

Agenda



AGENDA for a meeting of the HIGHWAYS CABINET PANEL in COMMITTEE ROOM B at County Hall, Hertford on WEDNESDAY, 31 JANUARY 2018 at 10.00 AM

MEMBERS OF THE PANEL (12) (Quorum 3)

P Bibby (Vice-Chairman), S B A F H Giles-Medhurst, S K Jarvis, J R Jones, J G L King, M B J Mills-Bishop, M D M Muir, R G Parker, R Sangster (Chairman), R H Smith, J A West, C B Woodward

Meetings of the Cabinet Panel are open to the public (this includes the press) and attendance is welcomed. However, there may be occasions when the public are excluded from the meeting for particular items of business. Any such items are taken at the end of the public part of the meeting and are listed under "Part II ('closed') agenda".

Committee Room B is fitted with an audio system to assist those with hearing impairment. Anyone who wishes to use this should contact main (front) reception.

Members are reminded that all equalities implications and equalities impact assessments undertaken in relation to any matter on this agenda must be rigorously considered prior to any decision being reached on that matter.

Members are reminded that:

- (1) if they consider that they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting they must declare that interest and must not participate in or vote on that matter unless a dispensation has been granted by the Standards Committee;
- (2) if they consider that they have a Declarable Interest (as defined in paragraph 5.3 of the Code of Conduct for Members) in any matter to be considered at the meeting they must declare the existence and nature of that interest but they can speak and vote on the matter

PART I (PUBLIC) AGENDA

1. MINUTES

To confirm the Minutes (PART I and PART II) of the meeting held on 16 November 2017.

2. PUBLIC PETITIONS

The opportunity for any member of the public, being resident in Hertfordshire, to present a petition relating to a matter with which the Council is concerned, which is relevant to the remit of this Cabinet Panel and which contains signatories who are either resident in or who work in Hertfordshire.

Members of the public who are considering raising an issue of concern via a petition are advised to contact their local member of the Council. The Council's arrangements for the receipt of petitions are set out in Annex 22 - Petitions Scheme of the Constitution.

If you have any queries about the procedure please contact Theresa Baker Democratic Services Officer, by telephone on (01992 556545) or by e-mail to theresa.baker@hertfordshire.gov.uk.

2. Notification of intent to present a petition has been received for the following petition:
Karen Johns, details provided under Item 2A below.

2A RESPONSE TO PETITION FOR A WARE ROAD TRAFFIC AND PARKING STUDY

Report of the Chief Executive and Director of Environment

Local Member: Andrew Stevenson, Hertford All Saints

Notice has been received that Karen Johns wishes to present a petition in the following terms:

“We the residents of Ware Road, Hertford and all roads in the surrounding area, request that East Herts District Local Planning Authority impose an immediate suspension on all planning decisions that involve parking provision, and call on Hertfordshire County Council Highways to complete their comprehensive traffic and parking study as soon as possible - to look in detail at the serious problems we are experiencing in relation to road safety, resulting from congestion, problem parking and speeding vehicles.”

A report on the subject of the petition is attached (2A)

3. NEW RIVER BRIDGE (ESSEX ROAD, HODDESDON)

Report of the Chief Executive & Director of Environment

4. HIGHWAYS PERFORMANCE MONITOR Q2

Report of the Chief Executive & Director of Environment

5. INTEGRATED PLAN 2018/19 - 2021/22

Joint Report of Director of Resources and Chief Executive & Director of Environment

Members are asked to bring the following reports to the meeting:

'Public Engagement on the Integrated Plan 2018/19 – 2021/22'
(circulated as Item 4(i) for the Cabinet meeting of 22 January 2018); and

'Integrated Plan 2018/19 – 2021/22 (incorporating the Strategic Direction and Financial Consequences and the Treasury Management Strategy)'
(circulated as Item 4(ii) for the Cabinet meeting of 22 January 2018).

OTHER PART I BUSINESS

Such Part I (public) business which, if the Chairman agrees, is of sufficient urgency to warrant consideration.

PART II ('CLOSED') AGENDA

EXCLUSION OF PRESS AND PUBLIC

There are no items of Part II business on this agenda. If Part II business is notified the Chairman will move:-

“That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item/s of business on the grounds that it/they involve/s the likely disclosure of exempt information as defined in paragraph/s of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

**If you require further information about this agenda please contact
Theresa Baker, Democratic Services, on telephone no 01992 556545 or email
theresa.baker@hertfordshire.gov.uk**

Agenda documents are also available on the internet at:
<https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings.aspx>

Minutes



To: All Members of the Highways Cabinet Panel, Chief Executive, Chief Officers, All officers named for 'actions'

From: Legal, Democratic & Statutory Services
Ask for: Theresa Baker
Ext: 26545

HIGHWAYS CABINET PANEL 16 November 2017

ATTENDANCE

MEMBERS OF THE PANEL

P Bibby (Vice-Chairman), S B A F H Giles-Medhurst, S K Jarvis, J R Jones, J G L King, M B J Mills-Bishop, M D M Muir, R G Parker, R Sangster (Chairman), R H Smith, J A West, C B Woodward

OTHER MEMBERS IN ATTENDANCE

D Andrews

OTHERS

Independent Assessor: Steve Kent

Upon consideration of the agenda for the Highways Cabinet Panel meeting on 16 November 2017 as circulated, copy annexed, conclusions were reached and are recorded below:

Note: A conflict of interest was declared by a member of the Cabinet Panel in relation to the matters on which conclusions were reached at this meeting and are recorded at item 8.

PART I ('OPEN') BUSINESS

1. MINUTES

ACTIONS

- 1.1 The Minutes (**PARTS 1 and 11**) of the Cabinet Panel meeting held on 5 September 2017 were confirmed as a correct record and signed by the Chairman.

2. PUBLIC PETITIONS

There were no public petitions.

- 3. HIGHWAY SERVICE REVIEW:**
(i) POTENTIAL EXTENSION TO THE HIGHWAYS SERVICE TERM (RINGWAY) CONTRACT AND
(ii) POTENTIAL EXTENSION TO THE CLIENT SUPPORT TERM (OPUS-ARUP) CONTRACT

[Officer Contact: Steve Johnson, Head of Highways Contracts and Network Management (Tel: 01992 658115)]

- 3.1 Members received a report on the Highways Service Review, carried out under independent scrutiny, to establish whether to extend the existing highways contracts or to re-procure. The panel's comments were sought on the recommendation to Cabinet to extend the Highways Service Term (HST) (Ringway) contract and Client Support Term (CST) (Opus-Arup) contract.
- 3.2 The panel noted the contractual time constraints which had necessitated the review; the factors considered, the background including engagement in the review process and other considerations. The full version of the independent reviewer's Final Report, emailed to panel members prior, can be viewed at: [Highways cabinet panel -16 November 2017- App 25 HSR 2017-Independent Review-Final Report](#)
- 3.3 Officers clarified that the original contracts included the option for extension for up to 5 years. The proposal to extend both contracts was based on the current level of service performance, the stable platform and improved relationships within the service (including contractor willingness to move the service forward), combined with market uncertainty and general inflationary pressures. Members heard that the contracts did not prevent the Council from making some changes to the way work was done and there were no indications from the contractors that they were unwilling to continue to implement such changes. However, any changes would need to comply with procurement regulations.
- 3.4 Of the circa 70,000 activities carried out annually on the highway, around half were carried out by the Highway Authority and only a proportion of the latter by Ringway. However, based on correspondence and complaints received it appeared the public's perception was that all works were done by Ringway.
- 3.5 Officers highlighted that the improvement in Ringway's annual average year on year performance against contractual performance indicators (PI's) from 60-70% in 2013/14 to 90-95% in 2016/17 which, in conjunction with the service evolution to date and increasing strength of the relationship between the two contractors and the County Council, provided a more stable platform on which to further evolve the service. However, recognizing that whilst

performance against contractual PI's had improved, there was still a public perception of poor service. As a consequence a new suite of performance measures was being developed to better demonstrate performance across the whole service.

- 3.6 The panel noted that the review had revealed further evolution was required particularly in relation to improving Member and customer engagement via timely and reliable information on works delivery; other changes included contract clarification and minor changes to the works specification. As these changes were not considered significant they could be accommodated within the current contracts.
- 3.7 The Independent Assessor clarified that the limited performance data on Opus-Arup arose from the difficulty in assessing professional services which undertook background work with limited interaction with members and the public and were not judged by public perception. None the less Opus Arup's performance against cost, design accuracy and timeliness was considered acceptable.
- 3.8 Although Hertfordshire County Council was Opus-Arup's main client in the UK officers had taken into consideration the general consulting arrangements of other authorities who used them and their re procurement cycles.
- 3.9 During discussion of the information showing that Ringway was delivering improved performance and Member questions around data on the outcomes, the Independent Assessor clarified that:
- i. Although the inadequate pricing in the contractor's bid for the current (2012) Ringway contract had resulted in the challenges encountered prior to the service review in 2015, the proposals now presented should address any remaining performance refinements and enable the desired contract evolution to take place.
 - ii. Due to the recession in 2012 contracts procured at that time were inadequately priced by companies to gain work and many authorities had experienced the same problems as the County Council. The ongoing commitment of the County Council and Ringway to resolve these issues and make the contract work was emphasised. Although the same risk could apply with re procurement at the end of the current 7 year period or at the end any extension, an extension of 5 years would have the benefit of providing time to mitigate the risk.
 - iii. Performance frameworks were a relatively new concept in local authorities, were taking time to develop and were becoming more useful measures of performance. In view of this it was important to determine the future outcomes

required from the service and how these would be measured by performance indicators.

- iv. In view of the issues experienced at the start of the 2012 Ringway contract, most of the proposals in the offer centred on not insignificant financial cost avoidance rather than direct cashable savings.
- v. There was sufficient evidence to prove that Ringway was improving against its contract performance framework but, in common with the situation in other authorities, this information did not prove that better outcomes were being delivered.
- vi. There was no performance or contextual evidence to suggest that the current model was not a sound one for Hertfordshire, as opposed to bringing it back in house or total externalisation.

