

HEREFORDSHIRE PUBLIC REALM CONTRACT ANNUAL PLAN 2023/24

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



Contents

Section 1. Context

- 1.1 Introduction
- 1.2 Legislation and Policy
- 1.3 Annual Plan Structure

Section 2 Contract Management

- 2.1 Key Assumptions
- 2.2 Contract Improvement Plan
- 2.3 Contract Management Tests
- 2.4 The Annual Plan Development Process
- 2.5 The Forward Programme Development Process
- 2.6 Commissioning
 - 2.6.1 Commissioning Hallmarks
 - 2.6.2 The Commissioning Cycle
- 2.7 Prioritisation of Budget and Works
 - 2.7.1 Outcome of Prioritisation – Capital
 - 2.7.2 Outcome of Prioritisation and Options Appraisal – Revenue
- 2.8 Risk Management

Section 3 Financial Arrangements

- 3.1 Budget Build Up and Fees
- 3.2 Local Management Overhead Costs
- 3.3 Delivering 3% Savings
- 3.4 Cost Review

Section 4 Compliance

- 4.1 Health and Safety
- 4.2 Environmental
- 4.3 Equality and Diversity
- 4.4 Governance
 - 4.4.1 Cluster Groups

Section 5 Delivering Corporate Priorities

5.2 Future Workforce & STEM

5.2 Contributing to Social Value

5.3 Climate Emergency Declaration

Section 6 Delivery and Performance

6.1 Integrated Works Programming Approach

6.2 Performance Management

6.3 Performance Reporting

6.4 Quality Assurance and Audit

6.4.1 Self – Audit

6.4.2 Council Audit Programme

6.5 Continuous Improvement

6.5.1 Lessons Learned

6.5 Innovation

SECTION 1 – CONTEXT

1.1 INTRODUCTION

This document, the Herefordshire Public Realm Service Annual Plan 2023/2024 (Annual Plan) sets out how Herefordshire Council (the Employer) supported by its contractor Balfour Beatty Living Places (the Provider) will deliver the public realm contract for the year.

A wide range of Council functions contribute towards public realm services, these include highway maintenance, street cleansing, regeneration, grounds maintenance, planning, traffic, 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 Living Places will:

- Ensure that the Council meets its statutory responsibilities.
- Deliver 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 within the budgets available.

The Annual Plan sets out the contract priorities for provision of services for the plan period in the financial year 2023/2024.

1.2 LEGISLATION AND POLICY

Balfour Beatty Living Places will

1. Comply with relevant council policies and procedures when developing and delivering the Contract and the Annual Plan.
2. Comply with the relevant legal and legislative requirements when delivering the Contract.
3. Design and deliver all activities in adherence to the Public Realm Contract.

1.3 ANNUAL PLAN STRUCTURE

The Annual Plan consists of the service overview (this document), an LMO annex and thirteen technical annexes, which detail the deliverables for the component parts of the Public Realm Contract. The Service Overview captures the contract principles and mechanisms for the effective delivery of public realm services together with the summarised commercial and financial information for the service.

The Annexes set out the detail how the Council and Balfour Beatty Living Places will manage and provide each of the public realm services for the plan period. Each annex sets out information on the 'what,' 'where,' 'when' and 'how' for the Contract. The Service Overview sets out the overarching principles and policies to be used in the delivery of the Annual Plan, the 'why.'

The annexes included in the Annual Plan are captured in 2.2 CONTRACT IMPROVEMENT PLAN

To address the actions from the Council's Audit programme a Contract Improvement Plan has been developed. The ongoing delivery of the plan will be the responsibility of the Council's Contract Management Team for ensuring implementation. The Operations Board will lead the implementation for Herefordshire Council and Balfour Beatty Living Places actions with update reports to the Strategic Partnership Board each quarter.

2.3 : 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 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
Annex 10 - Network Rehabilitation Maintenance	Network Rehabilitation and Maintenance including reactive and routine response to asset degradation
Annex 11 – Not Used	
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 the council's' overall objectives through service delivery. The Council has reviewed the draft annexes submitted by Balfour Beatty Living Places and provided its commentary.

Copies of the annexes, Council Policies and the other documents and plans referred to are available from the Council.

SECTION 2 – CONTRACT MANAGEMENT

Contract management is led by the Council's Contract Management Team who are responsible for ensuring that the contract is delivered to the required performance levels.

