

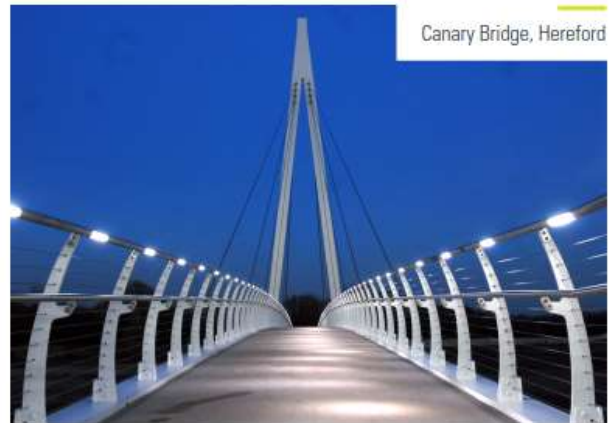
HEREFORDSHIRE PUBLIC REALM CONTRACT ANNUAL PLAN 2021/22

SERVICE OVERVIEW

Grounds maintenance,
St George's playing field



Canary Bridge, Hereford



Snow clearance, Longtown



Locality inspection,
city centre



Thanking key workers summer 2020,
Kingsland Depot



Street lighting
maintenance, Withington

Locality working, Kington



Date: 01 April 2021

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KEY UPDATES IN THE SERVICE OVERVIEW

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

- Key Areas of Continuous Improvements in 2021/22
- New Cluster Groups for 2021/22
- Commercial/Financial Overview
- Supporting Herefordshire Councils Identified Savings Target
- Payment Mechanisms & Service Order Schedule
- Appendix A, E, G, H, J, K, L, M, N

INTRODUCTION

This document, the Herefordshire Annual Plan 2021/2022 (Annual Plan) sets out how Hereford Council (HC or Council) supported by its partner Balfour Beatty Living Places (BBLP) will rise to the challenge of protecting frontline services in the Public Realm in challenging economic times.

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

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

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

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

The Annual Plan sets out the priorities for provision of services for the plan period, the financial year 2021/2022. Annual Plans will be reviewed and published annually, allowing the Council to respond to changing budgets and priorities from residents, businesses and Council members.

DOCUMENT STRUCTURE

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

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

Service Information Annex's	
Annex Reference	Service
Annex 00 – LMO	Overview of Local Management Overhead to enable effective management and delivery of service.
Annex 01 – Network resilience	Support During Civil Emergencies and Highways Winter Service
Annex 02 - Community Development and Stakeholder Management	Community Development, Customer Interface, Communications and Stakeholder Management
Annex 03 – End to End Network Improvement	Highways Network Improvement including surfacing, Local Transport Plan schemes and other major schemes
Annex 04 – Development Control & Devolved Services	Delivery of S278 works
Annex 05 - Fleet Management	Fleet Management and Mechanical Workshop Services
Annex 06 - Parks and Open Spaces, Landscaping, Verges and Trees	Highways - Landscaping, Verges and Trees Parks and Open Spaces, including: <ul style="list-style-type: none"> • Management • Rehabilitation and Maintenance
Annex 07 – Managing Water on the Network	Highways Drainage, Land Drainage, Flood Risk Management
Annex 08 – Asset Management	Transport Asset Management Planning, Service Prioritisation, Asset Management
Annex 09 - Network Management and Traffic Regulation	Network Management and Traffic Regulation including Traffic Regulation Orders and Traffic Engineering
Annex 10 - Network Rehabilitation Maintenance	Network Rehabilitation and Maintenance including reactive and routine response to asset degradation
Annex 11 - Public Rights of Way	Highways - Public Rights of Way, including: <ul style="list-style-type: none"> • Management • Rehabilitation and Maintenance • Network Improvement • Structures

Annex 12 - Street Cleaning	Street Cleaning including bin emptying, fly tipping and road sweeping
Annex 13 – Street Lighting	Street lighting including asset maintenance and replacement
Annex 14 – Structures	Structures including inspection, capital maintenance and major schemes

Table 1: Services and their corresponding annexes

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

MEETING CONTRACT REQUIREMENTS FOR ANNUAL PLAN

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

Contractual Test	Comment
Meet the Council's objectives, as per the Contract;	Captured in each annex
Proposed expenditure must be within Capital and Revenue Budgets that have been assigned to Balfour Beatty Living Places (BBLP);	Captured in the 'Service Overview' in Appendix E, Financial Information Summary of costs included in each annex
Be capable of delivering 3% cashable savings for the Council against the prior year's spend (or whatever equivalent efficiency measure that may be placed upon the Employer by central Government or reasonable agreed between the Employer and the Provider during the Contract Period);	Captured in 'Service Overview' in "Supporting Herefordshire Councils 3% Savings Target"
Be in accordance with the Service Information and contain any information that is required to be included in the Annual Plan by the Service Information;	Captured in each annex

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

Table 2: Annual Plan Sign off Criteria

POLICY CONTEXT

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

LEGISLATIVE DOCUMENTATION / REFERENCE DOCUMENTATION

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

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

HEREFORDSHIRE COUNCIL DOCUMENTATION

- Herefordshire County Plan 2020-2024
- Local Transport Plan
- Locality Strategy for Herefordshire – March 2011
- Herefordshire's Equality and Human Rights Charter 2020-2023
- Customer Service standards
- Herefordshire design guides
- Herefordshire Transport Asset Management Plan (TAMP)
- HC Winter Service Policy
- HC Winter Maintenance Plan
- HC Sandbag Policy
- HMEP Guidance
- Herefordshire Highways Maintenance Plan 2020
- Herefordshire Highways Maintenance Plan 2020 – COVID 19 Plan
- Herefordshire Draft Tree Guidance

CONTRACT DOCUMENTATION

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

These documents should be considered according to the following hierarchy:

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

ORGANISATION

DELIVERY STRUCTURE

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

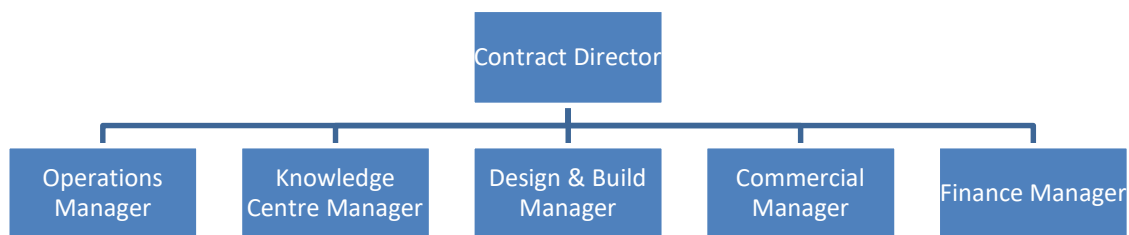


Figure 1 - Herefordshire Annual Plan Management Structure

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

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

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

KEY MANAGEMENT RESPONSIBILITIES

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

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

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

KEY COMMISSIONING PRINCIPLES

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

- **Outcomes** - we will focus on commissioning for Outcomes rather than commissioning of services, using the assessment of needs in *Understanding Herefordshire and Herefordshire County Plan 2020-2024*;
- **Monitoring** – we will apply a robust contract and supplier monitoring and management regime to ensure benefits realisation and maximise continuous improvement;
- **Self-reliance** – we will work with residents, service users, volunteers and voluntary groups, community bodies, business and our partners to help people to be more self-reliant, devolve services and build stronger communities;
- **Local delivery** – we will focus on community engagement, service delivery and public access in our nine localities, working with parish councils, local businesses and the third sector;
- **Valued Services** – we will prioritise services that deliver outcomes for a better Herefordshire and focuses on vulnerable groups.