- 3.10 The chairman clarified that should the contract be extended, a further report would be brought to the panel outlining the changes made and improvements sought through the contract extension agreement. (S Johnson)
- 3.11 Officers emphasised that comprehensive outcome indicators were difficult to achieve hence additional subjective information had been included in the report.
- 3.12 Officers highlighted that the service evolution would include improved and more meaningful communication with the public and members on contentious issues, which affected perception of Highways performance and its reputation (e.g. responsibility for grass cutting, lamp column defects which were in fact the responsibility of UKPN, the gulley cleaning regime).
- 3.13 Subsequent to the highway service review in 2015, the implementation of a triaging system had provided better value for money by enabling work to be planned rather than reacted to; an improvement in response times had subsequently been reflected in Ringway's performance. Officers clarified that although target response times had increased in some areas the impact on Ringway's overall performance was marginal, because of the weightings applied. It was also noted that Ringway had already been achieving the pot hole response times stipulated by the contract prior to triage instigation.
- 3.14 Other service contractors / bodies consulted during the review process were identified, also other Local Authorities who used Ringway as their term contractor. Out of 14 contracts that Ringway currently have with highway authorities 8 have been extended/were being extended, 2 contracts did not include provision for extension, 1 contract was not being extended, 2 contracts were currently under review for possible extension and 1 contract was still in its

early stages and had not yet reached the review stage.

- 3.15 Members welcomed the idea for a further incentivisation scheme, linked to month on month Performance Indicator Deductions, to evolve the service to address outstanding jobs which persisted in the small percentage over and above the Ringway contractual PI's and affected public perception of Highways. Financial penalties accruing to such jobs would be identified through the system which tracked how long each job was outstanding and would be audited by sampling to identify those incorrectly closed down. If the Ringway contract was extended the detailed terms would include which issues would be covered under this scheme.
- 3.16 Members heard that significant scope remained for evolution of the contract before it was at risk of procurement regulations.
- 3.17 Following assurance that, as negotiations with both contractors were ongoing, the final list of changes made to the contracts would be brought to the panel for information and that as the new performance regime evolved panel's views would be sought on the appropriateness of new indicators, S B A F H Giles-Medhurst requested the following additional recommendation: *That a report be presented to the Cabinet Panel at a later date on the final contractual arrangements for the extension of the contracts for Ringway, Opus Arup and Hertfordshire County Council.*
- 3.18 When members reflected that, since officers would agree the final contractual documentation of the extensions, the Panel were being asked to recommend extension of a contract without knowing the final detail, officers clarified that the key principles necessary for a decision to be made had been set out for the Panel, but that the detail was set out in the supporting documentation (600 pages to date).
- 3.19 The Chairman moved the meeting into PART II (Closed Session) and passed the decision at paragraph 3.20.
- 3.20 That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The panel agreed that the Independent Assessor should remain in the room.

3.21 Following discussion on the Part II report on the item referred to at 3 above and Recommendations, the Chairman moved the meeting back into Part I (Open Session) and considered the Part I Recommendations and made the decision at 3.22 below.

Conclusions:

3.22 The Highways Cabinet Panel agreed to recommend to Cabinet that Cabinet agree:

- (i) The Client Support Term contract with Opus International Consultants (UK) Limited and Ove Arup and Partners Limited is extended in accordance with the contract for a period of up to 5 years;
- (ii) The Highways Service Term Contract with Ringway Infrastructure Services Limited is extended in accordance with the contract for a period of up to 5 years;
- (iii) The decision to agree the final terms of the above extensions, including the contractual documentation and any necessary notices or other documents required, is delegated to the Deputy Director of Environment in consultation with the Executive Member for Highways and the Chief Legal Officer.
- (iv) That a report be presented to the Cabinet Panel at a later date on the final contractual arrangements for the extension of the contracts for Ringway, Opus Arup and Hertfordshire County Council.

[The Liberal Democrat Group and the Labour Group voted against the recommendations; there were no abstentions].

4. WINTER SERVICE CRITERIA

[Officer Contact: Richard Stacey, Assistant Network Manager (Strategy) (Tel: 01992 658115)]

4.1 Members received a report which outlined Hertfordshire’s revised criteria for winter service which took into account the changes resulting from the introduction of “Well-Managed Highway Infrastructure – A code of Practice (WMH).

4.2 The panel welcomed the improvements to the criteria but commented that it would have been helpful to see the current criteria alongside the proposed ones to better understand any differences. Officers clarified that:

- i. None of the previous criteria had been removed;
- ii. All schools had been advised of the self-assistance salt bag

- scheme and there had been a good response to it;
- iii. Scheduled bus routes did not include community buses;
- iv. Implementation of the new criteria meant that some routes currently salted would not be salted e.g. roads which no longer had a bus route and which did not meet any of the other criteria;
- v. Better promotion of the self – assistance salt bag scheme to community groups would be considered for next season.

4.3 In relation to Priority 2(a) officers agreed to:

R Stacey

- i. Insert a full stop after 'Scheduled bus routes with at least one service an hour on more than one day, School bus routes using normal sized coaches'.
- ii. The subsequent sentence to read '**A route up to a school entrance where possible**'.
- iii. Investigate the possibility of changing 'Scheduled routes with **at least one service an hour** on more than one day' to allow for less frequent services;
- iv. Consider a pragmatic approach to the salting of hamlets only just below the national criterion of 50 dwellings for a village.

Further to this, one route up to the entrance of each school would be salted (this would be clarified in Priority 2(a)) and the local member would be consulted on the best route for this salting.

4.4 Subsequent to production of the salting maps Members would be able to review any issues with officers.

Conclusions:

4.5 The Highways Panel unanimously agreed to recommend to Cabinet that Cabinet agree the winter service criteria set out in paragraph 4 of the report for implementation in 2018/19' (subject to changes agreed at the meeting).

5. HIGHWAYS SERVICE FUNDING STRUCTURE

[Officer Contact: Mike Younghusband, Head of Highways Operations and Strategy (Tel: 01992 658171)]

5.1 The panel received a report which proposed a new funding structure for the Highways Locality Budget (HLB) portion (£90K per member) of the Highways Service from 2018/19, to release revenue funding for annual campaigns of routine maintenance and so avoid the need to fund future Restoration projects.

5.2 Members heard that the HLB revenue portion could be spent on anything, however the capital portion could be spent only on projects that substantially increased the useful life or market value

of the highways assets (i.e. physical assets).

5.3 As more HLB was spent on capital activity than the budget and less on revenue activity, increasing the capital element of HLB from £62.7k to £77k per member would release ca. £1m of revenue funding for routine maintenance; the £77 K to be committed in advance of the following year as per current timetables and current capital activity definitions.

5.4 It was emphasised that ad hoc ordering of high volume, low value routine maintenance works, from the revenue budget of the HLB scheme, was inefficient and would be replaced with officer led themed 'campaigns' called Category 6. Members would receive a standard £13k to spend in-year on any non-capital activity. More could be spent on revenue activity (by requesting a funding swap up to maximum overall revenue spend of £26K) or less than the £13k. To enable works and budgets to be planned members must define and commit to the work by the end of December prior to the year in which it was spent.

5.5 Highway Locality Officers would brief members on what constituted capital and revenue before they made their commitments.

M
Younghusband

5.6 Officers agreed that, to assist members in planning their spending and dealing with constituents' priorities, they would share with them the Forward Works Programme of Cat 4 schemes, but on an informal basis to avoid potential public misinformation.

M
Younghusband

Conclusions:

5.7 The Panel unanimously endorsed the proposal for a revised funding structure.

HIGHWAYS DRAINAGE GULLY EMPTYING AND CLEANING SERVICE

6. [Officer Contact: Peter Simpson, Senior Asset Manager & Team Leader (Operations), (Tel: 01992 658170)]

6.1 Members received a report seeking their views on the proposed revised gully emptying and cleaning service to improve its effectiveness and efficiency whilst ensuring affordability and sustainability.

6.2 Officers highlighted that under the 18 month cycle some gullies were being cleaned whether they required it or not whilst others required more frequent cleaning. Under the new model based on silt levels, gullies with silt levels recorded as good would be moved

to a 24 month cleaning cycle. The resources saved would be focused on blocked gullies which would be cleared within a maximum of 12 months of begin reported / identified and linked to a Ringway KPI. This was a significant improvement as there was currently no commitment to unblock gullies unless they caused drainage problems which would affect a property or person.

- 6.3 Members welcomed this first step towards addressing public concerns about blocked gullies, including the ability to report them as of 18 April 2018 and view web maps of them by 1 October 2018.
- 6.4 Officers confirmed that to avoid obstruction by parked cars residents were alerted to planned gulley cleaning via notices and letters, the police were informed and the District Councils had powers to suspend parking controls and move obstructing and abandoned vehicles out of the way. To assist coordination of issues in regard to obstructing and abandoned vehicles officers agreed to emphasise the need for the police to disseminate this information to the appropriate police officers.
- 6.5 The panel were reminded that information on flooding was available on web maps and via the environment agency; officers concurred that reporting on homes at risk of flooding could be improved via fault reporting at Members Advisory Group (MAG).
- 6.6 Members suggested that with better communication, the relatively quick process of gulley cleansing could also be coordinated with road closures already planned by contractors. Officers advised that this was already part of the 'one & done' approach.

P Simpson

Conclusions:

- 6.7 The Panel recommended to cabinet that cabinet agree to:
 - i. Endorse the proposed revisions to the gully emptying and cleaning service as set out at 7.1 to 7.3 of the report.
 - ii. Endorse the proposed changes to the highway fault reporting system as set out at 7.5 and 7.6 of the report.

7. SPEED INDICATOR DEVICE CRITERIA

[Officer Contact: Paul Gellard, Highway Locality Manager,
(Tel: 01992 658142)]

- 7.1 The panel received a report which sought their agreement to revised criteria for the future installation of solar powered Speed Indicator Devices (SIDs) from members' HLB funds.