2.1 KEY ASSUMPTIONS

The following key assumptions have been made in developing this Annual Plan. Further assumptions are included with each annex:

1. All works are delivered in accordance with the Public Realm Contract and to the performance outcomes of the work specifications.
2. Balfour Beatty Living Places will determine the priority of works & services in accordance with Statutory obligations, the Councils policies, and strategies, and as laid out in the adopted Highways Maintenance Plan, the transport asset management plan, and the asset lifecycle plan – subject to other Council commitments which are already within the public domain. The sequence of delivery of activities included within the annual plan will be established and managed through the integrated works programme.
3. Budgets and allocations are accurate and based on the Council's budget allocations for 2023/24. These will be reforecast monthly in line with the Contract.
4. Value for money will be delivered and evidenced through the correct implementation of highways and transportation policies, service delivery processes and the subsequent monitoring of delivery.
5. Open book accounting will provide transparency of financial matters to the Council's auditors such that value for money can be demonstrated and evidenced.
6. The Council will provide visibility of other Council budgets which affect the Balfour Beatty Living Places services, including:
 - a. External revenue e.g., Skips & scaffold licences;
 - b. Other 3rd party costs e.g., Telent, Lengthsman and other grants;
7. The Council will provide BBLP with sufficient information relating to other works commissioned directly by the council that may impact or interface with services and works delivered under the Contract.
8. All commissioning and ordering of work will be done through the Council's contract management teams as required by the Contract.
9. LMO allocation to Revenue/ Capital budgets is based on the split of Capital/ Revenue work in the Council's Financial Year 2023/24, including currently un-commissioned work expected.

Liability of claims will be managed outside of the annual plan in line with the contract and the Claims Protocol.

2.2 CONTRACT IMPROVEMENT PLAN

To address the actions from the Council's Audit programme a Contract Improvement Plan has been developed. The ongoing delivery of the plan will be the responsibility of the Council's Contract Management Team for ensuring implementation. The Operations Board will lead the implementation for Herefordshire Council and Balfour Beatty Living Places actions with update reports to the Strategic Partnership Board each quarter.

2.3 CONTRACT MANAGEMENT TESTS

Table 2: Contract Tests

As part of its planned improvements for contract management during 2022/23, the Council implemented a revised contract management process to strengthen its evaluation of contract performance through the introduction of a robust contract management framework. outlines the evaluation criteria against which the Annual Plan is monitored and where the evidence is stored.

Contractual Test	Comment
Meet the Council's objectives, as per the Contract;	Set out in this service overview.
Proposed expenditure must be within Capital and Revenue Budgets that have been assigned to Balfour Beatty Living Places (Balfour Beatty Living Places);	Set out in this service overview.
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);	Set out in this service overview.
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;	Set out in each annex
Address any priorities set by the Strategic Partnering Board;	Set out in each annex
State the financial year to which it relates;	Set out in this service overview

Provide estimated cost + fee for each activity in the plan;	Set out in this service overview
Provide details of any risk contingencies in relation to each activity;	Set out in this service overview
State the estimated Local Overhead Cost;	Set out in the LMO annex
Show the order and timing of the works, including works for Others;	Set out in each annex and the Integrated Works Programme.
Show any dates when Balfour Beatty Living Places will require access, acceptances, materials from the Council or information from Others to deliver the Annual Plan;	Set out in each annex where access or acceptances is required
Show the payment mechanism for each part;	As set out in the Contract.”
Be compliant with all legislation and Council Policy	Set out in each annex
Demonstrate Value for Money	Evaluated by the Council's Cost Consultant in accordance with the Council's VFM framework.

Table 2: Contract Tests

As part of its planned improvements for contract management during 2022/23, the Council implemented a revised contract management process to strengthen its evaluation of contract performance through the introduction of a robust contract management framework. The framework will be used in 2023/24 to monitor and evaluate contract performance.

