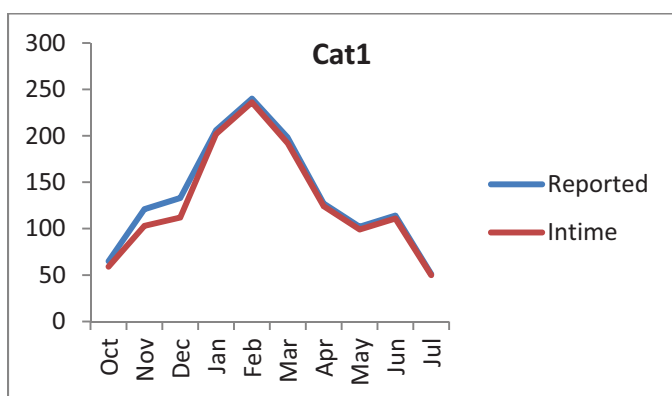
A high proportion of these reports have been inherited from the previous contract. A consequence of this has resulted in a fourfold increase in Category 1 and Category 2a defects, making it difficult to achieve the required standards.

As would be expected, many of these reports relate to the high number of carriage defects and potholes following the severe weather event.

#### Number of carriageway defects/potholes reported and completed – including number completed by jetpatcher.

Reported	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Totals
All	1082	4865	4835	2579	2630	2578	3360	2914	3022	1266	1517	948	31596
Completed	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Totals
All	914	1449	2596	2867	2753	2151	4491	3087	3044	2657	2054	1084	29147
Velocity	449	2951	3554	3593	1481	2042	3795	1235	4838	4842	5909	2464	37153

#### Category 1 and Category 2 defect numbers and completion rates.



The process for dealing with Category 1 defects has been reviewed and improved to ensure the timely intervention to make safe all defects reported. September will see the launch of a locality steward find and fix trial, which will see stewards filling potholes, cutting back and cleaning signs, and completing minor repairs to Public Rights of Way. This will result in a cost saving, as we will be providing an immediate fix and extra teams do not have to revisit the site. Also, productivity will improve as reactive teams will not have to react to all Category 1 or Emergency pothole defects, and they can concentrate on scheduled works.

To respond to the increased number of defects a number of interventions have been put in place and planned.

Increasing resources through:

- Use of subcontract gangs
- Four Velocity patching machines are now in regular use and carry out between 4000 and 5000 pot hole / patch repairs each month
- Trial use of cold-lay material as an alternate material to traditional Hot Lay Asphalt
- Trial use of emergency repair material which can be used in wet weather.

- Drainage gang working from each depot.
- Changes to material collection times to maximise daily productive time
- Introduction of improved compaction equipment providing better quality of repair.
- Training for all operational staff that are responsible for carriageway defect repairs focusing on the technical matters relating to asphalt works and improved works practice in connection with defect repairs.

This has resulted in an increase in the proportion of Category 1 defects dealt with to consistently meet the threshold of 97% since January 2014. Over 40,000 road defects have been fixed during the past 6 months.

## Clearing the drains

The heavy rains showed that our resources needed to focus on the rural drainage network. The feedback from the gully cleaning teams and local residents suggested that the rural gully system had not been cleaned for several years. As there was limited information about the drainage system across Herefordshire our teams are now using confirm mobile handhelds as part of our service delivery. The asset inventory is being updated and already 75 new gullies were identified in July. In addition, we are looking for the support and knowledge of Lengthsman and parishes to both identify and assist in clearing their local gullies and ditches.

We recognise that good land drainage is important and we are being proactive in value managing and delivering £1.5 million to highway and land drainage works. This will resolve long standing flooding/ drainage issues across the county. To support this, a leaflet with guidance notes has been produced to provide instruction, especially to landowners in clearing ditches.

## Winter maintenance

Winter was relatively mild with a total of 69 gritting runs carried out. All grit bins were refilled including a programme to replace 200 damaged bins. An additional 11 parishes joined the self-help scheme working with the Lengthsman.

Winter is fast approaching, and we are ready to respond to the cold weather. The salt barns located at Kingsland, Bromyard, and Hereford are all full to bursting, with over 7,000 tonnes of salt now available in the County.

All 17 gritters have been serviced and are now available to complete the 15 primary salting routes that are across the County.

Crews are about to refill all the salt bins, though given the very mild winter we had last year, we expect most to only require a minor top-up and salt will be available for assist communities where and when required.

## Street cleansing

The street cleansing service has now moved to a needs based approach, which is challenging how the service has been historically delivered. We have simplified cleansing schedules and our cleansing crews are now using mobile handhelds to capture real time information about the use and condition of the litter bins we visit. This is being used to confirm and adjust the litter collection schedules, and ensure we have the right type and number of litter bins across the County.

A number of litter hot spots have been identified in Hereford and the towns, and crews have been focused on addressing these localised areas.

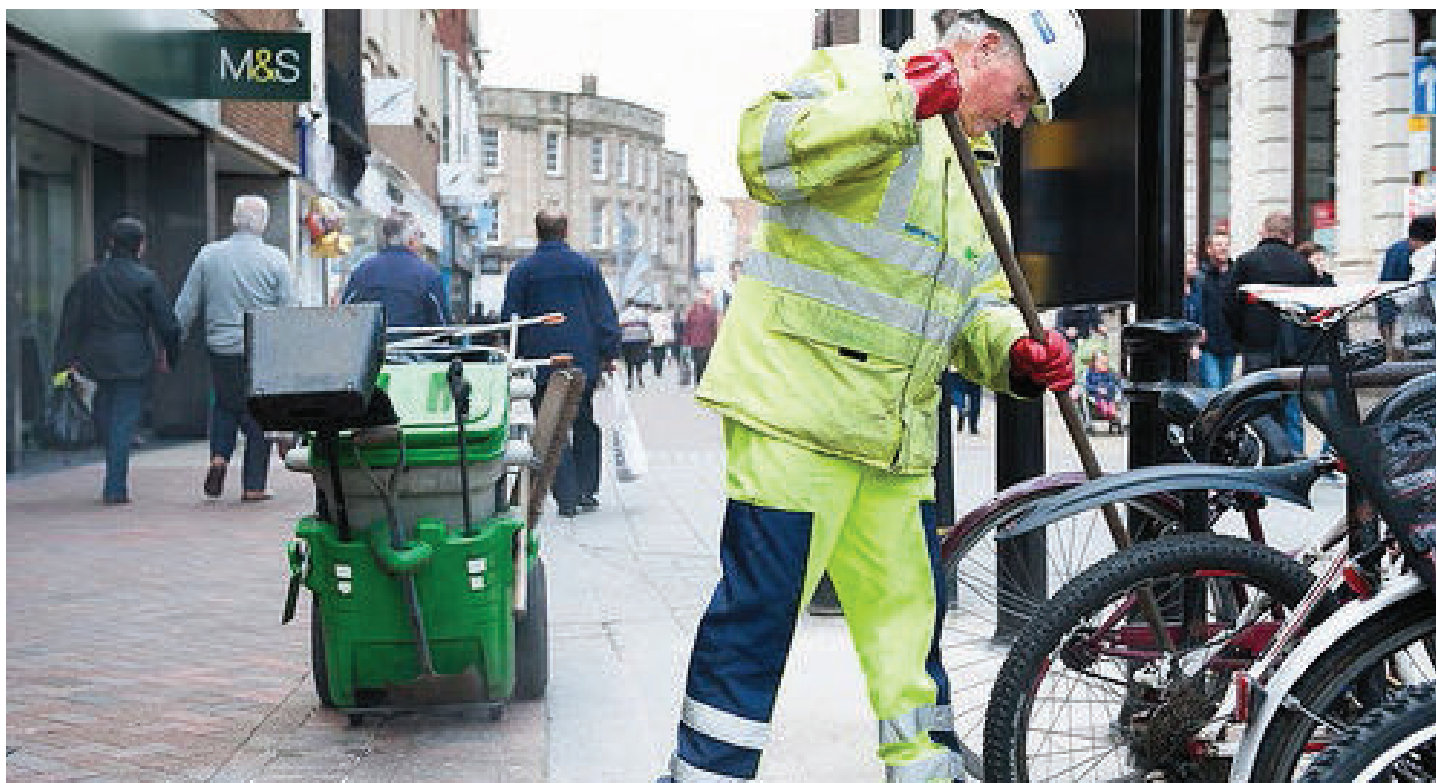
## Grounds Maintenance

It has been a challenging time for ground maintenance across the County as services have been adjusted to meet the changing council priorities. The previous ways of doing things had to be questioned, service levels in many areas reduced and in some locations stopped.

Detailed maps and schedules showing the specific grass areas to be cut and how often have been published on the Council's website for the first time, which has resulted in greater engagement with the communities, Parish Lengthsman and Herefordshire in Bloom.

Through feedback from Members across the County we have learned how important many of the open spaces are to the community and we have, through liaison with the Council, adjusted the plans wherever possible.

Looking forward we intend to build greater flexibility into the service, and this will be partially achieved through more adaptable equipment. The recent arrival of a Spearhead flail is a big step in this direction. Further changes can be expected.





## Delivering the investment and improvement programme

Using information from the condition surveys, community consultation and value management principles through an asset management approach, a number of criteria have been used to establish a priority list of schemes. 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

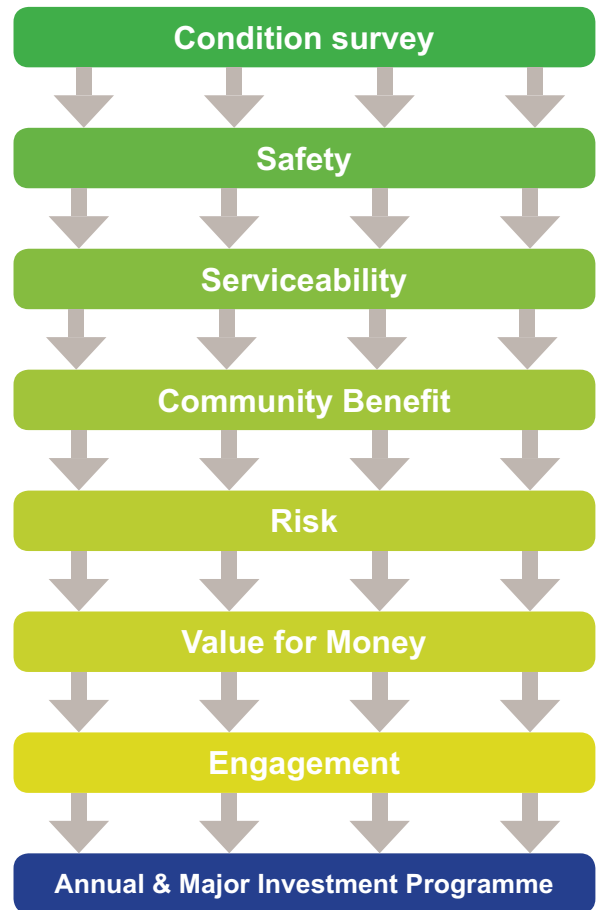
### What is being delivered:

- A and B Class Roads Capital works – £3.5 Million
- U and C Road Investment works – £15 Million
- Total 600 + individual sites
- Includes drainage works to resolve long standing flooding/drainage issues within scheme limits.
- 4 surfacing gangs and 3 surface dressing gangs
- Hereford Active Travel cycle schemes - £1million

To ensure an effective delivery of schemes we are working closely with our major subcontractors, Tarmac and RMS, with many of them working from within our offices. This has ensured a seamless delivery from design to delivery and has allowed any issues to be dealt with quickly.

### Supporting other major projects:

- South Wye Transport package design proposals and organising a well attend public exhibition
- Edgar Street Grid completing the discharge of planning conditions and assisted in planning enquiry
- Shell store access road design and build
- Ruckhall Bridge designed and managed all repair works
- Business case prepared for £5million LED and column replacement project.



## Being responsive to local needs and priorities

### The success of the locality stewards

The locality steward team is a new development for the public realm service which is already delivering value.