COMMISSIONING HALLMARKS

The following are considered hallmarks of good commissioning:

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

THE COMMISSIONING CYCLE

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



Figure 2: Draft Commissioning Cycle Proposal

DEVELOPING THE COMMISSIONING PROCESS

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

THE ANNUAL PLAN DEVELOPMENT PROCESS

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

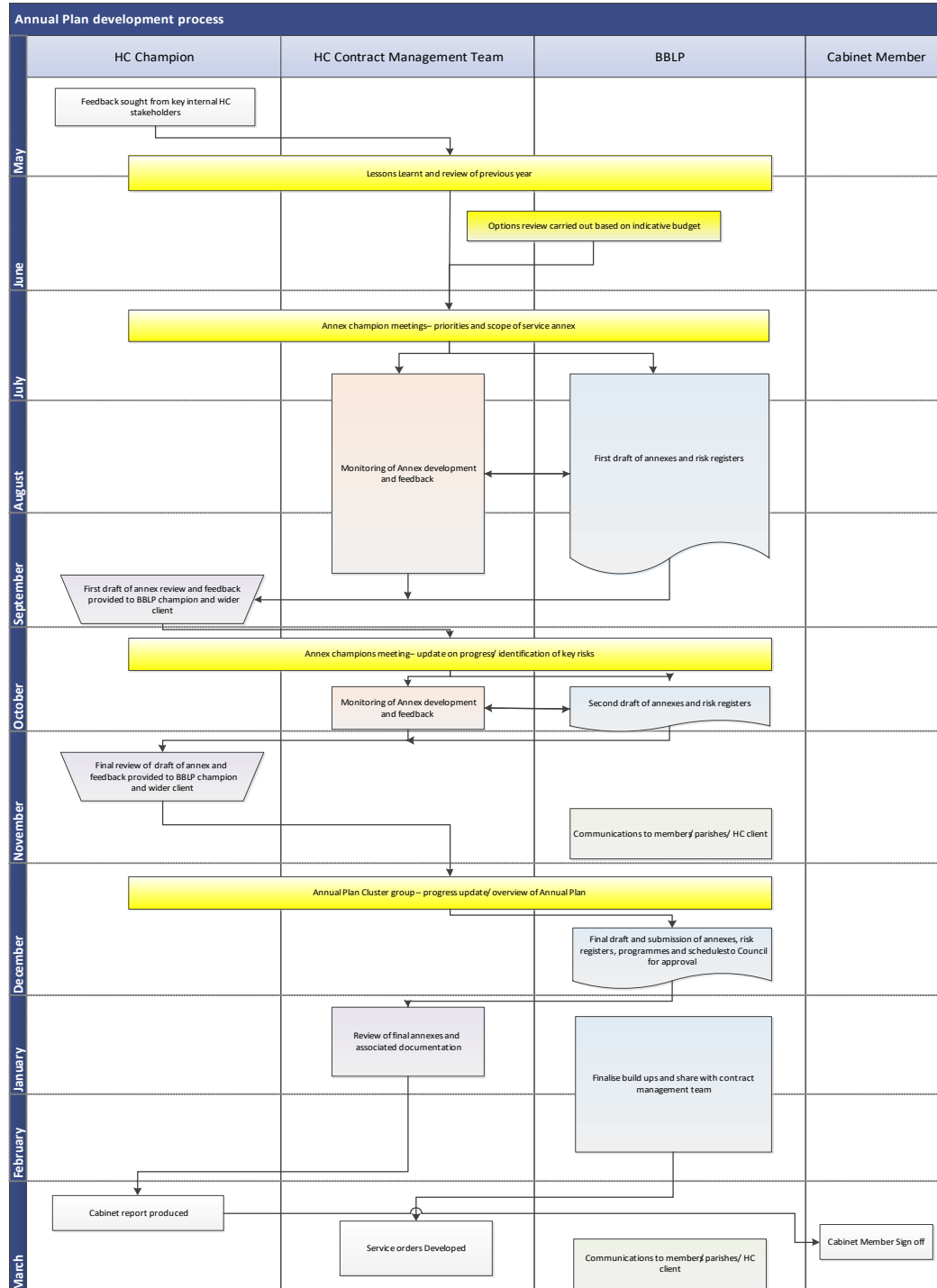


Figure 3: Annual Plan Development Process

PRIORITISATION AND OPTIONS APPRAISAL

In the development of each annual plan a process of prioritisation of service needs in line with the County Plan 2020-2024 and forward programme will be conducted against the context of the desired outcomes and available budget. The aim is to inform the decision as to allocation of funding to each part of the service, in order to maximise delivery of Herefordshire's outcomes. A bottom up budgeting mechanism has been used for prioritisation. The budget has been allocated according to the following hierarchy:

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

Allocation of budget to all other services, where there are less onerous or extensive legal or contractual obligations, is on the basis of community and asset need. Community need is determined through an on-going process of community consultation, through the Locality Stewards, Ward Members, attendance at Parish Council Meetings and customer enquiries. During the 2020/21 Annual Plan period parish and member updates were delivered to members and parishes to support this process. Asset need is determined through condition surveys and the whole life cycle asset management model captured in the TAMP.

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

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

The following criteria have been used in the prioritisation:

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

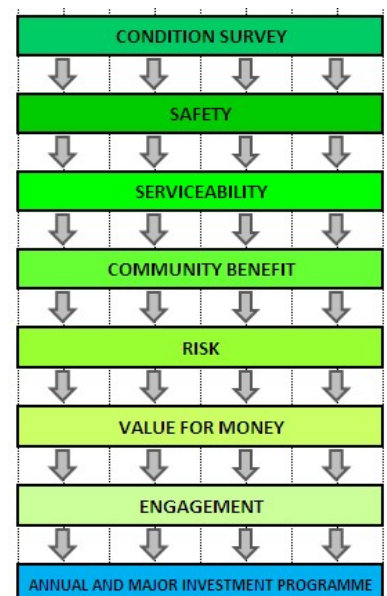


Figure 4: Scheme Prioritisation Process

OUTCOME OF PRIORITISATION AND OPTIONS APPRAISAL

The programmes of maintenance and improvement works can be found in Annex 3 (End to End Network Improvement), Annex 7 (Water on the Network) Annex 14 (Structures).