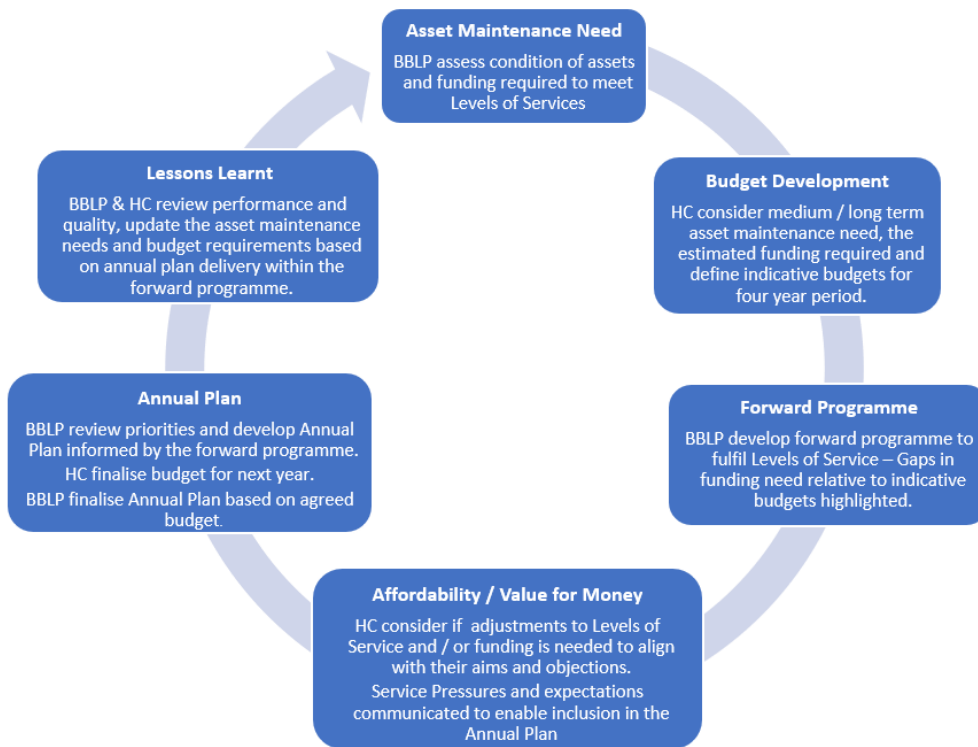
2.4 THE ANNUAL PLAN DEVELOPMENT PROCESS

The Annual Plan development process was reviewed and updated in 2022/23. The Annual Plan development for the 2024/25 year shall commence in May 2023 with the draft Annual Plan agreed in principle by the Strategic Partnering Board in September 2023 in preparation for appropriate consultation.

2.5 THE FORWARD PROGRAMME DEVELOPMENT PROCESS

In line with the requirements of the contract and good asset management practice, Balfour Beatty Living Places will work with the Council to undertake a forward planning process.

This process will be undertaken as follows:



Following the approval of the Annual Plan, the Forward Programme is reviewed each year and updated to reflect the approved Annual Plan and the requirements for the next four years. This review and update is undertaken in consultation with the Strategic Partnering Board, who approve the updated document. The programme for this the review and update of the forward plan to be undertaken in Q1, leading to the drafting of the annual plan by the end of Q2 and then the review and update of the annual plan in Q3 and the final approval of the annual plan in Q4.

In order to review and update the Forward Programme, the Council will provide details of the estimated Services budget for both capital and revenue services for the period to which the Forward Programme relates.

2.6 COMMISSIONING

All commissioning shall apply the principles of the Council's Procurement and Commissioning Strategy, through the requirements laid out in the Public Realm Contract. Together the Council and Balfour Beatty Living Places will work to the following principles:

- **Outcomes** - focus on the commissioning for Outcomes rather than commissioning of services, using the assessment of needs in *Understanding Herefordshire and Herefordshire County Plan 2020-2024*;
- **Monitoring** – applying a robust contract and supplier monitoring and management regime to ensure benefits realisation and maximise continuous improvement;
- **Self-reliance** – working 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** – focus on community engagement, service delivery and public access in our nine localities, working with parish council's, local businesses and the third sector.

- **Valued Services** – prioritising services that deliver outcomes for a better Herefordshire and focuses on vulnerable groups.

2.6.1 COMMISSIONING HALLMARKS

Balfour Beatty Living Places will contribute to the Council's ambition through the following hallmarks of good commissioning:

- Employing 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 the Council;
- Developing supply markets to meet the changing demand which also supports a vibrant local economy;
- Maximising opportunities for efficiencies through increased collaboration;
- Ensuring that all our commissioning decisions on clear evidence of local need;
- Using evidence of best practice and innovation in service delivery;
- Developing capability and capacity to support strategic commissioning;
- Commissioning in partnership where this secures joint measurable outcomes;
- Ensuring that commissioned services are effective and provide value for money.

