

# HEREFORDSHIRE PUBLIC REALM CONTRACT 2020/21

## ANNEX 10 – NETWORK REHABILITATION AND MAINTENANCE

### SERVICE OVERVIEW

SERVICE SUMMARY		
		Output
Capital Activities	Fencing and Barriers	Reactive Repairs to Safety Fences and Pedestrian Barriers
	White Works (Kerbing, Slabs, Ironwork)	Reactive Repairs as per HMP
	Street furniture	Routine maintenance to street furniture
	Structural patching (Footway and Carriageway)	Programme repairs to CAT 2 defects
	Potholes (Footway/Carriageway)	Reactive CAT 1 Repairs
	Traffic Signs	Sign Replacement
	Pothole repairs	Delivery of spray injection programme (in house)
	Pothole repairs	Delivery of Sub-contracted spray injection programme
Revenue Activities	Incident Response	Attend Emergencies

Performance Indicators		
	Indicator	Target
OPIs	CAT 1 Defects	100%
	CAT 2 Defects	80%
Strategic KPI	SPI 2 - Principle A Road Condition	Upper threshold 10.1% Lower threshold 13%
	SPI 3 - Non-Principle B Road Condition	Upper threshold 65% Lower threshold 74.65%
	SPI 4 - Non-Principle C Road Condition	Upper threshold 65% Lower threshold 74.65%
	SPI 5 - Unclassified Road Condition	Upper threshold 28.5% Lower threshold 34.5%
	SPI 6 - Footways Condition	Upper threshold 30% Lower threshold 34%

**SERVICE SUMMARY**

Network rehabilitation and maintenance includes routine and reactive network rehabilitation and maintenance services such as emergency incidence response and highway maintenance. This includes repairs to carriageways and footways and routine maintenance to kerbs and road signs. Reactive (making safe) repairs will be made to safety fences and pedestrian fencing and barriers

**SERVICE OUTCOMES**

OUTCOMES	HOW WILL THE OUTCOME BE ACHIEVED
Improved network asset	<ul style="list-style-type: none"> <li>CAT 2 repairs</li> <li>Spray injection programme</li> </ul>
Safer Network	<ul style="list-style-type: none"> <li>Response to CAT 1 and CAT 2 defects</li> <li>Response to Emergencies in accordance with HMP</li> </ul>
Value for Money	<ul style="list-style-type: none"> <li>Work programmes for efficient network maintenance</li> <li>Efficient planning and scheduling via Control Centre</li> <li>Multi-skilled and multi-disciplined teams</li> <li>Management of green claims</li> <li>Find and Fix repair culture imbedded into operational teams to reduce repeat visits to the same location</li> </ul>

Contribution to local economy	<ul style="list-style-type: none"> <li>• <i>Use of local contractors</i></li> </ul>
Improved network asset performance	<ul style="list-style-type: none"> <li>• <i>Asset data collection to inform programmes</i></li> </ul>
Satisfied stakeholders	<ul style="list-style-type: none"> <li>• <i>Programmed activity to maintain a safe network</i></li> <li>• <i>Compliments and Complaints</i></li> </ul>

## ASSUMPTIONS

### Road signs

There is no information within the database sets that details the location of types of road signs across the County. It is therefore assumed that the majority of the service delivery will be reactive rather than needs driven. Information on defect signs will be gathered from Locality Steward Inspections and general inquiries. This information will be used to inform sign cleaning programmes and reactive sign replacement and repair.

## THE SERVICE

### SERVICE DELIVERY

#### POT HOLE / PATCHING REPAIRS

Road pot hole and patching repairs on the highway will be undertaken by the designated gangs within depots. They will be equipped with vehicles containing small plant and equipment (including traffic management) to enable effective road repairs. We will continue using 12 tonne hotboxes which increases operational efficiency by reducing fuel cost and reducing time. During periods when quarries are closed and for out of hours repair cold-lay products will be used to make safe. Following out of hours call outs, Locality Stewards will carry out an inspection to determine whether additional work is required.

#### POT HOLE REPAIRS – SPRAY INJECTION PROGRAMME

A spray injection programme of find and fix pothole repairs will be carried out between April and September, aimed to deliver a high volume of proactive repairs. The programme will focus on the U&C network and will address quarterly, annual inspection routes, focussing on areas of high degradation. This programme will be delivered in house by skilled operatives and is intended to reduce the volume of defects for routine and reactive gangs by proactively addressing defects before they are inspected. A monthly programme will be developed and updated regularly, in line with outputs and defect volumes. A shorter subcontracted programme will supplement the in-house delivery, whilst providing training and additional support to the in-house team.