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- 7.2 The criteria were explained and members heard that due to the proliferation of SIDs in the county (188 to date) and the pressures on spending there was now a need to demonstrably prove that each SID was of benefit to the Highway user. Where the criteria were not met members had the option of funding the installation of a SID for a perceived community need from their Locality Budget.
- 7.3 Members variously commented that:
- The decision to fund a SID should be at the discretion of the local member rather than being a matter of meeting criteria;
 - The public welcomed SIDs;
 - Visual observation of decrease in vehicular speed supported the value of SIDs;
 - The changes would result in a proliferation of SID requests before the start date of the new criteria;
 - A proliferation of SIDs would make them commonplace and reduce their effectiveness;
 - The point of public indifference to SIDs had not yet been reached;
 - The Locality Budget of £10,000 would purchase very few SIDs;
 - Issues around implementation of the criteria had not been fully considered.
- 7.4 Officers agreed to provide members with a breakdown of the cost of supplying and installing a SID, funding a socket, SID relocation. P Gellard
- 7.5 The Police and Crime Commissioner had agreed to the criteria and as such a speed survey would be required before a Community Group could bid for Police and Crime Commissioner funding for a SID.
- 7.6 During discussion officers clarified that:
- i. As of the cut-off date, every new socket location would require a speed survey irrespective of the source of funding;
 - ii. SIDs could be moved between established socket locations without the need for a speed survey;
 - iii. SIDs and their accompanying sockets which had been ordered prior to the cut-off date (including those already ordered from the 2018/19 HLB budget) would not be affected by the new criteria;
 - iv. Failed SIDs installed at socket locations established prior to the cut-off date could be replaced without the need for a speed survey;
 - v. Installation of a SID at a site which did not meet the criteria for funding from the HLB, could be funded from the member Locality Budget or by other means;
 - vi. Highways would not fund the cost of replacement SIDs.
- 7.7 Members heard that SIDs did not undergo routine fault inspection

however officers would attend fault reports, could identify faulty ones when passing and also when downloading SID recorded data.

7.8 It was highlighted that due to data control and data volume issues officers needed to control the downloading of data from SIDs and transfer of the data to the Police.

7.9 The chairman accepted S B A F H Giles-Medhurst's amendment that the cut-off date at recommendation 3.2 be amended to 1 April 2018.

Conclusions:

7.10 The panel:

1. Endorsed the revised criteria for the installation of solar SIDs from Highway Locality Budgets as follows:
 - i. The average speed has to be above the posted speed limit, or
 - ii. The 85th percentile speeds have to be over the Association of Chief Police Officers guideline values (now known as the National Police Chief's Council). e.g. in a 30mph limit, add 10% of posted speed limit and an additional 2mph = 35mph (see Table 1)
 - iii. Data provided by the County Council or Police will be used which has been collected over a 7 day period. It will be possible to use historical data if there has been no significant change to the environment since the data has been collected (see section 6.2.3)
 - iv. Only on roads with posted speed limits of 40mph and below. Above 40mph will only be considered where a case study has been provided for assessment.
 - v. The sign location is suitable from a highways safety perspective as set out in Table 2.
 - vi. Should the criteria referred to above not be met, members have the option to fund the installation of a SID from their Locality Budget.
2. Endorsed that the revised criteria were brought into operation by 1 April 2018.

[The Labour group voted against the recommendations and the Liberal Democrat group abstained from the vote].

8. HIGHWAY AUTHORITY ROLE IN PLANNING APPLICATIONS

[Officer Contact: Mark Youngman, Group Manager
(Tel: 01992 588024)]

M B J Bishop declared a declarable interest in relation to item 8 of the agenda as he is the Leader of Broxbourne Borough Council. He remained in the room and participated in the debate and vote.

- 8.1 The panel received a report which summarised the Highway Authority's role in dealing with planning applications.
- 8.2 Members heard that the report covered how Highways policies were applied when considering planning applications and how competing needs and pressures were balanced. Officers also requested points of discussion for a workshop between the chairmen of the Highways cabinet panel and the Environment, Planning and Transport cabinet panel with their District Council counterparts to improve their relationship and effectiveness of Highway related planning issues which could fall between them and be exploited by developers.
- 8.3 Members welcomed the initiative in view of the fact that some planning authorities were not good at ensuring conditions requested by the County Council development management team were imposed on the planning permissions and in some instances left them off completely.
- 8.4 The panel commented that Members could provide local intelligence on potential developer damage to the highway, which in the past it had not been possible to pursue due to lack of evidence on the area condition prior to the commencement of work. Concomitant with this, Highways would need to be rigorous in pursuing these issues with the developers and the new occupiers.
- 8.5 Members heard that highways officers selectively attended District Planning Application meetings however attendance was constrained by manpower issues. To deal with these situations and the issue of Highways development management team conditions on planning applications being obscured by the phrase 'Highways have not objected', Members suggested that officers formally request that Highways conditions were incorporated into district council planning officer's reports.
- 8.6 Whilst Members were consulted around planning applications for large developments a more pro-active mechanism for providing Local Members sight of the responses was requested. M Youngman

**CHAIRMAN'S
INITIALS**

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8.7 It was noted that details of more modest planning applications were also available to Members on request. M Youngman

8.8 It was noted that the mechanism for considering the cumulative wider impact of large developments was via the Local Plan making process, so close working between the County Council and the Local Planning Authorities was needed to achieve this.

Conclusions:

8.9 The Panel noted and commented upon the report and identified issues that it would like the Executive Member workshop to consider.

9. HIGHWAYS PERFORMANCE MONITOR

[Officer Contact: Steve Johnson, Head of Highways Contracts and Network Management (Tel: 01992 658115)]

9.1 Members agreed to defer this item of business until the next meeting of the Highways cabinet panel.

OTHER PART I BUSINESS

There was no other PART 1 (public) business.

**KATHRYN PETTITT
CHIEF LEGAL OFFICER**

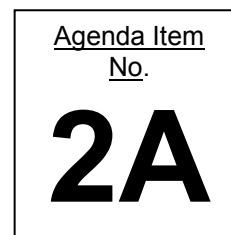
CHAIRMAN _____

**CHAIRMAN'S
INITIALS**

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HERTFORDSHIRE COUNTY COUNCIL

**HIGHWAYS CABINET PANEL
WEDNESDAY 31 JANUARY 2018 AT 10.00AM**



RESPONSE TO PETITION FOR A WARE ROAD TRAFFIC AND PARKING STUDY

Report of the Chief Executive and Director of Environment

Author:- Trevor Brennan, Strategy & Programme Manager,
East Herts & Broxbourne (Tel: 01992 658406)

Executive Member/s: - Cllr Ralph Sangster

Local Member: - Andrew Stevenson, Hertford All Saints

1. Purpose of report

1.1 To inform the Cabinet Panel of the response to the Ware Road traffic and parking petition.

2. Summary

2.1 A petition was received by East Herts District Council (EHDC), containing 349 signatures, calling for the suspension of planning decisions on development applications involving residential parking provision for Ware Road, Hertford in July 2017. It also requested that Hertfordshire County Council undertakes a comprehensive traffic and parking study to investigate congestion, speeding and problem parking within the area.

3. Recommendations

3.1 The Highways Cabinet Panel are asked to endorse the following recommendation:

- To endorse Option 2 (Junction protection measures) as set out in the Ware Road – Feasibility Study Stage 1 (December 2017).

4. Background

4.1 The study has been undertaken to address the concerns raised in a petition from residents living around the junction of Ware Road-Stanstead Road, Hertford. There has long been an ongoing concern surrounding the impact of inconsiderate on-street parking within the community locally.

4.2 The petition reads:

“We, the residents of Ware Road, Hertford and all the roads in the surrounding area, request that East Herts District, Local Planning Authority impose an immediate suspension on all planning decisions that involve residential parking provision, and call on Hertfordshire County Council Highways to complete their comprehensive traffic and parking study as soon as possible – to look at the serious problems we are experiencing in relation to road safety, resulting from congestion, problem parking and speeding vehicles.”

- 4.3 The study area identified from the petition included, Foxholes Avenue, Woodlands Mount, Cromwell Road, Kings Road and Burleigh Road (see Appendix 1 to the report, for location plan). Investigations were undertaken to measure vehicle speed and volume data to determine current traffic levels and associated average speeds, alongside comprehensive parking occupancy surveys in order to determine the level of on street parking against the parking levels for the area.
- 4.4 Construction and consequent occupation of a new housing development (Liberty Rise), which presents a change from the former police station, is thought to have resulted in an increased demand for on-street parking outside the development on Ware Road and surrounding side roads, which is also causing footway obstruction through inconsiderate parking behaviour.
- 4.5 A nearby primary school (Wheatcroft) also presents a destination for some peak time traffic journeys and associated parking stresses on the existing highway network. The promotion of sustainable journeys, especially for school generated trips, is a key objective for the highway authority. The speed and volume of traffic can be a direct obstruction to the safe crossing of main roads and therefore a deterrent to promoting walking and cycling.
- 4.6 While there are no immediately obvious speeding problems with this key route between Ware and Hertford, there is some evidence of prior speed non-compliance, with safety cameras having been previously installed along the route. The road clearly carries high levels of both motorised and Non-Motorised User (NMU) traffic, with few facilities apart from two controlled pedestrian crossings.
- 4.7 With road traffic incidents being reported in the vicinity of the development and associated junctions there is a concern that increases in indiscriminate parking close to these junctions are contributing to those incidents.
- 4.8 High levels of parking and instances of footway obstruction parking could impact on both traffic flow and road safety. However, it is important to be mindful of the need to find a balance between the

conflicting parking requirements of residents, commuters, visitors and school traffic.