- Stewards meet regularly with Ward and Parish Councillors/Clerks, conducting Ward walks, understanding local priorities and capturing defects. Ownership of community issues is absolutely paramount.

For example... Our Leominster locality steward is working to address the problem of litter and dog waste bins in the town. He will achieve this by encouraging the Town Council to purchase larger bins to replace small lamp post bins, and keeping a record of hotspots so that the schedule can be adjusted.

- They attend emergency incidents, aiming to respond within 2 hours. These can be anything from a tree down to, as was the case in Lea to moving on animals in the road.
- They undertake frequent safety inspection of the public realm, as well as conducting inspections in response to customer enquiries.
- They work closely with the operations team to prioritise repair of defects to meet community needs, keep people safe, address emergencies and respond to enquiries.
- They provide information about the service, communicate planned works and follow up on enquiries to ensure a resolution. Weekly locality briefings have received universal praise from Members.

“Just to confirm that replacement of the gully top by Mansel Lacy Church was completed this morning. You have worked another miracle !!” Parish Clerk

“Thank you very much for yesterday’s grand tour of Brimfield and Little Hereford in the sunshine! It was once again very useful. There has been remarkable progress since we drove round.” Ward member

The greatest challenge faced is how large the scale is for service demand. By coordinating all service requests through the locality Stewards we will reduce duplication, target delivery for maximum effect, and be able to prioritise to meet the greatest needs.

### Effective communications

Given the challenges faced with delivering to a reduced budget, effective communication has been even more important. Thus, an approach of giving open and honest messages has been established.

#### Communications already established:

- Weekly briefing from each locality steward, personalised and providing updates of activity undertaken and due in each locality
- Regular newsletters sent to all Members and Parish Clerks now planned every 6 weeks
- Briefing sessions for Members and Parishes at key points through the year
- Consultation with Members through group briefings, geographically and one to one.
- Technical briefing sessions for Members
- Parish and ward walks with the locality steward.
- Information leaflets eg mud on the road, ditching and drainage, winter maintenance.
- Schedules listed on website eg grass cutting, scheme programme
- FAQs on a range of topics eg potholes, grass cutting, ditches
- Online reporting with automated email response when defect completed.
- High profile scheme communications
- Dedicated Members and parish inbox
- Inventory mapping on the website eg grass cutting areas, litter bins
- Proactive communications to the public and press campaign

Specific communications for Members and parishes are designed to inform on changes and improvements within the business. These also cover: community engagement activities, updated contact details for staff and any other issues considered useful, such as the new Lengthsman trials for pothole repairs.

Whilst a level of consultation took place at the Members briefing it was recognised that following the changes in grass cutting service, it is important to ensure that the concerns of residents is addressed. This can be achieved through Members input and through the use the local knowledge to understand priorities and local opinion. As a result further events have been planned, such as our locality roadshow, to feed into any proposed changes to service delivery.

We advise local Members and Parish Clerks of significant highways schemes and repairs taking place in their wards and are looking to enhance this area of communication as the investment plan progresses.

We have also provided guidance for Members and Clerks, as well as Members of the public, regarding local initiatives. These are being embraced to support Herefordshire Council with meeting its reduced budgets, such as community groups cutting specific areas of grass, or grass outside their homes - where it is safe to do so.

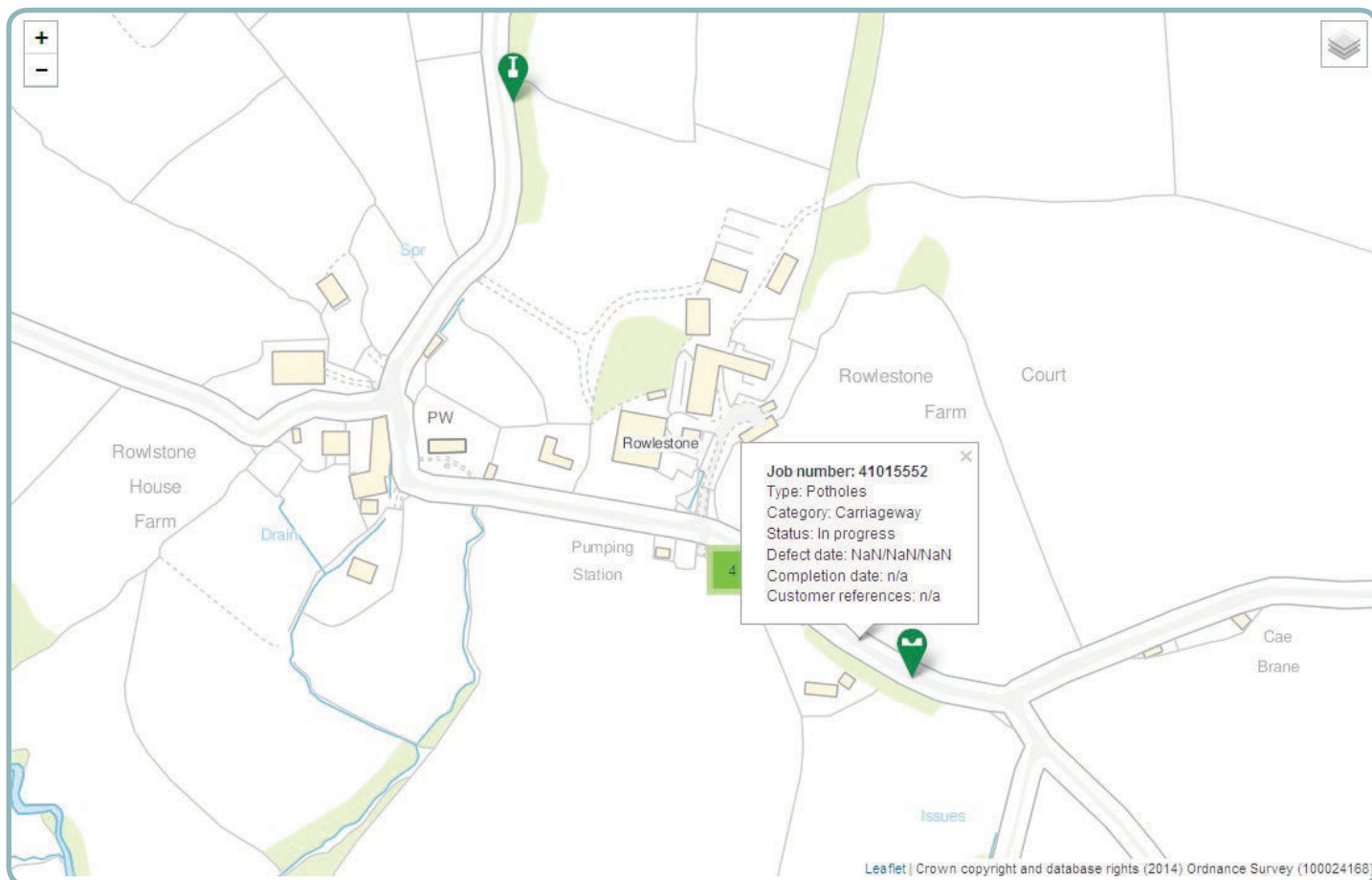
Frequently Asked Questions have been established for street cleansing and litter bin servicing and we are currently working to provide a FAQ section for a wide range of subjects. These will help Members, clerks and the public understand what is included in the public realm contract and suggest areas where we can provide additional support – eg facilitating community litter picks, community projects.

As social media becomes the norm we have been responding to daily queries via Twitter and Facebook, providing regularly updated information on road closures across the county, together with a weekly updated programme of utility works.

Following feedback received about the speed of response, particularly to member queries, monitoring has been put in place that demonstrates 100% of emails have been responded to within the targeted 10 days, with a high percentage within 5 days.

Emails received September 2013 – July 2014	
Parish Clerks	1385
Members	1199

A big change over the year has been the amount of accessible information made available for the public via Herefordshire Council's website. Working closely with the web and communications team, we are now regularly providing information for the website on topics such as grass cutting (policy information) and work schedules, updated to reflect actual cutting programmes. Data from Confirm is provided daily, giving an interactive map of all defects and their status' to assist the public in online reporting.



## Working in partnership

Getting the best for Herefordshire will require working in partnership with other organisations and leveraging further value for the public realm. A number of projects have been initiated with some examples highlighted below.

**Supporting Herefordshire in Bloom.**  
We assisted the organisers, providing advice, guidance and adjusting schedules where possible to accommodate them. In Hereford we ensured the judging route was litter picked.

“We have just had a visit from the regional judges of Britain in Bloom and I cannot praise the workforce of Balfour Beatty enough. Their men did a great job to ensure our day went well”.  
Hereford in Bloom coordinator



**Working with NFU, police and road safety on initiatives such as tackling mud on the road**

**Land Drainage and riparian owners responsibilities. Providing guidance and information to local landowners and supporting parishes in dealing with issues in their areas.**

**USE OF MUD ON ROAD SIGNAGE** by FARMERS AND FARM CONTRACTORS

- GUIDANCE NOTES**
- These guidance notes provide information for the appropriate use of signage by farmers and farm contractors who are planning activities which may result in the temporary deposit of mud on the highway causing a hazard to the travelling public.
1. Temporary road safety message posters that conform to the design outlined below may be subject to these guidance notes.
  2. These "Road Safety Message Posters" are informative and are to be considered as a special case and used where mud has been deposited on the road despite all previous undertakings.
  3. The use of these posters should be registered with Balfour Beatty Living Places if special cases and used where mud has been deposited on the road despite all previous undertakings.
  4. When erecting the signage, please wear high visibility clothing for your own protection.
  5. The signs must only be erected for the duration of the incident of mud or debris on the highway or until the mud has been removed.
  6. The signage must not be in place where there are no hazards that for the duration of the incident, every reasonable step is taken to prevent the deposit of mud on the highway.
  7. Sign locations must be thought about, must be placed with a clear view of the road ahead and should be visible from at least 100m.
  8. Sign locations must not obstruct access or any visibility.
  9. Contact B&B if assistance is required in cleaning the road.
  10. Confirm to B&B that the incident is now resolved.
- NOTE: The provision of signage at sites where mud is deposited is the responsibility of the person:**
- Highways Act 1980 - S137 "is a person who causes the free passage along a highway"
  - Highways Act 1980 - S145 "is a person who is ever on a highway to be a person"
  - Highways Act 1980 S161 "is a person who is ever on a highway in contravention of what is ever on a highway in contravention of what is ever on a highway"
  - Road Traffic Act 1988 certain activities which a machine or vehicle is used on the road. Driving dangerously can include a person who is ever on a highway to be a person who causes the free passage along a highway"



**Enabling groups such as the Ramblers to undertake volunteering on public rights of way. Producing protocols to enable work to take place. Identifying mutually beneficial projects and providing materials and equipment.**

**Assisting the Time for Change group with a clean-up project in Hereford city**

**Development of partnerships such as the Herefordshire Nature Trust to identify mutual opportunities to benefit the biodiversity of Herefordshire.**

**Working with probation service supporting offenders to carry out grounds related activities**



## Lengthsman review

Early on in the contract, it was recognised that there was a need to review the Lengthsman scheme and consider opportunities for its development. Consultation with parishes through questionnaires provided positive support for the development of the Lengthsman and Parish Paths Partnership (P3) schemes.

### This feedback was grouped around the following areas:

- Increasing the amount of grant available
- Increasing the scope of the grant eg filling in potholes
- Improving communications and liaison
- Providing more support in terms of training/equipment etc.

These themes were developed and taken forward through a working group of interested parishes and as a result trials have been undertaken with positive feedback from the parishes.