2.6.2 THE COMMISSIONING CYCLE

The Council's commissioning cycle will be followed in 2023/24 with a particular focus on the “Review” and “Plan” stages. This will include for a Mid Term Contract Review and a Commissioning Review on the future delivery arrangements for the Public Realm.

2.7 PRIORITISATION OF BUDGET AND WORKS

The development of each annex includes a process of prioritisation of service needs informed by the County Plan 2020-2024, statutory obligations, Council policy and strategy, asset management policy and plans and priorities identified through the Forward Programme. These will inform the decision as to allocation of funding to each part of the service, in order to maximise delivery of the Council's outcomes. The budget is allocated according to the following hierarchy:

- Provision of statutory services as required by law.
- Provision of contractually obligated non statutory services

Allocation of budget to non-statutory services is based on community and asset need as set out below:

- **Community need** – determined through an on-going process of community consultation, through the Locality Stewards, Ward Members, and attendance at Parish Council Meetings and customer enquiries.
- **Asset need – determined** through condition surveys and whole life cycle asset management model captured in the TAMP, through AMX Asset Management software system for completeness and accuracy.

Once the budget is allocated, the further development of the works and services is prepared and planned. This process assesses the works and services to be undertaken within the budget to achieve the maximum level of outcome delivery for the available budget thus delivering Value for Money. The

prioritisation of works within the allocated budgets is undertaken as laid out in the adopted plans and takes into account the following:

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

2.7.1 OUTCOME OF PRIORITISATION– CAPITAL WORKS

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 2023/24 annual plan period, an increased investment in carriageway improvement works is proposed following increased investment in drainage and structures in the previous two years. Investment in structures will be retained at the same level, with investment in drainage reduced to reflect the increased investment in carriageways.

2.7.2 OUTCOME OF PRIORITISATION– REVENUE SERVICES

Balfour Beatty Living Places have reviewed the non-statutory revenue services in the development of the Annual plan and confirmed that Service level are to remain the same for the 2023/24 as delivered in 2022/23. Details of those services and assets that are out of scope these are set out within individual annexes.

2.8 RISK MANAGEMENT

The Risk Management Board was established in 2022 and forms part of the monthly operations reporting process. Balfour Beatty Living Places undertake day to day management of risk through annex and project risk registers and utilising the Balfour Beatty IRIS risk management system. These registers are reviewed monthly, and risks are escalated where necessary to a service level risk register. These service level risks are presented in a risk management board report and reviewed at the board meeting. The Council then utilise the information from the risk management board to update risks within the council risk registers, escalating between service directorate and corporate level risks based on the risk rating.

SECTION 3 – FINANCIAL ARRANGEMENTS

Financial performance is managed and monitored by the Council through the monthly Operations Board Commercial and Financial meeting to review financial performance. Financial reports are formally agreed by the Council at the Operational Board and reviewed by the Council's Strategic Partnership Board.

3.1 BUDGET BUILD UP AND FEES

The table below identifies the agreed budget and the associated fees payable. There is also an additional analysis detailing the split between capital and revenue budgets. Detailed costs can be found within each Service Annex.

Revenue	2023/24
Gross Base Budget	6,412,124
Inflation Uplift	560,170

Less: Savings from 22/23	-73,500
Less: Council Led Reductions	-350,000
Less: BBLP 3% Efficiencies	-334,000
Less: Commissioning Contingency	-200,000
Gross Base Budget	6,014,794
Income (NRSWA (New Roads and Street Works Act), Dropped kerbs)	-113,000
Income (Lengthsman Scheme)	-200,000
Net Revenue Budget	5,701,794
Other In-year adjustments	
New Assets (Commutated Sum)	100,000
BBLP BUDGET FOR WORKS	5,801,794