5. Data and Analysis

- 5.1 A vehicle speed & volume survey of Ware Road and Stanstead Road, and car parking occupancy counts within the study area at multiple times of day were deemed the most appropriate methods of data collection for the study. Accident data was also included to test any connection between accidents within the study area and parking levels.
- 5.2 Personal Injury Collision (PIC) data covering a five-year period from April 2012 to April 2017 was reviewed. There have been eleven recorded PICs within the study area; eight are considered slight and three serious. There do not appear to be any trends arising from the data.
- 5.3 Vehicle speed & volume data was taken over the period of a week, between 31 October 2017 and 6 November 2017, within school term time.
- 5.4 Observing results from the daily 12 hr average flows on Ware Road, the traffic volume is approximately 5045 vehicles per day in the northeast-bound direction and 3697 vehicles per day in the southwest-bound direction. From the daily 12 hr average flows on Stanstead Road, the traffic volume is approximately 3675 vehicles per day in the eastbound direction and 3556 vehicles per day in the westbound direction.
- 5.5 Using the daily average from each speed survey, the mean speed is 25 mph on Ware Road and 26 mph on Stanstead Road. These are below the Association of Chief Police Officers parameters, indicating the posted speed limit of 30 mph is correct and in accordance with the Hertfordshire County Council Speed Management Strategy, which uses the mean speed for setting speed limits.
- 5.6 Therefore, there is no current requirement to change the speed limit or provide further traffic calming measures.
- 5.7 It is noted that the highest recorded speeds were over 60mph on both roads. However, these were outside peak hours. The majority of speeding recorded was overnight. These instances represent less than 1% of the total volume of traffic movements on these sections of highway.

5.8 Table 1, below, shows the average mean and 85%ile speeds (mph) at the four locations (split over the two roads) measured on Ware Road and Stanstead Road over a five-day Mon-Fri period, in free flow conditions for both the 12-hr and 24-hour observations.

Table 1:

Ware Road A northeast		Ware Road A southwest		Ware Road A northeast		Ware Road A southwest	
12 hr		12 hr		24 hr		24 hr	
85% Mean		85% Mean		85% Mean		85% Mean	
30.96	25.60	32.76	26.50	32.10	26.34	33.66	27.36
Ware Road B northeast		Ware Road B southwest		Ware Road B northeast		Ware Road B southwest	
12 hr		12 hr		24 hr		24 hr	
85% Mean		85% Mean		85% Mean		85% Mean	
31.58	26.00	28.04	22.48	32.28	26.52	28.72	23.14
Stanstead Road A northwest		Stanstead Road A southeast		Stanstead Road A northwest		Stanstead Road A southeast	
12	hr	12	hr	24	hr	24	hr
85%	Mean	85%	Mean	85%	Mean	85%	Mean
30.96	25.60	32.76	26.50	32.10	26.34	33.66	27.36
Stanstead Road B northwest		Stanstead Road B southeast		Stanstead Road B northwest		Stanstead Road B southeast	
12	hr	12	hr	24	hr	24	hr
85%	Mean	85%	Mean	85%	Mean	85%	Mean
31.58	26.00	28.04	22.48	32.28	26.52	28.72	23.14

5.9 A summary of the parking occupancy survey can be seen in Table 2 below. This summary specifies the measured parking capacity of each road in the study, indicating the number of spaces available to park vehicles along its length, accounting for dropped kerbs, waiting restrictions, and judgement as to whether parking is suitable at the location. Each road has its parking levels considered against these saturation levels and is shown as both the number of spaces occupied and a percentage of that comparison.

Table 2:

Parking Occupancy Survey								
Observations compared to Saturation Capacities as spaces occupied (bold) and as percentage (<i>italic</i>)								
Survey Date: Wednesday 8 November 2017								
Hour	Ware Rd	Stanstead Road	Foxholes Ave	Woodland Rd	Woodland Mount	Cromwell Rd	Page Road	Kings Rd /Burleigh Rd
0800	59 <i>(44)</i>	6 <i>(75)</i>	31 <i>(52)</i>	19 <i>(46)</i>	32 <i>(70)</i>	68 <i>(76)</i>	29 <i>(76)</i>	39 <i>(51)</i>
1200	72 <i>(53)</i>	6 <i>(75)</i>	31 <i>(52)</i>	17 <i>(41)</i>	24 <i>(52)</i>	80 <i>(90)</i>	24 <i>(63)</i>	37 <i>(49)</i>
1500	63 <i>(47)</i>	6 <i>(75)</i>	34 <i>(57)</i>	21 <i>(51)</i>	30 <i>(65)</i>	70 <i>(79)</i>	25 <i>(66)</i>	42 <i>(55)</i>
1800	56 <i>(41)</i>	8 <i>(100)</i>	20 <i>(33)</i>	21 <i>(51)</i>	28 <i>(61)</i>	73 <i>(82)</i>	22 <i>(58)</i>	37 <i>(49)</i>
Overnight	83 <i>(61)</i>	8 <i>(100)</i>	59 <i>(98)</i>	34 <i>(83)</i>	43 <i>(93)</i>	103 <i>(115)</i>	22 <i>(58)</i>	85 <i>(111)</i>
Total parking spaces.	135	8	60	41	46	89	38	76

5.9.1 The results of the parking occupancy survey infer that throughout the day the on-street parking is far below saturation capacity. They observe that the parking reaches saturation levels at or after the evening peak traffic times and remain at these levels until the morning peak traffic times. This implies that the vast majority of parking overnight is residents' vehicles. It is during these times that the majority of instances of inconsiderate parking and footway obstruction are also observed. This was notably along Ware Road in the immediate vicinity of the new development. Outside of these times there are observations of visibility splays at junctions being obscured by parked vehicles for sustained periods.

5.9.2 It is clear from the observations that the main route of Ware Road is heavily parked at night and the side roads of Cromwell Road, Burleigh Road, Woodland Mount, Woodlands Road and Foxholes Avenue are more so, to levels in excess of their 100% saturation levels. Any

parking management scheme implemented within these roads will both reduce the status quo parking capacity and displace those vehicles further along Ware Road.

6. Options

- 6.1 A number of potential options (eight) have been outlined within the study to mitigate the measured parking situation, these include:
1. **Ware Road realignment** - Formalising the existing on-street parking areas. This option provides the most robust solution but would be the most costly to implement as it would involve the diversion of utility apparatus, drainage laterals and would also mean the loss of existing footway. The cost estimate for this option is approximately £88,000.
 2. **Junction protection** – The introduction of double yellow lines at junctions and turning heads. The advantage of this option is that the impact on the loss of on-street parking is limited. The disadvantage is that it will rely on compliance from the public and would likely require parking enforcement. The cost estimate for this option is approximately £15,000.
 3. **Burleigh Road parking area** – The establishment of a verged parking area at the end of Burleigh Road to provide a ‘stop & drop’ for children attending Wheatcroft School. This option would only be effective if teaching staff agreed that they would walk the children from the parking area into school. There is also likely to be a higher financial cost to overcome the level changes and drainage in order to provide a limited number of additional parking spaces. The cost estimate for this option is approximately £15,000.
 4. **Ware Road Residential Parking Zones (RPZ)** – The introduction of RPZ to provide on-street parking for residents only. The advantages of this scheme would be that only permit holders could park without penalty. The disadvantages are that there would not be enough space for all those with permits to find a parking space in peak times. This would, inevitably, lead to an element of displacement parking, most likely towards the direction of Ware Town, where parking levels are less concentrated. The cost estimate for this option is approximately £15,000.
 5. **Additional off-street car parking** – The provision of a ‘new’ off street parking area. For example, allotment land to the north of Cromwell Road. With both the impact on the community and the cost of implementing the works being high, this is not considered to be a viable scheme independent of any other. Cost estimates are not currently available, as these would be

largely dependent on officer time to negotiate with partner organisations to achieve collaboration towards changes in use of non-highway land.

6. **Constables Way Visitor Parking** – The parking survey identified 24 unallocated visitor spaces within the Liberty Rise site. Ad hoc feedback received indicated the lack of use was due to the cost to residents of the required visitor parking permits. This option would require the parking managers within the development to open up the use of these bays to residents at a reduced or 'zero' cost in order to remove the demand from the local area. As above, cost estimates are not currently available.
7. **Parking Restrictions** – The introduction of new parking restrictions (double yellow lines) along the highway where existing footway obstruction/parking has been identified. There are some advantages if the residents agree but due to the lack of parking in the area, it is likely that this option will be strongly opposed. The cost estimate for this option is approximately £15,000.
8. **Do Nothing** - 'Do Nothing' is always considered an option in these projects to ensure that change is not injected for the sake of doing 'something'.

6.2 The recommendation of this report is to pursue junction protection measures i.e. **Option 2** to safeguard the visibility splays at the associated junctions during all situations, enforceable by East Herts District Council. This option would be the most effective mitigation to the parking stress along Ware Road, without presenting a significant cost or notable reduction in on-street parking opportunity to the affected residents.

6.3 It is not recommended to formalise the current parking situation at the end of Burleigh Road in the short term, as this is not considered to be cost-effective and may present higher construction cost at the design/build phase due to utilities or drainage complications.

6.4 Should the stakeholders be in support of the schemes, the next steps would be to undertake detailed design and formal consultation.

7. Financial Implications

7.1 Cost estimate for **Option 2** (Junction protection) is approximately **£15,000** (including 10% contingency).

- Costs predominantly for Traffic Regulation Orders and road markings.

- Assumptions are made that there would be no utility services to divert.

7.2 Funding will be sought from the Highways Locality Budget or Section 106 contributions.

8. Conclusion

8.1 In conclusion it is considered that the most cost-effective improvements are to be gained from junction protection (Option 2) to safeguard the visibility splays at the associated junctions during all situations, enforceable by East Herts District Council.

9 Equalities implications

9.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.

9.2 Rigorous consideration will ensure the proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

9.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant, protected characteristic and persons who do not share it.

The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

9.4 Option 2 will be subject to an Equality Impact Assessment (EqIA) as part of any Early Contractor Involvement (ECI) process which would be undertaken to consider the viability of any highway works before a decision is made to take those works forward.