### Results of trial:

- Five lengthsman completed the training and assessment for the NRSWA Unit 2: Signing, Lighting and Guarding to allow them to work on the network
- Guidance session was given on the use of the cold lay material and several types have been trialled
- Locality stewards working closely with the parish and Lengthsman to establish suitable pothole for Lengthsman to complete
- Confirm system developed to allow Lengthsman potholes to be designated to ensure they are not scheduled to the gangs.
- Comprehensive welcome and information pack including a revised contract being established
- The importance of forward planning of works by the parishes

Introduction of an enhanced and combined Lengthsman and P3 schemes will align with Herefordshire Councils objectives and the locality strategy to:

- Strengthen **community leadership** by allowing Parish Councils to take ownership of the delegated budgets and management of works under the guidance of BBLP
- **Enabling communities** to have a higher degree of self-reliance through the personalisation of the Lengthsman Scheme in each parish.
- Ensuring **value for money** by working with the Lengthsman and Parish Councils to integrate works maximising productivity and road space occupancy.
- **Improvement in the public realm** by allowing Parish Councils to prioritise works that meet the needs of their communities



## Contributing to the regeneration of the local economy and social capital in Herefordshire

We have supported Herefordshire Council as a key partner in their successful bid to CITB for the National Skills Academy status. A number of activities have already taken place from: working with schools developing hands on curriculum support, offering graduate and apprenticeship placements, to upskilling and supporting subcontractors employees through training and development.



## Case study

Working with the Princes Trust, we recently ran a work experience placement for young people who are currently not in employment, education or training. As a result, six young people successfully completed their rigorous placements, which included them gaining a recognised qualification. The success of the scheme can be summed up by the comments of one of the participants:

“I’ve started to accept help and am doing a lot of voluntary youth work. I’ve made dramatic improvements from how I was when I got put into care. This course has really given me the motivation to get up and do something. I’ve met loads of new people and it’s been great – I couldn’t have asked for more help”

The supervisors and gangs really threw themselves into the ethos of the placements, and feedback on all the participants has been really positive. The response have been so positive, we are hoping to offer Highway apprenticeships to at least four of the participants.

## Working with local subcontractors

BBLP is committed to improving the local economy using local subcontractors, wherever possible, to help them to meet our rigorous procurement process. Over 56% of our spend, excluding surfacing works, is spent in Herefordshire.

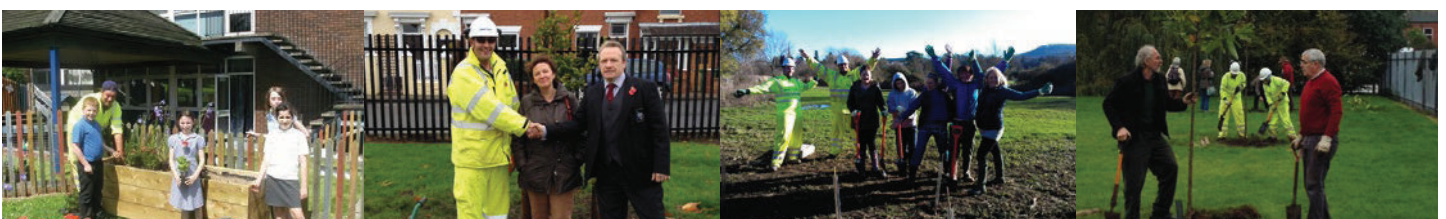
Current Local Sub-Contractor spend excluding surfacing	
£1,741,382.87	56.27%

Although our two major surfacing contractors are not based within the boundaries of Herefordshire, they are just over the border where a number of their employees certainly live and spend their money in Herefordshire. For example, 30 staff from Tarmac live in the county, with others such as Velocity sending their crews down each week to stay in local accommodation. As part of our skills academy offering, we have been working with local subcontractors to review their training plans and offer training opportunities that will allow them to develop their own businesses and employees. We have already held a subcontractor open day, which was well attended and provided guidance on working with us and the support available to them.

## Community Engagement and volunteering

BBLP recognises the value in supporting community activities and offering volunteering opportunities to its employees. Since the start of the contract we have supported both county wide events and local initiatives amounting to over 60 days. In addition, we have offered support in terms of equipment, materials and other resources.

- Community litter picks
- Provision of signage, barriers cones, temporary litter bins
- Delivery of 5000 brochures for h-Energy
- Flavours of Hereford erecting signage and litter picking
- Charity fundraisers
- Tree planting as part of the greenway project
- School visit to shell store site
- Mock interviews for students in local high schools
- GPS marking for SSSI sites
- Donation of flowers and helping to plant for school gardening project
- Stewarding at local events



## Section 4 - What next?

### Developing the partnership approach

To support Herefordshire Council's ambition to move to a commissioner of outcomes, a number of commissioning principles have been proposed. These will be considered as part of the development of the Forward Programme and through the delivery of the 2014/15 Annual Plan.

#### Key Commissioning 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.

### Delivering a quality service

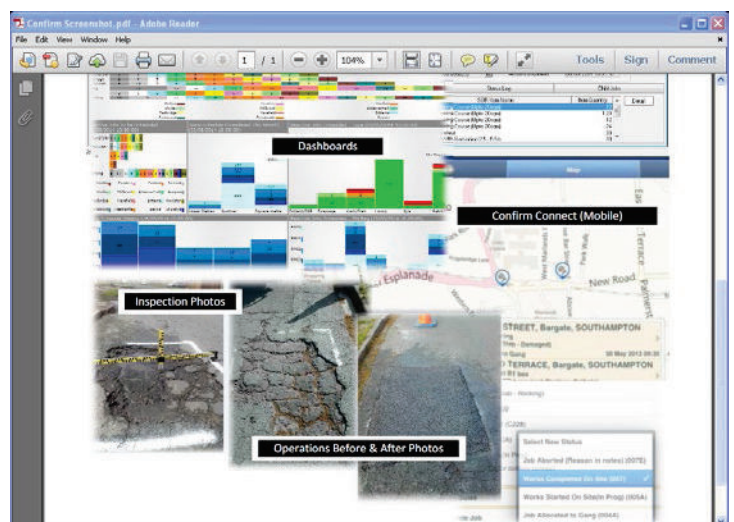
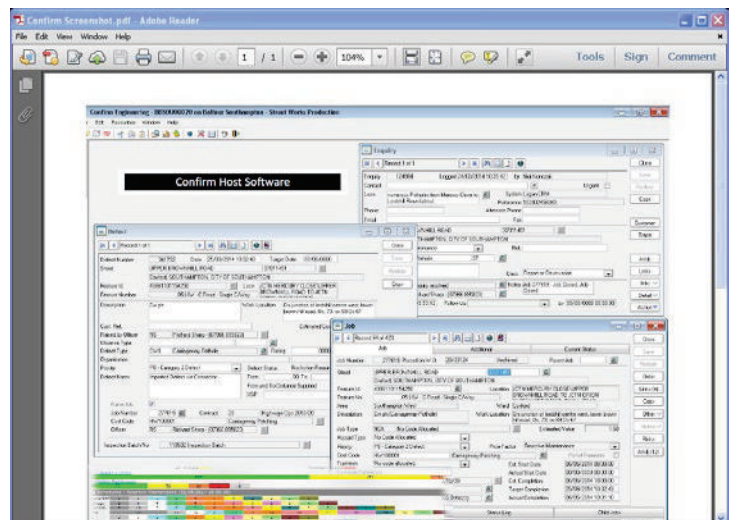
It is important that we can demonstrate that we are delivering a quality service. We have already gained accreditation to ISO9001, ISO14001 and OHSAS 18001 across the whole scope of services and will continue to work towards gaining sector scheme accreditations over the coming years. The Confirm system, open to Herefordshire Council, provides a record of work completed. From receipt of enquiry, to completion of the job it is date stamped every time an action takes place providing an auditable trail.

Monitoring takes place daily through the use of bespoke dashboards. These are tailored to the needs of the user to ensure any issues are quickly identified. As photos are taken before and after each repair there is clear evidence of the quality of the work being undertaken.

Data from Confirm and other systems are fed through into the operational performance indicators (OPI). These OPI's measure month by month performance and the data collected is used to improve productivity and identify areas for improvement. The indicators are currently being reviewed to meet the appropriate thresholds, based on performance over the last year established.

Data collection is a part of business life and the availability and quantity of data is increasing all the time. We recognise that collecting the right data and correct methods of interpretation is crucial. This ensures that usable, accurate information is produced from that data, making the information available to the right people. It then can become knowledge that will drive our strategic decisions and informs future planning.

As would be expected in the first year, the contract management team have provided a level of challenge to delivery undertaking audits in key business areas. As the contract progresses, a more formal mechanism for self-audits will be established, providing assurance to the Herefordshire contract management team that a quality service is being maintained.



## Ensuring we continue to improve

### Lessons Learned

We know we don't always get it right, but it is important that we continue to learn and improve on delivery. The level of service will be informed by Councillor Consultation Clinics held on a quarterly basis, with feedback as part of the implementation of improvement plans, through consultation in the community by locality stewards. Individual service areas will apply the principle of lessons learned on a day to day basis with more formal workshops held after high profile schemes on capital works.

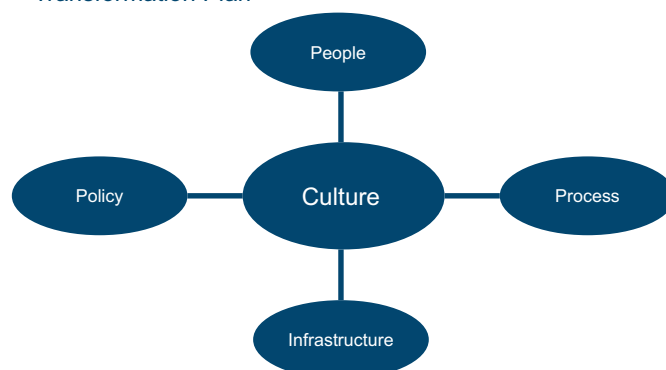
### Transformation Improvements

We have already identified a number of improvements as part of the transition, which we would like to implement. These focus on people, process, policy and infrastructure.

These initiatives have a collective objective of improving business efficiency and effectiveness, and developing a new organisational culture where continuous improvement and customer service becomes an everyday part of our team's delivery.

Business cases for these will be agreed with Herefordshire Council, ahead of proceeding.

Transformation Plan



Examples of projects that could be undertaken are given below.

- **Locality Profiles** – The locality Stewards will build up a profile of their localities, which includes a comprehensive capture of the assets in that locality, the performance of these assets and the characteristics and needs of the community. This profile will inform priorities for the service in year, as well as changes in service design as part of each annual plan development. Initially the profiles will be captured in word documents. A business case will be built to digitise these profiles using GIS, Confirm and CAD software.
- **Visualisation** – The operation of service will be improved through a 4 step implementation of a Visualisation Approach.
- **Highways Maintenance Plan** – The Highways Maintenance Plan has not received a review or update

since 2007. Currently, a risk based approach is used to assess the condition of the network through inspection. Intervention is on the basis of 24 hour and 28 day response times. The consistency of inspection will be improved by providing guidance on intervention levels. The frequency of intervention will be reviewed to assess the whole life benefit of this approach.

- **Capability Improvement** – We will build upon the capability of the team through training and targeted recruitment. A need/risk gap analysis has been completed which identifies training needs and capability gaps. A training plan has been developed to address training needs.
- **Productivity** - 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.

In addition we will follow the continuous improvement cycle

- **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.
- **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.
- **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.





## Our priorities

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

It is important to learn from the successes and challenges of the past year and to use the experience gained to develop a firm foundation for the 2015/16 annual plan. Reflecting on the last year, the partnership has faced many challenges through mobilisation, severe weather, budget reductions, investment funding, however, despite these challenges, not only has service delivery been maintained, but many improvements achieved. We will focus on developing and delivering a service that meets the priorities of Herefordshire Council, enabling residents to live safe, healthy and independent lives whilst improving roads and creating jobs, and encouraging individuals, communities and organisation to do more for their local areas, whilst ensuring value for money.





## Appendix 2: Task and Finish Group Draft Scoping Document

**TITLE OF REVIEW:**

**Balfour Beatty Living Places - Public Realm Services**

### SCOPING

#### Reason for Enquiry

To consider progress made with the delivery of public realm services since the start of the new contract with Balfour Beatty in September 2013 and to make recommendations to cabinet regarding improvements which could be made to inform service planning and delivery for the financial year 2015/16

#### Links to Strategy

The review contributes to the following objectives contained in the Council's Corporate Plan and other key plans or strategies:

**The services covered by this review directly contribute to the Council's corporate priorities with particular relevance to those underlined below:**

##### Our vision

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

##### Our priorities are to:

- Keep children and young people safe and give them a great start in life
- Enable residents to live safe, healthy and independent lives
- Invest in projects to improve roads, create jobs and build more homes

and to achieve our priorities we need to:

- Encourage individuals, communities and organisations to do more for themselves and for their local area
- Radically reduce the costs, breadth and level of services we provide
- Ensure the services that we do provide are cost effective

In addition, the Public Realm services are guided by key policy documents the Local Transport Plan and the Highway Maintenance Plan.

