

HEREFORDSHIRE PUBLIC REALM CONTRACT 2021/22

ANNEX 10 – NETWORK REHABILITATION AND MAINTENANCE



SERVICE OVERVIEW

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, footways and routine maintenance to kerbs, road signs. Reactive (make safe) repairs will be made to safety fences, pedestrian fencing and barriers.

SERVICE SUMMARY		
		Output
Capital Activities	Supervision & commercial	Effective supervision and management
	Multitask	Completion of category 1 & 2 defects
	Hotbox Teams	Delivery of carriageway repairs
	Traffic Sign Replacement	Repair or replacement of safety critical highway signage
	Seasonal peaks	Provision of season peak in demand
	Spray Injection / Velocity Patching	Delivery of spray injection carriageway repairs programme
	Innovation Maintenance	Introduction of innovative plant & equipment for carriageway repairs
Revenue Activities	Out of Hours Response	Provision of emergency response and severe weather teams

Performance Indicators		
	Indicator	Target
Operational KPIs	CAT 1 Defects	100%
	CAT 2 Defects	80%
	Quality Audits	85%

Strategic KPIs	Principle road condition	Upper threshold 7% Lower threshold 9%
	Non-Principle B Road Condition	Upper threshold 6% Lower threshold 8%
	Non-Principle C Road Condition	Upper threshold 6% Lower threshold 8%
	Unclassified Road Condition	Upper threshold 25% Lower threshold 31%
	Footways condition	TBC

SERVICE OUTCOMES

OUTCOMES	HOW WILL THE OUTCOME BE ACHIEVED
Improved network asset	<ul style="list-style-type: none"> • CAT 2 repairs • Spray injection programme • Asset data collection to inform programmes
Safer network	<ul style="list-style-type: none"> • Response to CAT 1 and CAT 2 defects • Response to Emergencies in accordance with HMP
Contribution to the local economy	<ul style="list-style-type: none"> • Use of local contractors
Sustainable delivery	<ul style="list-style-type: none"> • Reduction in CO2 through reduction of waste • Research into the use of electric plant were possible, reducing fossil fuel usage
Value for money	<ul style="list-style-type: none"> • Work programmes for efficient network maintenance • Efficient planning and scheduling via Control Centre • Multi-skilled and multi-disciplined teams • Management of green claims • Find and Fix
Satisfied stakeholders	<ul style="list-style-type: none"> • Programmed works to be delivered in time • Quality audits on completed works to be undertaken
Engaged communities	<ul style="list-style-type: none"> • Programmed activity to maintain a safe network • Compliments and Complaints

ASSUMPTIONS

Road signs

There is no information within the database that details the location of types of road signs across the County. It is therefore assumed that the majority of this service 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.

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



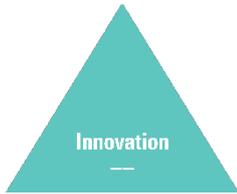
- Talk Openly and Engage regularly with the Annex Champions
- Plan effectively to deliver the best possible service
- Celebrate success with HC and Annex Champions
- Use and share knowledge from the wider BB Group to continuously improve the service we can give HC

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 high 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 highways 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 of sub-contractors

THE SERVICE

SERVICE SCOPE

SERVICE

SCOPE

<p>Emergency response (incidents affecting Public Realm)</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Response to weather emergencies, river flooding & flooding from inadequate drainage • Road traffic accidents • Subsistence / heave affecting the network • Offensive graffiti • Traffic Management / Road Closure response due to structural collapse that has an immediate effect on the public realm network • Make safe response to any impact or indirect incident on the public realm that poses a safety risk to the public or network • Fuel and chemical spillages • Green Claims – (See Appendix A) <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Structural collapse not affecting Public Realm network
<p>CAT 1 Response</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Carriageway Repairs • Footway Repairs • Emergency Minor Maintenance Repairs to street furniture or attendance to make safe • Attendance for repair or make safe to any safety issues affecting the public realm <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Replacement of Street Furniture were deemed out of scope for minor maintenance repair. (Delivered through Annex 3)
<p>Traffic Signage</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Maintenance, Repair or Replacement as identified in the HMP as the following: <ul style="list-style-type: none"> ○ Traffic Signage identified as a safety issue or potential safety issue following a risk-based assessment in line with the HMP ○ Separation of potential traffic conflicts ○ Risks identified from route delineation in darkness or bad weather ○ Accident Cluster Sites <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Any traffic sign not defined as a safety issue or potential safety issue following a risk-based assessment in line with HMP • Name Plates • Bus stop Flags