In the 2021/22 annual plan period, the following capital maintenance programmes are planned:

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

GOVERNANCE

CONTRACT GOVERNANCE

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



Figure 5: Formal Governance Structures

CLUSTER GROUPS

The following cluster groups have been established and will continue to operate in 2021/22:

- Annual Plan Cluster Group – Charged with overseeing the development and delivery of the Annual Plan
- Commercial & Finance Cluster Group – Charged with overseeing risk management and the process of change (early warning and compensation events) and delivery of the Annual Plan within the available budget envelope
- Communications Cluster Group – Charged with leading the communication of the annual plan, thereby managing community expectations and promoting the service
- **New Social Value Cluster Group** - Charged with developing and implementing the joint sustainability action plan and community engagement strategy, volunteering and skills academy
- **New Innovation Cluster Group** – Charged with identifying innovation opportunity and managing the benefit realisation for continuous improvement projects
- **New Network Resilience Cluster Group** – Charge with reviewing and developing plans to improve emergency responses, risk on the network and resilience

CONTRACT MANAGEMENT TEAM

The client contract management team is illustrated in Figure 6.

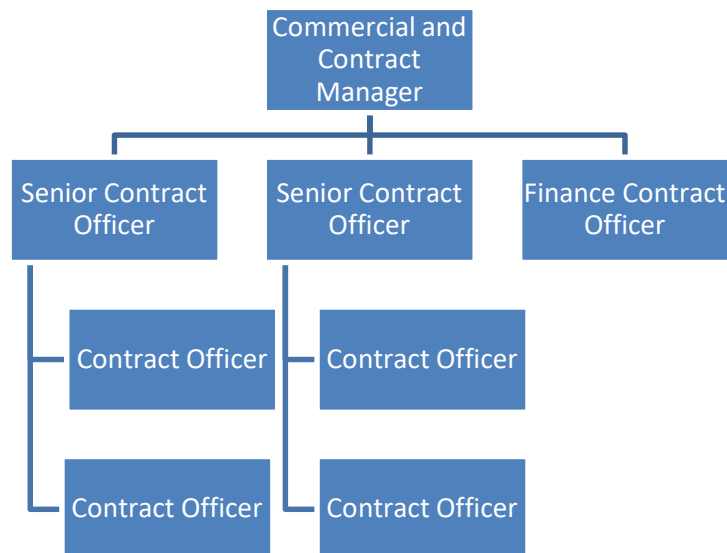


Figure 6 Client Contract Management Team

CHANGE MANAGEMENT APPROACH INCLUDING EARLY WARNING PROCESS

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

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

- Early Warning Notices (EW) – issued by either client or contractor and servicing notice of perceived issues/performance that could:
 - increase the cost of providing the service;
 - affect the progress or performance of the service;
 - impair the performance of the Public Realm in use;
 - result in the aggregate of all amounts due exceeding budget.
- Compensation Events (CE) – a means of capturing and agreeing alterations to agreed costs, usually following an Early Warning Notice.

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

INTEGRATED WORKS PROGRAMME APPROACH

The broad range of services included under the Public Realm contract necessitates an Integrated Works Programme approach if delivery is to be efficient and achieve the Council's objectives. For example, the pavement improvement programme planned for the 2021/22 period will need to be coordinated with statutory undertakers to prevent excessive interventions in new laid surfaces. Another example of this is the coordination between grass cutting and street cleansing services to achieve an attractive look in urban areas.

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

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

NOTICE OF ACCESS ACCEPTANCE OR MATERIAL REQUIREMENTS

In line with the contract requirement:

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

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

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

QUALITY ASSURANCE AND AUDIT

QUALITY ASSURANCE APPROACH AND PLAN

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

Quality audits of all BBLP contracts are carried out by our internal auditors. Our management systems are certified independently by DNV GL Ltd. See Appendix C, Quality Management for details. DNV GL have supported us in achieving appropriate Sector Scheme Accreditation.

SELF AUDIT

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

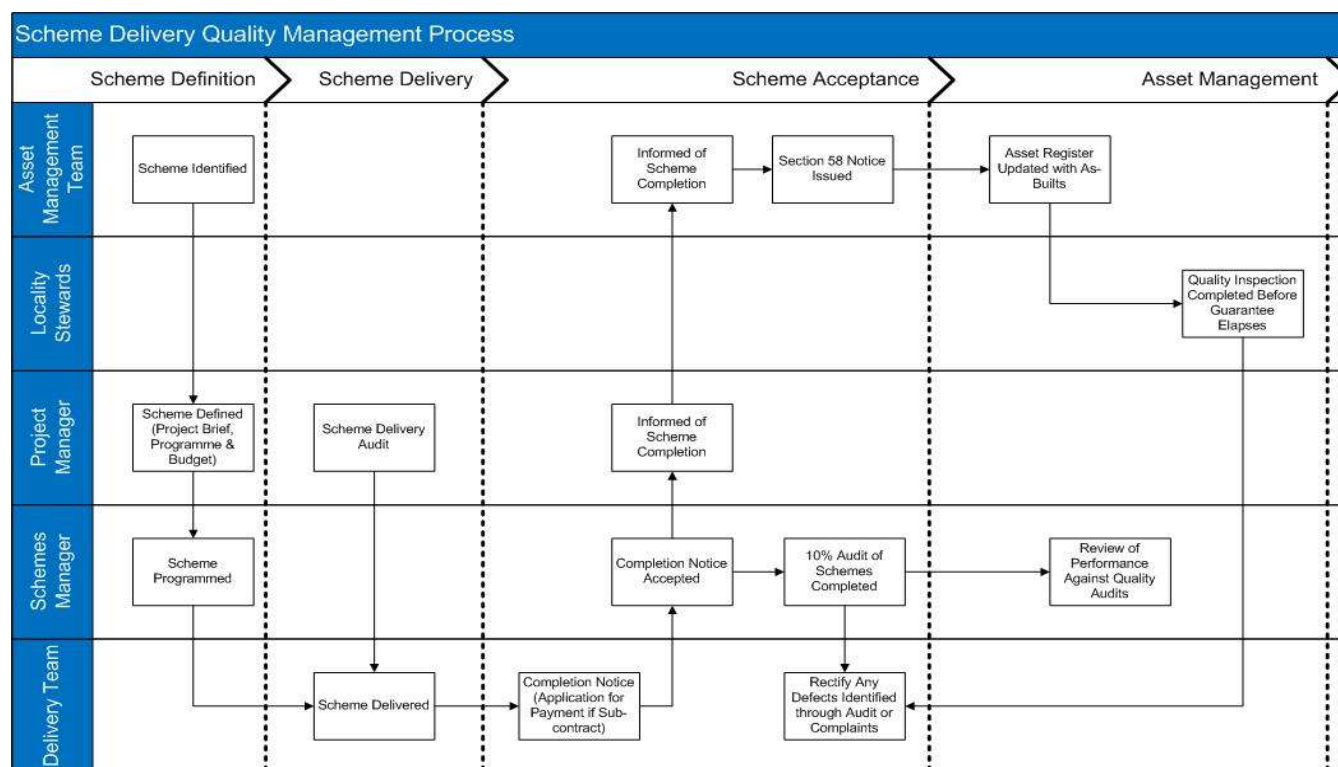


Figure 7: Scheme Delivery Quality Management Process outlines how self-audit of works will be performed.