#### Summary of Review and Terms of Reference

##### Summary

Balfour Beatty Living Places commenced the Council's new Public Realm contract on 1<sup>st</sup> September 2013. This is a long term (10 years + 10 years, subject to performance) contract for the delivery of a range of services to maintain and improve public areas and highways in the county. This covers a number of high profile front line services including highway maintenance, street cleansing and grounds maintenance.

##### Terms of Reference

- To consider progress made by Balfour Beatty in mobilising and delivering public realm services over the first year of the contract
- To consider the introduction of Locality Stewards and make recommendations for improvements
- To investigate the current lengthsman scheme for parish involvement with highway maintenance activities and consider ways of improving the scheme
- To consider the approach taken to grass cutting and grounds maintenance during the first year and make recommendations for the future
- To consider performance to date and the approach taken to performance management and value for money

**What will NOT be included**

- Whilst the above may make recommendations regarding how the contract is managed, it is not proposed to review the procurement process that was undertaken or the form of contract that has been adopted.

**Potential outcomes**

- In reviewing these areas of activity the task and finish group may identify areas of service where improvements could be made and make recommendations to Cabinet.

**Key questions**

- What has gone well during the first year of the contract and what could be improved?
- Has the establishment of Locality Stewards been a success and if not what can be done to improve their role?
- What are the lessons learnt from the experience of budget reductions in relation to grass cutting and grounds maintenance?
- How can the lengthsman scheme contribute to improving local ownership of highway services and improve value for money for local communities?
- What is the approach and process for using local and other sub-contractors to deliver services that meet the needs of the county and how could this be improved to encourage local economic development and skills development?

**Cabinet Member(s)**

Cllr Rone

**Key Stakeholders/Consultees**

- Balfour Beatty Living Places
- Local Members
- Parish Councils
- Sub-contractors
- Lengthsmen

**Potential Witnesses**

- Andy Williams BBLP and his management team
- Brian Barratt Foxley Parish Council – Lengthsman Pilot
- Locality Stewards
- Representatives from benchmark or neighbouring authorities

**Research Required**

- Parish council experiences (especially lengthsman / locality steward pilot areas), with mix of urban/rural;
- Customer satisfaction data
- Best practice locally, regionally and nationally.

**Potential Visits**

- Enhanced lengthsman pilot areas

- Balfour Beatty depot in Rotherwas Enterprise Zone
- Highway maintenance schemes being delivered on the ground

<b>Publicity Requirements</b>
Launch of review
During review
Publication of the review and its recommendations

DRAFT

<b>Outline Timetable (following decision by the Overview and Scrutiny Committee to commission the review)</b>	
<i>Activity</i>	<i>Timescale</i>
Collect current available data for circulation to group prior to first meeting of the Group.	
Confirm approach, programme of consultation/research/provisional witnesses/meeting dates	
Collect outstanding data	
Analysis of data	
Final confirmation of interviews of witnesses	
Carry out programme of interviews	
Agree programme of site visits as appropriate	
Undertake site visits as appropriate	
Present interim report to the General Overview and Scrutiny Committee, if appropriate.	
Final analysis of data and witness evidence	
Prepare options/recommendations	
Present final report to the General Overview and Scrutiny Committee	
Present options/recommendations to Cabinet (or Cabinet Member(s))	
Cabinet/Cabinet Member (s) response (Within 2 months of receipt of group's report)	
Consideration of Executive's response by the General Overview and Scrutiny Committee.	
Monitoring of Implementation of agreed recommendations (within six months of Executive's response)	
<b>Members</b>	<b>Support Officers</b>
Councillors WLS Bowen (Chairman), ACR Chappell, TM James, PJ McCaull, AJW Powers, A Seldon, and DB Wilcox	<b>Lead Support Officer: Wayne Welsby - Head of Commercial Services</b>
	<b>Democratic Services Representative(s): Clive Lloyd - Democratic Services Officer</b>

	<b>Other support Officers</b> <b>Richard Ball – Assistant Director Place Based Commissioning</b> <b>Clive Hall – Head of Highways and Access</b> <b>Walter Longden – Interim Contract Manager</b> <b>Anthony Bush – Parish Liaison and Rural Services Officer</b>
<b>Additional members of the Review Group</b>	

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### Appendix 3: Public Realm Services Contract Governance Framework

Authority	Meeting Frequency	Membership	Purpose						
Strategic Partnering Board	Quarterly	Chaired by the Cabinet Member with membership: For the council, Director ECC, Assistant Director PBC and Head of Highways & Community Services. For BBLP, National Operations Director, Corporate Services Director and Contract Manager. BBLP's Managing Director has also attended.	Receive reports from the operations board. Provide strategic overview & direction.						
Operations Board	Monthly	For the Council: Head of Highways & Community Services, Contract Manager, Outcomes Manager. For BBLP Contract Manager, Operations Manager, Business and Commercial Manager. Various BBLP and council officers also attend as required.	Review management & performance reports on operational delivery of the contract. Monitor expenditure. Manage change within the contract.						
<p>Non- contractual management groups reporting to the operations board - meeting monthly or bi-weekly</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Strategic planning group</li> <li>• Annual plan cluster group</li> <li>• Finance cluster group</li> <li>• Commercial cluster group</li> <li>• Communications cluster group</li> </ul> </td> <td style="width: 33%; vertical-align: top;"> <ul style="list-style-type: none"> <li>To develop the forward programme &amp; annual plan</li> <li>To manage operational activity and continuous improvement</li> <li>To manage budget and finance risks.</li> <li>To manage commercial contract risks and change controls</li> <li>To manage communications</li> </ul> </td> <td style="width: 33%;"></td> </tr> </table> <p>Task &amp; finish groups formed to find solutions to specific issues, reporting to a cluster group – meeting as required to resolve task.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Highways specification review</li> <li>• Flooding</li> <li>• Public events</li> <li>• Street cleansing &amp; waste</li> <li>• Prow &amp; highway enforcement</li> </ul> </td> <td style="width: 33%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Network management</li> <li>• LED street lighting</li> <li>• Fleet management</li> <li>• Commuted sums</li> </ul> </td> <td style="width: 33%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Highway safety schemes</li> <li>• Performance reporting</li> <li>• LTP commissioning</li> <li>• Funding streams</li> </ul> </td> </tr> </table>				<ul style="list-style-type: none"> <li>• Strategic planning group</li> <li>• Annual plan cluster group</li> <li>• Finance cluster group</li> <li>• Commercial cluster group</li> <li>• Communications cluster group</li> </ul>	<ul style="list-style-type: none"> <li>To develop the forward programme &amp; annual plan</li> <li>To manage operational activity and continuous improvement</li> <li>To manage budget and finance risks.</li> <li>To manage commercial contract risks and change controls</li> <li>To manage communications</li> </ul>		<ul style="list-style-type: none"> <li>• Highways specification review</li> <li>• Flooding</li> <li>• Public events</li> <li>• Street cleansing &amp; waste</li> <li>• Prow &amp; highway enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Network management</li> <li>• LED street lighting</li> <li>• Fleet management</li> <li>• Commuted sums</li> </ul>	<ul style="list-style-type: none"> <li>• Highway safety schemes</li> <li>• Performance reporting</li> <li>• LTP commissioning</li> <li>• Funding streams</li> </ul>
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<b>MEETING:</b>	<b>GENERAL OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>8 SEPTEMBER 2014</b>
<b>TITLE OF REPORT:</b>	<b>EXECUTIVE RESPONSE TO THE TASK AND FINISH GROUP REPORT ON HOUSEHOLD RECYCLING CENTRES</b>
<b>REPORT BY:</b>	<b>GOVERNANCE SERVICES</b>

### 1. Classification

Open.

### 2. Key Decision

This is not a key decision.

### 3. Wards Affected

County-wide.

### 4. Purpose

To report the Executive's response and action plan in respect of the Task and Finish Group report on Household Recycling Centres.

### 5. Recommendations

**THAT:**

- (a) the Executive response to the findings of the review be noted, subject to any comments the committee wishes to make; and
- (b) a briefing note on progress be provided within six months.

### 6. Alternative Options

- 6.1 None. This is an information report to the committee in accordance with the council's Constitution.

### 7. Reasons for Recommendations

- 7.1 To ensure that the committee is aware of the Executive's response to the Task and Finish Group report and to comply with the council's Constitution (4.5.13.3).

## **8. Key Considerations**

- 8.1 The report of the Task and Finish Group on Household Recycling Centres was considered by the General Overview and Scrutiny Committee at its last meeting, on 30 June 2014. The group's report is available here:

<http://go.m-gov.eu/064M5126>

- 8.2 The Cabinet Member Contracts and Assets is due to make a decision on the response on 1 September 2014. The draft Cabinet Member report is appended and any subsequent amendments will be reported verbally at the committee meeting.
- 8.3 It is recommended that a briefing note on progress be provided to the committee within six months.

## **9. Community Impact**

- 9.1 Any community impact implications have been set out in the appended draft report.

## **10. Equality and Human Rights**

- 10.1 Any equality and human rights implications have been set out in the appended draft report.

## **11. Financial Implications**

- 11.1 Any financial implications have been set out in the appended draft report.

## **12. Legal Implications**

- 12.1 Any legal implications have been set out in the appended draft report.

## **13. Risk Management**

- 13.1 Any risk implications have been set out in the appended draft report.

## **14. Consultees**

- 14.1 Any consultees have been set out in the appended draft report.

## **15. Appendices**

Appendix A - Draft Cabinet Member Report, Task and Finish Group (GOSC) Herefordshire Household Recycling Centres.

## **16. Background Papers**

- 16.1 None identified.



<b>DECISION MAKER:</b>	<b>CABINET MEMBER: CONTRACTS &amp; ASSETS</b>
<b>DECISION DATE:</b>	<b>1 SEPTEMBER 2014</b>
<b>TITLE OF REPORT:</b>	<b>TASK AND FINISH GROUP (GOSC) HEREFORDSHIRE HOUSEHOLD RECYCLING CENTRES</b>
<b>REPORT BY:</b>	<b>WASTE DISPOSAL TEAM LEADER</b>

### **Classification**

Open

### **Key Decision**

This is not a key decision

### **Wards Affected**

County-wide

### **Purpose**

To consider recommendations from General Overview and Scrutiny Committee (GOSC) following Task and Finish Group report on Herefordshire Councils Household Recycling Centres.

### **Recommendation**

**THAT:**

- (a) **The Executive approve the responses to the recommendations of the Task and Finish Group report (summarised in Appendix 1).**
- (b) **That the responses to the recommendations are discussed with our partners Worcestershire County Council and future outcomes are reported to GOSC.**

## Alternative Options

- 1 There are no alternative options to consider.

## Reasons for Recommendations

- 2 The Task and Finish Group report considered the council's Household Recycling Centre service provided to Herefordshire householders including the recently imposed impact of additional restrictions to commercial vehicles and trailers. Following the review and following report GOSC agreed that the recommendations should be considered by the Executive who will report back to GOSC.