<p>Potholes (carriageway and footway repairs)</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> Repairs requiring intervention as set out in the HMP, following inspection Find and fix Spray Injection programme Repairs to protect the network from significant further deterioration were its evident intervention will prolong asset usage as identified by the Senior Highway Engineer Patching Make Safe Repair to Cats Eye defects <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> Anything not defined as a safety issue or potential safety issue following risk-based assessment in line with HMP Replacement of Cats eyes on the network (Delivered through Annex 3)
<p>Safety barrier repairs</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> Minor maintenance and Make safe repairs to safety barriers (permanent repairs and replacement delivered through Annex 3)
<p>Street Furniture Maintenance</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> Replacement or repair of existing Verge Markers Replacement or repair of existing Roadside Visibility Bollards Make safe repairs to Vis fencing and Pedestrian Barriers Make safe or Minor Maintenance repairs to Highway Asset Street Furniture Make safe or Minor Maintenance repair to Bus Stops that pose a safety risk to either public or network <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> Street name plates (non-safety related) Bus Stop Replacement (Delivered through Annex 3) Bus Stop Cleaning (Delivered through Annex 12) Permanent Repairs or Replacement of Viz Fencing and Pedestrian Barriers (Delivered through Annex 3)
<p>Edge of Carriageway</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> Repairs requiring intervention as set out in the HMP, following inspection <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> Any repair not defined as a safety issue or potential safety issue following risk-based assessment in line with HMP Concrete Haunching (Delivered through Annex 3)

<p>Cattle Grids</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Minor maintenance and make safe repairs to Cattle Grids <p>IN SCOPE</p> <ul style="list-style-type: none"> • Major repairs and replacement of cattle grids (Delivered through Annex 3)
<p>Traffic Mirror Sites</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Maintenance of HC owned authorised traffic mirror sites <p>OUT OF SCOPE</p> <ul style="list-style-type: none"> • Maintenance of any traffic mirror not owned or authorised by HC (See Appendix D)
<p>Footway Scraping / Siding out</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Footways requiring intervention as set out in the HMP, following inspection <p>IN SCOPE</p> <ul style="list-style-type: none"> • Any works not defined as a safety issue or potential safety issue following a risk-based assessment in line with the HMP

ROUTINE MAINTENANCE

POTHOLE / PATCHING REPAIRS

Road pothole 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. Data should be made available to Asset team to develop future programs for Surface dressing in an effort to prolong road life.

POTHOLE REPAIRS – SPRAY INJECTION PROGRAMME

A programme of find and fix pothole repairs will be carried out between May and October, aimed to deliver a high volume of proactive repairs. The programme will focus on the U&C network and will address quarterly and 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.

ROAD MARKINGS AND ROAD STUDS

A programme of road marking, and stud replacements will be developed based on asset data gathered by locality stewards through night inspections carried out in 2018 as well as other data from inspection, enquiries and liaison with the Accident Investigation Team. Works will be assessed based on risk and prioritised accordingly in line with the risk matrix identified in the Highways Maintenance Plan. High priority works will include work on accident cluster sites, junctions and higher speed roads. As a general principle, only statutory road marking will be renewed as required.

Emergency works will be carried out where required as part of the routine and reactive service delivery, however as much as possible we will look to programme this with other works to increase efficiency.

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 lengthsman on the C and U road network and this will be encouraged by the Locality Stewards.

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. A gully emptying programme will be put in place which includes routine cleansing of known high risk sites such as Accident cluster sites. Further information can be found in Annex 7.

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.

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; 3rd party contact details. The document is held in both Thorn and Kingsland Depot and made available at all times.

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 to an appropriate gang by the operational supervisors with visibility provided to the Operational Control Hub (OCH) via a dashboard. The OCH will have visibility of all gangs working on the network and will monitor progress against the planned works in real time. Where feasible, work will be planned to consider Locality Steward Inspections on the network and using previous defect level data to understand potential works required for different inspection routes.

