

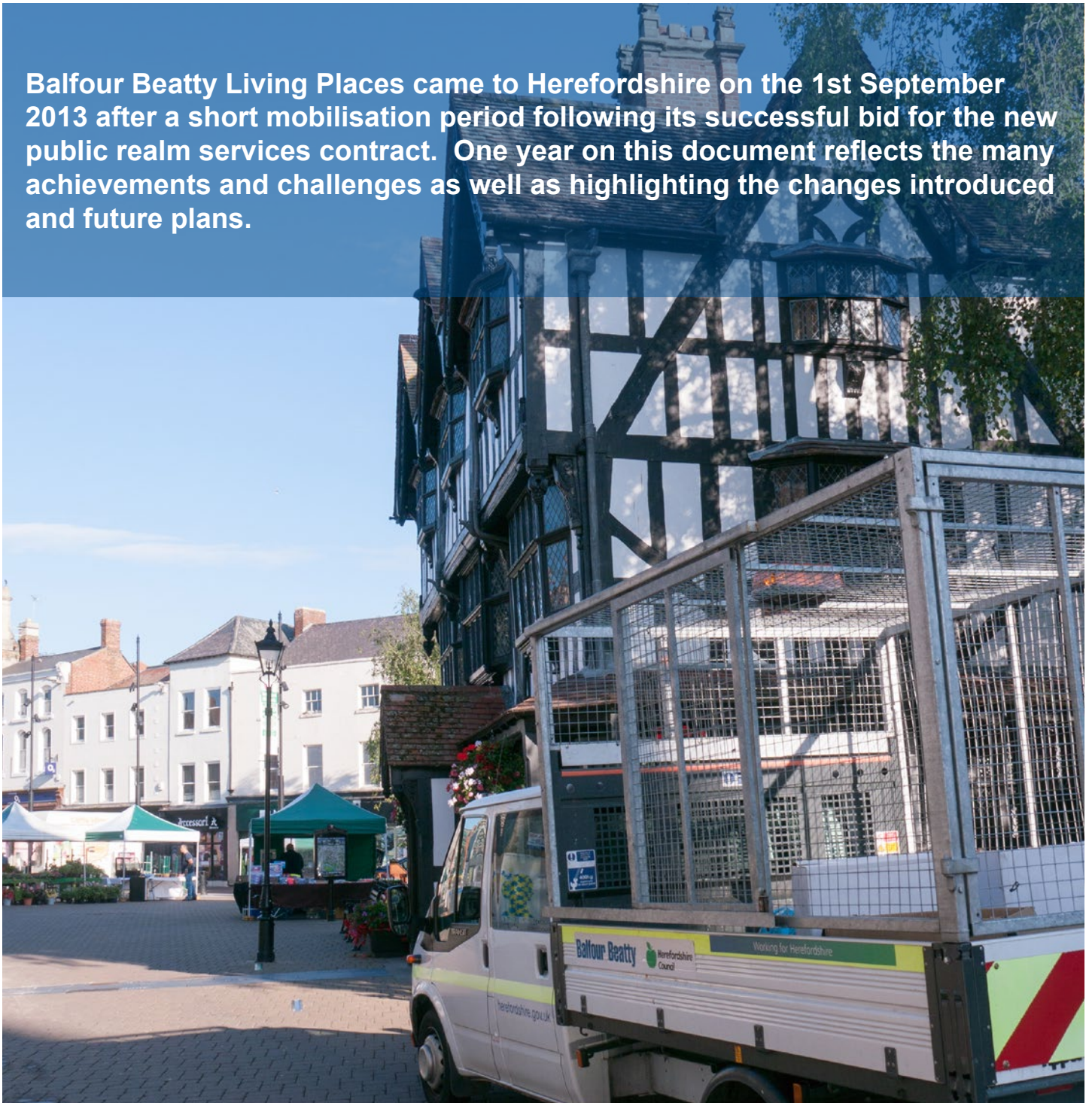


Herefordshire Public Realm Services Balfour Beatty Living Places Update September 2014