Capital	2023/24
Local Transport Funding Block	
Highways Maintenance Block	£0
Band 3	6,395
Integrated Transport Plan	1,599
National Productivity Investment Fund	1,077
Pothole Fund	6395
	15,466
Retained Herefordshire Council	
Staff Capitalisation	1217
Landowners / Easements /License payments	125
HRSA	50
£20m Road Infrastructure principal repayments	554
Traffic Study	70
Safety Scheme	50
PROW (Public Rights of Way)	283
TRO (Traffic Regulation Orders)	170
Weight Limit's	30
20mph Speed Limits	50
	2,599
LTP (Local Transport Plan) monies to be used across various programmes	£0
BBLP Capital Budget	£12,867m

Table 3: Total Costs-for Provision of the Public Realm Service

Within these costs, Balfour Beatty Living Places have not included a sum for **risk contingency** within the annual plan. All revenue risk items will be identified and managed through the monthly forecasting process. Risks associated with capital works will be identified when Target costs are submitted.

3.2 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. To ensure that these costs reflect the current market the Council will formally review these costs with Balfour Beatty Living Places during 2023/24.

3.3 DELIVERING 3% SAVINGS

For 2023/24 the indicative targeted efficiency savings on the Public Realm budget is £574,000. In order to minimise any loss of service, savings have been identified and built into the budget with business cases submitted to the Council for approval. The efficiency savings proposals are still to be confirmed as we are still awaiting confirmation on previous years recommendations, set out in Table 4 below:

Saving Opportunity	In Year Revenue Savings Target	In Year Capital Savings Target	Approach to Achieve Saving
Gainshare		£240,000	Value engineering of target costed schemes to generate gainshare for HC (Herefordshire Council)
Network Income	£194,000		Increase in Network income from NRSWA
Plant Utilisation	£10,000		Cross service utilisation of plant to reduce rental costs
Investment in Sweepers, small excavators, and chipper	£100,000		Capital purchase Sweepers, small excavators, and chipper to reduce the ongoing revenue expenditure for hire costs for these items.
Increase Charges	£5,000		Increased charge by 15% for skips, scaffolds and drop kerbs
Reduced Gritter Maintenance	£25,000		In year reduced maintenance costs for gritters as a result of investment in new gritters
Total:	£334,000	£240,000	£574,000 overall

Table 4: 3% Saving and Gainshare Targets

3.4 COST REVIEW

The Council will be performing a strategic review of all payment mechanisms and costs during 2023/24. The review will identify and recommend improvements and set out a model for evaluating and evidencing value for money.

SECTION 4 – COMPLIANCE

4.1 HEALTH AND SAFETY

The health, safety and wellbeing of employees and communities in which Balfour Beatty Living Places works is a fundamental component of the Public Realm Contract. Balfour Beatty Living Places will implement its Zero Harm Action Plan and Strategy in the delivery of the services and schemes. Monthly performance will be reported to the Council's Operations Board and quarterly to the Council's Strategic Partnership Board.

4.2 ENVIRONMENTAL

Balfour Beatty Living Places is committed to protecting and where appropriate enhancing the environment in which it operates. Balfour Beatty Living Places will act in a responsible way and take a proactive approach to continually improving its environmental performance in the delivery of Public Realm services and schemes. Balfour Beatty Living Places will implement a management system that meets the requirements of ISO14001:2015. Monthly performance will be reported to the Council's Operations Board and quarterly to the Council's Strategic Partnership Board.

4.3 EQUALITY AND DIVERSITY

Balfour Beatty Living Places will carry out an Equality Impact Assessment to assess the impact of a change to services or policy on people with protected characteristics to evidence that the Council has complied with the Equality Act. All Equality Impact Assessments will be submitted for approval by the Council prior to any change and will set out how the change manages due regard in respect of 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.

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

4.4 GOVERNANCE

The formal governance mechanisms of the contract are set out in Figure 1.



Figure 1: Formal Governance Structures

4.4.1 CLUSTER GROUPS

The following cluster groups will continue into 2023/24:

- **Commercial & Finance Cluster Group:** Responsible for 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:** Responsible for the communication of the annual plan, thereby managing community expectations and promoting the service.
- **Asset Management Cluster Group:** Responsible for with strategic review of required investment in the network and available budget profiling.

The minutes of these groups will be presented to the Operations Board for approval with any significant matters referred to the Strategic Partnership Board for approval.