Background Information: [Ware Road Feasibility Study and Appendices](#)

Appendix 1: Location and Scheme Plan

Figure 1: Location Plan

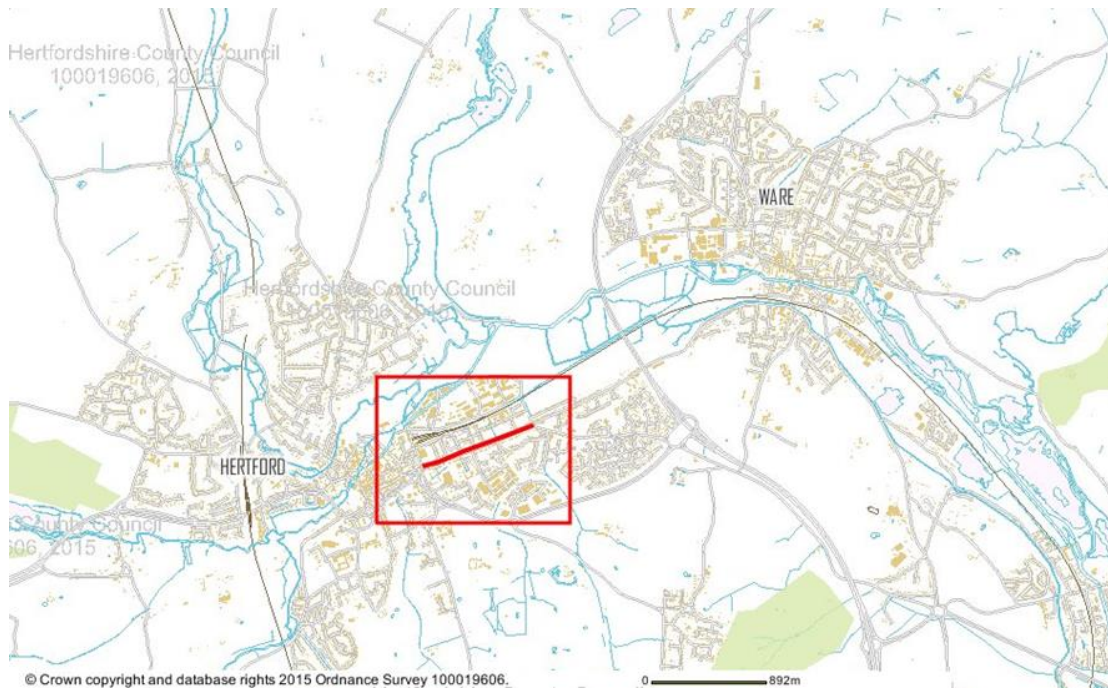
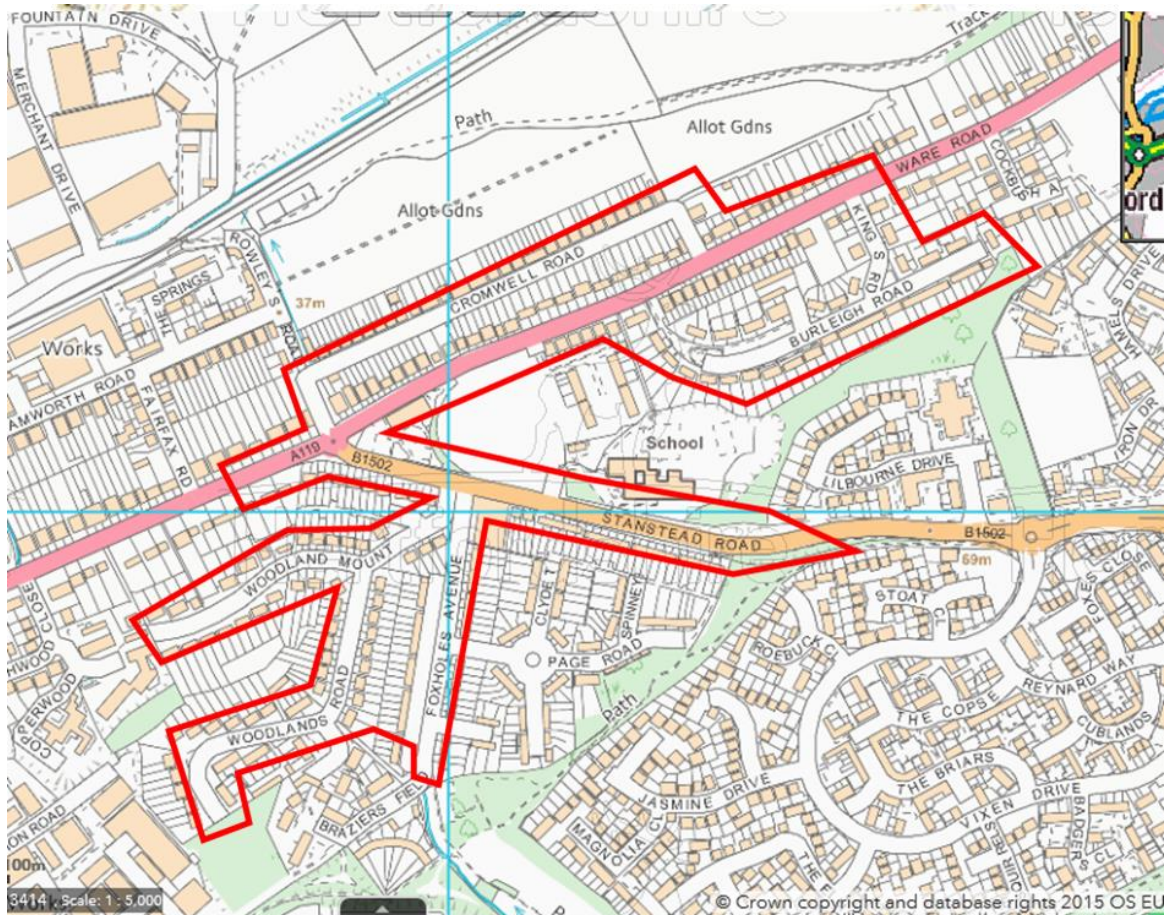


Figure 2 - Scheme Location Plan (Derived from Petition Extent)



HERTFORDSHIRE COUNTY COUNCIL
HIGHWAYS CABINET PANEL
WEDNESDAY 31 JANUARY 2018 AT 10.00AM

Agenda item
No:

3

NEW RIVER BRIDGE (ESSEX ROAD, HODDESDON)

Report of the Chief Executive and Director of Environment

Author: David Burt, Project Sponsor, Major Projects Group
(Tel:01992 658177)

Executive Member: Ralph Sangster, Highways

Local Member: Tim Hutchings, (Broxbourne and Hoddesdon South)

1. Purpose of report

To seek the Panel's endorsement of the proposal to seek Cabinet authorisation to proceed with all necessary statutory processes, including applying for Planning Permission, Side Road Orders and Compulsory Purchase Orders to enable delivery of the New River Bridge project at Essex Road, Hoddesdon. To incorporate such scheme alterations resulting from the pre-planning consultation process as deemed necessary.

2. Summary

2.1 The report includes:

- i) An overview of the need and historic development of the scheme.
- ii) A preferred option for the proposed New River Bridge at Essex Road, Hoddesdon.
- iii) An outline of the issues raised at the recent consultation.

2.2 The report seeks authority to proceed with the statutory processes required to deliver the scheme and to make any necessary changes to the design during the design development.

3. Recommendation

3.1 The Panel is requested to recommend that Cabinet authorises:-

- (i) the Chief Executive and Director of Environment, in consultation with the Executive Member for Highways, to proceed with all necessary statutory processes and to take all necessary steps, including the seeking of planning permission and Side Roads Orders to enable the delivery of the New River Bridge (Essex Road, Hoddesdon); and

- (ii) the Director of Resources , in consultation with the Executive Member for Resources, Property & the Economy, to acquire the land interests necessary for delivery of the New River Bridge (Essex Road, Hoddesdon) and to make compulsory purchase orders should they be necessary.
- 3.2 The Panel's recommendation/s will be reported to Cabinet at its meeting on 19 February 2018.

4. Scheme Overview and development to date

- 4.1 Essex Road is the main route that provides access to the principal road network from the Hoddesdon Business Park ("the Business Park"), which is a mix of industrial and warehouse units. The Business Park is a very important income generator in Hertfordshire and plays a significant economic role in the wider region.
- 4.2 The Essex Road Gateway Study, completed in 2016 by Arup for Hertfordshire County Council (HCC) & Broxbourne Borough Council (BBC), placed the economic value of the Business Park at £0.8 – £1.5M per day (Gross Value Added).
- 4.3 The current problems on this section of Essex Road are:
- i) It is the only access into the Business Park suitable for Heavy Goods Vehicles (HGVs). A vehicle breakdown on the bridge would cut the area off for hours; an accident which damaged the bridge could close the road for days or weeks.
 - ii) The existing bridge that carries Essex Road over the New River is 60 years old and does not meet modern standards.
 - iii) The road over the bridge is narrow, such that it is difficult for two HGVs to pass.
 - iv) The footway on the bridge is very narrow and there is no provision for cyclists.
- 4.4 Hertfordshire County Council and Broxbourne Borough Council have been working in partnership for a number of years to identify and deliver a solution at this bridge. A study was first commissioned in 2006 which identified the need for an improvement to the infrastructure at this site.
- 4.5 The scheme was subsequently identified within Hertfordshire County Council's Hertfordshire Infrastructure and Investment Strategy in 2009, as part of a package of infrastructure identified to support growth in the County to 2031 based on emerging spatial plans at that time.
- 4.6 Due to the high value of the scheme and economic climate the scheme was not significantly developed due to resource constraints. During this

period the majority of the land required for the construction of the project was acquired by Broxbourne Borough Council.

- 4.7 In 2013 Broxbourne Borough Council submitted a funding application to the Hertfordshire Local Enterprise Partnership (LEP) to deliver a scheme to improve the existing bridge, however, it was not funded at that time due to the scheme not being sufficiently developed.
- 4.8 Following this, further work was undertaken in partnership between the County Council and Broxbourne Borough Council to identify the correct highways solution and develop a wider planning brief for the Essex Road gateway site. This resulted in the completion of the Essex Road Gateway Study (“the study”) in 2016 and a further technical study in 2017.
- 4.9 The study considered the following design options to resolve the problems on Essex Road:
- i) Do Nothing Option: This would provide additional road signage and high friction surfacing on the approaches to the existing road bridge to warn of the hazard and the narrow lane widths. This would not improve the pedestrian or cycle facilities on Essex Road nor would it address the sub-standard structural elements of the existing road bridge.
 - ii) Online Option: This involves widening and strengthening the existing bridge. This option would cause severe disruption to the operation of the business park during the construction stage and is therefore not considered a deliverable solution given the road is the sole point of access for HGVs.
 - iii) Offline Option: This option includes proposals for a new access road over Woolens Brook and the New River to the south of the existing Essex Road.
- 4.10 Following analysis, the offline option is considered the preferred option as it provides the following benefits:
- i) Improved access to the Business Park.
 - ii) Increased resilience of the transport access to the Business Park to cope with incidents such as collisions, breakdowns and maintenance.
 - iii) Improved provision for pedestrians and cyclists which has both safety benefits as well as facilitating alternatives to car travel.
 - iv) Increased capacity at the A1170 Dinant Link roundabout would make it easier to get from Essex Road onto Dinant Link Road and other routes.
 - v) New bridge and road will be wide enough to allow HGVs to pass each other safely.
 - vi) Majority of the construction work is offline and will be less disruptive to users of Essex Road.

