

HEREFORDSHIRE PUBLIC REALM CONTRACT 2021/22

ANNEX 1 – NETWORK RESILIENCE



SERVICE OVERVIEW

SERVICE SUMMARY

Network resilience combines the delivery of winter maintenance and response to civil emergencies. These are critical public realm services delivered by BBLP as civil emergencies and the formation of ice and snow on the network have the potential to have a significant detrimental effect on the safety and availability of the network to the travelling public.

For clarity with the exception of winter maintenance, this annex covers only preparedness and organisational arrangements for multi-agency civil emergencies as resources are allocated to other service areas covered by their respective annexes of the annual plan.

SERVICE SUMMARY		
		Output
Revenue Activities	Supervision & Management	Effective supervision
	Winter Standby	Provision of winter teams on standby throughout the season
	Winter Stand Down	Provision of driver rest time to comply with driving hours regulations
	Gritting Runs	Maintaining the network in a safe condition
	Salt Bins	Ensuring stock stocks are available for self help at key locations
	Driver Training	Provision of skilled drivers & operatives
	Footpath Treatments	Maintaining the heavily trafficked footpaths in a safe condition
	Winter Preparedness	Ensuring plant, fleet and equipment is maintained in a safe and serviceable condition

Performance Indicators		
	Indicator	Target
OPIs	Insert relevant OPI's and target/ threshold as per agreed Winter Maintenance No. of complaints/ compliments received concerning the winter service	99% Reviewed monthly
OPIs	OPI 12 Risk Management - Based on the RAG rating for risk where: 1. All Red risks must be reviewed monthly 2. All amber risks every 6 weeks 3. All yellow risks every 2 months	100%

Strategic KPI	Public satisfaction with 'management of road works' – measured through NHT survey - forms part of S15 Customer satisfaction	50%
	Insert relevant SPI's	

SERVICE OUTCOMES

OUTCOMES	HOW WILL THE OUTCOME BE ACHIEVED
Improved access to services	<ul style="list-style-type: none"> • Service innovation and adoption of industry best practise • Delivery of a forecast driven service
Improved network asset	<ul style="list-style-type: none"> • Vehicles & Associated Equipment
Safer Resilience network	<p>Winter Maintenance</p> <ul style="list-style-type: none"> • Maintain the delivery of essential services by prioritising the repair and maintenance of Herefordshire's assets including water on the highway • Support of self-help initiatives • Delivery of winter maintenance service • Joined up approach between Winter Maintenance Service, Operational & Resilience Team <p>Emergency response</p> <ul style="list-style-type: none"> • Provision of advice, support and resources to maintain continuity and resource services when disruption occurs • Effective and efficient communication with HC communications and resilience teams
Contribution to the local economy	<ul style="list-style-type: none"> • Use of local contractors • Accessible priority network
Sustainable delivery	
Value for money	<p>Winter Maintenance</p> <ul style="list-style-type: none"> • Delivery of a forecast driven service • Service innovation and adoption of industry best practise <p>Emergency response</p> <ul style="list-style-type: none"> • Preparing in advance ensuring support is effective and timely

<p>Satisfied stakeholders</p>	<p>Winter Maintenance</p> <ul style="list-style-type: none"> • Good, regular communication through various communications channels to keep members of the public well informed and ensure preparedness • Regular twitter updates linked to Vaisala to advise of actions • Liaison with HC corporate communications to ensure messages are joined up and well publicised • Delivery of a service responsive to changing weather conditions
<p>Engaged communities</p>	<ul style="list-style-type: none"> • To support self-help schemes Parishes • Potential to adopt and promote a self-help scheme as part of the wider Winter Service Plan.

ASSUMPTIONS

Provide bullet points on any assumptions made when developing the annex.

The following assumptions have been made:

- i. The existing gritting fleet will be available for BBLP’s sole use for winter maintenance activities
- ii. HC will continue to procure salt for the service and ensure salt stocks remain at a level so that the service can be provided.
- iii. HC will ensure sufficient salt stocks will be available to deliver the 2021/22 winter service through BBLP record and monitor salt levels and are responsible for requesting timely salt restocks from HC.