## SIGN CLEANING AND REPLACEMENT

Sign cleaning and replacement will take place on a reactive basis following inspection by a locality steward. Reactive cleaning/repairs/replacement will take place following statutory inspections undertaken by locality stewards and in response to ad-hoc enquiries.

Work will take place on safety signs only. Signs will be cleaned on an asset needs only basis, determined through works orders issued following the regular highway inspection by Locality Stewards. As a general principle, only statutory road signs will be renewed as required. Damaged / age expired signs will be replaced through the capital works programme. Sign cleaning is an activity that could be undertaken by a lengths man on the C and U road network and this will be encouraged by the Locality Stewards.

Sign Cleaning will also take place using the Find and Fix feature should there be further work with the TM area the gangs are operating in.

## ACCIDENT CLUSTER SITES

Accident Cluster sites will be inspected by Locality Stewards and risk assessed in accordance with the Highways Maintenance Plan. All stewards will have received enhanced training provided by the AIP team, to ensure that they are aware of some of the specific issues relating to these sites. Maintenance to these sites will be prioritised where practicable.

## FENCING AND BARRIERS

The location, type and extent of all HC owned fencing and barriers across the Herefordshire network is not fully known or recorded. Safety repairs/removal/replacement of vis-fencing will be undertaken on a reactive basis following inspection by a Locality Steward. Specialist repairs to fencing and barriers will be undertaken using qualified and competent sub-contractors if required.

## INCIDENT RESPONSE

### INCIDENT RESPONSE PLAN (IRP)

The IRP will be under the control of the Operations Manager. This document will detail legal requirements; command, control and coordination; scope of services and incident response procedures; 3<sup>rd</sup> party contact details.

### RESPONSE TIMES

BBLP will provide an emergency response service on a functional 365/24/7 basis. This includes the management of all public realm emergencies aspects. During an emergency we will attend site (given the information provided at the time) with the appropriate resources and make safe or resolve the issue.

Response times will be in accordance with the HMP. The response will include attendance at site, setting up traffic diversions, making safe hazards, and undertaking some emergency engineering work.

Significant incidents will be escalated where necessary and if applicable may lead to an Emergency situation covered by Annex 01 – Network resilience.

Locality Stewards will be notified of all incidents through confirm and will carry out follow up inspections to ensure the safety of the network and where required liaise with the relevant authorities/ departments within HC.

**NORMAL WORKING HOURS RESPONSE TIMES**

Normal operational working hours are between 07.30hrs to 16.00hrs Monday - Friday. During these periods, the customer management team (CMT), located within the Knowledge centre team, will field enquiries from Herefordshire Council members and the general public in relation to the public realm. Enquiries will be directed by the CMT to locality stewards (if an inspection is required to verify a site situation) and/or supervisors (if an immediate response is required) depending on the nature of the information available. Crews will then be deployed to meet the required response times, as given above and work will be monitored through the Confirm system.

**WORKS SCHEDULING**

Works will be scheduled directly to gangs through the Operational Control Centre (OCC) and operational supervisors. The OCC will have visibility of all gangs working on the network to allow for more efficient deployment of works. Where feasible work will be planned taking into account Locality Steward Inspections on the network and using previous defect level data to understand potential works required for different inspection routes.

**OUT-OF-HOURS RESPONSE TIMES**

Out-of-hours are between 16.00hrs to 07.30hrs Monday - Friday, during the weekends and over Bank Holidays. During these periods all out of hours calls will be taken by the duty supervisor directly, through a dedicated hotline. Calls will then be forwarded up by the supervisor to the on-call emergency response crew who will respond to the incident. 2 duty Supervisors will be on call, one for North Herefordshire and one for South Herefordshire.

In the event of a very serious incident, and on request by the emergency services, the duty supervisor will attend site to assist the emergency crew, calling on additional resources if required. Escalation will follow the process set out in Annex 1 for emergency response.

Upon notification of Severe Weather (Met office weather warnings) resources may also be increased to cover an increase of out of hour work demands.

All incident details will be logged on Confirm, and if unavailable will be recorded by hand for update on Confirm at the first available opportunity.