**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

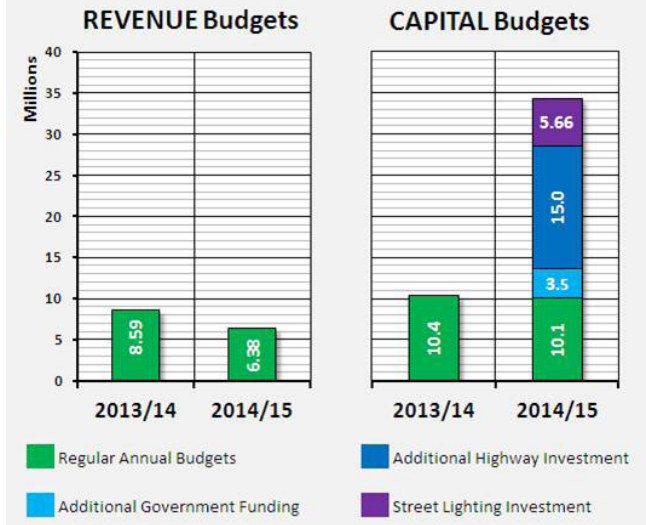
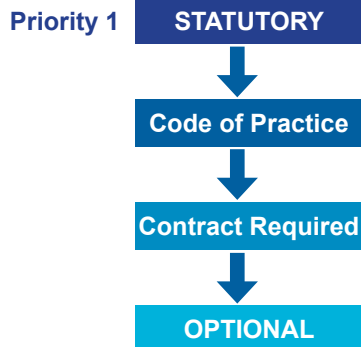
£3.5m allocated from the severe weather fund:

- 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.

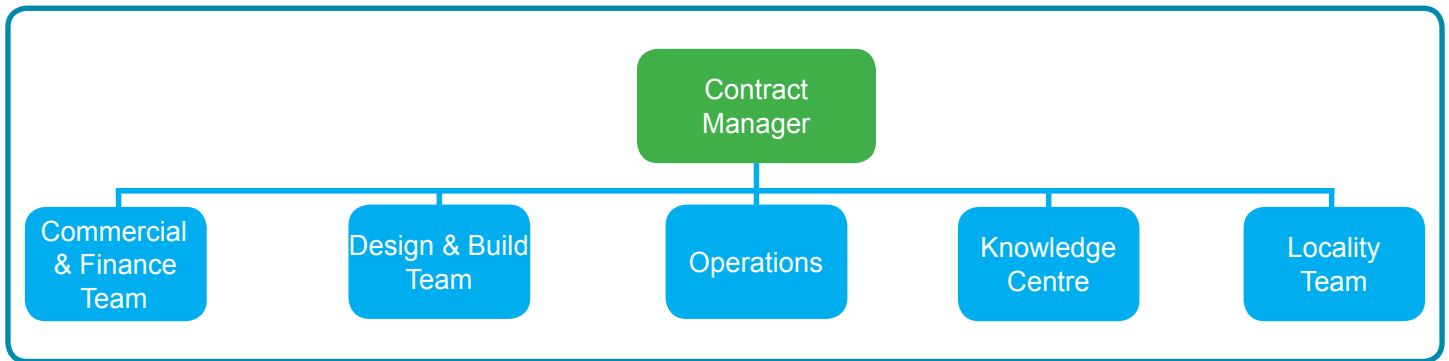
The development of the plan was not without its challenges, as decisions had to be made in some areas on incomplete inventory and without the benefit of a full year's service delivery experience. Whilst some consultation was undertaken with key stakeholders, it is recognised that wider input is required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