Risk if assumption is not realised:

- Potential for salt stocks to run out, compromising the safety of the network
- Failure to meet statutory regulations

- iv. HC will ensure 2 spare spreaders are available for use

Risk if assumption is not realised:

- Lack of operational resilience if frontline fleet breakdown
- Potential impact on ability to complete all routes, if the vehicle requires repairs

- v. The budget has been based on 82 treatment runs during a winter season (based on historic data).

Risk if assumption is not realised:

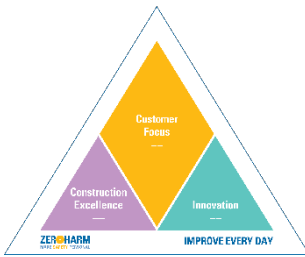
- Budgetary implications in the case of long periods of severe weather conditions

- vi. The gritting season will be 1st November 2021 to 15th April 2022

Risk if assumption is not realised:

- Budgetary implications if the winter maintenance season is extended beyond these dates

OUR COMMITMENTS FOR 2021



Customer Focus First is our strategy, it is built on three pillars: Customer Focus, Construction Excellence and Innovation, all of which sit within a framework of safety first.

For 2021 we will make the following commitments to deliver tangible, positive outcomes to our customers, local communities, the public and our employees.

Customer Focus Aim: Do the right kind of business, exceed our customers’ expectations, always deliver certainty and ‘Get Left’ through early engagement



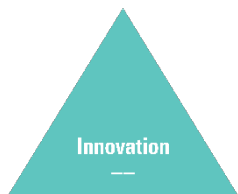
- Talk Openly and Engage regularly with the Annex Champions
- Plan effectively to deliver the best possible service & value for money.
- Celebrate success with HC and Annex Champions
- Share knowledge & expertise from the wider stakeholder Group to continuously improve the service for HC

Construction Excellence Aim: Create expert teams that deliver exemplar performance, empower our people to drive continuous improvement, be a trusted provider and engage with best in class partners



- Always put Safety and Zero Harm first
- Ensure we train, retain and recruit the best people
- Create highly motivated performing teams
- Promote ideas through My contribution from all levels of the operation

Innovation Aim: Deliver our 20 by 2025 commitments, motivate and upskill our people to use technology and innovate, and use data to inform improved decision making



- Utilise the correct and best equipment for the job
- Explore areas of innovation that can reduce our carbon footprint
- Explore efficiency improvements through technological advances
- Ensure asset data is captured efficiently and shared with the wider team

Zero Harm Safety is our license to operate



- Promote the use of Observations throughout the team
- Deliver our 2021 Zero Harm Calendar accordingly
- Encourage open discussions about safety within the operation
- Engage and promote safety through our supply chain partners and sub-contractors

THE SERVICE

SERVICE DELIVERY

	SERVICE	RESOURCE	DELIVERY
Programmed	The service being delivered e.g. gritting	The resource planned to do it e.g 15 x Operative per shift	How the work will be delivered e.g work to be carried out reactively in line with winter plan
	Winter Preparedness	Training, Fleet Readiness	Programmed training – Confirmed date/Operatives
	Weather Forecast	MeteoGroup (DTN)	Training, Monitoring and direct contact
	Salt Bin Replenishment	Mapping	Planned programme and requests
	Sandbags	Parish Requirements	As per 2015-16.TR.015 R Revised sandbag policy 16 th May 2016
	Training	Winter Resource training	Annual refresher and/or full training programme
Reactive	Snow clearance	33 Snow contractors	On a reactive basis. Preparedness and mobilisation upon met office snow warnings.
	Gritting	17 Gritters, 34 drivers & Zero Hours Drivers	Precautionary, preventative and reactive Gritting.
	Salt bin replacement and replenishment	Routine & Reactive Maintenance Teams	Programmed for winter mobilisation period prior to start of the winter season.
	Response to emergencies	Routine & Reactive Maintenance Teams	On a reactive basis and preparedness for any events that may be forecast and predictable