**SPECIALIST TEAMS**

Additional support to the standard response teams will be available during normal & out-of-hours periods. This will include resources to deal with gully emptying, trees, road sweeping, clinical waste removal, safety fence repairs, and chemical spillages.

**SERVICE SCOPE**

SERVICE	SCOPE
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<p>Emergency response (incidents affecting Public Realm)</p>	<p><b>IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Response to weather emergencies</li> <li>• River flooding &amp; flooding from inadequate drainage</li> <li>• Road traffic accidents</li> <li>• Subsistence/heave</li> <li>• Offensive graffiti</li> <li>• Structural collapse affecting network</li> <li>• Fuel and chemical spillages</li> <li>• Mud on Road Response</li> </ul> <p><b>NOT IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Structural collapse not affecting Public Realm network</li> </ul>
<p>CAT 1 repairs</p>	<p><b>IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• CAT 1 repairs to carriageway/footways/ street furniture and other safety issues affecting the Public Realm network</li> </ul>
<p>Traffic signs cleaned</p>	<p><b>IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Safety Signs</li> </ul> <p><b>NOT IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Non safety signs (e.g. Tourist/Heritage signs)</li> </ul>
<p>Traffic sign replacement</p>	<p><b>IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Safety Signs</li> </ul> <p><b>NOT IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Name plates</li> <li>• Non safety signs such as heritage signs/ tourist signs</li> <li>• Bus stop flags</li> </ul>
<p>Pothole (carriageway and footway repairs)</p>	<p><b>IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Repairs requiring intervention as set out in the HMP, following inspection</li> <li>• Find and fix spray injection programme</li> </ul> <p><b>NOT IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Anything not defined as a safety issue or potential safety issue following a risk-based assessment in line with HMP</li> </ul>
<p>Safety barrier repairs</p>	<p><b>IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Make safe repairs to safety barriers (permanent repairs delivered through Annex 3)</li> </ul>

Street furniture maintenance	<p><b>IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Safety repairs/ replacement verge markers/ bollards/ vis fencing/pedestrian barriers</li> <li>• Bench repairs (highway assets)</li> </ul> <p><b>NOT IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Street nameplates (non-safety related)</li> <li>• Bus Stops</li> </ul>
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**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	Injuries to members of public/ fatalities/ damage to vehicles	Carriageway defects	Reputational/ unsafe network/ financial (claims)	Regular inspection of network and response to CAT1s/ CAT2s within defined timescale (set out in HMP)
	Claims from members of public	Repairs not carried out within timescale set out in HMP	Financial/ reputational damage	Regular risk based inspection of network in accordance with HMP. Work planned, prioritised and resourced to ensure it is carried out within appropriate timescale.
	Low customer satisfaction & reputational damage	Delays in repairs being carried out/ Poor quality of repair	Reputational damage/ unsafe network	<p>Customer focused delivery provided through understanding their needs, liaising with them in the planning stages of the RMWP.</p> <p>Ensuring timely information transfer via Locality Stewards and delivery teams</p> <p>CLM carries out customer satisfaction surveys to highlight potential best practice and service provision requiring improvements.</p> <p>Works to be carried out by trained operatives / approved supply chain partners.</p>

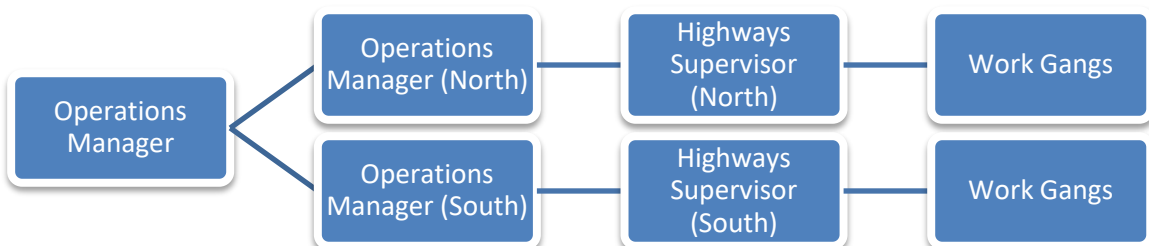
				Proactive find and fix spray injection programme to treat defects prior to roads being inspected
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PART 2

