

HEREFORDSHIRE PUBLIC REALM CONTRACT 2020/21

ANNEX 1 – NETWORK RESILIENCE PART 1

SERVICE OVERVIEW

| SERVICE SUMMARY | | |
|--------------------|--|---|
| | | Output |
| Revenue Activities | <ul style="list-style-type: none"> Winter Maintenance | Safe, well maintained network during winter months |
| | <ul style="list-style-type: none"> Emergency Response | Attendance and recovery in response to multi-agency civil emergency |

| 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: <ol style="list-style-type: none"> All Red risks must be reviewed monthly All amber risks every 6 weeks All yellow risks every 2 months | 100% |

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.

Winter Maintenance

This annual plan and associated budget covers the period 1st November 2020 to 15th April 2021. It is recognised that this extends beyond Herefordshire Council financial year end (31st March 2020) however for flexibility due to environmental unknowns and completeness the final weeks of the winter maintenance season are covered by this, and all other associated documents. The budget for this annex covers the period 1st April 2020 – 31st March 2021. This winter maintenance service will be delivered by a designated winter maintenance team, who will provide the service in accordance with the agreed Herefordshire Council Winter Maintenance Plan. Following the end of the winter season 2020/21, BBLP will submit a written review report of the season, which will inform discussions for the Annual Plan 2021/22.

Response for Civil and Multi-Agency Emergencies

BBLP will provide Herefordshire Council with full support to emergency planning and in the response to major civil emergencies affecting the public realm, and communities within the County.

Advice and guidance relating to the impact on services and delivery of support will be provided through the employers Resilience Team with a focus on participating in the development of relevant Emergency Plan and Multi Agency Flood Plan documents. We have Business Continuity Management in place and a reviewed and tested Business Continuity Plan identifying critical service delivery. Ensuring effective business and service continuity and resilience will be the key drivers to the service.

When such events occur, BBLP will be informed of the need to provide assistance through contact with the emergency services. The request to provide resources will generally be received by the Duty Emergency Supervisors who will then escalate the matter to senior management (in accordance with the protocol set out in Incident Escalation, Appendix E)

Such requests could occur at all times of the day, and when such events do arise, BBLP will divert all necessary resources to deal with the emergency (ensuring that any sites are closed down safely before resources are deployed to the emergency).

The management of major civil emergencies will tend to be led by the emergency services. BBLP will work closely with the emergency services and Herefordshire Council in the management of civil emergencies, providing operational, tactical and strategic support where necessary.

Standard (non-major) emergency response and call outs on the public realm are covered in Annex 10 – Network rehabilitation and maintenance.

SERVICE OUTCOMES

| OUTCOMES | HOW WILL THE OUTCOME BE ACHIEVED |
|----------|----------------------------------|
|----------|----------------------------------|

| | |
|--|--|
| <p>Improved access to services</p> | <p>Winter Maintenance</p> <ul style="list-style-type: none"> • Maintenance of priority network • Support to parishes to encourage self-help schemes through the provision of salt <p>Emergency response</p> <p>Prioritising response and emergency recovery alongside other multi-agency services in Herefordshire</p> |
| <p>Safer network</p> | <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 and operational teams <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 |
| <p>Contribution to the local economy</p> | <ul style="list-style-type: none"> • Use of local contractors • Accessible priority network |
| <p>Value for money</p> | <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 |

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 2020/21 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 35 treatment runs during a winter season. This is below the anticipated number of runs of 82 in a season. HC has been notified of this.
 - Budgetary implications in the case of long periods of severe weather conditions

- vi. The gritting season will be 1st November 2020 to 15th April 2021

Risk if assumption is not realised:

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

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 | 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 | Training, Monitoring and direct contact |
| | Sandbags | Parish Requirements | As per 2015-16.TR.015 R Revised sandbag policy 16 May16 |
| Reactiv | Snow clearance | 33 Snow contractors | On a reactive basis. Preparedness and mobilisation upon met office snow warnings. |

| | | |
|--|--------------------------------------|--|
| Gritting | 17 Gritters, 34 drivers | Precautionary, preventative and reactive Gritting. Includes supervision, commercial, standby, standown and footpath treatments |
| 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 (works in scope however cost for snow events are cost reimbursable)</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 <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 at start of the season) • Delivery of salt to parishes (to designated locations) • Replacement 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) |

| | |
|---------------------------|--|
| <p>Gritting</p> | <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 footpath and transport interchanges • Designated HC car-parks • Police requests following DCO approval (and in line with Winter Plan) • Defect reporting by gritter drivers, in particular water on the highway <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) |
| <p>Salt bags</p> | <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 |
| <p>Sandbags</p> | <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 |
| <p>Emergency response</p> | <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 sand bag stocks as a precautionary measure |

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 subcontractor and BBLP resource | Major health emergency/national incident | <ul style="list-style-type: none"> Depleted workforce Strain on ability to source subcontractor resource | <ul style="list-style-type: none"> Coordinated approach through Silver and Gold control Business Continuity plan Ability to divert resource from less essential services |

PART 2

ORGANISATION

STRUCTURE

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

WINTER MAINTENANCE SERVICE ACTIVITIES

NETWORK TREATMENT REVIEW

We will undertake a feasibility study of our routes to understand potential for gaining further efficiencies principally relating to the priority network. This will focus on reviewing routes and optimisation of salt usage. A key part of this review will also need to take account of the secondary routes with a view to maintaining winter service levels. This review will take into account current best practice and the recently released Well Managed Highway Infrastructure (code of practice) from the UK Roads Liaison Group (UKRLG).

GRITTING

We will continue with the successful co-location of Highways England (HE) resource at the Thorn depot. A Service Level Agreement is in place with the HE for reciprocal arrangements in the Bury Court Depot (Junction 2, M50). We will monitor and review this operational arrangement through the current 2018/19 season and will look to continue this arrangement in 2020/21. The co-location of HE provides added resilience in delivering the winter service through potential to share resources and improved access to the network. In the event of salt shortages the arrangement allows us to access stocks held by Kier group.

SALT BIN REPLENISHMENT

Salt bins will be replenished during the winter mobilisation period prior to the start of the winter gritting season. Depending upon the severity of the winter we may need to replenish the salt bins during the season. This will be done when resources permit and as agreed with HC and BBLP through the established contract mechanism.

To support self-help schemes Parishes will be able to arrange for additional salt stocks to be delivered to sites designated by the parish. In addition, further consideration will be given during 2020/21 to the potential to adopt and promote a self-help scheme as part of the wider winter service plan. This will be supported by an individual business case.

SANDBAG PROVISION

POLICY

There is no statutory obligation on any Local Authority to provide sandbags, nor to prevent property from flooding. The primary responsibility for protection of private property in the event of a flood lies with individual owners and not the Council or any other Agency.

As a responsible Local Authority, Herefordshire Council recognises that there are vulnerable people and premises that may require assistance to protect them during a flooding incident. This policy has been developed to ensure that the council's resources are deployed where they are needed most.

LOCAL PREPAREDNESS

The distribution of sandbags during a flood event can have a significant impact on limited resources that will already be stretched. With little warning of some types of flooding occurring it is also difficult to get supplies to communities in time to be of any benefit to prevent flooding of property.

The Council urges those living within areas identified at being at risk from flooding to follow the advice of the Environment Agency to protect their homes. The Council will support residents and business through the provision of advice and guidance and by signposting to suppliers of sandbags and alternative products.

PARISH SANDBAGS PROCEDURE

From 1st April 2017 the council will maintain a strategic stock of sandbags for council use in times of emergency and will be dealt with as per the following section.

FLOODING EMERGENCIES

It must be emphasised that residents of Herefordshire who live in identified flood risk areas should not rely upon the Council to respond to a threat of flooding to their property but should have in place their own flood protection plan.