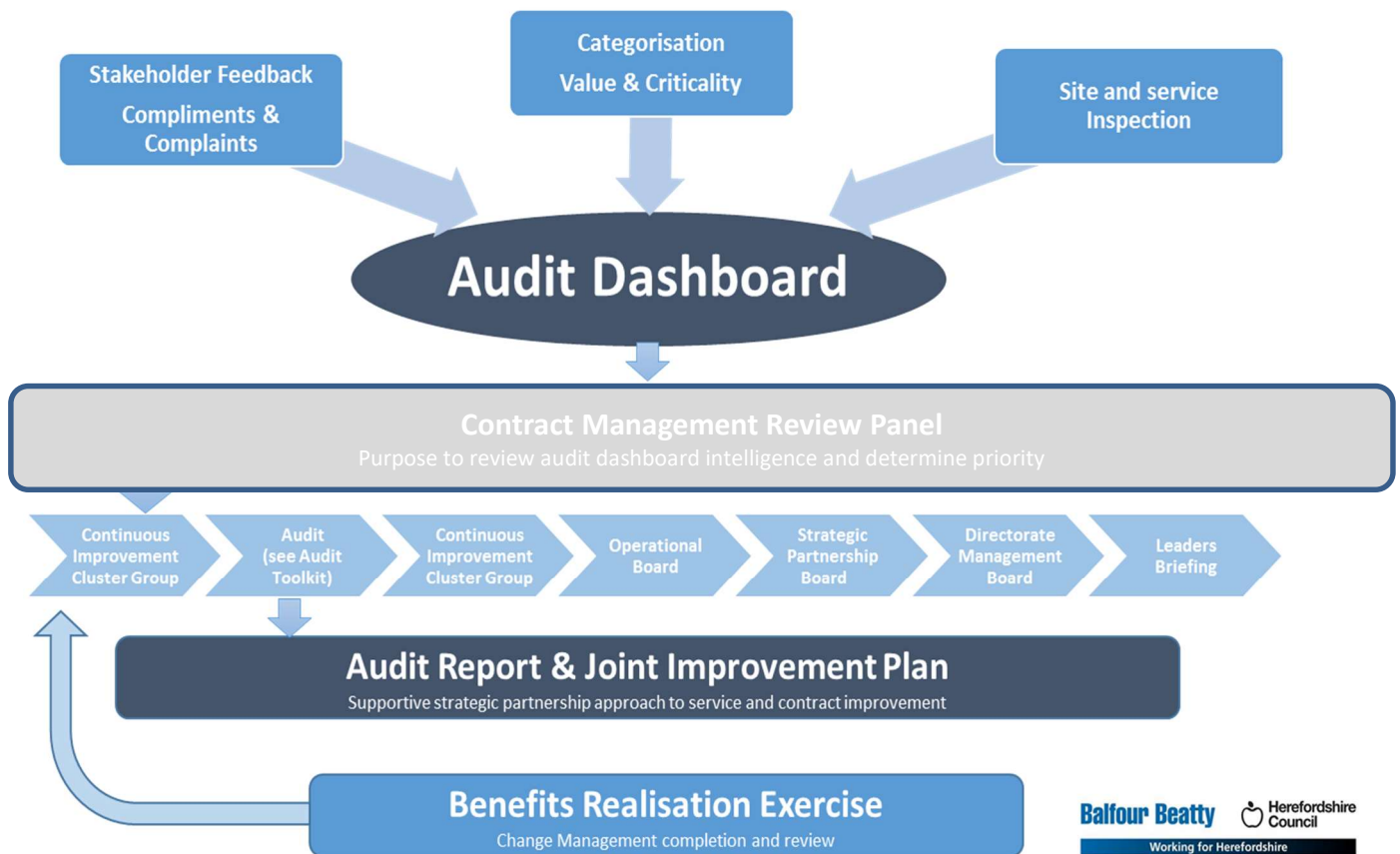
The process for managing the resurfacing works is captured in Figure 7.

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

HC CONTRACT MANAGEMENT TEAM AUDIT

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

The contract management audit process is detailed below:



CONTINUOUS IMPROVEMENT

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

CONTINUOUS IMPROVEMENT

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

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

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

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

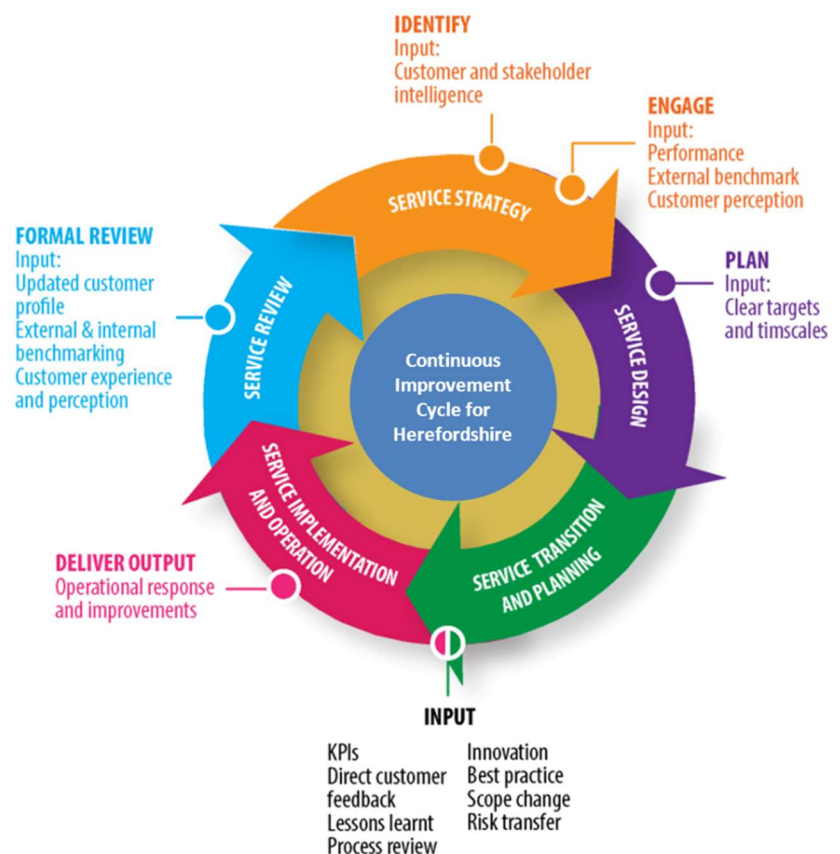


Figure 8: Continuous Improvement Cycle

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

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

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

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

CONTINUOUS IMPROVEMENTS IN 2021/22

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

Areas for Continuous Improvement:

- Implementation of new Operational Control Hub for improved productivity
- Introduction of a permitting scheme
- Introduction of Rotary Ditcher to improve drainage
- Introduction of new Weed Suppressing Mulch Matting on vis splays
- Introduction of reduced verge cutting in certain locations and implementation of wild flower areas
- Improved communications, through new communication categorisation and use of social media and video
- Introduction of Point Cloud Scanner for improved site inspection data recording

LESSONS LEARNED

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

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

INNOVATION

Innovation on the contract will be considered in three ways:

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

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

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

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

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

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

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

SOCIAL VALUE CONSIDERATIONS

NATIONAL SKILLS ACADEMY FOR CONSTRUCTION

BBLP continue to work with the Construction Industry Trade Board (CITB) to establish and review targets against the required KPI in line in industry standards and benchmarks. Whilst we continue to build positive links with local schools and agencies to support young people in Herefordshire who are looking for work experience and opportunities to develop work ready skills, delivery has been impacted by Covid 19 and we are developing Virtual Careers Fairs. We will also continue to support key development of our employees and our local eligible subcontractors with apprenticeships, graduate placements and recognised training and development.

Details of proposed targets for 2021/22 and outcomes against each required criterion are listed in Appendix K, National Skills Academy Employment and Skills Plan. These are being currently reviewed with the CITB in line with the national Covid 19 restrictions.

ENSURING A SUSTAINABLE SERVICE

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

In order to do this the 2021 Joint Sustainability and Involved Action Plan has been developed to be a dynamic document that remains live throughout the term of the contract and be managed and monitored through the Sustainability Cluster Group.

The plan focuses on five areas:

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

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

A copy of the 2021 Sustainability and Involved Action Plan (SAP) is attached in Appendix L, Joint Sustainability and Involved Action Plan.

EQUALITY AND DIVERSITY

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

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

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

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

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

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

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

COMMERCIAL/FINANCIAL OVERVIEW

DEFINED COST PLUS FEE

The table below identifies the defined cost (and associated fee) per Service. There is also an additional analysis showing the split between capital and revenue budgets. Further detail of costs can be found within each Service Annex. [Table 3: Total Cost Plus Fee for Provision of the Public Realm Service](#)

Annex	Description	Costs	Fee	Total
1	Network Resilience	£717,489	£70,529	£788,019
2	Community Development and Stakeholder Management	£858,094	£84,351	£942,445
3	End to End Network Improvement LTP	£2,713,919	£266,778	£2,980,697
4	Development Control	£66,413	£6,528	£72,942
5	Fleet Management	£93,569	£9,198	£102,767
6	Parks, Open Spaces, Landscaping, Verges and Trees	£1,209,840	£118,927	£1,328,768
7	Managing Water on the Network	£3,652,303	£359,021	£4,011,324
8	TAMP	£419,196	£41,207	£460,403
9	Network Management and Traffic	£122,931	£12,084	£135,016
10	Network Rehabilitation and Maintenance	£3,580,829	£351,996	£3,932,825
11	PROW	£488,093	£47,980	£536,073
12	Street Cleansing	£1,362,320	£133,916	£1,496,236
13	Street Lighting	£598,080	£58,791	£656,871
14	Structures	£1,823,218	£179,222	£2,002,440
LMO	Local Management Overhead	£1,513,003	£148,728	£1,661,731
LMO	Property Pass Through	£334,946	£0	£334,946
Total		£19,554,243	£1,889,257	£21,443,500

Revenue	LTP Capital	HC Capital H.A.M	Total 2021/22 Annual Plan Budgets
£788,019			£788,019
£495,975	£446,470		£942,445
	£1,980,697	£1,000,000	£2,980,697
£72,942			£72,942
£102,767			£102,767
£1,328,768			£1,328,768
£933,777	£3,077,547		£4,011,324
	£460,403		£460,403
-£175,453	£310,469		£135,016
£196,572	£3,736,253		£3,932,825
£365,762	£170,311		£536,073
£1,216,236	£280,000		£1,496,236
£125,430	£531,441		£656,871
£46,947	£1,955,493		£2,002,440
£398,815	£1,262,916		£1,661,731
£334,946			£334,946
£6,231,501	£14,211,999	£1,000,000	£21,443,500

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

LOCAL MANAGEMENT OVERHEAD COSTS

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

SUPPORTING HEREFORDSHIRE COUNCILS 3% SAVINGS TARGET

For 2021/22 the HC targeted efficiency savings on the Public Realm budget is £580,000, of which £350,000 is required revenue saving as identified in the Council 2021/22 Savings Target

In order to deliver close to an equivalent service in 2021/22, savings have been identified and built into the budget. The efficiency savings break down are as follows:

Saving Opportunity	In Year Revenue Savings Target	Approach to Achieve Saving
Gainshare	£230,000 ©	Value engineering of target costed schemes to generate gainshare for HC
Street Cleansing	£55,000 ® (9 months/ FY £73,000)	Capital Investment in 2 x Compact Sweepers to generate revenue savings and future cost avoidance of with increasing rental costs
Drainage	£36,000 ®	Securing lower rate of gully water disposal Gully water disposal secure lower rate
Out of Hours	£32,000 ®	Redesign of OOH delivery and streamline supervision
Capitalisation	£65,000 ®	Increased time spent on capital delivery for Locality Steward, Stakeholder Liaison and Communication
Small Plant & Equipment	£62,000 ®	Capital investment in small plant & equipment to release revenue. Business case with payback
Depot Efficiencies	£50,000®	Realignment of boundary and property pass through costs
To be identified	£50,000 ®	Revenue efficiency savings or income generation to be identified in year
Total:	£580,000	(Revenue £350,000 & Capital £230,000)