**ORGANISATION**

**STRUCTURE**

Team Structure





## ROLES AND RESPONSIBILITIES

Job Role	Responsibility
<b>Operations Manager</b>	The Contract Manager has overall responsibility for the operational delivery of the service. This includes ensuring delivery standards and determining resources and competency requirements, and providing management support to the Depot Managers and Works Supervisor
<b>Operations Managers (North and South)</b>	<p>The Operations Managers will provide the day-to-day support to the individual delivery teams operating from a specific depot, to ensure all operations teams comply with BBLP policies and procedures (health and safety), ensure the resources available can be used, understand and deploy the maintenance teams to achieve the works schedule, and undertake regular team briefings.</p> <p>The Operations Managers will liaise directly with the Highways Supervisor on specific service operations issues (i.e. deployment difficulties, service enhancements and improvements) to ensure the service is being delivered.</p>
<b>Highways Supervisor</b>	The Highways Supervisor will provide the specific works schedules for each service. Working with the depot managers this will include confirmation of the required service standards and ensuring the specific delivery teams are properly briefed. Supervisors will also liaise with the OCC to ensure works are delivered efficiently.
<b>Work Gangs</b>	Works gangs will undertake the day-to-day scheduled, and un-scheduled, tasks across the Herefordshire network within their designated depot boundaries. They will liaise with their supervisors, depot managers and the OCC as and when required to provide feedback on any areas for operational improvement.