As per the Multi Agency Flood Plan, in the event of a Level 2 response to a flooding emergency, the Council will take a strategic approach to the use of sandbags. That means that deployment will be prioritised on the basis of the following list:

1. To prevent loss of life or serious injury.
2. Maintaining access for emergency vehicles.
3. Securing the safety of the roads network.
4. Protection of vital community facilities within the community.
5. Protection of Herefordshire Council property if appropriate
6. Protection of residential property.

Sandbags will not be provided to protect gardens, outbuildings or garages.

CLEAN UP

Whilst ordinarily, the Local Authority will not be responsible for the disposal of contaminated sandbags following a flooding event and once issued the sandbags become the property of the occupier or organisation, in widespread flooding events, this decision may be reviewed by a Recovery Co-ordinating Group.

It is recognised that where sandbags have been placed by BBLP to protect property as a direct consequence of flooding from Public Realm assets that BBLP may need to collect and dispose of contaminated sand bags.

COMMUNICATION

BBLP will assist in providing information for pre-season winter press releases and also for press releases required regarding extreme weather events during the season. We will use Vaisala Manager communication module to send out tweets, texts and e-mails and we will continue with this method of communication throughout season. Standard tweets will be agreed in advance of the winter season with the HC communication team. Twitter updates (tweets) will be sent daily on the @HfdStreets twitter site from the predefined list of standard tweets. See Appendix E. This will include information regarding planned treatments, notification of completed treatments, planned inspections and notification of no planned action.

Briefings.

Prior to the start of each season and during the winter mobilisation period, Balfour Beatty will hold a briefing. The purpose of this is to confirm arrangements for the coming season. A representative of the Councils Emergencies and Resilience Team will be invited to this briefing. A mid-season review meeting will be held by BBLP to discuss any issues arising during the season; this will be attended by the Winter Maintenance co-ordinator, DCO's and any other appropriate staff.

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 | <p>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.</p> |
| Fleet Coordinator | <p>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.</p> <p>The fleet coordinator will assist with the ongoing development of the ‘Fleet Replacement Strategy’</p> |
| Supply Chain Partners | <p>The Supply Chain will be requested to provide labour for snow clearance and to act as ‘plough mates’ during snow events</p> |
| Herefordshire Stakeholders | <p>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.</p> |

KEY DELIVERY INTERFACES

| | Who are the dependencies | What is their role |
|----------------------------------|----------------------------|---|
| Public Realm BBLP Partnership | E.g Design & build team | Insert info on how they support delivery of the annex |
| | Locality Stewards | Provision of information relating to network condition. |
| | Operational Delivery teams | Ensure operational resilience is in place when winter maintenance drivers are on stand down |
| | Structures Manager | Liaison regarding major incidents |
| | Knowledge centre | Management of customer enquiries/ co-ordination of staff in emergencies. Proactive communication during winter season |
| | Communications | |

| | | |
|------------------------|-------------------------------------|--|
| Herefordshire Council | Contact centre | Customer enquiries and response updates |
| | Members | Keeping them abreast of emergencies/ winter schedules |
| | HC Resilience Team | Preparing for and managing major emergencies |
| | HC 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 | Preparing for bad weather – Forecasting Service |

FOUR YEAR PLAN

INNOVATION AND CONTINUOUS IMPROVEMENT

Identify opportunities for innovation and continuous development within the annex