- 4.11 The total estimated cost of the New River bridge scheme is estimated between £5.2m and £7.1m excluding the land value, which is already in the Borough Council's ownership.
- 4.12 The variance in the estimate range is largely due to the engineering complexity of working around the New River and ground conditions. This figure will be refined in the coming year as the design develops.
- 4.13 A revised funding bid was submitted by the County Council to the LEP in 2017. Following additional scheme development, £6.4m was allocated to the County Council for the delivery of this scheme within the LEP's 2016-2021 Growth Deal to support the LEP's Strategic Economic Plan for Hertfordshire.
- 4.14 This LEP funding is supported by National Productivity Investment Funding (NPIF) and S106 funding in the scheme's locality. The upper limit of the cost estimate can be afforded with the existing funds; however, savings will be sought through the design process.
- 4.15 In order to progress a wider integrated land use plan and transport masterplan for the area, the County Council and Broxbourne Borough Council are working in partnership to produce a wider traffic study to consider transportation issues in and around the Business Park to complement the New River Bridge scheme.
- 4.16 The LEP funding currently requires scheme delivery in 2020 and, in order to achieve this timescale, a planning application must be submitted to the planning authority in Spring/Summer 2018.
- 4.17 In preparation for a planning submission, a pre-planning consultation was undertaken for the proposed New River Bridge between 15 November and 18 December 2017.
- 4.18 Key themes have been identified from the consultation and listed below. Where appropriate, consideration has been given to ways in which it is feasible and affordable to refine the design of the scheme to accommodate feedback received.
- 4.19 Key issues raised during the consultation were as follows:
- i) Provision of improved crossing facilities for pedestrians and cyclists at the eastern and western ends of the new access road.**
Proposed amendment - Further engineering analysis has been undertaken and it is proposed to incorporate signal controlled pedestrian and cycle crossings at both ends of the scheme.
 - ii) Drivers keeping to their lanes when going round the roundabout of Essex Road, Dinant Link Road and Charlton Way.**
Proposed amendment – A review of signing and lining on the approach to the new link road will be undertaken to provide clear advanced direction signing on approach to the roundabout.

iii) Concerns regarding long queues exiting Essex Road onto the roundabout.

Proposed amendment - Currently Essex Road has one lane approaching the roundabout. It is proposed that the new access road will have two lanes approaching the roundabout and a more detailed analysis will now be undertaken to refine the design solution. Whilst this is not expected to remove all queues on Essex Road, initial junction modelling shows that this will significantly reduce queues compared to the existing Essex Road. Detailed information on the transport implications and benefits of the proposed development will be included in a Transport Statement to support the planning application.

iv) Environmental impact of the new river bridge scheme.

A full suite of environmental surveys will be undertaken to identify any impacts and required mitigation measures. The results of the above assessments will be provided as part of the supporting documentation for the planning application.

v) Impacts of construction on the travelling public and local businesses.

Whilst most of the construction of the scheme is offline, Hertfordshire County Council have now sought early involvement from an experienced contractor in the development of the design to identify suitable construction methods that will reduce impact on the travelling public.

vi) Traffic congestion on Essex Road caused by the traffic signals at its junction with Pindar Road and Bingley Road.

This issue will be considered within the wider transport study being jointly commissioned by the County Council and Broxbourne Borough Council, with a view to identifying a solution to the congestion at this junction that complements the New River Bridge scheme.

vii) The proposed Energy from Waste Facility at Ratty's Lane, Hoddesdon.

Members of the public expressed a strong view that the delivery of the New River bridge scheme is now being progressed to facilitate the Energy from Waste Facility proposed at Ratty's Lane. The delivery of the New River Bridge scheme is independent of the proposal at Ratty's Lane. This scheme is funded through a combination of LEP and existing funds held from other developments within the area. Whilst the current highways response to the Ratty's Lane planning application does seek funds towards a list of transport improvements in the area, including the New River Bridge, it should be noted that the delivery of the New River Bridge scheme is not identified as a highways requirement of the Ratty's Lane application.

5 Next Steps

- 5.1 To maintain the current publicised programme, a planning application will need to be submitted in Spring/Summer 2018. The County Council as planning authority will then undertake a statutory consultation, providing the public (including stakeholders and interested parties) a further opportunity to comment. The application will be determined by the County Council's Development Control Committee.
- 5.2 If planning permission is granted the County Council will then seek to acquire the land required for the delivery of the scheme from Broxbourne Borough Council and Thames Water either by agreement or by Compulsory Purchase Order.
- 5.3 Subject to successful completion of the statutory processes identified above, a procurement process to appoint a Contractor will take place in 2019. Construction could commence in summer 2019 with the scheme operational by the end of 2020.

6. Financial Implications

- 6.1 A successful bid was made to the Hertfordshire LEP which allocated £6.4m funding for the delivery of this scheme within their 2016-2021 Growth Deal to support their Strategic Economic Plan. This funding is supported by National Productivity Investment Funding (NPIF) and existing S106 funding in the scheme locality.
- 6.2 The following table sets out the secured and the known potential future funding pot to help deliver complementary transport elements from the emerging masterplan around the business park.
- 6.3 Funding for the £5.2m - £7.1m New River Bridge scheme, which is the key project, will be the first call drawing down from this overall funding pot.

Funding Source	Value
NPIF	£100,000
LEP (Growth Deal 3)	£6,400,000
HCC Highways S106	£451,000
BBC Highways S106	£409,000
Current total funding available	£7,360,000
Potential future S106 receipts	£750,000
Potential future total	£8,110,000

7. Equality Impact Assessments (EqIAs)

- 7.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.

7.2 Rigorous consideration will ensure the proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

7.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

and

(c) foster good relations between persons who share a relevant, protected characteristic and persons who do not share it.

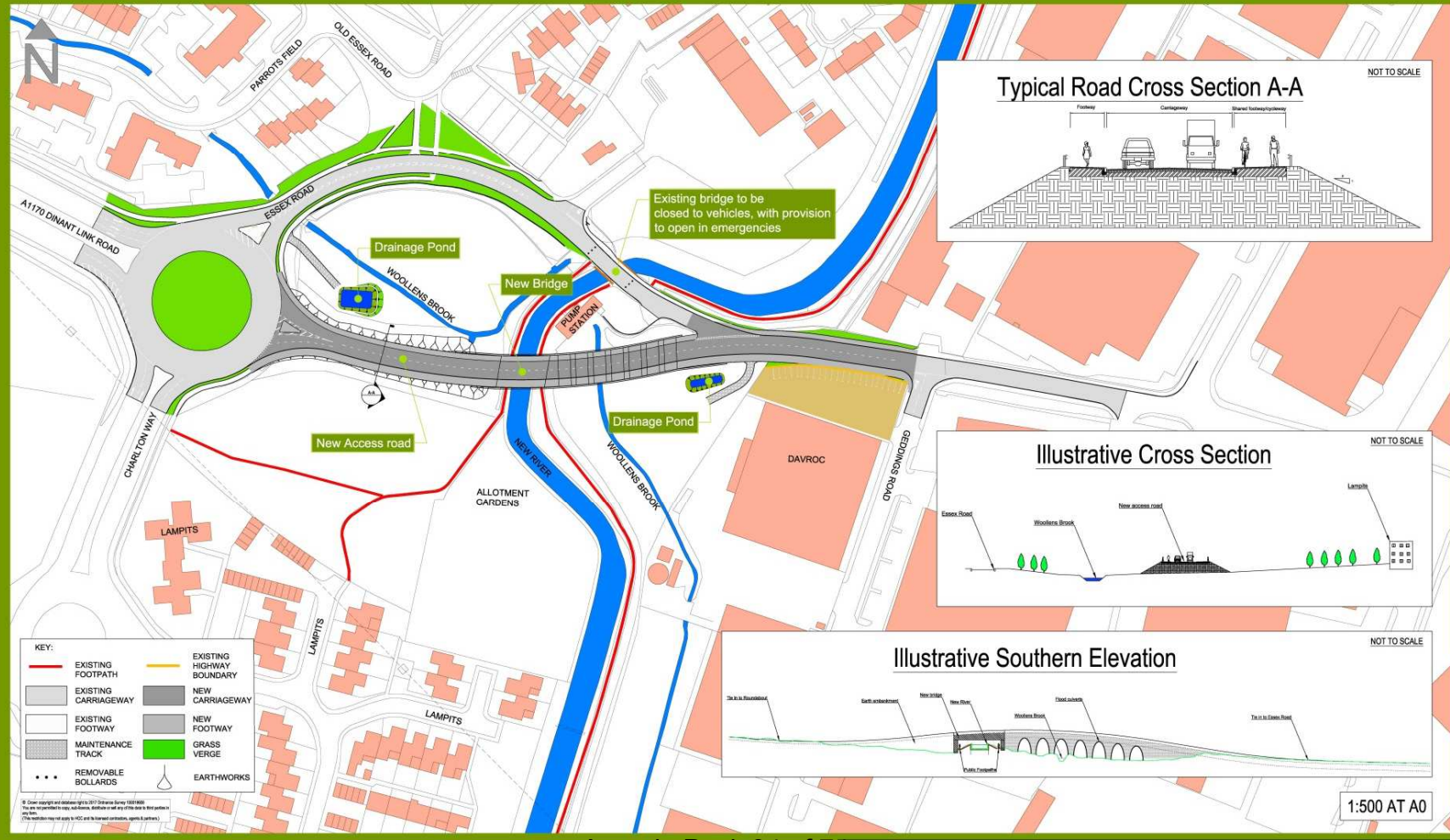
The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

7.4 An EqIA was undertaken for this project and no equalities implications have been identified in relation to this report. The EqIA is appended to this report appendix 2.