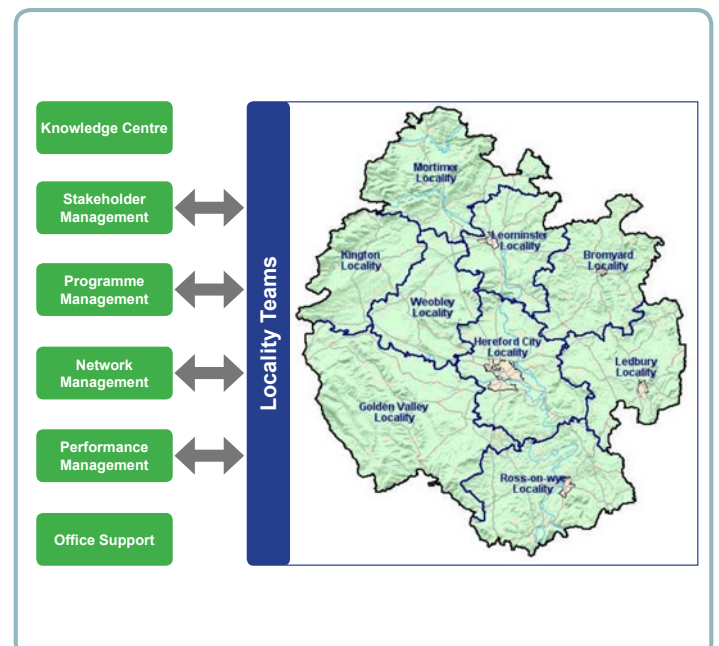
Operational delivery

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



Mortimer
Rachel Dixon
Rachel.Dixon@
07816062994

Weobley
Phil Pankhurst
Philip.Pankhurst@
07816064103

Kington
Vince Playdon
Vince.playdon@
07816064116

Golden Valley
Linzy Outtrim
Linzy.Outtrim@
07791925722

Hereford Town (North)
Three Elms: Aylestone; Central; St Nicholas;

Hereford City (S)
Shane Hancock
Shane.Hancock@

Hereford City (N)
Mike Gill
Mike.Gill@
07816064054

Hereford Town (South)
Tupsley; Belmont; St Martins & Hinton

Hereford Rural
Steve Churchill
Steve.Churchill@
07791926276

Leominster Rural
Donna Tregenza
Donna.Tregenza@
07791926387

Upton, Hampton Court

Leominster Town
Julie Debbage
Julie.Debbage@
07791926760

Leominster South, Leominster North

Bromyard
Cathy Berkeley
Catherine.Berkeley@
07791926756

Ledbury
Neil James
Neil.James@
07791926161

Ross-On-Wye Town
Kevin Williams
Kevin.Williams@

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

Ross Rural
Llangarron; Pontrilas

Hereford Rural
Credenhill; Burghill, Holmer & Lyde; Sutton Walls; Hagley; Backbury; Hollington

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

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.

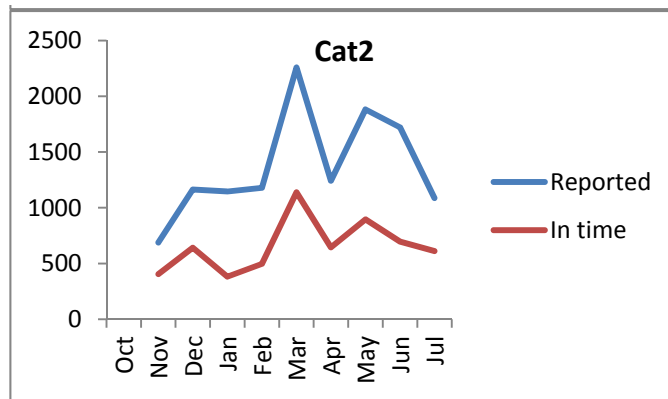
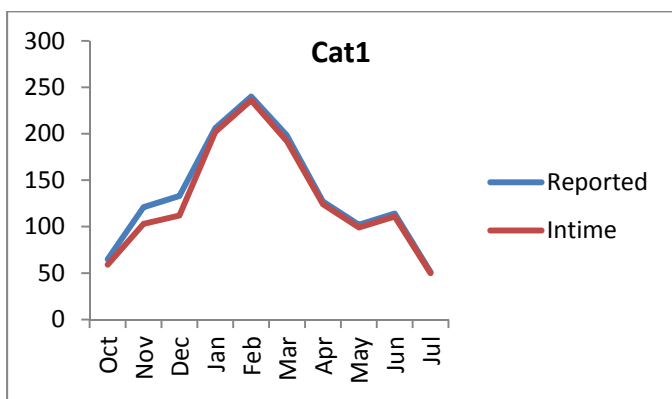
A high proportion of these reports have been inherited from the previous contract. A consequence of this has resulted in a fourfold increase in Category 1 and Category 2a defects, making it difficult to achieve the required standards.