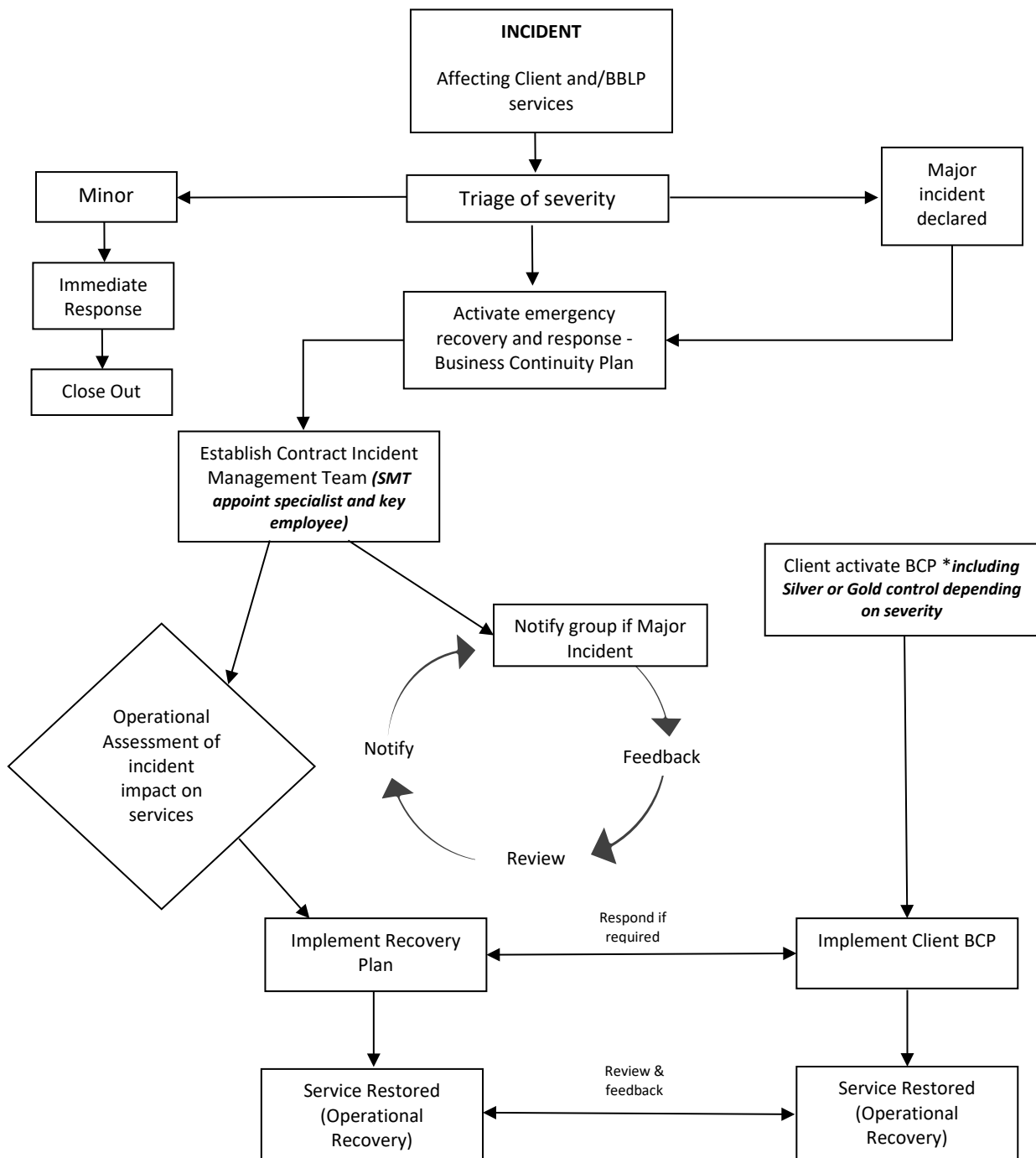
FOUR YEAR PLAN

| | |
|---------|---|
| 2020/21 | Investigate the Auto-Gritter systems for efficiencies |
| 2021/22 | Review Kingsland Salt Barn replacement plan |
| 2022/23 | Route Mapping advantageousness - MeteoGroup |
| 2023/24 | Review of Priority Routes |