Background Information

<https://www.hertfordshire.gov.uk/services/highways-roads-and-pavements/roadworks-and-road-closures/major-roadwork-projects/essex-road-improvements-hoddesdon.aspx>

NEW RIVER BRIDGE (Essex Road, Hoddesdon)



Equality Impact Assessment (EqIA)

STEP 1: Responsibility and involvement

Title of proposal/ project/strategy/ procurement/policy	New River Bridge (Essex Road)	Head of Service or Business Manager	Mike Younghusband
Names of those involved in completing the EqIA:	Nathaniel Smith	Lead officer contact details:	David Burt
Date completed:	8 th November 2017	Review date:	November 2018

STEP 2: Objectives of proposal and scope of assessment – what do you want to achieve?

<p>Proposal objectives: – what you want to achieve – intended outcomes – purpose and need</p>	<p>This project involves the provision of a new access road and bridge to replace the existing Essex Road between its junction with the A1170 roundabout and Geddings Road. The scheme when built will improve access and egress to the business for motorists, pedestrians and cyclists.</p> <p>The objectives of the proposed scheme is to:</p> <ul style="list-style-type: none"> • Improve and maintain access to employment at the Essex Road Business Park • Increase the resilience of the transport access to Essex Road to cope with incidents such as collisions, breakdowns and maintenance. • Improve safety for all road users. • Improve the quality and connectivity of provision for pedestrians and cyclists. Encourage alternatives to car travel through improvements to the attractiveness of public transport. • Support the delivery of objectives in the Essex Road Gateway development brief.
<p>Stakeholders: Who will be affected: the public, partners, staff, service users, local Member etc</p>	<ul style="list-style-type: none"> • Broxbourne Borough Council • Local Members • Public using Essex Road • Surrounding residents (Lampits) • Thames Water • Environment Agency • Emergency Services • Statutory undertakers including utilities within proximity of the proposed scheme.

Equality Impact Assessment (EqIA)

STEP 3: Available data and monitoring information

Relevant equality information	What the data tell us about equalities
<p>For example: Community profiles / service user demographics, data and monitoring information (local and national), similar or previous EqIAs, complaints, audits or inspections, local knowledge and consultations.</p>	
<p>Census 2011 - Broxbourne</p>	<ul style="list-style-type: none"> • In the 2011 census the population of Broxbourne was 93,609 and is made up of approximately 52% females and 48% males. • The average age of people in Broxbourne is 39, while the median age is also 39. • 86.8% of people living in Broxbourne were born in England. • 93.9% of people living in Broxbourne speak English. The other top languages spoken are 1.2% Polish, 1.2% Italian, 1.0% Turkish, 0.3% Lithuanian, 0.2% Greek, 0.1% French, 0.1% Spanish, 0.1% Gujarati, 0.1% Romanian. • The religious make up of Broxbourne is 65.0% Christian, 23.4% No religion, 2.4% Muslim, 0.8% Hindu, 0.3% Jewish, 0.3% Buddhist, 0.1% Sikh. 6,508 people did not state a religion. 263 people identified as a Jedi Knight and 11 people said they believe in Heavy Metal. • 47.7% of people are married, 11.2% cohabit with a member of the opposite sex, 0.6% live with a partner of the same sex, 24.8% are single and have never married or been in a registered same sex partnership, 8.3% are separated or divorced. There are 4,647 widowed people living in Broxbourne. • The top occupations listed by people in Broxbourne are Administrative and secretarial 15.1%, Skilled trades 13.7%, Professional 12.1%, Associate professional and technical 12.1%, Managers, directors and senior officials 11.0%, Administrative 10.8%, Elementary 10.4%, Elementary administration and service 9.1%, Caring, leisure and other service 8.7%, Sales and customer service 8.4%.

Equality Impact Assessment (EqIA)

STEP 4: Impact Assessment – Service Users, communities and partners (where relevant)

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Age	<ul style="list-style-type: none"> The scheme once built will improve safety for pedestrians and cyclists accessing the business park. 	<ul style="list-style-type: none"> Beneficial effect, no mitigation required.
Disability Including Learning Disability	<ul style="list-style-type: none"> Information about upcoming closures and diversions during construction may not be suitable or understandable for all. Diversion of PROW/footpath during the construction process may not be suitable for all. People who are blind or partially sighted may need accessible copies of consultation questionnaires in order to take part in the process. People with physical disabilities will need to be able to access venues in which public consultation meetings are taking place. 	<p>We will:</p> <ul style="list-style-type: none"> Provide information documents in alternative formats if requested. Ensure that all public events take place in venues that are fully accessible for disabled people. Provide multiple ways for people to express their views on the project in writing, online or at public events. Give early notice of any diversion requirements during construction. Asses any diversions for use by those with wheelchairs or similar.
Race	No negative or differential impacts currently identified for this characteristic.	None Required
Gender reassignment	No negative or differential impacts currently identified for this characteristic.	None Required
Pregnancy and maternity	No negative or differential impacts currently identified for this characteristic.	None Required
Religion or belief	No negative or differential impacts currently identified for this characteristic.	None Required
Sex	No negative or differential impacts currently identified for this characteristic.	None Required
Sexual orientation	No negative or differential impacts currently identified for this characteristic.	None Required
Marriage & civil partnership	No negative or differential impacts currently identified for this characteristic.	None Required

Equality Impact Assessment (EqIA)

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Carers (by association with any of the above)	No negative or differential impacts currently identified for this characteristic.	None Required
Carers and CARE ACT 2014	From April 2015, carers will be entitled to an assessment of their own needs in the same way as those they care for. If the focus of your EqIA relates to care and support, consider carers' new rights and see the Care Act pages on Compass for more guidance	
	Not applicable.	
Opportunity to advance equality of opportunity and/or foster good relations		
<p>A further consultation will be undertaken by the planning authority on the planning application for the scheme.</p> <p>During the construction stage, the appointed Contractor will be expected to continue engaging with the public in line with measures set out in this EQIA.</p>		

STEP 4a: Impact Assessment – Staff (where relevant)

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigation can you propose?
Age	N/A	N/A
Disability Including Learning Disability	N/A	N/A
Race	N/A	N/A
Gender reassignment	N/A	N/A
Pregnancy and maternity	N/A	N/A
Religion or belief	N/A	N/A
Sex	N/A	N/A
Sexual orientation	N/A	N/A
Marriage & civil partnership	N/A	N/A
Carers (by association with any of the above)	N/A	N/A

Equality Impact Assessment (EqIA)

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigation can you propose?
Opportunity to advance equality of opportunity and/or foster good relations		
N/A		

STEP 5: Gaps identified

N/A

STEP 6: Other impacts

Consider if your proposal has the potential (positive and negative) to impact on areas such as health and wellbeing, crime and disorder and community relations. There is more information in the guidance.

STEP 7: Conclusion of your analysis

Select one conclusion of your analysis	Give details
<input checked="" type="checkbox"/> <p>No equality impacts identified</p> <ul style="list-style-type: none"> – No change required to proposal. 	<p>This scheme will improve vehicular, pedestrian and cyclist access to the Hoddesdon business park. The project is not expected to negatively impact any of the protected characteristics.</p>
<input type="checkbox"/> <p>Minimal equality impacts identified</p> <ul style="list-style-type: none"> – Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate). – Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality. 	
<input type="checkbox"/> <p>Potential equality impacts identified</p> <ul style="list-style-type: none"> – Take 'mitigating action' to remove barriers or better advance equality. – Complete the action plan in the next section. 	
<input type="checkbox"/> <p>Major equality impacts identified</p> <ul style="list-style-type: none"> – Stop and remove the policy – The adverse effects are not justified, cannot be mitigated or show unlawful discrimination. – Ensure decision makers understand the equality impact. 	

Equality Impact Assessment (EqIA)

STEP 8: Action plan

Issue or opportunity identified relating to: <ul style="list-style-type: none"> – Mitigation measures – Further research – Consultation proposal – Monitor and review 	Action proposed	Officer Responsible and target date
Public consultation and communications	<p>Provide information documents in alternative formats if requested.</p> <p>Ensure that all public events take place in venues that are fully accessible for disabled people.</p> <p>Provide multiple ways for people to express their views on the project in writing, online or at public events.</p>	Project Manager
During construction some diversion routes may not be suitable for those with mobility impairments.	<p>An audit will be undertaken to gain a better understanding of the profile of users to confirm if any reasonable adjustments are required as the design develops.</p> <p>Ensure that early notice of any diversion so that affected persons are able to make alternative arrangements if required.</p> <p>Information relating to diversions will be made available in a variety of formats.</p>	Project manager and Site manager prior to start of works.

This EqIA has been reviewed and signed off by: Mike Younghusband

Head of Highways Operations and Strategies:



Date: 10th November 2017

HCC's Diversity Board has asked the Equality team to compile a central list of EqIAs so a random sample can be quality assured. **Please email a copy of this EqIA to the Equality team at equalities@hertfordshire.gov.uk**

HERTFORDSHIRE COUNTY COUNCIL
HIGHWAYS CABINET PANEL
WEDNESDAY 31 JANUARY 2018 AT 10.00AM
HIGHWAYS PERFORMANCE MONITOR

Agenda Item No: 4

Report of the Chief Executive & Director of Environment

Author: Steve Johnson, Head of Highways Contracts and Network Management (Tel: 01992 658126)

Executive Member: Ralph Sangster, Highways

1. Purpose of report

1.1 To allow the Panel to review the performance of Highways service for the second quarter of this year (July to September 2017).

2. Summary

2.1 This report (appendix A to the report) summarises the performance of the Highways service for the second quarter of 2017/18.

2.2 The report comprises 59 individual measures which have been group under 10 themes designed to demonstrate the overall performance of the highway service.

2.3 Each of these themes has an overall 'score', showing its health this quarter, with performance indicated via a Red (failing) - Amber (review) - Green (performing) (RAG) status.

2.4 Overall service performance for this quarter was Green (performing) with a score of 2.14.

3. Recommendation

3.1 The Cabinet Panel is invited to note the report and comment on the performance monitor for the Highways service for Q2 2017-18.