PERMITTING

All works requiring Traffic Management outside of Mobile Works will be required to submit a permit in order to gain authorisation from the street works team for the road space required.

The process will be managed through the Confirm works system and OCH in liaison with the street works team.

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. 1 duty supervisors will be on call for the whole county of 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.

RISK MANAGEMENT

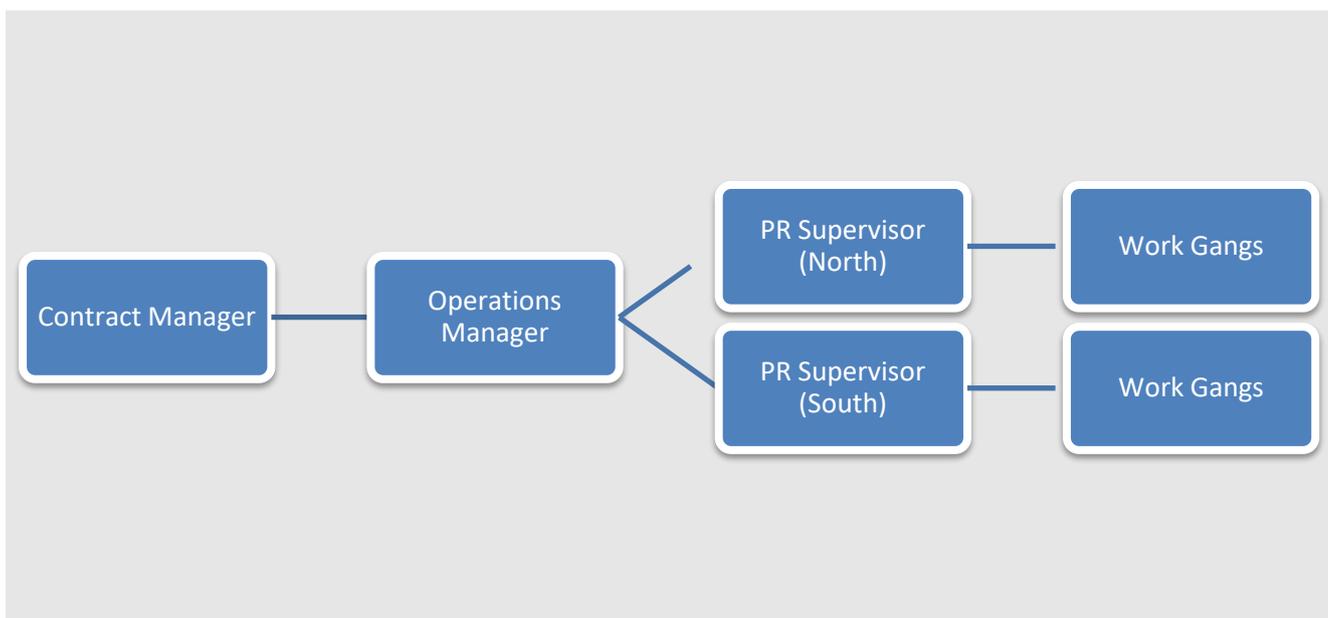
High level risks will be managed through the Partnership risk management process and listed on the partnership risk register.

	KEY RISK	CAUSE	CONSEQUENCE	MITIGATION
	Failure to Permit Works	Process breakdown, Failure to submit permit to street works team	Shadow Fixed Notice / Reputational Damage	Permitting to be managed through the Confirm Works System and OCH to ensure all permits are submitted in line with requirements.
Strategic Risks	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 /</p>

				approved supply chain partners. Proactive find and fix spray injection programme to treat defects prior to roads being inspected
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.