SECTION 5 – DELIVERING CORPORATE PRIORITIES

5.1 FUTURE WORKFORCE & STEM

Balfour Beatty Living Places will use the National Skills Academy for Construction (NSAFC) framework facilitated by Construction Industry Training Board (CITB) to target employment opportunities based on:

- Work placements
- Jobs created for new entrants
- Construction Careers information, Advice & Guidance
- Waged Training weeks.

The targets for 2023/24 and outcomes against each required criterion will be agreed by the Council.

A focus for 2023/24 will be to 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. Balfour Beatty Living Places will also continue to support key development of our employees and our local eligible subcontractors with apprenticeships, graduate placements and recognised training and development.

5.2 CONTRIBUTING TO SOCIAL VALUE

Balfour Beatty recognise that Herefordshire Council has a responsibility to comply with the Public Services (Social Value) Act 2012, to consider how it might improve the economic, social, and environmental wellbeing of the relevant area of the authority on whose behalf a public services contract is intended to be made.

To promote and enable further social value benefits for Herefordshire, BBLP will Identify opportunities and support organisations and communities with projects from staff, and in-kind support, including social value projects and Volunteering projects within the localities this will support the council's social value framework.

5.3 CLIMATE EMERGENCY DECLARATION

Balfour Beatty Living Places is committed to achieving Net Zero emissions by 2050 and an ambition to go beyond Net Zero Carbon by 2040. To achieve this, it has committed to formally set a science-based target for 2030 and set a target to reduce emissions by 50% by 2030.

Balfour Beatty Living Places will continue to monitor and reduce our Carbon Emissions Footprint for the Contract that, to meet the Council's model for capturing carbon emissions together with a Carbon Reduction Plan. These will be monitored through the SPI (Strategic Performance Indicators) and submitted to the Strategic Partnership Board for approval.

SECTION 6 – DELIVERY AND PERFORMANCE

6.1 INTEGRATED WORKS PROGRAMMING APPROACH

To ensure effective and efficient delivery of the services within the contract an Integrated Works Programme will be developed by Balfour Beatty Living Places and agreed by the Council. This plan will set out the delivery arrangements for the year and how Balfour Beatty Living Places will coordinate service delivery in an efficient manner across its own delivery teams, its sub-contractors, and suppliers and that these activities are coordinated with statutory undertakers as required.

BBLP will utilise a number of systems and processes to manage works programmes and inform the Integrated Works Programme as follows:

- a. Use of street manager to monitor and book road space and coordination with other utilities.
- b. Ongoing use of Confirm, AMX and the OCH (Operational Control Hub) to plan and monitor the delivery of routine and reactive works.
- c. Individual project programmes developed in MS Project for scheme works, with key programme data taken into AIMS for overview monitoring.
- d. Quarterly NRSWA coordination meeting including submissions and review of coordination schedules from all utilities and BBLP for opportunities regarding utility works and third-party developer works.
- e. A fortnightly BBLP programme coordination call with representatives from Asset Management, Design, Project Management, Delivery and Commercial teams to review delivery of works as laid out in the annual plan and any integration or overlap between these works.
- f. Weekly communications review meeting with comms tracker attended by project management, design, locality steward and communications team to review and record progress and key dates relating to upcoming works

The Integrated Works Programme will be used in the following ways:

1. Communicating with Ward and Parish Councillors and through the council website with the community.
2. Managing 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.
3. Coordinating provision of service across all annexes in order to deliver the council objectives within the agreed budget.

During this annual plan year Balfour Beatty Living Places will continue to develop the use of the AIMS programme management tool and its integration into the Operational Control Hub. The OCH will support oversight of both the revenue services and the capital programme and provide data on its status for both Balfour Beatty Living Places and the Council.

6.2 PERFORMANCE MANAGEMENT

The Performance Management framework ensures that Balfour Beatty Living Places are delivering to the Council's objectives. This consists of a suite of Strategic Performance Indicators (SPI's) which are a direct link to the Council's Strategic Outcomes and a suite of Operational Performance Indicators (OPI's) which are designed to deliver operational excellence.

Performance information for the SPI's is measured annually with the actual performance at year-end submitted to the Strategic Partnership Board, together with supporting data detailing any fluctuations in targeted performance, for approval. The OPI's are measured and recorded monthly with the actual performance reported to the Operations Board for review and sign-off.

The thresholds for the performance indicators will be reviewed by Balfour Beatty Living Places and the Council after the previous year's data has been analysed.