SERVICE SCOPE

SERVICE	SCOPE
Snow clearance	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Priority and secondary routes • Remote areas covered by snow contractors • Use of snow blowers (4 snow blowers, 12 operatives trained) • Use of the 2 Quad Bikes and Towable Spreaders • Designated car parks and transport interchanges • Designated footpaths/cycleways • Emergencies Services Depots, as required <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Non designated routes • Area outside of the public realm (e.g. Herefordshire Councils property assets) unless requested by Herefordshire Council Contract Management Team (CMT)
Salt bin replenishment	<p>IN SCOPE</p> <ul style="list-style-type: none"> • All HC owned grit bins (initial fill by the start of the season) • Delivery of salt to parishes (to agreed designated locations as per criteria) • Replacement/Repair of damaged or missing salt bins <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Private grit bins • Addition of new grit bins to the network (Parishes are responsible for paying for any new grit bins, subject to approval of location)
Gritting	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Primary routes • Secondary routes • Ad-hoc requests approved by DCO (and in line with Winter Plan) • Designated footpaths/cycleways and transport interchanges • Designated HC carparks and Hereford Crem • Police requests following DCO approval (and in line with Winter Plan) • Defect reporting by gritter drivers, in particular water on the highway • Emergencies Services Depots, as required • <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Highways England road network • Area outside of the public realm (e.g. Herefordshire Councils property assets) unless requested by Herefordshire Council Contract Management Team (CMT) • 3rd party / privately owned areas unless requested by Herefordshire Council Contract Management Team (CMT)

Salt bags	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Provision of salt bags to reduce risk of ice formation <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Provision of salt bags to 3rd parties
Sandbags	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Provision of sandbags as per current HC sandbag policy <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Provision of sandbags to Parishes
Emergency response	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Response to civil emergencies • Provision of sandbags in accordance with current HC Sandbag policy <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Disposal of sandbags (unless placed by BBLP to protect property from Public Realm Assets) • Provision of sandbag stocks as a precautionary measure - Annex 7

RISK MANAGEMENT

High level risks will be managed through the Partnership risk management process and listed on the partnership risk register.

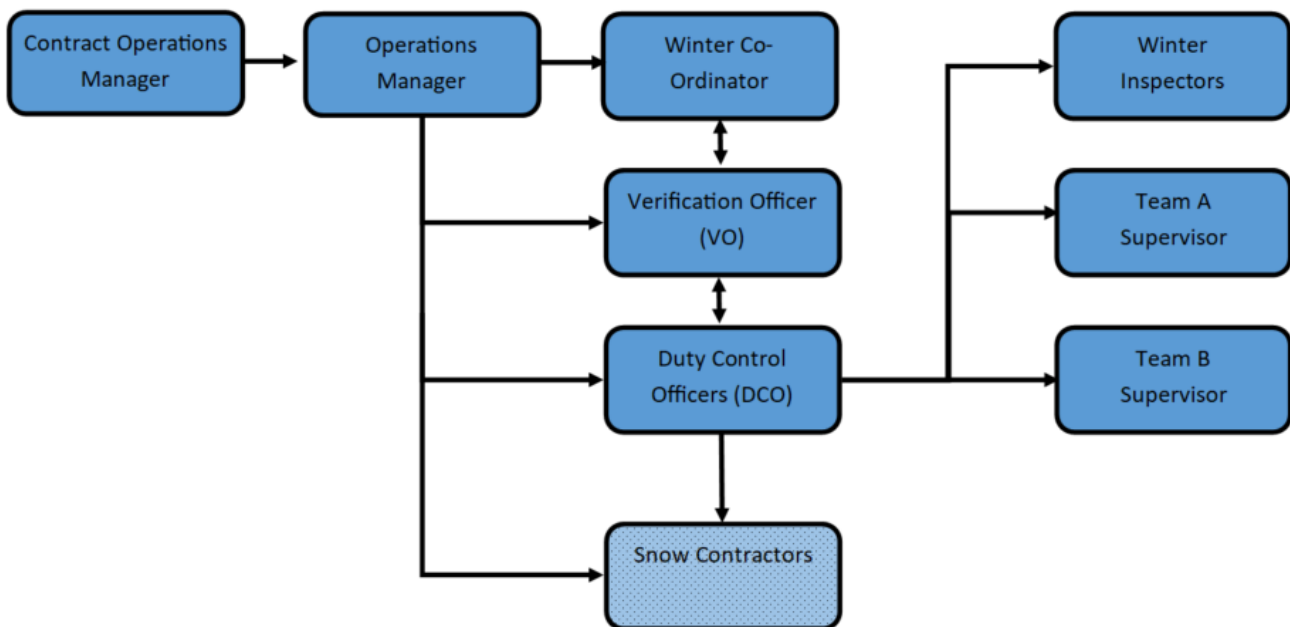
	KEY RISK	CAUSE	CONSEQUENCE	MITIGATION
Strategic Risks	National Salt shortages	Sustained periods of severe weather	Insufficient salt stocks to maintain the network	<ul style="list-style-type: none"> • Resilience through co-location with HE and access to HE salt supplies • Ability to use Balfour Beatty salt stock
	Incident/part of national incident and has impact on	Major health emergency/national incident	<ul style="list-style-type: none"> • Depleted workforce • Strain on ability to source 	<ul style="list-style-type: none"> • Coordinated approach through Tactical Coordinating Group (TCG) (Bronze) and Strategic