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

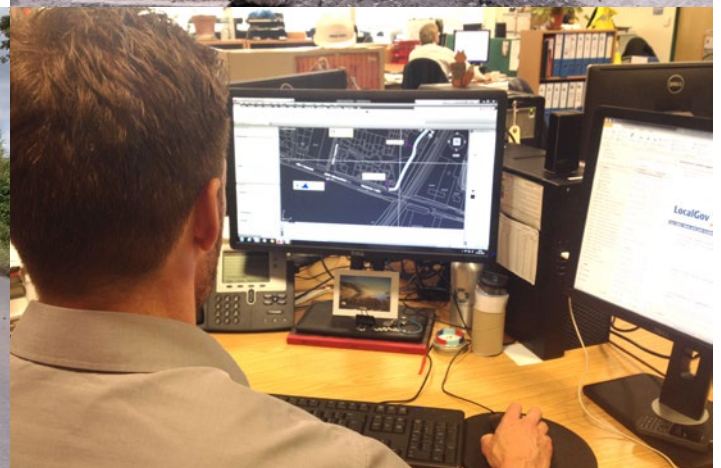
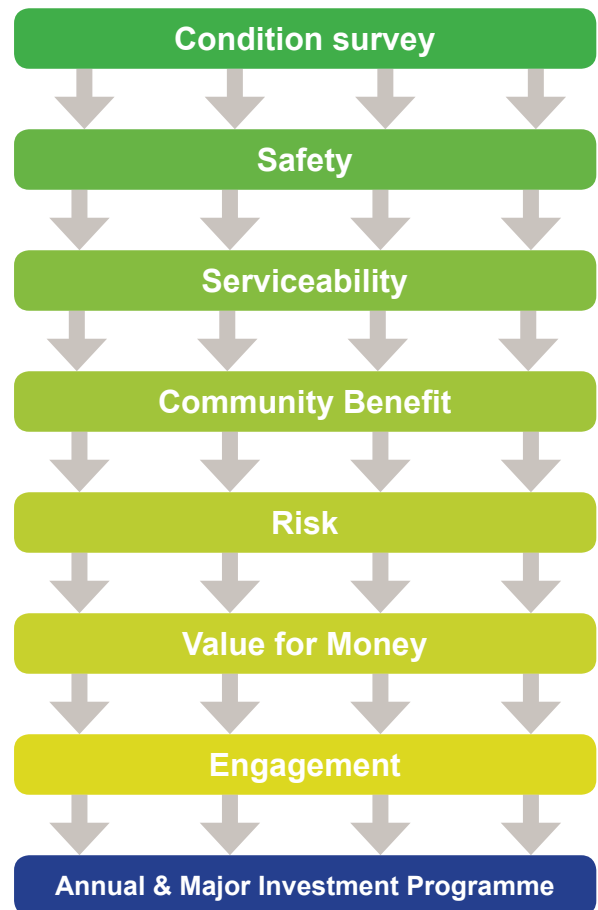
What is being delivered:

- 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.