The Council will be reviewing the Performance Management Framework for the Contract in 2023/24.

6.3 PERFORMANCE REPORTING

In addition to OPI performance outturns, the monthly report will detail how the contract is performing on the following:

- Health & Safety
- Risk & Mitigation
- Service Delivery and Performance
- Stakeholder Feedback & Complaints
- Continuous Improvement and Innovation
- Financial Performance

Balfour Beatty Living Places will submit its monthly performance report for scrutiny by the Council at the Operations Board to highlight areas for improvement or note achievements made. A quarterly reported is produced for the Strategic Partnership Board to ensure that all performance is on target. All performance data is provided to, and audited, by the Council.

6.4 QUALITY ASSURANCE AND AUDIT

The Contract will be managed under Balfour Beatty Living Places Quality Management Systems as laid out in the Contract Quality Plan. The plan will be updated from time to time to respond to any change to the contract, the Services, or Balfour Beatty Living Places quality requirements. Balfour Beatty Living Places will submit any revision to the Quality Plan to the Council for approval.

The Contract Quality Plan details how the works delivered will be audited by Balfour Beatty Living Places through its own internal auditors and certified independently by NQA. The programme of auditing is notified to the Herefordshire contract by the Balfour Beatty Living Places quality advisor. On receipt of these BBLP will notify Herefordshire Council of the dates of these audits. Copies of external audits will be provided to the Council.

6.4.1 SELF-AUDIT

To evidence the quality of work provided, Balfour Beatty Living Places will undertake local self-audit of its services throughout the year. This will be undertaken in a range of ways utilising resources at different levels. The principal ways will be as follows:

- a. Senior Manager monthly site visits
- b. Design checking and approvals
- c. Supervisor monitoring & checks
- d. Balfour Beatty Observation app
- e. Operational Control Hub oversight of works
- f. Compliance Checking During Delivery of Capital Works

Further details on these are contained within the Contract Quality Plan.

6.4.2 COUNCIL AUDIT PROGRAMME

The Council will undertake an audit programme based on the Balfour Beatty Living Places work programme to test:

1. The performance of the contract,
2. The quality of service being provided,
3. That the services are being delivered in an economic, efficient, effective, and equitable manner.
4. That the contract is delivering value to money.

6.5 CONTINUOUS IMPROVEMENT

Continuous Improvement will be led by the Strategic Partnering Board ensuring that continuous improvement, innovation, and lessons learned are inbuilt into each annex focusing on:

1. **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.
2. **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.
3. **Service Efficiency:** BBLP Regular review operational efficiencies throughout the lifecycle of the contract and incorporate industry developments and best practise.
4. **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.

Balfour Beatty Living Places will keep a Continuous Improvement and Innovations Register.

6.5.1 LESSONS LEARNED

Service delivery improvements will be informed by lessons learned. This will be achieved through regular Councillor liaison, feedback as part of the implementation of improvement plans and through consultation in the community by Locality Stewards.

A contract level lessons learnt log will be maintained to capture lessons learnt and facilitate the actions arising from them in the development of subsequent programmes of work. A quarterly lesson learnt workshop between Balfour Beatty Living Places and the Council will be held.

In addition to the contract level log, a monthly lesson learnt session will take place with the project teams to capture specific issues relating to scheme works. This will ensure these lessons are disseminated across the teams and actions from them can be integrated into live works where appropriate.

6.6 INNOVATION

Innovation will be led by the Strategic Partnering Board and delivered by ensuring that innovation and lessons learned are inbuilt into each annex focusing on:

1. **Strategic Innovations** – Major changes in the way outcomes are achieved through business model innovation, service re-design or Inward Investment.
2. **Operational Innovations** – Changes in the way the service is delivered
3. **Grass Roots Innovations** – Changes proposed by those delivering the service through the Balfour Beatty Living Places 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 drive better efficiency and value for money or better deliver the Council's outcomes.

Operational Innovations: The Balfour Beatty Living Places senior management team will be responsible for driving innovation in their service areas as set out in their service annex.

Grass Root Innovations: Balfour Beatty Living Places will operate its suggestion scheme 'My Contribution' to reward staff for sharing ideas on improving the ways in which we work.

Where an innovation is considered valid and requiring further investigation, a detailed formal business case will be developed and submitted to the Council for approval.