subcontractor and BBLP resource		subcontractor resource	Coordinating Group (Silver) (SCG) <ul style="list-style-type: none"> • Business Continuity plan • Ability to divert resource from less essential services
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PART 2

ORGANISATION

STRUCTURE



Emergency response – Information about service structure and delivery is available in Appendix A of the Service Overview (Organisational Structure)

ROLES AND RESPONSIBILITIES

Job Role	Responsibility
Operations Manager	<p>Responsible for the overall delivery of the Winter Service. This will include winter review and preparedness, fleet management, ensuring there are sufficient competent resources throughout the season to deliver the service and that the service operates within the agreed budget</p> <p>Where there appears to be potential problems emerging, an action plan will be developed by the Operations Manager and HCC representatives and implemented immediately.</p>
Winter Coordinator	<p>Responsible for the day to day management of the service on the ground. The Winter Coordinator will be responsible for maintaining the winter maintenance plans and rota and for undertaking weekly / monthly audits of the winter maintenance service, to ensure compliance with the maintenance manual.</p> <p>This will include the collation of contemporary weekly records of the winter maintenance activities and the preparation and submission of reports to HC's Service Manager. Weekly records will also be captured through the Vaisala roads maintenance manager software.</p> <p>Our Winter Coordinator will meet with HC client on a weekly basis during the winter season to provide an update on the service and performance. The winter coordinator will keep accurate salt records and ensure timely requests for salt re-orders are made via the HC contract management team.</p>
Duty Control Officers (DCO)	<p>The Duty Control Officer is responsible for winter maintenance actions/decisions for their duty period based on reviewing of latest forecasting information. Also responsible for all records, both electronic and paper based.</p>
Verification Officer (VO)	<p>The Verification Officer will liaise with, challenge and agree all actions proposed by DCO's. They will also review the effectiveness of the decisions and actions retrospectively to ensure any learning then informs future decision making.</p>
Route Inspectors	<p>The Route Inspectors comprise of 3 teams of 2 people working on a rota basis, 1 day in 3.</p> <p>They will undertake on site reviews of designated routes and accident cluster sites to ensure the weather conditions predicted by the daily forecast correlate with actual site conditions. They will liaise closely with the DCO's to inform the winter maintenance decision. route inspectors will continue to play a role informing decision on marginal nights.</p>
Snow Coordinators	<p>During a snow event two Snow Coordinators will support the DCO with mobilising the snow contractors.</p> <p>Once coordinator will support the Northern half of the county whilst the other focusses on the City & South of the county. The role includes making contacting with the snow contractors to place them on standby followed by instruction to mobilise should snowfall happen.</p> <p>Snow Coordinators are responsible for ensuring all work instructions to snow contractors are accurately logged on Vaisala.</p> <p>Six members of staff have been identified to act as snow coordinators if required, and all have previous experience of undertaking this role.</p>

Plough Mates	During a snow event, plough mates may be required to assist with gritting operations supporting with navigation and liaison with winter supervisors. Plough mates will be identified in preparation for a snow event.
Fleet Coordinator	The Fleet coordinator will ensure the HC owned and hired vehicles are properly maintained and available throughout the winter maintenance season. This will include both summer overhauls and winter checks. The fleet coordinator will assist with the ongoing development of the 'Fleet Replacement Strategy'
Supply Chain Partners	The Supply Chain will be requested to provide labour for snow clearance and to act as 'plough mates' during snow events
Herefordshire Stakeholders	Herefordshire's farmers and local communities will be engaged wherever possible to assist with winter maintenance activities, in particular during periods of prolonged snow, guidance on trigger points for engaging stakeholders can be found in the Winter Plan.