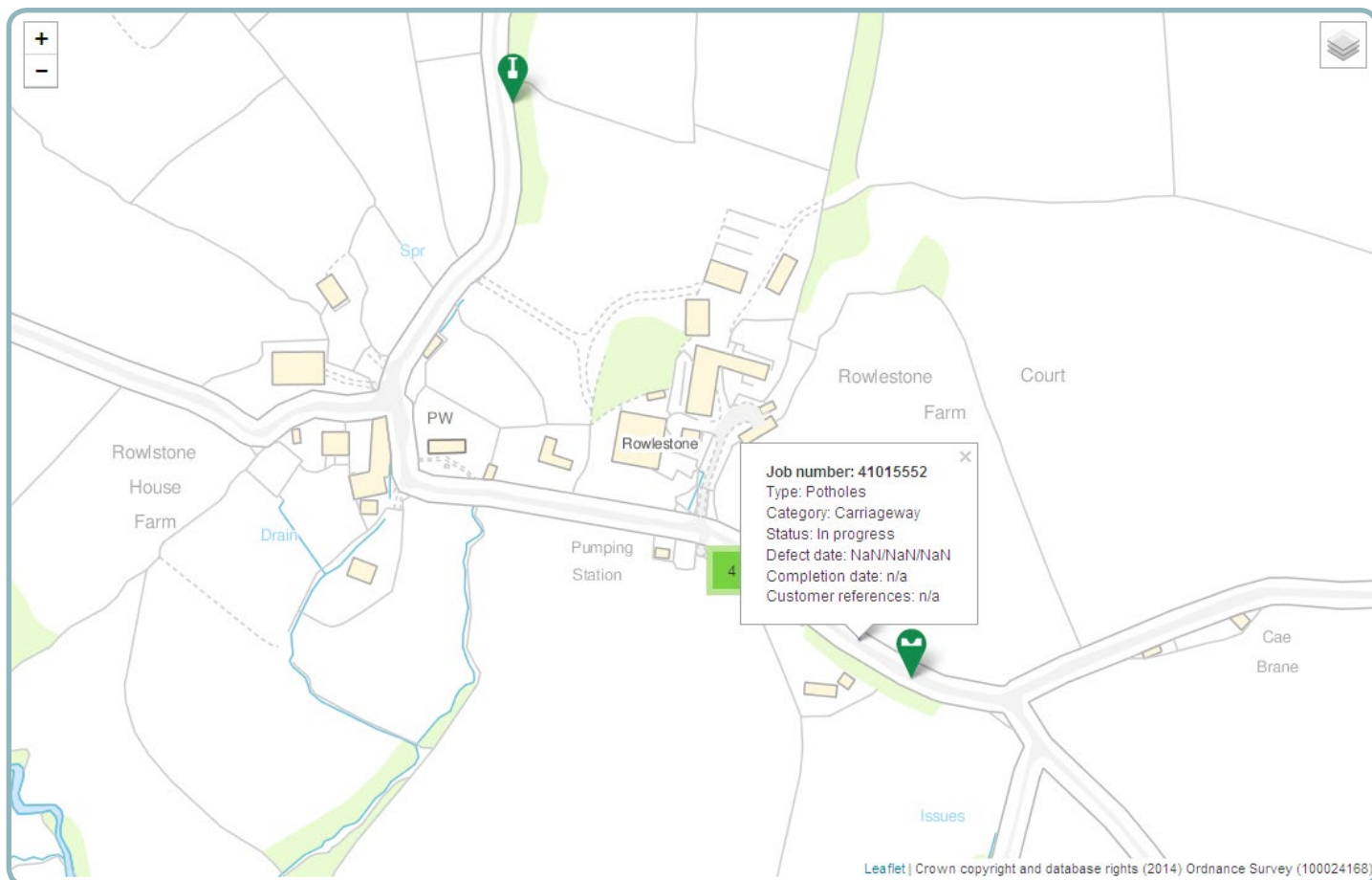
Frequently Asked Questions have been established for street cleansing and litter bin servicing and we are currently working to provide a FAQ section for a wide range of subjects. These will help Members, clerks and the public understand what is included in the public realm contract and suggest areas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

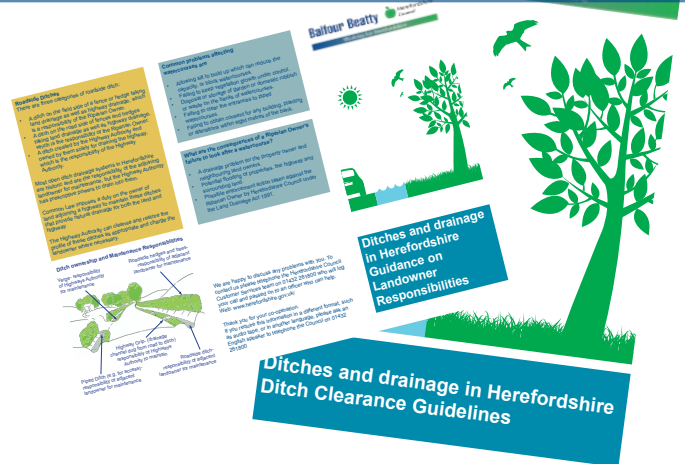
“We have just had a visit from the regional judges of Britain in Bloom and I cannot praise the workforce of Balfour Beatty enough. Their men did a great job to ensure our day went well”.
Hereford in Bloom coordinator



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
Balfour Beatty Herefordshire Council
GUIDANCE NOTES



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.