PAYMENT MECHANISMS & SERVICE ORDER SCHEDULE

PAYMENT MECHANISMS BY SERVICE

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

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

Table 4: Annual Plan Service Order Payment Mechanisms

Revenue						
No.	Fund stream	Annex	Service Order	Payment Mechanism	2021/2 SO	21/22 Budget
1	Rev	Network Resilience				
			Emergency Response	Cost reimbursable	PR21-01-01	£1
			Winter preparedness & Winter Respinse	Cost reimbursable	PR21-01-02	£788,019
2	Rev	Community Development and Stakeholder Management				
			Localities Stewards	Cost reimbursable	PR21-02-01	£373,254
			Customer services (inc events management)	Cost reimbursable	PR21-02-02	£122,721
3	Rev	End to End Network Improvement	n.a		n.a	
4	Rev	Development Control				
			Supervision and Inspection for Section 38 and 278	Cost reimbursable	PR21-04-01	£72,942
5	Rev	Fleet Management				
			Fleet management	Cost reimbursable	PR21-05-01	£102,767
6	Rev	Parks, Open Spaces, Landscaping, Verges and Trees				
			Parks Open spaces & Playgrounds, Highways Verges	Cost reimbursable	PR21-06-01	£1,047,033
			Cemetary and Crematorium Maintainance	Cost reimbursable	PR21-06-02	£281,735
7	Rev	Managing Water on the Network				
			Gully Cleaning, ditching and grips (Principal Roads)	Cost reimbursable	PR21-07-01	£338,640
			Gully Cleaning, ditching and grips (Other Roads)	Cost reimbursable	PR21-07-02	£338,640
			Land Drainage Enquiries & Consenting	Cost reimbursable	PR21-07-03	£47,848
			Flood Risk Management and Flood Planning Advice	Cost reimbursable	PR21-07-04	£124,778
			Drainage Maintenance (grills, culverts, watercourse clearance)	Cost reimbursable	PR21-07-04	£38,843
			Yazor Brook Telemetry/Syphons	Cost reimbursable	PR21-07-05	£8,439
			Homs Road Telemetry	Cost reimbursable	PR21-07-06	£6,590
			Flood Risk Planing advice	Cost reimbursable	PR21-07-07	£30,000
9	Rev	Network Management and Traffic				
			TRO (inc NRSWA)	Cost reimbursable	PR21-09-01	£455,967
			NRSWA Income Standard VAT initial contract value	Cost reimbursable	PR21-09-02	(288,000)
			NRSWA Income Standard VAT	Cost reimbursable	PR21-09-03	(333,420)
			NRSWA Income Out of Scope VAT	cost reimbursable	PR21-09-04	(10,000)
			Permitting	cost Reimbursable	PR21-09-05	£186,588
			Permitting Income	Cost Reimbursable	PR21-09-06	(186,588)
10	Rev	Network Rehabilitation and Maintenance				
			Out of hours response	Cost reimbursable	PR21-10-01	£196,572
11	Rev	PROW				
			PROW Management	Cost reimbursable	PR21-11-01	£365,762
12	Rev	Street Cleansing				
			Street Cleaning	Cost reimbursable	PR21-12-01	£1,216,236
13	Rev	Street Lighting				
			Street Lighting & Traffic Singals Reactive Maintenance	Cost reimbursable	PR21-13-01	£125,430
14	Rev	Structures				
			Structures Programmed Maintenance & Diving Inspections	Cost reimbursable	PR21-14-01	£46,947

Capital						
No.		Annex	Service Order	Payment Mechanism		Budget
2	LTP	Community Development and Stakeholder Management				
			Stakeholder Holder Liason	Cost reimbursable	PR21-02-03	£134,147
			Locality Stewards Capital	cost reimbursable	PR21-02-04	£312,322
3	LTP	End to End Network Improvement				
	LTP		Network Surfacing Programme A Roads	Target Cost	PR21-03-01	£90,000
	LTP		CAT2C high benefit/priority defects	Cost Reimbursable	PR21-03-02	£100,000
	LTP		Active Travel Measures	Target Cost	PR21-03-03	£50,000
	LTP		· Safety barrier repairs A Roads	Target Cost	PR21-03-04	£25,000
	LTP		· Safety barrier repairs B & other Roads	Target Cost	PR21-03-05	£25,000
	LTP		· Lining and road marking repairs A Roads	Cost Reimbursable	PR21-03-06	£30,697
			· Lining and road marking repairs B & other Roads	Cost Reimbursable	PR21-03-07	£70,000
	LTP		Network Resilience Schemes	Target Cost	PR21-03-08	£740,000
	LTP		Minor Safety	Target Cost	PR21-03-09	£200,000
	LTP		Loss of control sites	Target Cost	PR21-03-10	£100,000
	LTP		Surface Dressing A Roads	Target Cost	PR21-03-11	£100,000
			Surface Dressing B& Other Roads	Target Cost	PR21-03-12	£450,000
	HC HAM		HAM Schemes	Target cost	PR21-03-13	£1,000,000
7	LTP	Managing Water on the Network				
	LTP		Drainage Improvement Schemes	Target cost	PR21-07-09	£1,362,292
					PR21-07-10	£1,362,292
	LTP		Drainage Capital Asset1	cost reimbursable	PR21-07-11	£133,982
					PR21-07-12	£133,982
	LTP		Investment in Plant	cost reimbursable	PR21-07-13	£85,000
8		TAMP				
	LTP		TAMP	Cost Reimbursable	PR21-08-01	£460,403
9		Network Management and Traffic				
	LTP		TRO Capital A Roads	Cost Reimbursable	PR21-09-07	£140,340
	LTP		TRO Capital B& Other Roads	Cost Reimbursable	PR21-09-08	£140,340
	LTP		SIDS	Cost Reimbursable	PR21-09-09	£29,789
10	LTP	Network Rehabilitation and Maintenance				
	LTP		Defect Maintenance (Cat 1 & 2) A Roads	Cost Reimbursable	PR21-10-02	£1,450,044
	LTP		Defect Maintenance (Cat 1 & 2) B & Other Roads	Cost Reimbursable	PR21-10-03	£1,450,044
	LTP		Spray Injection programme	Cost Reimbursable	PR21-10-04	£336,164
	LTP		Maintenance Innovation	Cost Reimbursable	PR21-10-05	£500,000
11	LTP	PROW	ROWIP	Cost Reimbursable	PR21-11-02	£170,311
12		Street Cleansing				
	LTP		Investment in Plant	Cost Reimbursable	PR21-12-02	£280,000
13	LTP	Street Lighting	Street Lighting Programme	Cost Reimbursable	PR21-13-02	£531,441
14		Structures				
	LTP		Bridges Major Works	Target Cost	PR21-14-02	£1,351,588
	LTP		LTP Structures Capital Inspections, Routine & programmed work	Cost Reimbursable	PR21-14-03	£603,905
LMO		Local Management Overhead				Budget
			Local Management Overhead	Cost Reimbursable	PR21-00-01	1,661,731
			Pass Through Property	Cost Reimbursable	PR21-00-02	334,946
			LMO Split			
			Revenue			733,761
			Capital			1,262,916

PERFORMANCE MANAGEMENT

The Performance Management regime encourages BBLP to deliver Herefordshire Council's objectives. By linking Strategic Performance Indicators (SPI's) to contract extension, BBLP are incentivised to design and deliver the service in order to maximise the achievement of Herefordshire Council's Strategic Outcomes. By linking Operational Performance Indicators (OPI's) to a proportion of fee, BBLP are incentivised to design and deliver operational excellence.