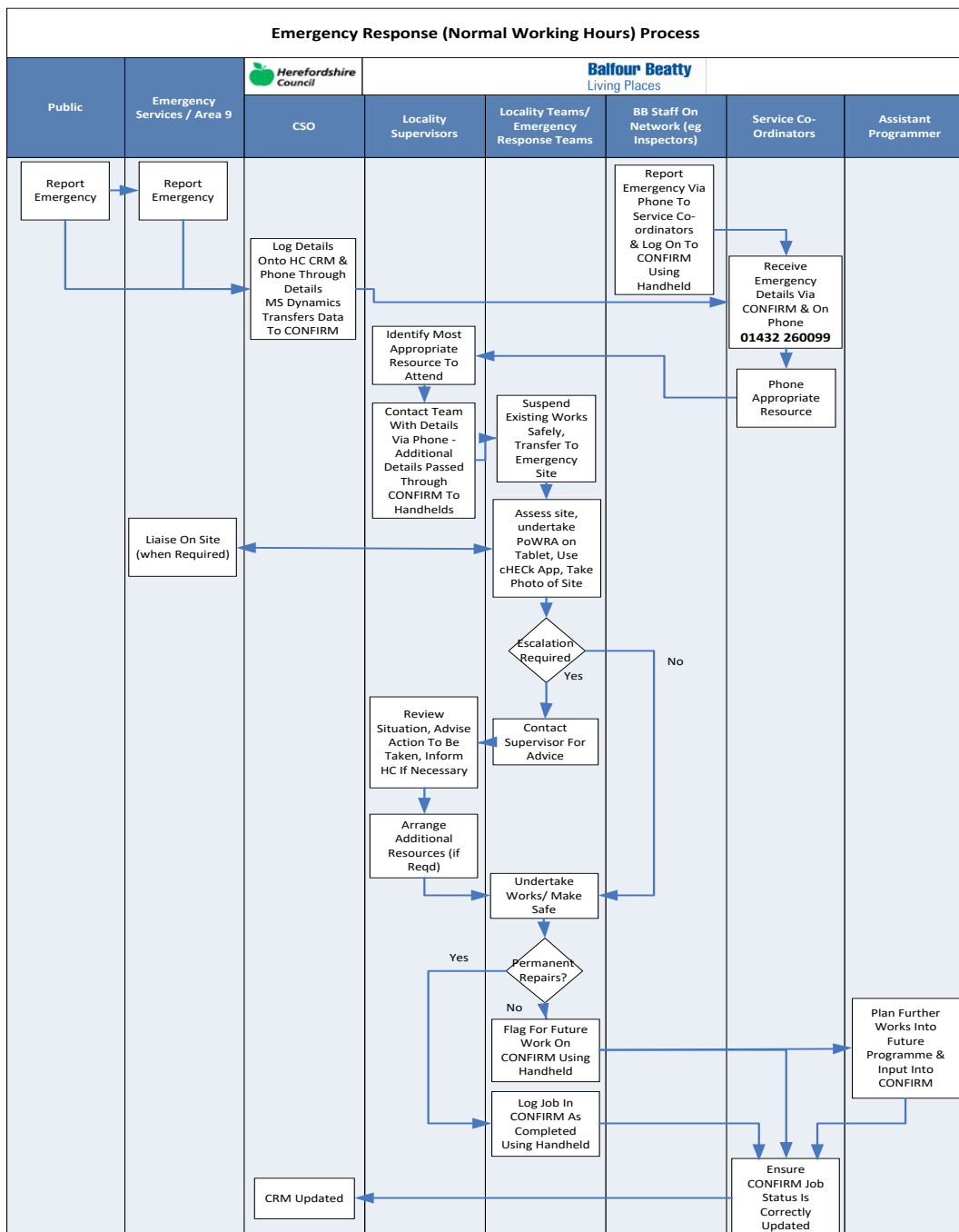
**KEY DELIVERY INTERFACES**

	<b>Who are the dependencies</b>	<b>What is their role</b>
Public Realm BBLP Partnership	<b>Operational Control Centre</b>	Dynamic scheduling of work to operational gangs
	<b>Locality Team</b>	Defect coordination and work initiation
	<b>Programme Manager</b>	Information regarding public realm programmes of work
	<b>NRSWA Team</b>	Provision of information regarding Public Utility Works
	<b>Performance &amp; Improvement Manager</b>	On-going feedback/ review of service performance
	<b>Structures manager</b>	Liaison regarding major incidents to be reported to HC/local media
Herefordshire Council	<b>HC Legal Services</b>	Preparing for and managing major emergencies
	<b>HC Building Control</b>	Liaison regarding road closures and traffic management/ emergencies
	<b>HC Highway Accident Team</b>	Providing known information relating to incidents
	<b>HC Legal Services</b>	Incidents requiring legal representation
	<b>Contact centre</b>	Customer enquiries & response updates
	<b>Local members</b>	Keeping them abreast of major emergencies
	<b>HC Emergency Planning Team</b>	Preparing for and managing major emergencies
External Organisations	<b>Highways England</b>	Liaison/ Coordination of activities to span local authority borders
	<b>Land owners and businesses</b>	Liaison regarding incidents adjacent to private land
	<b>Meteorological Office</b>	Preparing for bad weather
	<b>National Farmers Union</b>	Incidents involving loss or damage to farm land
	<b>Environment Agency</b>	Incidents involving flooding or potential environmental harm
	<b>Police and other emergency services</b>	Coordination or works/ liaison at major events
	<b>Neighbouring local authorities</b>	Liaison/ Coordination or activities that span local authority borders
	<b>MeteoGroup</b>	Global Weather Authority - Preparing and Forecasting
	<b>Parish and town councils</b>	Community Liaison