ORGANISATION

STRUCTURE



ROLES AND RESPONSIBILITIES

OPERATIONS TEAM	RESPONSIBILITY
<p>Contract Manager</p>	<p>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 Operational Managers and Works Supervisor</p>
<p>Operations Manager</p>	<p>The Operations Manager 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 (in particular 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 Depot Manager 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>
<p>Public Realm Supervisor</p>	<p>The PR 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.</p>
<p>Work Gangs</p>	<p>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.</p>

KEY DELIVERY INTERFACES

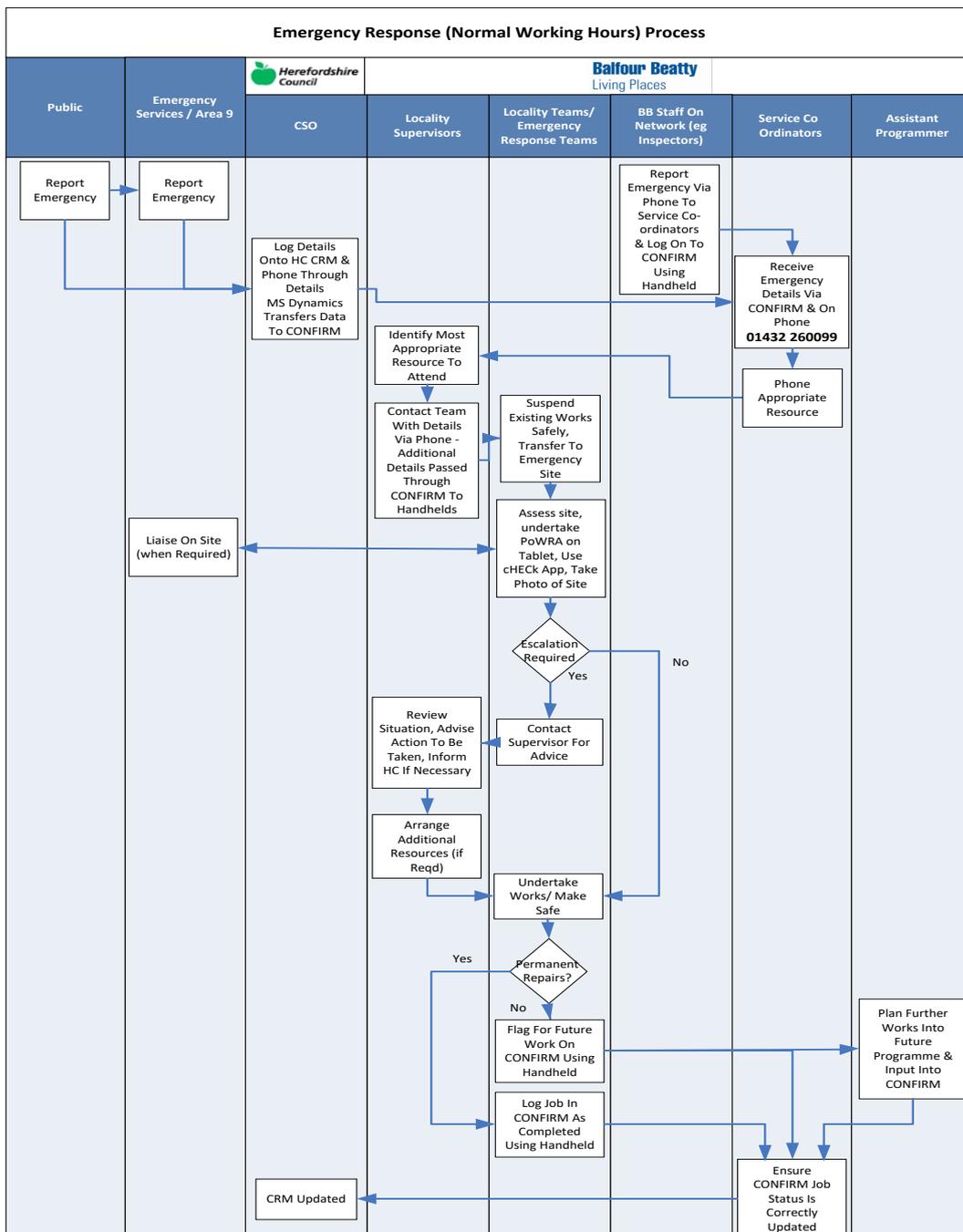
	Who are the dependencies	What is their role
Public Realm BBLP Partnership	Operational Control Centre	Dynamic scheduling of work to operational gangs
	Locality Team	Defect coordination and work initiation
	Programme Manager	Information regarding public realm programmes of work
	NRSWA Team	Provision of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