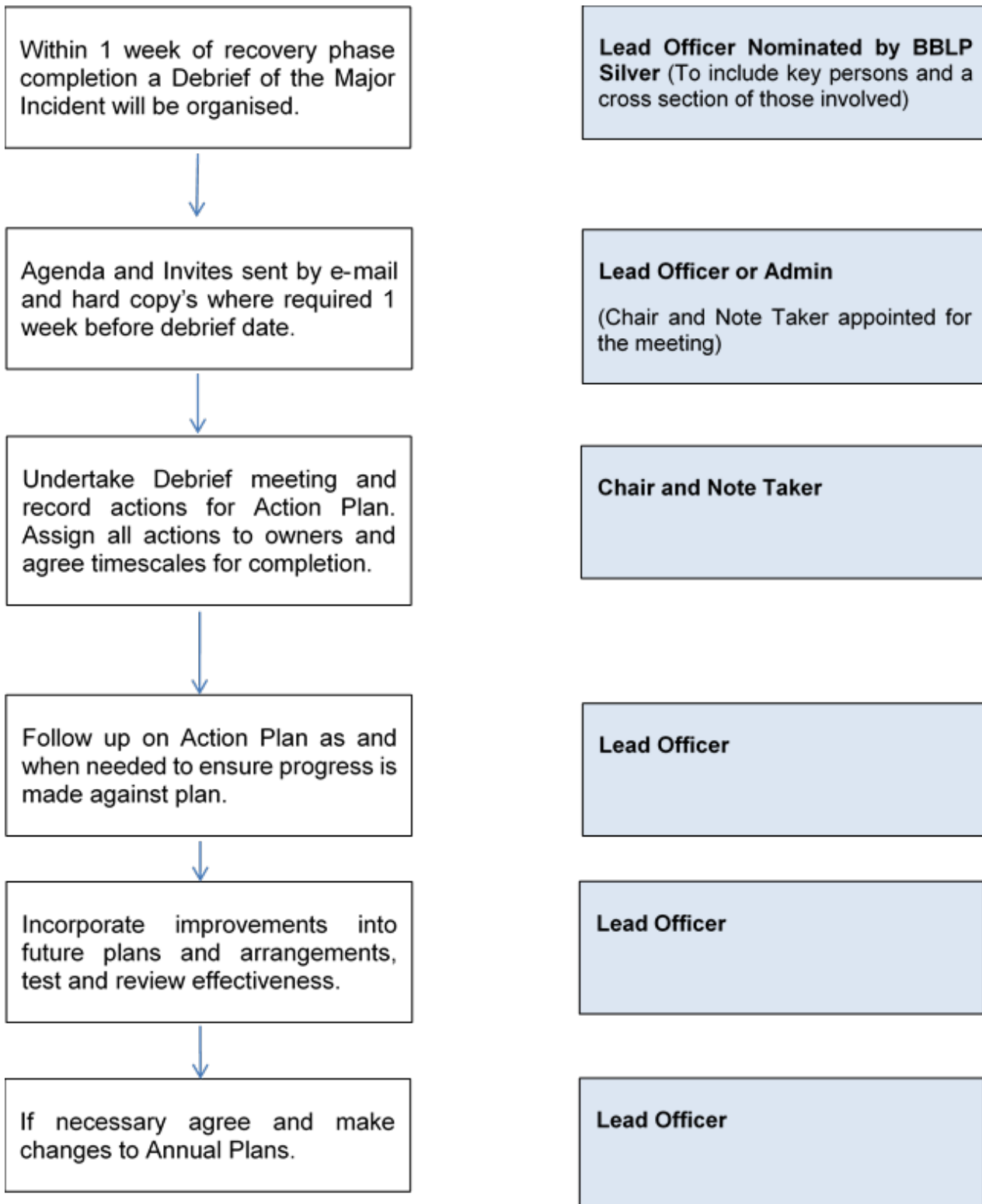
APPENDICES

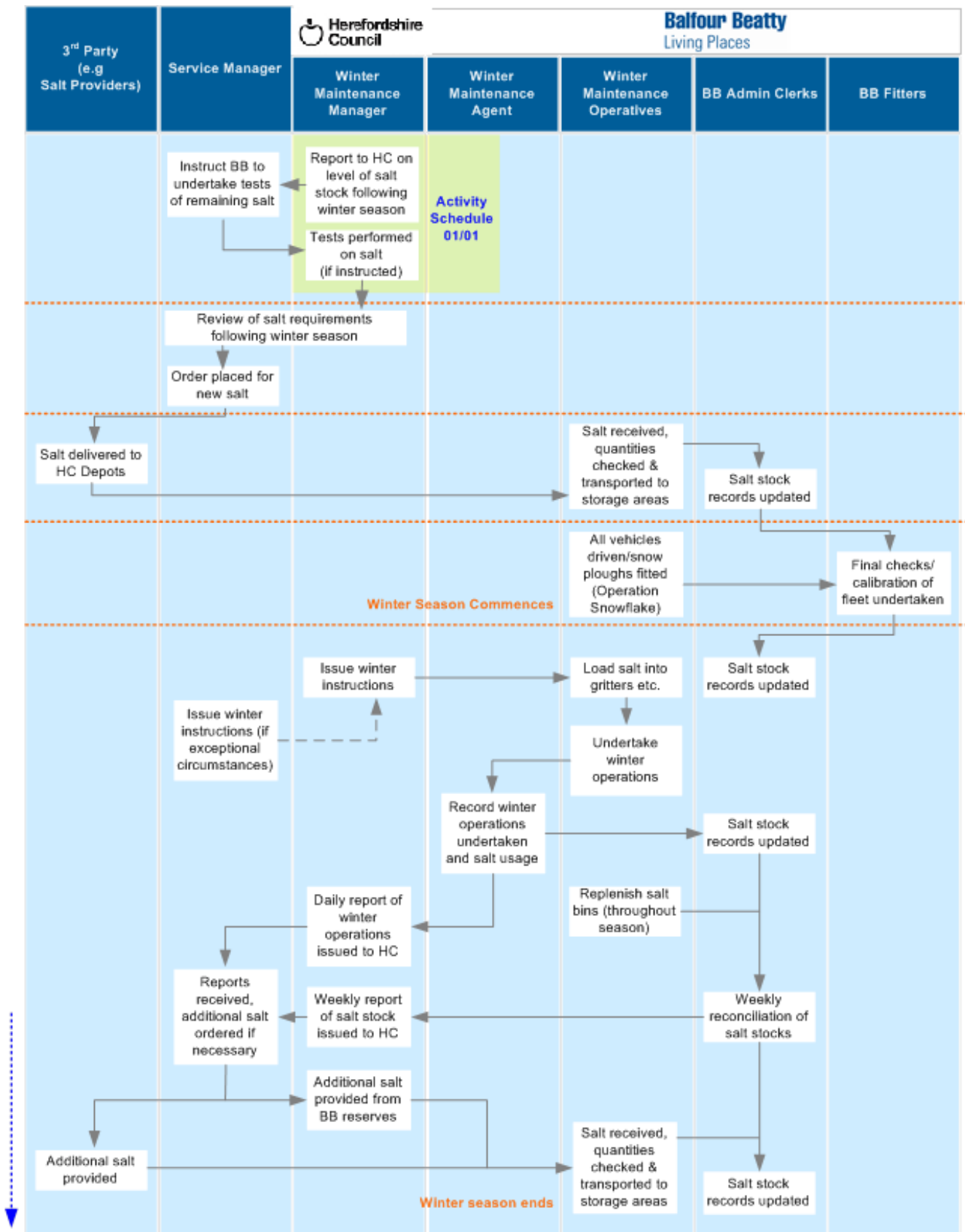
APPENDIX A: POLICY & PROCESSES

1a. Incident escalation processes

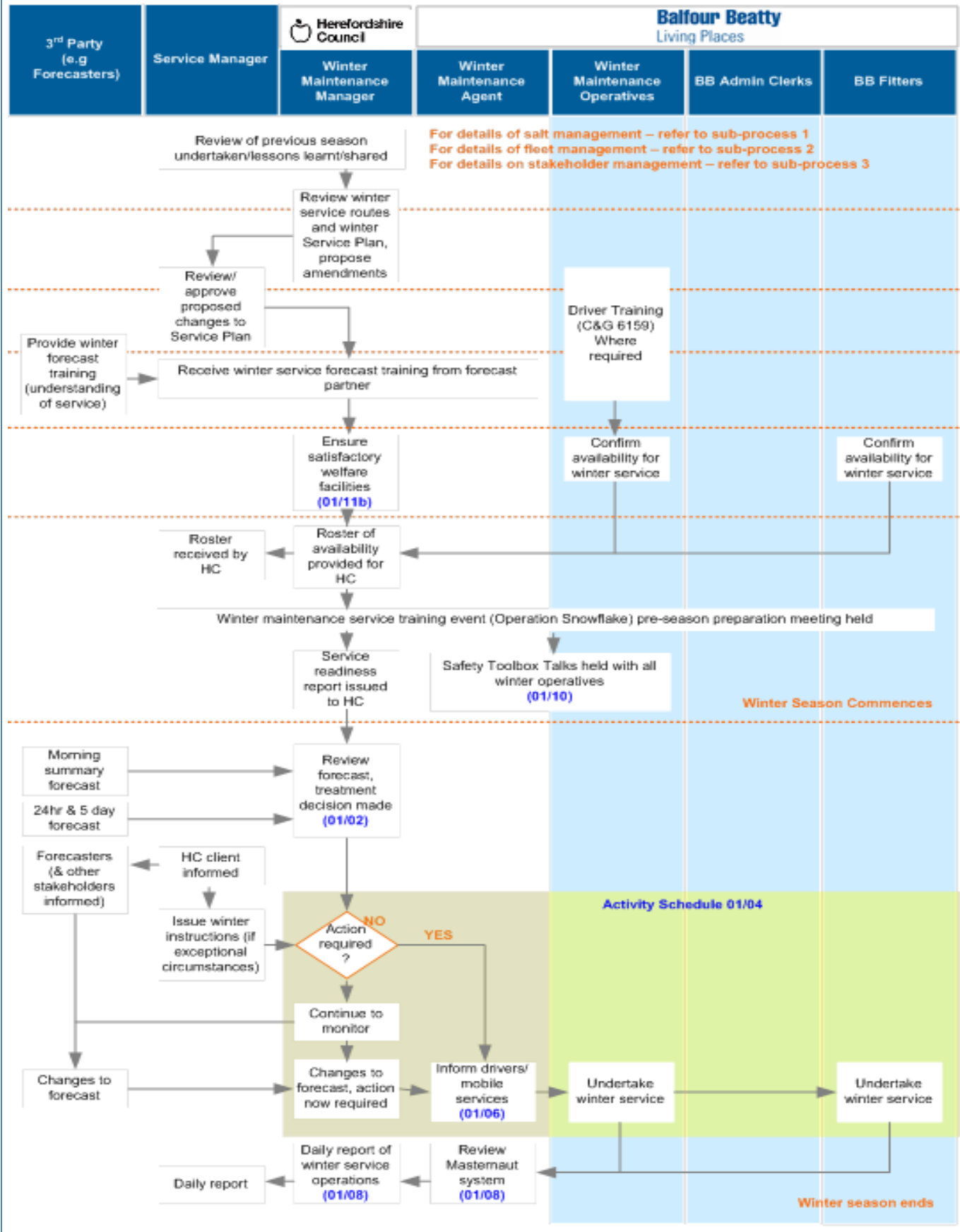


2a Lessons Learned (Major Incident)





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

CONTRACT DOCUMENTATION

- Herefordshire Council Contract, Public Realm Services, Baseline Specification
- Managing water on the Network Annex 7
- Annex 8 Refer to TAMP for additional assets
- Refer to annex 10 Pot holes
- Fleet Management Annex 5
- End to end network improvement annex 3
- Network Management Annex 9
- 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

INSERT ACTIVITY SCHEDULES

APPENDIX E: SUPPORTING DOCUMENTATION

INSERT BUDGET BREAKDOWN

INSERT RISK REGISTER