KEY DELIVERY INTERFACES

	Who are the dependencies	What is their role
Public Realm BBLP Partnership	Locality Stewards (Annex 2)	Provision of information relating to network condition. Targeted inspections on risk areas following reports from Winter Team.
	Asset Manager/Structures Manager (Annex 13/14)	Liaison regarding major incidents and adverse weather.
	Drainage Team (Annex 7)	Liaison regarding water on the network and coordination and planning for programmed works
	Operational Delivery teams	Ensure operational resilience is in place when winter maintenance drivers are on stand down
	Operational Managers	Organised deployment and management of resources. Liaison with Asset, Drainage, Network Management, Knowledge Centre and Operations Control Centre Teams.
	Knowledge centre	Management of customer enquiries/ co-ordination of staff in emergencies. Proactive communication during winter season
	Network Management Team (Annex 9)	Communication Winter communications, road closures, diversion routes and any other Network issues or constraints.
☒ ☑	Contact centre	Customer enquiries and response updates

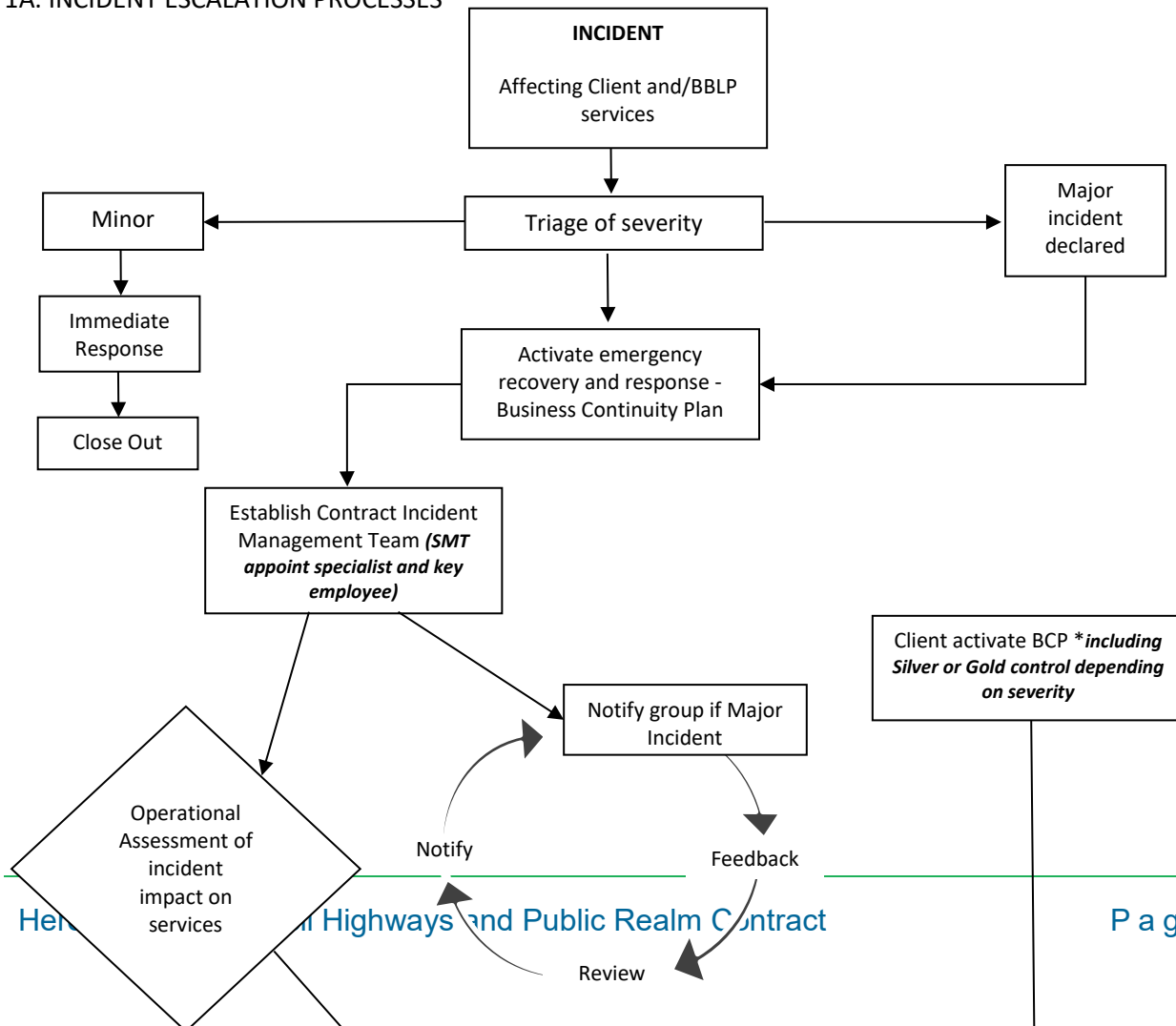
	Members	Keeping them abreast of emergencies/ winter schedules
	Resilience Team	Preparing for and managing emergencies and/or major incidents
	Legal Team	Incidents requiring legal representation
External Organisations	Highways England & Kier	Co-location of Gritters at Thorn and Bury Court Depots
	Vaisala	Provision of roads maintenance manager software
	Police and other emergency services	Coordination of works/ response to emergencies
	Parish and town councils	Community liaison, support with local communications
	Environment Agency	Incidents involving flooding or potential environmental harm
	MeteoGroup (DTN)	Preparing for bad weather – Forecasting Service