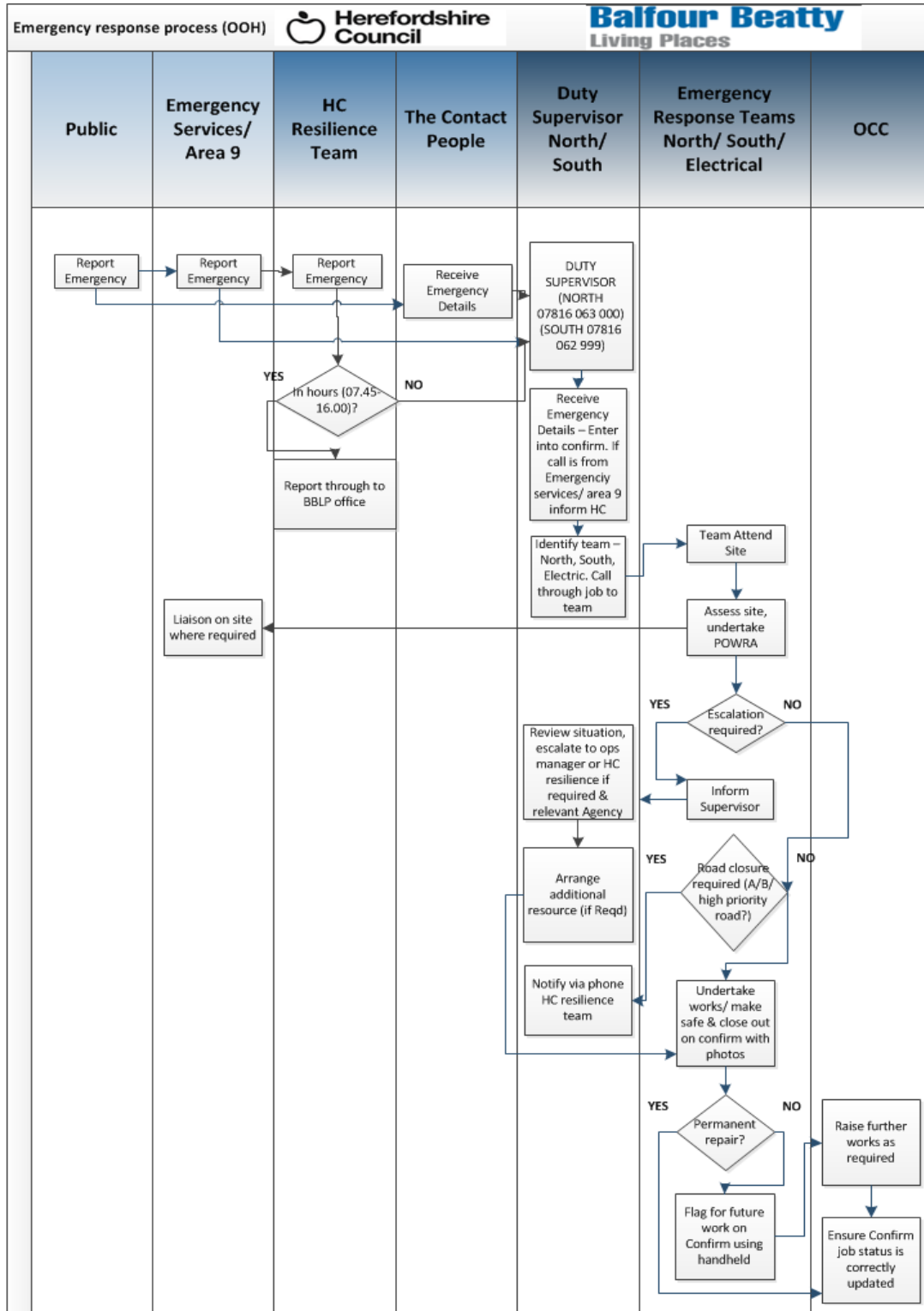
APPENDICES

APPENDIX A: POLICY & PROCESSES

INCIDENT RESPONSE (NORMAL-HOURS SERVICE)



INCIDENT RESPONSE (OUT OF HOURS SERVICE)



## APPENDIX B: REFERENCE DOCUMENTS

### LEGISLATIVE DOCUMENTATION

- Highways Act, 1980
- The Network Maintenance Manual
- The New Roads and Street Works Act, 1991
- Traffic Management Act, 2004

### HEREFORDSHIRE COUNCIL DOCUMENTATION

- Highways Maintenance Plan, 2016
- Operations Standards Model

### CONTRACT DOCUMENTATION

- Specification for Highway works.
- Herefordshire Council Contract, Public Realm Services, Schedule 2; Performance Management.
- Herefordshire Council Contract, Public Realm Services, Baseline Specification for Highway Works, Series 400: Safety Fences, Safety Barriers and Pedestrian Barriers.
- Herefordshire Council Contract, Public Realm Services, Baseline Specification for Highway Works, Series 500: Drainage and Service Ducts.
- Herefordshire Council Contract, Public Realm Services, Baseline Specification for Highway Works, Series 600: Earthworks.
- Herefordshire Council Contract, Public Realm Services, Baseline Specification for Highway Works, Series 1200: Traffic Signs.

**APPENDIX C: KEY CONTACTS**

Duty Supervisor	Duty Emergency Supervisor North	07816 063000
Duty Supervisor	Duty Emergency Supervisor South	07816 062999
PA Live	Out-of Hours Call Centre	0800 8401557
ERT North	Emergency Response Team - North	07816 064200
ERT South	Emergency Response Team - South	07816 063900
ERT Electrical	Emergency Response Team - Electrical	07816 064300
BBLP Service Co-ords (in Hours)	BBLP Service Co-ords (in Hours)	01432 260099

**APPENDIX E: SUPPORTING DOCUMENTATION**



ANNEX 10 - Risk Register.xlsx



Letton Floodboards rev 2.pdf



ANNEX 10 - Activity Schedule.xlsx