## Key Considerations

- 3 The Task and Finish Group report and recommendations relates to the council's Household Recycling Centre service which is provided in partnership with Worcestershire County Council. Changes to this service can only be made following agreement by both Herefordshire Council and Worcestershire County Council.
- 4 Household Recycling Centres are places where householders may deposit their household waste. They are a statutory service provided by the council under the Environmental Protection Act, 1990.
- 5 Please note the recommendations from the report listed in Appendix 1 together with an initial response from the waste management team. The scope of the recommendations covers various aspects of the Household Recycling service including:
  - a. Recently introduced (October 2013) restrictions imposed by the Commercial Vehicle and Trailer permit scheme. This scheme limits use of commercial vehicles and/or trailers at our Household Recycling Centres to limit unlawful deposit of trade waste and congestion caused by large vehicles.
  - b. Management and operation of the Household Recycling Centres by our joint contractor Mercia Waste Management/Severn Waste Services.
  - c. Enforcement activities that help to limit unlawful deposit of commercial waste. These are currently only undertaken in Herefordshire by the council's Community Protection Team.
  - d. Promotion and advertising of the service to advise people of any changes at the Household Recycling Centres.
- 6 Worcestershire County Council will use the Task and Finish Group Report to help inform a review of the changes to the Commercial Vehicle and Trailer permit scheme introduced at all Household Recycling Centres the date of which will be reported to GOSC.
- 7 The recommendations will be considered in partnership with Worcestershire County Council through our joint governance arrangements so that an appropriate response, including details of actions to be taken, can be returned to GOSC. The suggested timetable for this process is detailed below:

<b>Action Summary</b>	<b>By who</b>
Report Provided to WCC	Kenton Vigus
Report and Recommendations Considered by WCC/HC Heads of Service	Richard Wood/ Rachel Hill
Report to Joint Review Board	Geoff Hughes, John Hobbs, Richard Wood, Rachel Hill, Richard Woodward
Any Actions Agreed	Richard Wood/ Rachel Hill
Report to GOSC	Cllr Bramer/Kenton Vigus

- 8 Details of the proposed actions to be taken by the councils along with an accompanying rationale will be reported back to GOSC at the earliest practicable time.

### **Community Impact**

- 9 The Household Recycling Centre service is provided to any householder in Herefordshire wishing to use them to dispose of their household waste. Any changes to the service provided are likely to have a community impact. However as no changes have yet been proposed there is currently no community impact to consider.

### **Equality and Human Rights**

- 10 No changes have been recommended therefore currently there are no equality or human rights impacts to consider.

### **Financial Implications**

- 11 Costs of any changes to the service will be shared with Worcestershire County Council and managed within our approved budget.

### **Legal Implications**

- 12 The council has a duty under the Environmental Protection Act 1990, as a Waste Disposal Authority, to provide places where householder may deposit their household waste. The service is not provided for any waste other than householders own household waste.

### **Risk Management**

- 13 The main risks are legal and financial. The legal risks are that we do something which may be in breach of the Environment Agency permit and/or planning permission at any of our Household Recycling Centres. The financial risks are by doing more than our statutory duty requires could incur additional expenditure beyond our existing approved waste management budget.

- 14 These risks are managed through our agreed Governance arrangements for our Joint Waste Management Services Contract as detailed in the Joint Working Agreement revised in May 2014. This establishes responsibilities at appropriate levels of management from the respective council cabinet to Heads of Service with responsibility for waste.

## **Consultees**

- 15 Worcestershire County Council, our partners in the joint waste contract which provides Household Recycling Centres and other waste disposal services.

## **Background**

GOSC Reports Pack 30 June 2014

Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire 2009

DRAFT



## Appendix 1 Summary of Recommendations and Response

<b>Recommendation No. 1</b>	That any future changes to the permit system shall be clearly advertised to the general public - in an appropriate time frame to avoid confusion. This shall include the sending of a letter to all members of the public who are currently registered to the scheme. Dates of implementation shall be clearly identified and displayed in an appropriate format and an appropriate transition time shall be given for the changes.			
<b>Executive Response</b>	ACCEPTED – All publicity relating to the service shall be clear and be delivered in an appropriate time frame and shall be agreed by Herefordshire Council (HC) and Worcestershire County Council (WCC) prior to any service change.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Agree clear advertising with WCC	RW	Ongoing	Customer Feedback	Ongoing
<b>Recommendation No. 2</b>	That the database maintained by Worcestershire County Council be maintained effectively to ensure that communications can be sent out to current users regarding any changes to the system.			
<b>Executive Response</b>	ACCEPTED - A database will be maintained by WCC Customer Services Team which shall aid future communications.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Maintain Database	KV	Sept 14	Communications	Ongoing
<b>Recommendation No. 3</b>	That Worcestershire County Council shares information maintained by them with Herefordshire Council and the Household Recycling Centre on a regular basis.			
<b>Executive Response</b>	ACCEPTED - WCC have confirmed that they can share any information we require. We are setting up shared access to files, reports and documents using MS SharePoint.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Establish SharePoint link	KV	Sept 14	Establish successful link	Awaiting system passwords
<b>Recommendation No. 4</b>	That Herefordshire Council appropriate staff have limited access to the database to enable update of Herefordshire users' details and sending of targeted messages and requests to Worcestershire Council.			
<b>Executive Response</b>	ACCEPTED IN PART - Although HC are unable to gain access to the database as it is held on a system not used by HC. WCC however are able to supply useful reports to HC that, for example, will aid our Community Protection Team who investigate unlawful trade use of our Household Recycling Centres.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Request regular reports	KV	Ongoing	Monthly reports	Ongoing

<b>Recommendation No. 5</b>	That signage at the Household Recycling Centres shall be improved at all sites. The signage shall identify ways to use the site safely and appropriately; inform the public of help that is available from the operatives; pictograms to inform customers without words; to inform the users of recycling levels and ways in which waste was used; to inform users of other ways to reuse and recycle; and to inform users of any proposed changes to the scheme.			
<b>Executive Response</b>	ACCEPTED - This shall be discussed with WCC. Changes to the service are promoted but we try to keep the costs to a minimum by using temporary signage and providing information to site staff that can be provided to customers using the sites. Permanent signs are significantly more expensive but last a long time so it's about getting the right balance.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Install appropriate/new and improved signage where practical	RW	Ongoing	New signage	Ongoing
<b>Recommendation No. 6</b>	That communication about waste and enforcement activity should be improved significantly. This to be achieved by: <ul style="list-style-type: none"> <li>Regular updates on waste i.e. recycling rates, changes to the system, enforcement action etc. to be distributed via ward updates to Ward and Parish Councillors</li> <li>Regular updates as above to be placed on the Council's website</li> </ul>			
<b>Executive Response</b>	ACCEPTED - Members and Parish Councils are advised of any changes to the service likely to affect residents, this included the changes to the CVT Permit system made in October 2013. We have not provided regular reports on enforcement activity but we would be very keen to explore how this can be done in a way that is informative and hopefully discourages unlawful/unsocial activity			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Provide regular updates to members and Parish Councils	KV	Monthly	Members/Parishes better informed	Periodic updates on waste management provided
<b>Recommendation No. 7</b>	That Herefordshire Council invests some time and resources to encouraging members of the public to consider other legal ways of dealing with their waste before bringing them to the Household Recycling Centres.			
<b>Executive Response</b>	ACCEPTED - Although resources have been significantly reduced over previous years to support these aims, we continue to do what we can to promote waste prevention, reuse and home composting to divert waste. For example we use Full House to collect our bulky waste and extract what items they can for re-use. We also support the operations of St Michaels Hospice, British Heart Foundation and Treasure Island. We will do a round of events in September 2014 prior to launch of our Alternate Weekly Collection (AWC) service in November. This will focus on Waste Prevention ideas including home composting, Love Food Hate Waste and re-use.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Advertise reuse/repair opportunities'	KV	Nov 14	Waste Reduction	Further opportunities being considered

<b>Recommendation No. 8</b>	Composting should be further extensively advertised and encouraged as an important step for recycling for householders			
<b>Executive Response</b>	ACCEPTED - We shall continue to promote home composting at all events and customer contact centres. This is further supported by volunteer "master composters" who actively promote composting to the public, schools and other groups as well as providing advice.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Continue to promote home composting	KV	Ongoing	Waste Reduction	Ongoing
<b>Recommendation No. 9</b>	That the enforcement function be enhanced to reduce the amount of trade waste entering sites and respond to fly tipping. Herefordshire and Worcestershire councils should consider the joint resourcing of this function to share costs and utilise expertise.			
<b>Executive Response</b>	ACCEPTED - This shall be discussed with WCC. We shall propose that a business plan be produced that will consider this possibility with the aim of reducing trade waste input and delivering additional savings.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Discuss implementation with WCC	RW	March 2015	Agree extended enforcement	Not started
<b>Recommendation No. 10</b>	That an annual site user survey be introduced. The timing should be varied every year to capture the views of all users; the database could make for the efficient information gathering in addition to website advertising and web survey.			
<b>Executive Response</b>	ACCEPTED This shall be discussed with our partners WCC. The survey produced and circulated by Waste Management in support of the Task and Finish Group was very useful so further surveys would be beneficial.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Discuss implementation with WCC	RW	March 2015	Agree annual site user survey	Not started

<b>Recommendation No. 11</b>	That the number of permits per user is increased to 14 a year				
<b>Executive Response</b>	NOT ACCEPTED The aim of the limit was an attempt to restrict waste input, particularly that originating from traders. An increase in provision would reduce effectiveness, increase waste and thus have a cost implication.				
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>	
No Action					
<b>Recommendation No. 12</b>	That a green waste compactor is provided at the Rotherwas Household Recycling Centre within three months				
<b>Executive Response</b>	TO BE INVESTIGATED - This will be discussed with our partners WCC and our contractor to see what options there are for increasing the seasonal capacity for garden waste containers at Rotherwas.				
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>	
Recommendations to be provided by our contractors	KV	March 2015	Improved capacity	Not started	
<b>Recommendation No. 13</b>	TO BE INVESTIGATED - That the site layouts of all Herefordshire Household Recycling Centres are revised to ensure maximum effective usage and safety				
<b>Executive Response</b>	This will be discussed with our partners WCC and our contractor to see what options there are for improving site layouts.				
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>	
Recommendations to be provided by our contractors	KV	March 2015	Reduced congestion, improved customer satisfaction	Not started	

<b>Recommendation No. 14</b>	That double-axle trailer of the current Ifor Williams dimensions shall be allowed to enter on the sites. Consideration should be given to only allowing their access on specific days.			
<b>Executive Response</b>	TO BE INVESTIGATED - This will be discussed with our partners WCC			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Consider in joint review being carried out by WCC	KV	March 2015	Site user satisfaction/waste reduction	WCC review in progress
<b>Recommendation No. 15</b>	That consideration is given to allowing vehicles outside of the permit system from some protected groups from within Herefordshire who do not have access to 'regular' cars an opportunity to dispose of their waste on specific days.			
<b>Executive Response</b>	TO BE INVESTIGATED - This will be discussed with our partners WCC			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Consider in joint review being carried out by WCC	KV	March 2015	Ability/limitation on size of vehicles that can be accommodated	WCC review in progress
<b>Recommendation No. 16</b>	That Wednesday should be designated as the formal day for vehicle types outside of the permit scheme, as mentioned within this report, to dispose of their waste.			
<b>Executive Response</b>	TO BE INVESTIGATED - This will be discussed with our partners WCC			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Consider possibility in partnership with WCC	KV	March 2015	Ability/limitation on size of vehicles that can be accommodated	WCC review in progress
<b>Recommendation No. 17</b>	That the vehicle and trailer types defined in the Commercial Vehicle/Trailer Permit Policy are reviewed to consider all different types of vehicles which may enter the site.			
<b>Executive Response</b>	TO BE INVESTIGATED - This can be discussed with our partners WCC. The results of this survey will inform a review to be carried out by WCC.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Consider review in partnership with WCC	KV	March 2015	Develop revised list	WCC review in progress