APPENDICES

APPENDIX A: POLICY & PROCESSES

PROCESSES

1A. INCIDENT ESCALATION PROCESSES



2A. Lessons Learned (Major Incident)

Within 1 week of recovery phase completion a Debrief of the Major Incident will be organised.



Agenda and Invites sent by e-mail and hard copies where required 1 week before debrief date.

Lead Officer or Admin
(Chair and Note Taker appointed for the meeting)



Undertake Debrief meeting and record actions for Action Plan. Assign all actions to owners and agree timescales for completion.

Chair and Note Taker



Follow up on Action Plan as and when needed to ensure progress is made against plan.

Lead Officer

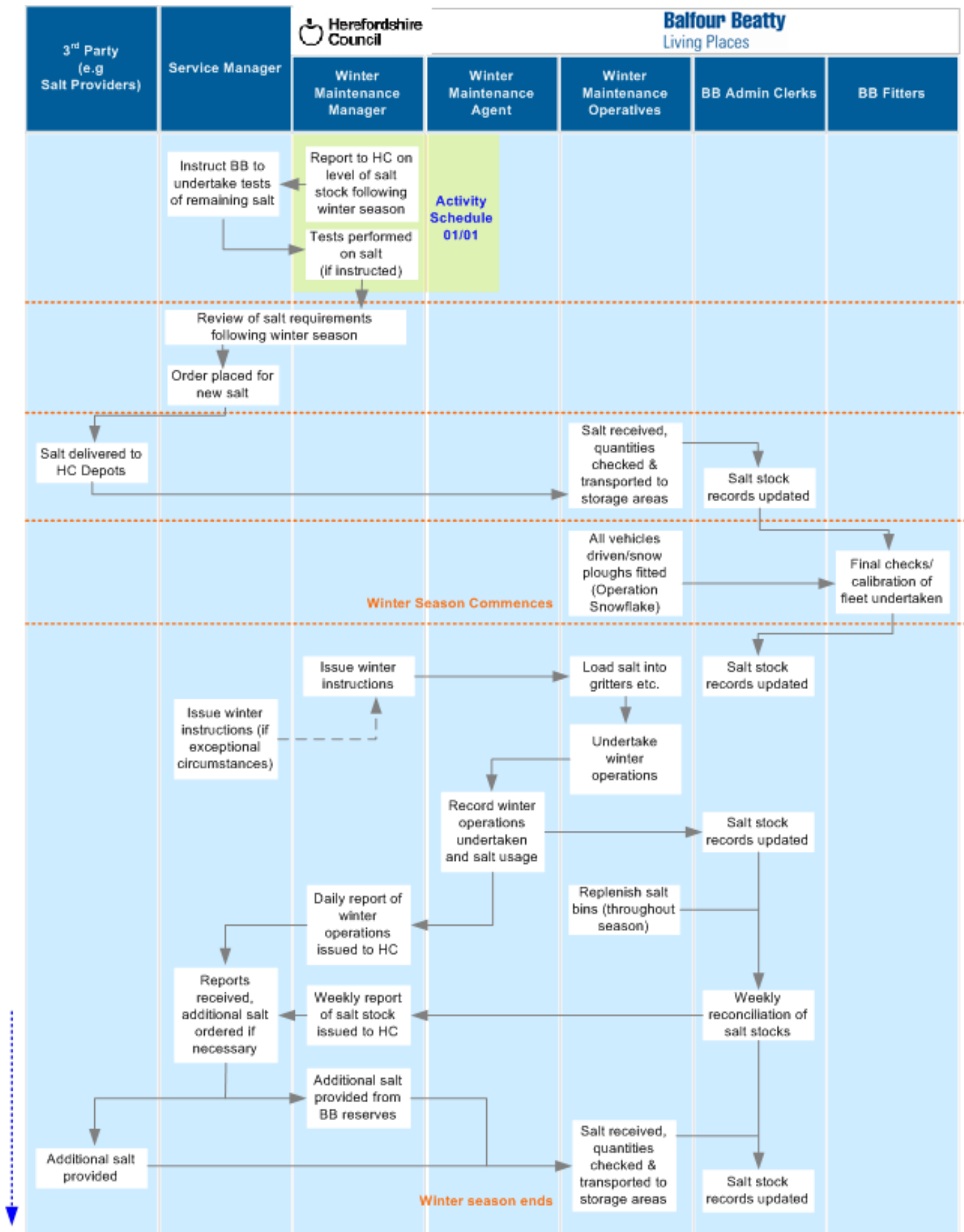


Incorporate improvements into future plans and arrangements, test and review effectiveness.