BBLP measure and record each SPI annually with the outcome being submitted to the Strategic Partnership Board with accompanying information to inform fluctuations in performance. The OPI's are

measured and recorded monthly before being submitted to the Operations Board for performance review and sign-off.

The performance figures for both the SPI's and the OPI's will be collated by the Performance and Improvement Manager, who will capture data in the Contract's Performance Reporting which will be reported through the Operations report.

PERFORMANCE REPORTING

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

- Health & Safety
- Risk & Mitigation
- Service Delivery and Performance by Annex (RAG)
- Stakeholder Feedback & Complaints
- Continuous Improvement and Innovation
- Supporting Communities
- Financial Performance

This report is reviewed at the monthly Operations Board to highlight areas for improvement or achievements made during the reporting month. A quarterly report is produced for Strategic Performance Board and presented to the Board. All performance data is provided to the council and audited by the Councils Contract Management Team.

Financial performance is reported through the Monthly Cluster group and Quarterly Finance Meeting.

PERFORMANCE AGAINST PLAN

The Performance against Plan annual review is undertaken by the Performance and Improvement Manager and the Contract Management Team to evidence whether the required level of achievement, as outlined in the Annual Plan, was met and to identify any ongoing improvements to inform the following years Annual Plan development.

Any slippage or significant risk of non-delivery will be raised through the contractual Early Warning process to identify risk, mitigation and to determine appropriate action to be taken.

STRATEGIC PERFORMANCE INDICATORS

A full review of all the Strategic Performance Indicators took place in 20/21 working with the new Herefordshire Council administration to ensure they reflect the County Plan priorities. This identified 2 new indicators and refocussed changes to some of the established indicators to better meet Herefordshire Councils desired outcomes. In addition, workshops were held with representatives from BBLP and HC to review each indicator to refine the definitions and agree appropriate thresholds and caps based on past performance and future priorities. The proposed 21/22 Strategic Performance

Indicators are listed in the table below with the record of changes captured in Appendix G, Strategic Performance Indicators. The SPIs will continue to be reviewed annually with the Contract Management Team to ensure that our performance measures evolve with the needs of the Council and deliver to the Council's Objectives.

Strategic Performance Indicators

* New or Improved SPI currently being finalised with HC and Cabinet Members

SPI Ref	Indicator	Upper Threshold	Lower Threshold
SPI 1	Killed and Seriously Injured	*TBC	*TBC
SPI 2	Principal Road Condition	6.5%	8%
SPI 3	Non-Principal B Road Condition	7%	8%
SPI 4	Non-Principal C Road Condition	8.4%	10%
SPI 5	Unclassified Road Condition	20%	30%
SPI 6	Footways Condition	24%	28%
SPI 7	Bridge Condition	8%	9%
SPI 8	Third Party Claims	80%	70%
SPI 9	* Flood Resilience	New measure	New measure
SPI 10	Skills and Employability	4	3
SPI 11	Local Spend	30%	24%
SPI 12	CO2 Reductions	5%	3%
SPI 13	Reuse and Recycling	99%	96%
SPI 14	Community Support	110	90
SPI 15	Customer Satisfaction	39%	36%
SPI 16	Continuous Improvement	1219	997
SPI 17	* Community Engagement & Resilience	5*	3*
SPI 18	* Green Spaces	4*	2*

OPERATIONAL PERFORMANCE INDICATORS

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

Operational Performance Indicators



* New or Improved OPI currently being finalised with HC and Cabinet Members

OPI	Indicator	Target
OPI.1	Category 1 Defects	100%
OPI.2	Category 2 Defects	80%
OPI.3	Street Lighting Faults	98%
OPI.4	Winter maintenance	99%
OPI.5	Highway Inspections	98%
OPI.6	Bridge Inspections	100%
OPI.7	Grass cutting	90%
OPI.8	Street Cleansing	90%
OPI.9	Gully Cleansing	90%
OPI.10	Programme Management	85%
OPI.11	* Stakeholder Liaison Management	95%
OPI.12	Risk Management	100%
OPI.13	* Special Projects Deliverables & Project Management	100%
OPI.14	* Special Projects Communications	100%
OPI.15	Supervisory Checks	85%

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

An Example of Indicator

Indicator Ref	Title	
OPI.1	Category 1 Highway Defects	
Responsible Officer	Paul Raynor	
Responsibilities	The responsible officer is the Manager of the team providing the data and is responsible for ensuring that the data is provided timeously when requested from the team	
Data	Report data to be provided for the Performance & Improvement Team at the start of each month	
Full Description		
Percentage of Highway Category 1 defects repaired or made safe within the agreed timescales in month		
Format	Decimal Places	Measurement Period
Percentage	None	Monthly
HC Objective	The Public Realm is accessible, safe, clean and well-maintained – Safer network	

Definition	<p>The percentage of all Category 1 Defects completed for all activities due in the period as recorded in the Provider's systems (CONFIRM)</p> <p>The completed jobs due within the month over the total number of jobs due. To include both Cat 1a's and Cat 1b's.</p> <p>Categories/cost codes</p> <p> Copy of OPI Cost Codes 2020.xlsx</p> <p>Cat 1 Defects: As defined within the current Highways Maintenance Plan relating to Highways (HMP) and to the agreed Impact and Probability Risk Assessment Matrix.</p> <p> Impact and Probability Risk Assessment</p> <p>Day Time Enquiries: for enquiries that are received during the working day of 07:45 – 16:00 any Category 1 defects that are raised are measured from the time and date at which there is knowledge of the defect e.g. when an enquiry is received.</p> <p>Out of hours enquiries: for enquiries that are received outside the working day of 07:45 – 16:00 Category 1 defects should be recorded on the Providers system on the next working day.</p>
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	Out of hours enquiry time: for enquiries that are received outside of the working day of 07:45 – 16:00 Category 1 defects that are raised are measured from the time and date they are entered onto the Providers system. Time of Closure: the time and date at which the following have been fully completed: works to make safe or repair the Defect, the site cleared, all equipment removed, and the site vacated by the Provider. Measurement : This is counted by unique job numbers	
Formula	$x / y * 100$	Where x = the number of Category 1 defects completed in the Measurement Period recorded in the Provider's systems with a Time of Closure within 24 hours for Category 1a defects and 7 days for Category 1b defects of the Time of Notification; and y = total number of Category 1 defects due in the Measurement Period recorded in the Provider's systems.
Method	Data to be supplied through the Provider's system (CONFIRM)	
Further reference	Highways Maintenance Plan Category 1 guidance	
Notes	None	
Threshold		
100%		
Issue		Date
Issue 1		April 2019
Issue 2		January 2020
Issue 3		March 2021

RISK MANAGEMENT

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

The following high level strategic risks have been identified:

- **Weather** – significant or abnormal weather events impact the ability to deliver the Capital and Revenue services in line with agreed programs, to mitigate this HC has approved the setting up of a severe weather reserve.
- **Reputation** – year on year reduction in revenue budgets negatively impacts the perception of the service, to mitigation this a clear communications strategy is in place and consultation on the focus of the service has been conducted.
- **Communication** – ineffective communication / expectation management results in an increase in service demand. This is mitigated through the introduction of Locality Stewards and the bringing in house of the public call centre. This ensures we can effectively explain constraints on the service.
- **Recruitment/capability** – appointment of key roles is delayed, impacting BBLP ability to deliver. This is mitigated through recruitment events and access to the wider BBLP “family “ of resources. In addition resilience is provided by our sub consultant and subcontract resources.
- **COVID 19** – continuity of service delivery, risk of outbreak. Safe working practices well established and rolling briefing to mitigate complacency

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

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

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

KEY ASSUMPTIONS

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

1. BBLP are empowered to determine the priority of works & services – subject to other Council commitments which are already within the public domain;
2. Budgets and allocations are accurate;
3. Budgets are based on February 2021 information, which will be reforecast monthly in line with the Contractual commitment;
4. The key objective is to ensure a balanced budget for the Council;
5. The contract payment mechanisms will be agreed to support the balancing of the Revenue budget;
6. Open book / transparency will assist in demonstrating value for money for HC;
7. The Council will provide visibility of other Council budgets which affect the BBLP services, including:
 - a. External revenue e.g. Skips & scaffold licences;
 - b. Other 3rd party costs e.g. Telent, Lengthsman and other grants;
8. Commissioning and ordering of work will be done through the HC and BBLP contract management teams;
9. LMO allocation to Revenue/ Capital budgets is based on the split of Capital/ Revenue work in the Council's Financial Year 2021/22, including currently un commissioned work expected.
10. Liability of claims will be managed outside of the annual plan in line with the contract and is subject to the agreement of the Claims Protocol awaiting signature (signatories include BBLP Contract Director, Zurich Insurance, Council Approved Officer).

APPENDICIES

APPENDIX A, ORGANISATION STRUCTURE



Organisational%20C
hart%20February%20

APPENDIX B, COMMISSIONING PROCESSES



Draft LTP
Commissioning Proces



S106 Commissioning
process.doc

APPENDIX C, QUALITY MANAGEMENT



HC Audit Process.pdf



Sector Scheme
Accreditation Process



DNV Audit
Presentation

APPENDIX D, EQUALITY IMPACT ASSESSMENT

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

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

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

EQUALITY AREAS ASSESSED

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

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

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

TIMESCALE OF THE ASSESSMENT

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

POLICY, PROCEDURE, SERVICE ASSESSED

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

The key stakeholders of this policy are:

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

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

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

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

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

DATA COLLECTION AND CONSULTATION

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

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

KEY FINDINGS

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

However, two key areas are highlighted here for consideration:

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

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

MONITORING

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

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

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

ON GOING ACTIONS

Table 4 outlines the actions required following the Equality Impact Assessment of the Annual Plan to ensure further changes in the service do not disadvantage any group previously outlined.

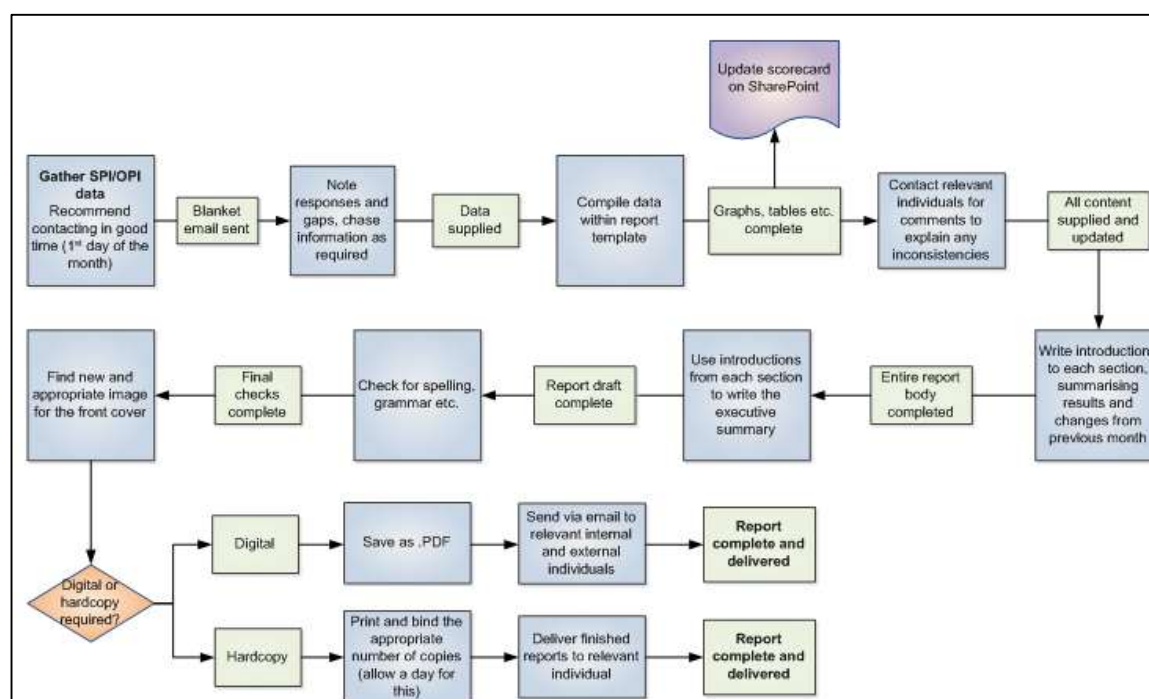
Action identified	Timescales (when this work is to be completed)	Who is responsible?	Improvement aim/outcome
Ensure EIAs completed for any proposed service changes	On-going	Balfour Beatty Living Places	To mitigate the impact of proposed service changes
Monitor service communications	On-going	Communications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

Table 4 – Equality Impact Assessment Actions

APPENDIX E, FINANCIAL INFORMATION

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

APPENDIX F, PERFORMANCE MANAGEMENT PROCESS



APPENDIX G, STRATEGIC PERFORMANCE INDICATORS

* Measures will be updated once final agreement with HC

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

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

APPENDIX: H, RISK MANAGEMENT



BBLP Risk
management procedu

APPENDIX I, CHANGE MANAGEMENT PROCESS



Early Warning.pdf



Compensation
Events.pdf

APPENDIX J, CONTINUOUS IMPROVEMENT REGISTER

Available on request (very large file)

APPENDIX K, NATIONAL SKILLS ACADEMY EMPLOYMENT AND SKILLS PLAN



Appendix K - skills
academy plan.xlsx

APPENDIX L, HSES ACTION PLAN

APPENDIX M, COMMUNITY COMMISSIONING PROCESS



Payment process -
Community Commissi



Project lifecycle -
Community Commissi

APPENDIX N, KSI REVIEW ACTION LOG



Copy of 2017 05 KSI
Review Action Log.xls