<b>Recommendation No. 18</b>	That a review is undertaken to identify operating a blend of opening hours at the Herefordshire sites. This shall include later opening hours in Spring/ Summer and earlier closing hours in Autumn/Winter.			
<b>Executive Response</b>	ACCEPTED - This can be discussed with our partners WCC. HC are keen to carry out such a review with a means to reducing the overall cost of the service provided.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Consider revised opening hours with WCC	RW	March 2016	Develop proposal	Not started
<b>Recommendation No. 19</b>	That consideration should be given to allowing one-off emergency permits to be issued on site.			
<b>Executive Response</b>	NOT ACCEPTED - There were significant problems with providing emergency permits. This cannot be controlled and in the past has been exploited by traders wishing to unlawfully dispose of their commercial waste. Site operatives do have the discretion to allow entry in exceptional circumstances, for example a relative from outside Herefordshire bringing in belongings after a resident has passed away. This discretion is reasonable enough to account for exceptional circumstances.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
No Action				
<b>Recommendation No. 20</b>	That consideration shall be given to providing facilities to enable the re-use of brought in items at the Household Recycling Centres e.g. furniture, water based paints and textiles etc.; thus cutting down on waste disposal and enabling community recycling.			
<b>Executive Response</b>	ACCEPTED - Providing reuse opportunities is a priority for HC and WCC, this is already provided at Leominster where St Michaels Hospice collect furniture for re-use and at Rotherwas where bicycles are taken for repair and re-use by Full House. We wish to provide these facilities at all sites that can accommodate.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Discuss implementation with WCC	KV	March 2016	Reuse facilities at all HRC	Reuse facilities provided at Leominster HRC already

<b>Recommendation No. 21</b>	That research should be undertaken to determine the viability of a north Hereford Household Recycling Centre in view of the increased housing numbers coming forward.			
<b>Executive Response</b>	Not ACCEPTED - The development of a new site would incur significant additional expenditure and there is no plan to consider this at this time.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
No Action				
<b>Recommendation No. 22</b>	That specific training shall be given to site operatives on conflict management and dispute resolution.			
<b>Executive Response</b>	TO BE INVESTIGATED - Training has been provided in the past but we can discuss the opportunity with our partners WCC.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
Discuss implementation with WCC	KV	March 2015	More effective staff	Not started
<b>Recommendation No. 23</b>	That where Herefordshire Council are able to make identified changes to service, especially unilaterally, that these be carried out.			
<b>Executive Response</b>	NOT ACCEPTED - Opportunities for making unilateral changes to our service are not possible as it conflicts with our Joint Working Agreement with WCC. However all actions can be brought before our joint decision making bodies for consideration by the partnership.			
<b>Action</b>	<b>Owner</b>	<b>By When</b>	<b>Target/Success Criteria</b>	<b>Progress</b>
No Action				





## Summary of Responses from Task and Finish Group Survey

### Herefordshire Household Recycling Centre User Survey

The purpose of the survey was to obtain feedback from householders who use these sites to help review provision and make improvements to the service in the future. Paper copies of the survey were available at info shops and at Household Recycling Centres; the online survey was available from Tuesday 28<sup>th</sup> January until Thursday 6<sup>th</sup> March. Links to the online survey were sent to Parish Councils via the Parish Liaison Officer.

A total of 324 responses were received.

#### *Survey Evaluation*

#### **Q1. What is your home postcode?**

Mapping has shown a very wide geographical spread of responses received. All areas of the county seem to be represented.

#### **Q2. Approximately how regularly do you use a Household Recycling Centre?**

Results show that 29.1% of respondents visit the site either weekly or more frequently. However the biggest proportion of visitors come monthly or annually (57.2% combined).

#### **Q3. What type(s) of vehicle do you use to bring materials on site?**

Almost all visitors are coming in a private car/people carrier (95.9%).

The survey shows that 20.1% of respondents have used a trailer to bring materials on site at some point. This is unclear whether this is regular use or just a one off.

#### **Q4. What waste(s) do you commonly bring to the Household Recycling Centre?**

Garden waste is the most common material brought to the HRC's; followed by general waste. The survey shows that a high proportion of visitors sometimes bring soil and rubble, and building and DIY waste.

#### **Q5. Do you agree with restricting commercial type vehicles and trailers?**

53.9% of respondents agreed with restricting commercial type vehicles and trailers. Of the remaining respondents, 16.2% had no opinion and 29.9% did not agree with the restrictions.

#### **Q6. Are you aware that a Commercial Vehicle and Trailer (CVT) permit scheme\*\* is in operation on all sites?**

89.1% of visitors were aware that a commercial vehicle and trailer permit scheme is in operation. For the benefit of respondents, the scheme was briefly outlined in the survey to avoid confusion with past permit schemes.

**Q7. How effective do you think the permit scheme is?**

51.6% of respondents did not know how effective the permit scheme is. 32% thought it was effective, 6.6% thought it was neither effective nor ineffective and 9.8% believed it to be ineffective.

**Q8. What effect, if any, do you think these restrictions have had on: illegal disposal of trade waste, congestion/waiting time and your visit to the site?**

Respondents were asked to state if they thought the CVT permit scheme has a positive change, no change or negative change on the above three subjects (the option of ‘don’t know’ was also available). This in mind, when asked what change the CVT permit scheme has had on illegal disposal of trade waste some people may have taken ‘positive change’ to mean an increase in illegal disposal of trade waste. The statements were meant to ask if the affect had been a positive or negative one rather than physical increase or decrease. Therefore the results from this question must be dealt with cautiously, the results are ambiguous.

**Q9. How effectively do you think the sites are managed?**

77.7% of respondents said that they thought the sites were managed effectively.

**Q10. Is there anything you would like to add?**

The most recurring comments received have been summarised below:

Helpful staff	48
Want sites open on different days/longer hours	42
Sites are poorly laid out	19
Operatives should be responsible for stopping trade	14
Comments about flytipping	12
Negative opinions on restricting trailers	12
Thinks traders should be able to pay to dispose	11
Would like reuse facilities on sites	8
Staff are unhelpful	6
Poor advertising about the new scheme	5
Poor site maintenance	4
Set times for commercial type vehicles and trailers	3
Wants pedestrian access	2
Wants garden collection service	2
Concerned that recyclable waste is being landfilled	2



<b>MEETING:</b>	<b>GENERAL OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>MEETING DATE:</b>	<b>8 SEPTEMBER 2014</b>
<b>TITLE OF REPORT:</b>	<b>DRAFT WORK PROGRAMME AND TASK AND FINISH GROUPS</b>
<b>REPORT BY:</b>	<b>GOVERNANCE SERVICES</b>

## Classification

Open

## Key Decision

This is not an executive decision.

## Wards Affected

County-wide

## Purpose

To consider the committee's work programme and to allocate tasks to task and finish groups, as necessary.

## Recommendations

**THAT:**

- (a) the work programme (Appendix 1) be noted, subject to any comments the committee wishes to make;**
- (b) membership of the Community Infrastructure Levy Task and Finish Group be considered;**
- (c) membership of the Digital Strategy Task and Finish Group be considered;**
- (d) a Development Control (Planning) Task and Finish Group be established to undertake the work outlined in the scoping statement (Appendix 2); and**
- (e) the conclusions in the outline scoping statements on Pupil Premium (Appendix 3) and the Hidden / Actual Costs of Education (Appendix 4) be considered.**

## **Alternative Options**

- 1 It is for the committee to determine its work programme as it sees fit to reflect the priorities facing Herefordshire. The committee needs to be selective and ensure that the work programme is focused, realistic and deliverable within the existing resources available.

## **Reasons for Recommendations**

- 2 The committee needs to develop a manageable work programme to ensure that scrutiny is focused, effective and produces clear outcomes.

## **Key Considerations**

### **Draft Work Programme**

- 3 An outline work programme is attached at Appendix 1. This is because the programme is under continuous review.
- 4 The work programme needs to focus on the key issues of concern and be manageable allowing for urgent items or matters that have been called-in.
- 5 Should committee members become aware of issues please discuss the matter with the Chairman, Vice-Chairman and the Statutory Scrutiny Officer.

### **Task and Finish Groups**

- 6 The committee can allocate tasks drawn from the work programme to a task and finish group. It is for the committee to confirm an outline scope including, as a minimum, the composition of the group, the desired outcomes and what will not be included in the work.
- 7 Two task and finish groups, on Community Infrastructure Levy and Digital Strategy, have been carried over from the 2013/14 municipal year and are due to reconvene in September 2014. At the last meeting (minute 7 refers), Councillors Harvey and Durkin were confirmed as chairmen of the respective task and finish groups. The committee might wish to consider the remaining membership of these task and finish groups at this meeting.
- 8 The need for a Balfour Beatty Living Places - Public Realm Services Task and Finish Group was identified by the committee and a draft scoping statement is included for consideration under agenda item 7.
- 9 The need for a Development Control (Planning) Task and Finish Group was also identified and a draft scoping statement is attached at Appendix 2 for consideration. As with all task and finish groups, the outline timetable will be identified at the first meeting of the group.
- 10 Also at the last meeting, the committee queried the need for task and finish groups at this stage on Pupil Premium and the Hidden / Actual Costs of Education given the other demands within the work programme. Outline scoping statements are attached at Appendix 3 and Appendix 4 for consideration.

## **Community Impact**

- 11 The topics selected for scrutiny should have regard to what matters to residents.

## **Equality and Human Rights**

12 The topics selected need to have regard for equality and human rights issues.

## **Financial Implications**

13 The costs of the work of the committee will have to be met within existing resources. It should be noted the costs of running scrutiny will be subject to an assessment to support appropriate processes.

## **Legal Implications**

14 The council is required to deliver an Overview and Scrutiny function.

## **Risk Management**

15 There is a reputational risk to the council if the Overview and Scrutiny function does not operate effectively. The arrangements for the development of the work programme should help mitigate this risk.

## **Consultees**

16 The Chairman and Vice-Chairman meet on a regular basis to consider the work programme.

## **Appendices**

Appendix 1 Draft Work Programme

Appendix 2 Draft Scoping Statement - Development Control (Planning) Task and Finish Group

Appendix 3 (Outline) Scoping Statement - Pupil Premium

Appendix 4 (Outline) Scoping Statement - Hidden / Actual Costs of Education

Appendix 5 Executive Rolling Programme (as at the time of going to print)

## **Background Papers**

- None identified.



## General Overview and Scrutiny Committee: Draft Work Programme 2014/15

### Agenda items

<b>Monday 8 September 2014 at 10.00 am</b>	
Public Realm Services - Balfour Beatty Living Places Update	To provide an update on the services provided by Balfour Beatty Living Places (BBLP) during the first year of the Council's Public Realm contract to enable the committee to provide feedback to Cabinet and inform the work of the Task and Finish group which has been established to examine this area in more detail.
Executive Response to the Task and Finish Group Report on Household Recycling Centres	To receive the Executive Response.
Draft Work Programme (including draft task and finish group scoping statements)	To consider the committee's work programme, including additional task and finish groups for 2015/16
N.B. Update on Home to School Transport will be circulated to members as a briefing note*	
<b>Tuesday 4 November 2014 at 10.00 am</b>	
Smallholdings	To receive a report on smallholdings; 'Review of Smallholdings' report due to be considered by Cabinet on 13 November 2014.
<b>(new) Monday 24 November 2014 at 11.30 am (brought forward from 7 January 2015)</b>	
Budget 2015/16	Following a joint briefing with Health and Social Care Overview and Scrutiny Committee at 10.00am, to receive and comment on the budget proposals for 2015/16.
<b>(new) Monday 26 January 2015 at 10.00am</b>	
Education Strategy - School Estates	To provide scrutiny input into the development of an estates strategy for schools to meet the council's duties in relation to sufficiency of school places and maintenance of buildings.
Task and Finish Group Reports	To receive reports from any completed task and finish group reviews commissioned by the committee.
<b>Tuesday 10 March 2015 at 10.00 am</b>	
School Attainment Figures	To receive and comment on the school attainment figures for Herefordshire schools.

### Task and Finish Groups

<b>The following Task and Finish Groups have been commissioned:</b>	<b>Status:</b>
Digital Strategy	Group to recommence September 2014.
Community Infrastructure Levy	Group to recommence September 2014.

<b>The following Task and Finish Groups have been identified for consideration:</b>	
Balfour Beatty Living Places	Draft scoping statement to be considered 8 September 2014.
Planning Services	Draft scoping statement to be considered 8 September 2014.
Hidden / Actual Costs of Education	Outline scoping statement to be considered 8 September 2014.
Pupil Premium	Outline scoping statement to be considered 8 September 2014.