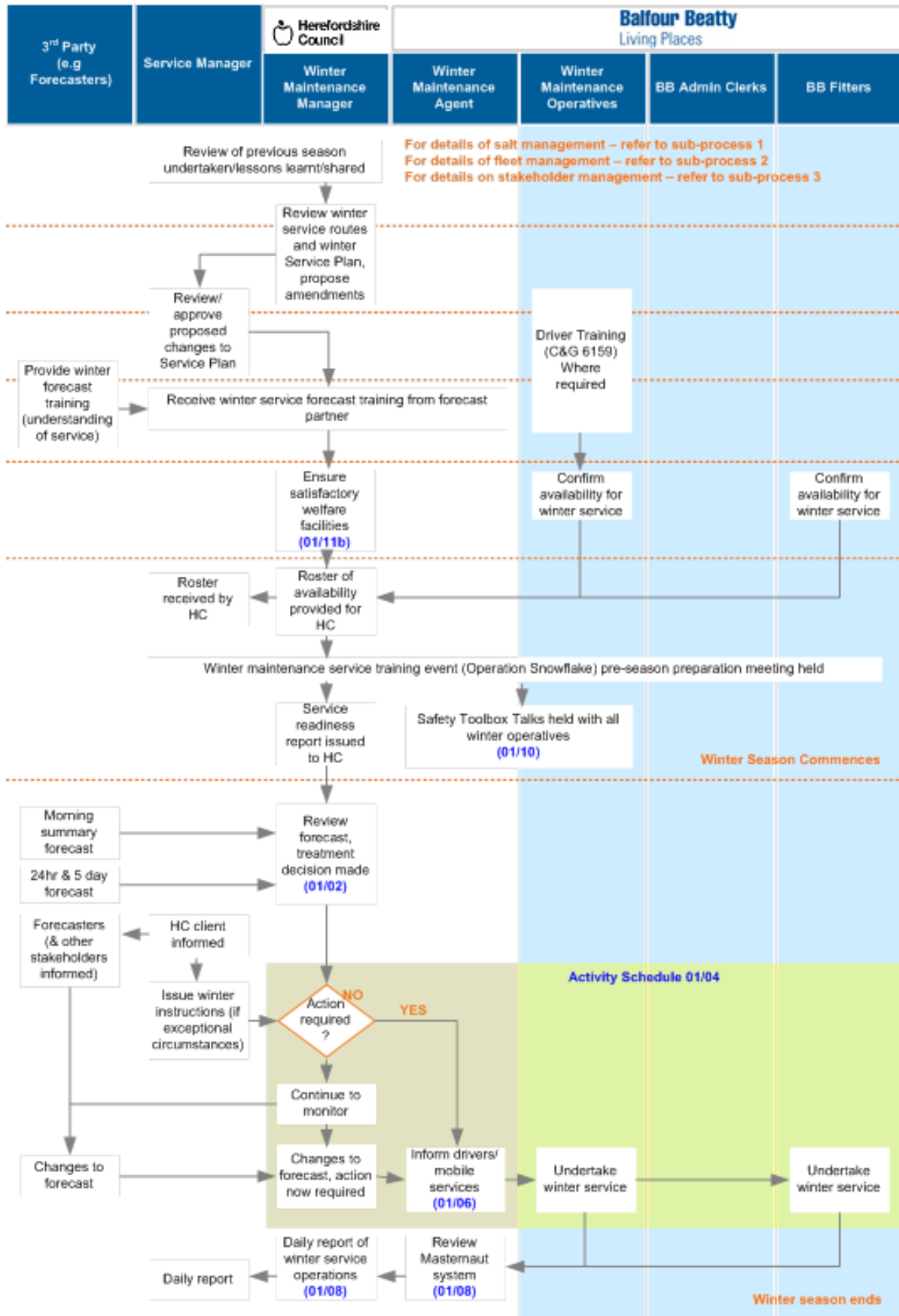
Lead Officer



Lead Officer



Service Delivery Process (Activity Schedule 01/01)



APPENDIX B: REFERENCE DOCUMENTS

LEGISLATIVE DOCUMENTATION

- Highways Act (1980), Section 41
- Civil Contingencies Act 2004,
- Traffic Management Act, 2004

HEREFORDSHIRE COUNCIL DOCUMENTATION

- HC Winter Service Policy
- HC Winter Maintenance Plan
- Highways Maintenance Plan
- Operational Standards Manual
- Major incident response plan
- Multi-agency Tactical Coordinating Group (TCG) Activation Guidance
- Multi-agency Flood Plan
- Balfour Beatty Herefordshire Public Realm Business Continuity Plan
- Herefordshire Recovery Plan



Winter_Service_Plan_
2018_2023.pdf

CONTRACT DOCUMENTATION

- Herefordshire Council Contract, Public Realm Services, Baseline Specification
- Community and Stakeholder Management - Annex 2
- End to End Network Improvement - Annex 3
- Fleet Management - Annex 5
- Managing water on the Network - Annex 7
- Annex 8 Refer to TAMP for additional assets
- Network Management - Annex 9
- Potholes - Annex 10
- Network Rehabilitation/Maintenance - Annex 10
- Street Cleansing - Annex 12
- Structures - Annex 14

OTHER DOCUMENTATION

- ‘Well Managed Highway Infrastructure’ – Code of Good Practice (October 2016)

APPENDIX C: DEFINITIONS

Definitions relating to the annexe

BBLP	Balfour Beatty Living Places
HE	Highways England

APPENDIX D: PROGRAMME OF WORKS

INSERT WORK PROGRAMMES



Herefordshire Snow Clearing Areas.pdf



Herefordshire Snow Contractors Tracker 21



2020-2021 Route & Drivers.xlsx

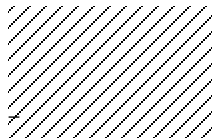


Winter rota 2020-2021.xls

INSERT ACTIVITY SCHEDULES



WinterMaintenance_RoutesByZone.pdf



APPENDIX E: SUPPORTING DOCUMENTATION

INSERT BUDGET BREAKDOWN

INSERT RISK REGISTER



ANNEX 1 - risk register.xlsx