APPENDICES

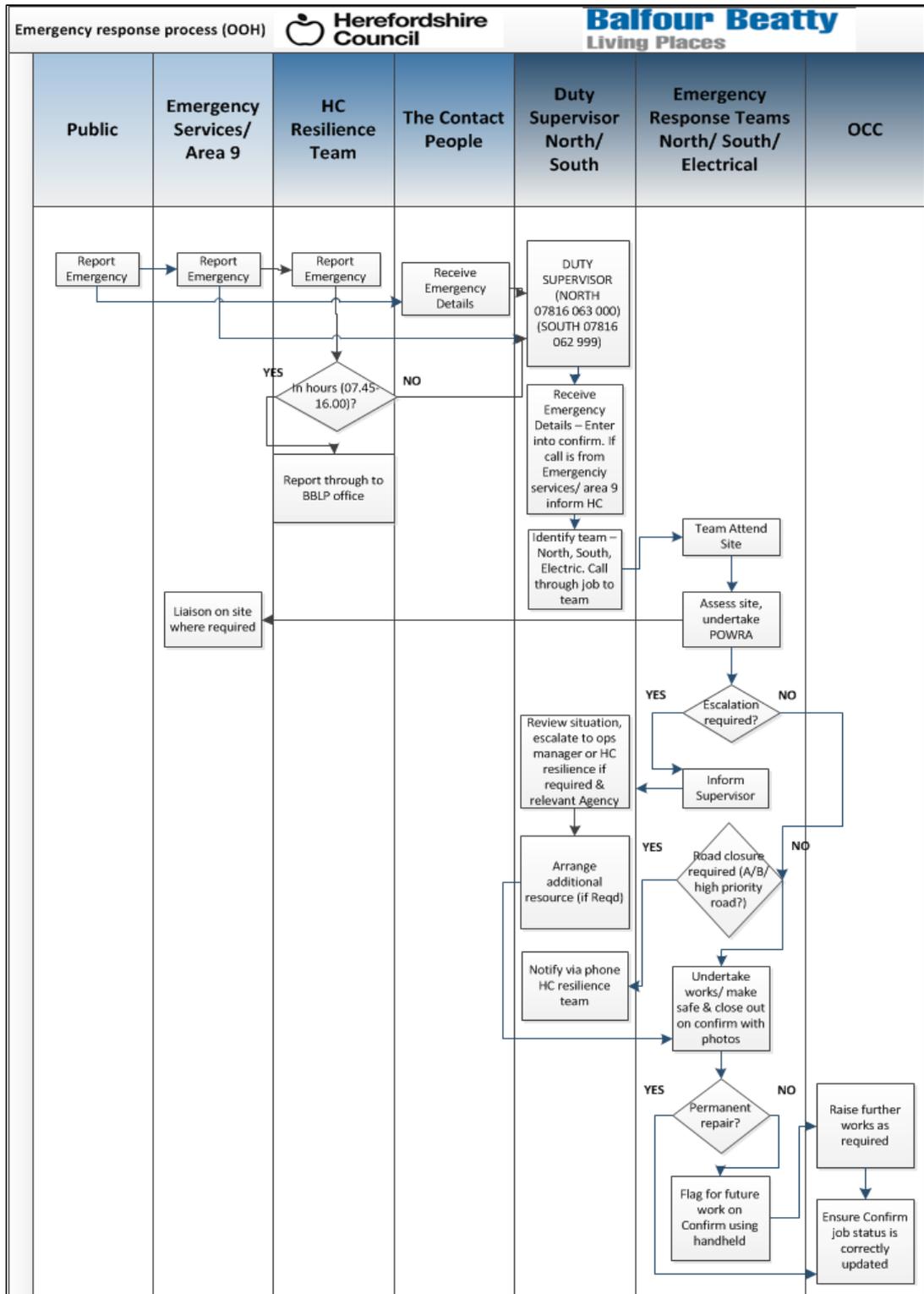
APPENDIX A: POLICY & PROCESSES

PROCESSES

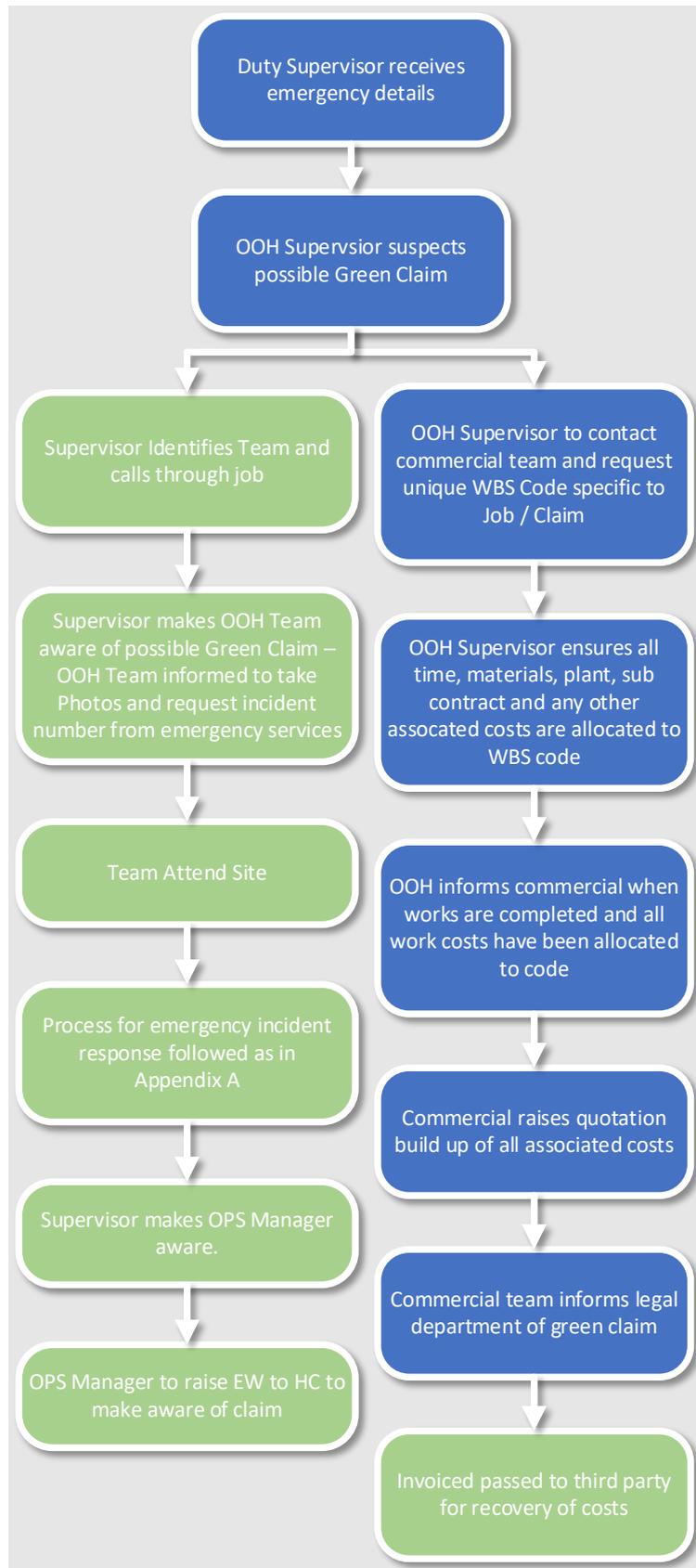
INCIDENT RESPONSE (NORMAL-HOURS SERVICE)



INCIDENT RESPONSE (OUT OF HOURS SERVICE)



GREEN CLAIM PROCESS (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 D: SUPPORTING DOCUMENTATION

HC Owned and Authorised Traffic Mirror Sites

- A417 Bodenham at the junction with U94016 Woodhouse Lane.
- A438 Lugwardine opposite U72418 Tidnor Lane.
- A438 Stoke Edith at the junction with C1148.
- A438 Upper Dormington at the junction with U72208.
- A4110 Little Parks at the junction with the U73006 Parks Lane.
- A4110 Perrywood at the junction with the U92019 Bury Lane.
- A4103 Radway Bridge opposite White House track.
- B4224 Eign Road at the junction with U80035 Outfall Works Road (Stainless steel mirror).
- B4348 Vowchurch Common at the junction with C1206/U75402.
- B4348 Vowchurch at junction with B4347.
- C1292 Larport at the junction with C1293/C1144.
- C1130 Whitestone at the junction with U72400 Black Hole Lane/Pomona Lane.