### **Briefing Notes**

<b>The following topics shall be dealt with via briefing notes for committee members:</b>	Status:
Arm's length companies / wider commissioning arrangements	To be prepared by end of September 2014
Borrowing Levels	To be circulated week commencing 1 September 2014
Education Strategy for Herefordshire	To be circulated week commencing 1 September 2014
Free Schools, Academies and the Relationship with Herefordshire Council Update	To be circulated week commencing 1 September 2014
Local Transport Plan	To be prepared by end of September 2014
Overview and Performance Report on Waste Collection and Management	To be prepared by end of September 2014
Probation Service Performance	To be prepared for end of October 2014
Retention of Organisational Memory	To be prepared by end of September 2014
*Update on Home to School Transport	To be circulated week commencing 1 September 2014

### **Seminars**

<b>Possible seminars have been identified for scrutiny members as follows:</b>	Status:
Car Parking Charges	(date to be confirmed) September 2014
Understanding Herefordshire	3 October 2014
Community Safety Partnership Workstreams	(date to be confirmed) November 2014



<b>TITLE OF REVIEW:</b>	<b>Development Management (Planning)</b>
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## SCOPING

### Reason for enquiry

The Development Management (Planning) and Built & Natural Environment Teams were restructured in 2013 to reflect the economic situation and income projections at that time. With economic recovery, the number of planning applications has increased significantly with consequential impacts on the length of time to validate, register and determine applications.

In view of the potential impacts on stakeholder perceptions, this task and finish group will consider whether the current system is fit for purpose to ensure that public confidence is maintained and enhanced.

This document outlines the scope, areas, approach and people involved in the task and finish group.

### Links to strategy

The review contributes to the following objectives contained in the Council's key plans or strategies:

*Corporate Plan 2013/15:*

*"To create and maintain a successful economy by supporting:*

- *Economic growth and connectivity and*
- *The improvement in quality of our natural and built environment"*

### Summary of review and terms of reference

#### Objectives

- To review the Development Management (Planning) system.
- To engage with key stakeholders to gain an understanding of their experiences and perceptions.

#### Actions

- To examine the current system, performance and mitigations put in place.
- To identify any concerns with the current system.
- To identify best practice from other local authorities.

### What will NOT be included

- The operation of the Constitution in relation to planning matters; this was subject to a previous review, the Executive response was received by the General Overview and Scrutiny Committee at its meeting on 11 February 2013 (<http://go.m-gov.eu/064M4645>)
- The outcomes of specific planning applications.

### Potential outcomes

- To recommend to the Executive any changes necessary or areas for development to improve services to the public.

## Key questions

- What is current practice for the processing of planning applications?
- Are planning and enforcement functions operating effectively and efficiently?
- What are the current structures and are there any plans for further changes?
- Are there examples of best practice elsewhere in the UK?
- Is 'full cost recovery' working to the advantage of the service?
- Are resources being supplemented fast enough to meet demand?
- Do officers have the skills and qualifications needed to cover the full range of expertise required within the service?
- Does the use of external consultants provide value for money and are there consequential impacts on the time taken to process applications?
- What training and support is in place to enable officers to multi-task?
- Is the casework ratio for officers at a manageable level?
- Is delivery vulnerable to annual leave and sickness?
- Is the working environment for officers of a sufficient standard compared with other offices?
- Does the authority have sufficient resources to deal with enforcement and appeals?
- What are the public's perceptions of their interactions with the different functions?
- What are the views of key stakeholders, including applicants, agents and parish councils?
- What information is provided or available to applicants and interested parties about the planning process?
- Can more information be provided through the council's website, particularly about the current status of planning applications?
- What is the current position with countywide policies and guidance (e.g. polytunnels, solar panels, broilers, use of agricultural buildings, and nutrient management)?
- What mitigations are in place for pending or anticipated future changes to government policy?

## Cabinet Member(s)

Councillor PD Price (Cabinet Member, Infrastructure)

## Key stakeholders/consultees

- Council officers.
- Service users, including applicants and agents.
- Parish councils.
- Other local authorities.

## Potential witnesses

- Herefordshire Council Development Management (Planning) Team, including management representatives and officers directly delivering functions to the public.
- The other key stakeholders identified above.

**Research required**

- Statistics and other information relating to compliments and complaints about the service.
- Comparative data and best practice examples from across other local authorities.

**Potential visits**

- To view the operation of individual teams within the service.
- Other local authorities.

**Publicity requirements**

Launch of review

During review

Publication of the review and its recommendations

DRAFT

**Outline timetable (following decision by the General Overview and Scrutiny Committee to commission the review)**

<i>Activity</i>	<i>Timescale</i>
Collect current available data for circulation to group prior to first meeting of the group.	
Confirm approach, programme of consultation/research/provisional witnesses/meeting dates	
Collect outstanding data	
Analysis of data	
Final confirmation of interviews of witnesses	
Carry out programme of interviews	
Agree programme of site visits as appropriate	
Undertake site visits as appropriate	
Final analysis of data and witness evidence	
Prepare options/recommendations	
Present final report to the General Overview and Scrutiny Committee	
Present options/recommendations to Cabinet (or Cabinet Member(s))	
Cabinet/Cabinet Member(s) response (within 2 months of receipt of group's report)	
Consideration of Executive's response by the General Overview and Scrutiny Committee.	
Monitoring of implementation of agreed recommendations (within six months of Executive's response)	

<b>Members</b>	<b>Support Officers</b>
Councillors WLS Bowen, ACR Chappell, BA Durkin (Chairman), AJW Powers and A Seldon.	<p><b>Lead Support Officer:</b> Marc Willimont - Head of Development Management and Environmental Health</p> <p><b>Democratic Services Representative:</b> Clive Lloyd – Democratic Services Officer</p>

29 August 2014

# **(Outline) Scoping statement - Pupil Premium**

There have been a number of recent changes to national funding arrangements for pupils in schools and a key change has been the introduction and development of the pupil premium.

The intention is that the pupil premium provides additional resource for potentially disadvantaged children to address the teaching and learning barriers that lead to poorer educational outcomes for them. That resource has to be accounted for by individual schools and OfSTED pays particular attention to the use of the resource and the impact on pupil outcomes.

Herefordshire Council has a priority to protect children and give them a great start in life, with a particular focus on vulnerable groups of children. Herefordshire currently does not perform well enough either in overall attainment or in terms of progress. This is particularly true for vulnerable groups where last year Herefordshire had amongst the biggest gaps nationally and against statistical neighbour authorities in performance between vulnerable groups and their peers.

This is not a finance issue. There is a clear performance reason for Scrutiny playing a clear leadership role in reviewing the current situation in Herefordshire, examining and comparing best practice and then providing a vehicle to share findings as part of the education strategy as well as further reviewing the situation as part of its scrutiny programme.

Aspects of the review could include:

- Current implementation and funding levels
- Role of schools, including aspirations set through target setting
- Outcomes for pupils
- Role of the school improvement partnership
- Role of the local authority
- Role of governors
- Information for parents, and their role

## Conclusion

This review would benefit from a short one/two day scrutiny enquiry approach, calling witnesses and considering evidence to produce a final report and recommendations for all relevant partners and successor scrutiny committees. It is recommended that this approach be taken.



29 August 2014

# **(Outline) Scoping statement - Hidden / actual costs of education**

In Herefordshire, educational progress and attainment of vulnerable groups of children is not as high as it should and could be. It is already recommended as part of the education strategy and in light of low performance, that Scrutiny undertake a scrutiny enquiry into the use of the pupil premium. This is the subject of another scoping statement.

One of the barriers to the highest educational outcomes can be the actual or hidden costs to parents of their children's education. In their deliberations regarding the change in school transport policy, Scrutiny were interested in understanding the cost impact this may have on some families, and access to bursary schemes. It was suggested and Scrutiny agreed that any such consideration could also helpfully consider the total costs of educating a child in a state school, and through to college to examine whether all that could be done was being done to ensure that parents were not disadvantaged from enabling their children to participate in a wide ranging educational experience, due to cost.

Areas include:

- Uniforms
- Learning materials
- Expected contributions for trips, including transport
- Expected contributions for activities, including clubs and sports

It was recognised that schools often made mention of being open to discuss individual family circumstances if a family had difficulties with contributions. Bursary schemes and assistance schemes were also discussed.

The Scrutiny work would need to consider:

- The total costs of educating a child in Herefordshire
- The opportunities for financial assistance
- The information about and take up of such opportunities
- Whether the current systems in place resulted in some children "missing out" on opportunities due the ability to pay, above the threshold which qualified families for state assistance
- Whether there were any links to wider issues in terms of different levels of achievement between socio economic groups

- Whether schools are aware of the cumulative impact of individual requests for funding on families
- Whether families have been able to influence the demands schools make on them in terms of contributions
- What role governors play in determining the cost of education in their school
- What improvements could be made to communications to families on these issues

### Conclusion

It is recommended that as the first stage of this work, Scrutiny ask officers to collate a range of information and data to inform the questions above, through desktop and survey information. This would enable Scrutiny to advise the successor scrutiny committee of any further more intensive scrutiny work which might be necessary.



Executive Rolling Programme: August 2014

Executive Decisions to be taken – August 2014

<b>DECISION MAKER</b>			
<b>CABINET MEMBER CORPORATE STRATEGY &amp; FINANCE: COUNCILLOR AW JOHNSON, LEADER OF THE COUNCIL</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
TBC	<b>Non Key</b>	Revised Joint Agreement with West Mercia Energy To consider revision to the joint agreement with West Mercia Energy	E, C & C - Richard Wood, Head of Environment & Waste
TBC	<b>KEY</b>	Hereford United Football Club (1939) Ltd To consider future lease arrangements in relation to the Hereford United Football Club ground and of land at ground ends	Economy, Communities and Corporate / Tony Featherstone & Donna Burgess

<b>DECISION MAKER</b>			
<b>CABINET MEMBER CONTRACTS &amp; ASSETS COUNCILLOR H BRAMER</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
15 August 2014	KEY	Catering Service contract let To seek Cabinet Member approval for the contract let of Catering Services	Economy, Communities and Corporate - Paul Nicholas

<b>DECISION MAKER</b>			
<b>CABINET MEMBER CORPORATE SERVICES COUNCILLOR PM MORGAN</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>

TBC	<b>KEY</b>	Transfer of Devolved Services and Assets <i>To approve transfer of services and assets to Town Councils and parameters for second phase of delegated services</i>	Economy, Communities and Corporate / Nina Bridges
TBC w/c 11 Aug 2014	<b>Non Key</b>	Review of Gypsy and Traveller Policy To consider implementing new policy	Economy, Communities & Corporate / Claire Corfield

DECISION MAKER CABINET MEMBER HEALTH & WELLBEING COUNCILLOR GJ POWELL			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
TBC	<b>Non Key</b>	Harling Court – Housing Support Services To seek approval to waiver the existing service whilst re-procurement exercise is ongoing	Adults Wellbeing / Richard Gabb
TBC	<b>Non Key</b>	Herefordshire Local Housing Market Assessment – 2012 Update To update Members on the updated strategic housing needs assessment across Herefordshire	Adults Wellbeing / Jane Thomas
TBC	<b>Non Key</b>	Local Investment Delivery Plan Update To update Members on the delivery plan required to inform the Homes and Communities Agency (HCA) to support bids for housing development.	Adults Wellbeing / Jane Thomas
TBC	<b>Non Key</b>	Affordable housing Programme 2014-2016 To outline the programme of delivery of affordable housing	Adults Wellbeing / Jane Thomas
TBC	<b>Non Key</b>	Homelessness Prevention Strategy To set out the Local Authority's plans for the prevention of homelessness	Adults Wellbeing / Jane Thomas
TBC	<b>Non Key</b>	Supplementary Planning Document (SPD) Technical Data – Update April 2014 To provide the affordable levels for negotiating with private developments	Adults Wellbeing / Jane Thomas
TBC	<b>Non Key</b>	Provision of fully adapted bungalow for a vulnerable adult (Learning Disabilities)	Adults Wellbeing / Jane Thomas