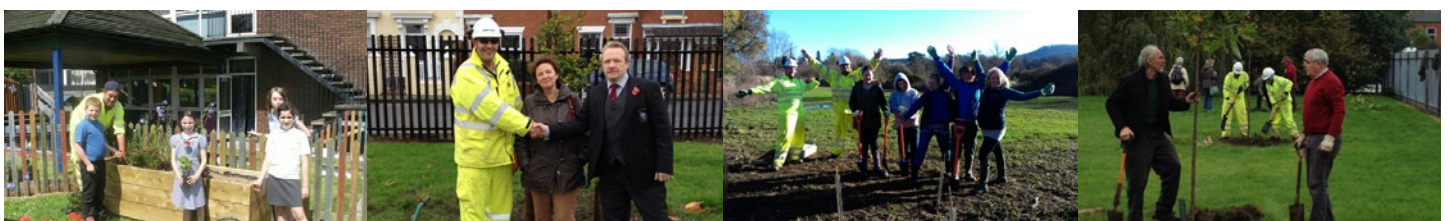
Current Local Sub-Contractor spend excluding surfacing	
£1,741,382.87	56.27%

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

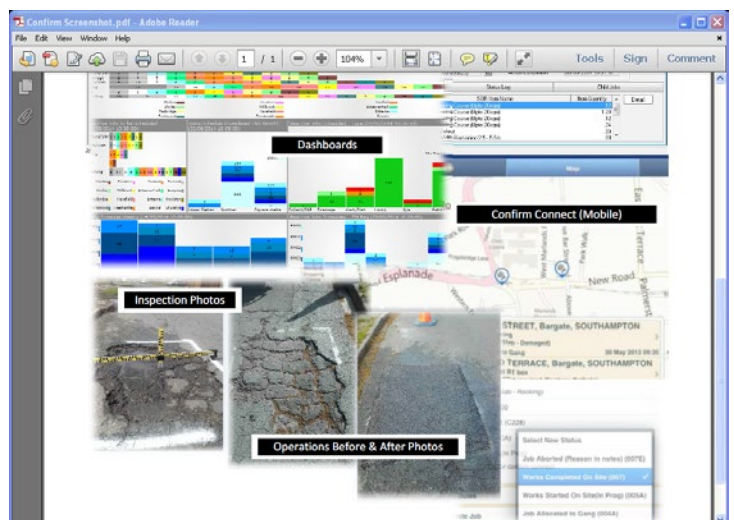
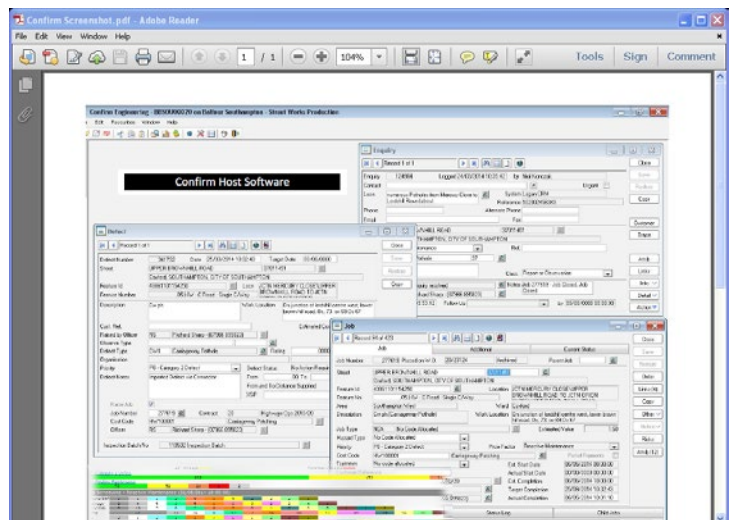
It is important that we can demonstrate that we are delivering a quality service. We have already gained accreditation to ISO9001, ISO14001 and OHSAS 18001 across the whole scope of services and will continue to work towards gaining sector scheme accreditations over the coming years. The Confirm system, 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.

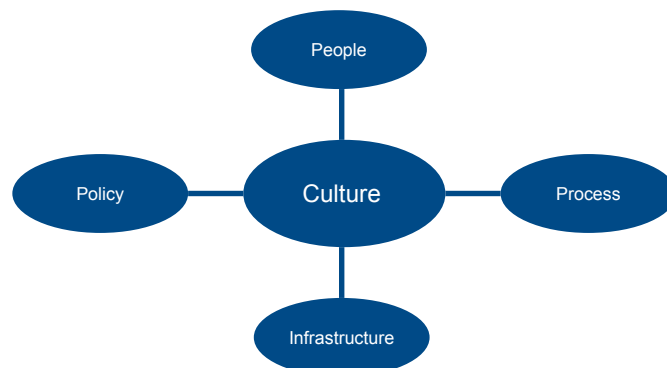
Transformation Improvements

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.