		To ask for additional grant funding to enable the development of a purpose built bungalow to proceed.	
TBC	<b>Non Key</b>	Herefordshire Market Position Statement for Adult Wellbeing To seek approval of the Herefordshire Market Position Statement for Adult Wellbeing	Adults Wellbeing / Alison Clay, Commissioning Officer

DECISION MAKER CABINET MEMBER INFRASTRUCTURE COUNCILLOR PD PRICE			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
TBC	<b>KEY</b>	Solar PV Procurement To seek authorisation to award the completed OJEU procurement framework for Solar PV panels and to commence this invest to save project.	Economy, Communities & Corporate / Ben Boswell

DECISION MAKER CABINET MEMBER YOUNG PEOPLE & CHILDREN'S WELLBEING: COUNCILLOR JW MILLAR			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
TBC	<b>Non Key</b>	The use of Pupil Premium for LAC Decision on top slice of Pupil Premium for LAC to allow targeted intervention controlled by the Virtual Head for LAC	Children's Wellbeing / Steve Laycock
TBC	<b>Non Key</b>	New Horizons - Post 19 Learners with Learning Difficulties and or Disabilities Pilot Project Report To give an update on the small pilot for further education, independent living and therapeutic services for young people aged 19-25 who have learning difficulties and disabilities of a profound, multiple or severely complex nature, which commenced on 1 October 2013. As resolved by cabinet on 19th September 2013. For the Cabinet Member for Children's Wellbeing to review and agree to the	Children's Wellbeing / Alexia Heath

	recommendations in the report including that the pilot project continues. As resolved by cabinet on 19th September 2013.	
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Executive Rolling Programme: September 2014

Executive Decisions to be taken – September 2014

DECISION MAKER CABINET			
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder
11 September	<b>Non Key</b>	Herefordshire Safeguarding Adult Board Business Plan <i>To note, consider and comment on Herefordshire Safeguarding Adult Board's assessment of safeguarding in Herefordshire, and its own effectiveness to enable it to undertake its governance role with regard to the Board</i>	Adults Wellbeing / Herefordshire Safeguarding Children and Adult Board Business Unit
11 September 2014	<b>B&amp;PF</b>	Local Transport Plan 4 <i>To approve the draft Local Transport Plan for consultation</i>	Economy, Communities & Corporate / Steve Burgess
11 September 2014	<b>Non Key</b>	Outcome of Children's Safeguarding Ofsted Inspection and Action Plan <i>To note the outcome of the Ofsted Inspection and to approve the action plan</i>	Children's Wellbeing / John Roughton

DECISION MAKER CABINET MEMBER CONTRACTS & ASSETS COUNCILLOR H BRAMER		
Decision Date (on or after)	Issue Type	Purpose & Report Title
		Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker

On or after 1 September 2014	<b>KEY</b>	Catering Service contract let To seek Cabinet Member approval for the contract let of Catering Services	Economy, Communities and Corporate - Paul Nicholas
25 September 2014	<b>KEY</b>	Alternative management arrangements for Council owned parks and open spaces To obtain cabinet member approval to be seek alternative management arrangement for council owned parks and open spaces	ECC – Steve Burgess, Head of Transport & Access

<b>DECISION MAKER</b>			
<b>CABINET MEMBER CORPORATE STRATEGY &amp; FINANCE:</b>			
<b>COUNCILLOR AW JOHNSON, LEADER OF THE COUNCIL</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
4 Sept 2014	<b>KEY</b>	Renewal of Herefordshire Council Insurance Policies <i>To Approve insurance arrangements following retender</i>	Economy, Communities & Corporate / Malcolm Green

<b>DECISION MAKER</b>			
<b>CABINET MEMBER HEALTH &amp; WELLBEING</b>			
<b>COUNCILLOR GJ POWELL</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
18 September 2014	<b>Non Key</b>	Local Government Declaration on Tobacco Control <i>To Approve the Adoption of the Local Government Declaration on Tobacco Control</i>	Adults & Wellbeing /Helen Coombes
25 September 2014	<b>KEY</b>	Procurement & Award of new Public Health Contracts (Healthy Living) To secure approval to start the procurement process and obtain delegated approval for contract award	Adults Wellbeing / Helen Coombes

25 September 2014	<b>KEY</b>	Procurement & Award of new Public Health Contract (Sexual Health) To secure approval to start the procurement process and obtain delegated approval for contract award	Adults Wellbeing / Helen Coombes
25 September 2014	<b>KEY</b>	Procurement & Award of new Public Health Contract (Drugs & Alcohol) To secure approval to start the procurement process and obtain delegated approval for contract award	Adults Wellbeing / Helen Coombes

**DECISION MAKER  
CABINET MEMBER YOUNG PEOPLE & CHILDREN'S WELLBEING:  
COUNCILLOR JW MILLAR**

Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
25.09.14	<b>KEY</b>	Maintenance programme for schools To approve the maintenance programme for schools for 2014/15	Andy Hough CWB

**DECISION MAKER  
CABINET MEMBER TRANSPORT & ROADS:  
COUNCILLOR P RONE**

Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
4 September 2014	<b>KEY</b>	<i>Balfour Beatty Living Places Public Realm Annual Plan To delegate the approval of the Annual Plan for the Public Realm Services Contract with Balfour Beatty Living Place to the Council's representatives on the Strategic Partnering Board (SPB)</i>	Economy Communities & Corporate / Clive Hall, Head of Highways & Community Services

DECISION MAKER COUNCIL				
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
26 September 2014		Review of Polling Districts, Polling Places and Polling Stations		Environment, Communities & Corporate / Electoral Registration Officer
26 September 2014	<b>B&amp;PF</b>	West Mercia Youth Justice Plan		Children's Wellbeing / Director for Children's Wellbeing
26 September 2014	<b>B&amp;PF</b>	Review of Gambling Act Policy To consider implementing new policy		Economy, Communities & Corporate / Claire Corfield <a href="mailto:clcorfield@herefordshire.gov.uk">clcorfield@herefordshire.gov.uk</a>
26 September 2014		Review of Licensing Act Policy To consider implementing new policy		Economy, Communities & Corporate / Claire Corfield N/A <a href="mailto:clcorfield@herefordshire.gov.uk">clcorfield@herefordshire.gov.uk</a>
26 September 2014		Introduction of a Sex Establishment Policy To consider implementing new policy		Economy, Communities & Corporate / Claire Corfield <a href="mailto:clcorfield@herefordshire.gov.uk">clcorfield@herefordshire.gov.uk</a>

AUDIT & GOVERNANCE COMMITTEE		
Meeting Date	Purpose & Report Title	Portfolio Holder
	External Audit Findings Report	
	Statement of Accounts	

**Executive Rolling Programme: October 2014**

Executive Decisions to be taken – October 2014

<b>DECISION MAKER CABINET</b>					
<b>Meeting / Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Portfolio Holder</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>	
9 October 2014	<b>Non Key</b>	Budget Monitoring Report <i>To report the financial position of the Council for both Revenue and Capital</i>	Corporate Strategy & Finance – Councillor AW Johnson, Leader of the Council	Economy, Communities & Corporate / Peter Robinson	
9 October 2014	<b>Non Key</b>	Local Account 2013-14 <i>The cabinet approve the publication of the Local Account – a statutory report to the local community re Adult Social Care</i>	Adult & Wellbeing	Head of Performance, Adult and Wellbeing Directorate.	
9 October 2014	<b>KEY</b>	Care Act <i>To consider the impacts of the Care Act and to agree actions for implementation</i>		Adults Wellbeing / Alison Hotchen Care Act Project Manager	
9 October 2014	<b>Non Key</b>	Herefordshire Safeguarding Boards: Annual Safeguarding Assurance Report <i>To inform Cabinet of the Safeguarding Boards' assessment of safeguarding in Herefordshire and of their own effectiveness.</i>	Young People and Children's Wellbeing / Councillor J Millar	Children's Wellbeing / Andy Churcher, HSAB/HSCB Business Manager	
9 October 2014	<b>B&amp;PF</b>	Corporate Plan			
9 October 2014	<b>KEY</b>	South Wye Transport Package		Mairead Lane	
9 October 2014	<b>KEY</b>	South Wye Transport Package <i>To consider consultation responses and confirm prefer package</i>	Economy, Communities & Corporate / Mairead Lane		



DECISION MAKER CABINET MEMBER YOUNG PEOPLE & CHILDREN'S WELLBEING: COUNCILLOR JW MILLAR			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
23.10.2014	<b>Non Key</b>	Nursery Education Funding Policy <i>To approve the policy for Nursery Education Funding (NEF)</i>	Children's Wellbeing / Andy Hough

DECISION MAKER CABINET MEMBER HEALTH & WELLBEING COUNCILLOR GJ POWELL			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
25 October 2014	<b>KEY</b>	Procurement & Award of new Public Health Contract (Child Health) <i>To secure approval to start the procurement process and obtain delegated approval for contract award</i>	Adults Wellbeing / Helen Coombes
October TBC	<b>KEY</b>	Housing related support service (2 x Accommodation based contracts & 1 x floating support contract). To update members on the strategic review of the service and seek approval to retender or decommission	Adult and Wellbeing / Richard Gabb / Laura Lloyd
October TBC	<b>KEY</b>	Housing related support service (Homeless prevention support contract) To update members on the strategic review of the service and seek approval to retender or decommission	Adult and Wellbeing Richard Gabb/Laura Lloyd

DECISION MAKER CABINET MEMBER INFRASTRUCTURE COUNCILLOR PD PRICE			
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Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
2 October 2014 (Now a Cabinet Decision 9 Oct)	<b>KEY</b>	South Wye Transport Package <i>To consider consultation responses and confirm prefer package</i>	Economy, Communities & Corporate / Mairead Lane

DECISION MAKER CABINET MEMBER Transport and Roads: COUNCILLOR P Rone			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
TBC Oct/Nov 2014	<b>KEY</b>	Review of off street car park charges and provision <i>To agree any increase to car park tariffs, and to review and agree car park provision post marketing and sale of Merton Meadow</i>	Economy, Communities and Corporate Chris Jenner/Dave Hepworth

Executive Rolling Programme: November 2014

Executive Decisions to be taken – November 2014

DECISION MAKER CABINET			
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder
13 November 2014	Non Key	Quarterly Performance Report <i>To review performance</i>	Economy, Communities and Corporate - Richard Ball
13 November 2014	<b>KEY</b>	Review of Smallholdings <i>To apprise Members of the outcome of the Smallholdings Review undertaken by Fischer German and to seek approval for the</i>	Economy, Communities and Corporate – Tony Featherstone

		<i>recommendations contained therein</i>		
13 November 2014	<b>KEY</b>	Update on Accommodation Strategy – Future Phases <i>To seek Members' approval for further proposals to rationalise the Council's accommodation</i>		Economy, Communities and Corporate – Tony Featherstone
13 November 2014	<b>KEY</b>	Strategic Plan for Education To set out the Local Authorities approach to educational improvement	Young People & Children's Wellbeing	Children's Wellbeing / Chris Baird

Other meetings:

<b>AUDIT &amp; GOVERNANCE COMMITTEE</b>				
<b>Meeting Date</b>	<b>Purpose &amp; Report Title</b>	<b>Portfolio Holder</b>	<b>Directorate, Lead Officer &amp; Contact information</b>	
Nov 15	Progress Report on 2014/15 Internal Audit Plan			
	Annual Audit Letter (External Audit)			
	VfM or Financial Resilience Report (as required) (External Audit)			
	Budget Monitoring Report			
	Counter-fraud and Corruption Policies – Biennial Review			
	Whistle Blowing Policy – Biennial Review			

**Executive Rolling Programme: December 2014**

Executive Decisions to be taken - December 2014

<b>DECISION MAKER CABINET</b>			
<b>Meeting / Decision Date (on or after)</b>	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Portfolio Holder</b>
			<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>

18 December 2014	Non Key	Budget Monitoring Report <i>To report the financial position of the Council for both Revenue and Capital</i>	Corporate Strategy & Finance – Councillor AW Johnson, Leader of the Council	Economy, Communities & Corporate / Peter Robinson
18 December 2014	Non Key	Public Health Annual Report	Health & Wellbeing – Councillor GJ Powell	Public Health /