4. Service Performance Summary

4.1 Overall performance is stable compared to Q1.

4.2 Of 59 measures, 31 are in the performing zone, 22 in the review zone with 6 in the failing zone, giving an overall score of 2.14.

- 4.2 Notable improvements in performance have been observed in 'Response to MP enquiries', 'Process application audit (Cat 1)', and 'Safety inspections quality audit'.
- 4.2 The service's largest and most visible theme, 'Operational Delivery', has seen an improvement compared to Q1 with the overall score in the performing zone.
- 4.3 Performance for 'VXOs (dropped kerbs) constructed in 8 weeks' has dropped this quarter, due to health and safety issues with one of the sub-contractors. The sub-contractor has now been replaced and it is anticipated that performance will soon return to target levels.

5. Financial Implications

- 5.1 There are no financial implications arising from this report.

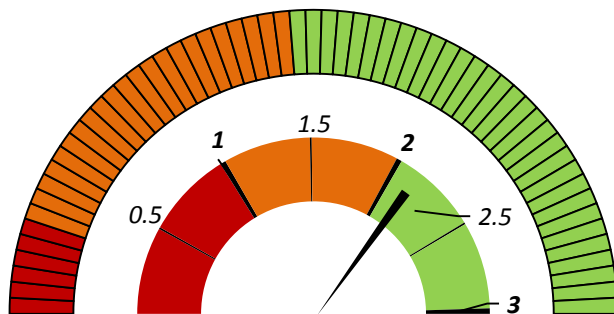
6. Equalities Implications

- 6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equality implications of the decision that they are making.
- 6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EQiA) produced by officers.
- 6.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 6.4 No equality implications have been identified in relation to this report although Panel will not make a decision in respect of its contents.

Executive Summary:

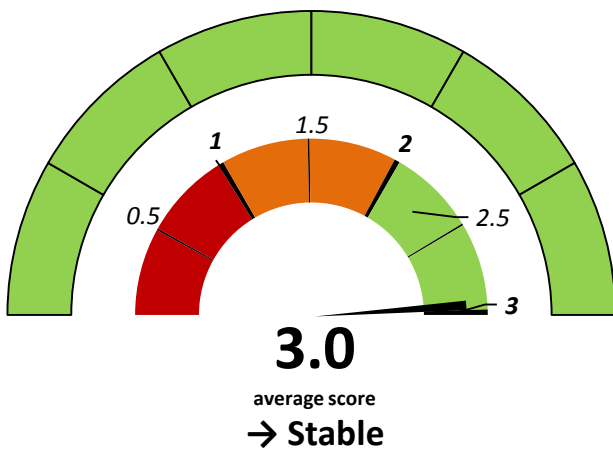
- Overall performance is stable compared to Q1, remaining at 2.14. Of 59 measures, 31 are Green, 22 Amber and 6 Red. An overview of the most notable changes and emerging trends in performance is given below.
- Improving performance:** 'Response to MP enquiries', 'Process application audit (Cat 1)', 'Safety inspections quality audit' and 'Stage 1 complaints upheld' have all seen significant improvements this quarter.
- Decreasing performance:** 'VXOs constructed in 8 weeks' fell due to Health and Safety issues with a sub-contractor, which has since been replaced. 'ITCC network interventions' fell due to a disproportionately large number of incidents in East Herts and Broxbourne, where our Intelligent Transport Systems (ITS) provision is limited, impeding the ability to proactively manage those incidents.
- Emerging trends:** 'Exposed electrical wiring made safe within 2 hours of receiving the alert' has been falling consistently since May. If this trend continues it will be Red next quarter. The cost of insurance claims from 16/17 continues to rise. The reasons behind this and possible future mitigating actions are being analysed and will be reported back for Q3.

Overall service performance



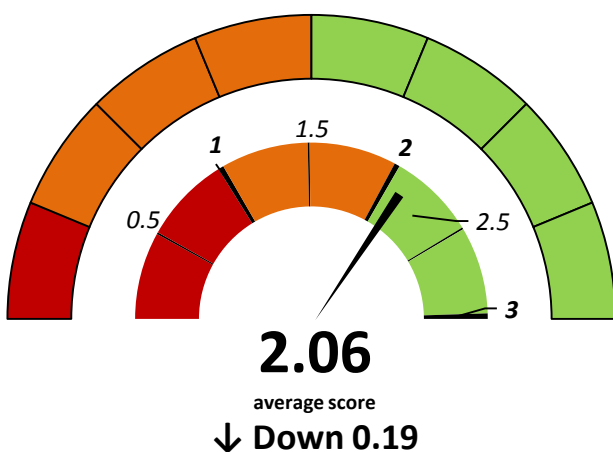
Green
2.14
average score

→
Stable
Q1 17/18 score of 2.14



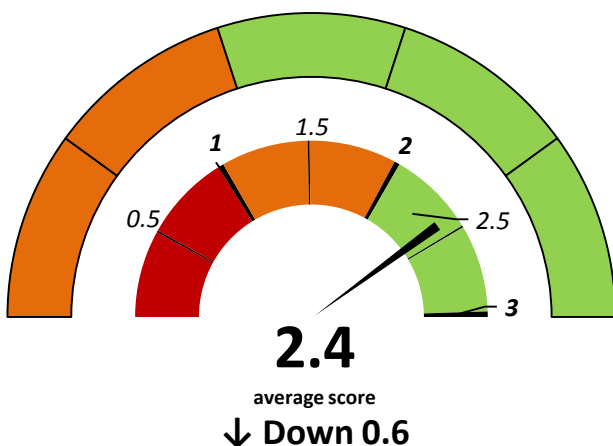
1. Asset Condition – See Appendix 1 (page 4)

- Of 6 measures, 6 are Green.
- No change from Q1, all 6 measures continue to be comfortably at or above target.



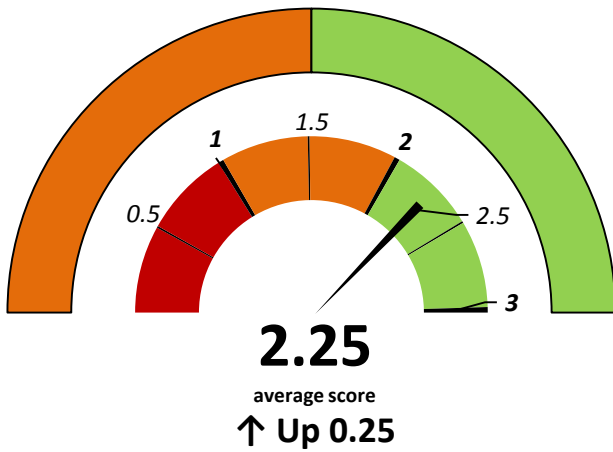
2. Customer Journey – See Appendix 2 (page 5)

- Of 8 active measures, 4 are Green, 3 are Amber and 1 is Red.
- 'VXOs constructed in 8 weeks' was a cause for concern, as the July figure has fallen to 13% against a target level of 65%. Ringway have had to remove one of two sub-contractors due to Health and Safety issues, delaying the work programme during Q2. This sub-contractor has now been replaced, and as such it is expected that this score will be an anomaly.
- 'Stage 1 complaints upheld/partially upheld', in contrast, saw significant improvement, with an average of 33% upheld this quarter, falling within its target to have less than 50% of Stage 1 complaints upheld.



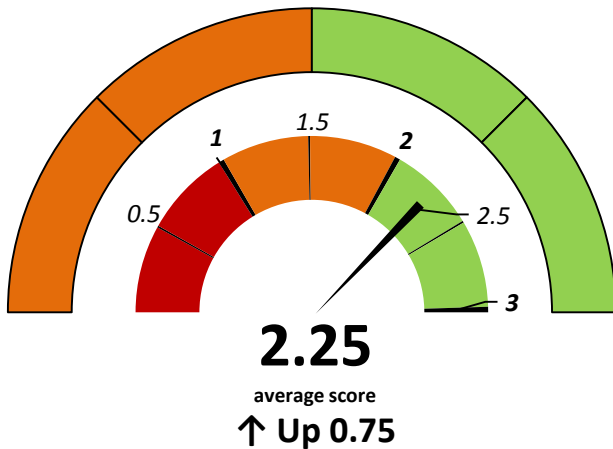
3. Data Management & Systems Development – See Appendix 3 (page 7)

- Of 5 active measures, 3 are Green, 2 are Amber.
- 'Programmed traffic counts achieved' and 'Data requests responded to within 3 working days' have both been added this quarter. The former is Amber, albeit with an average of 83.5% against a target of 85%. The latter is Green, above its target level of 95%.



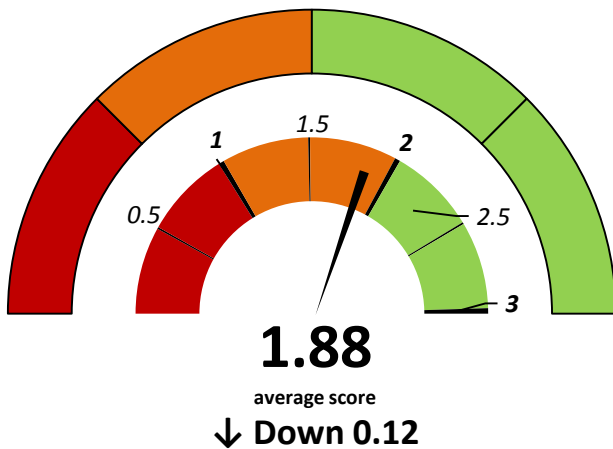
4. Efficiency and Value for Money – See Appendix 4 (page 8)

- Of 2 active measures, 1 is Green and 1 is Amber.
- **‘Channel shift – providing online services’** is Amber this quarter, primarily due to fewer fault reports being made online and fewer contacts received via email. Both are trending positively, however, so if these trends continue, the measure will return to Green for Q3.
- **‘Average cost per whole time equivalent (WTE)’** has been removed following a discussion with a senior officer. The purpose of this measure and behaviours it sought to drive were unclear. As such, Highways is reevaluating how it looks at staff costs in the context of value for money.



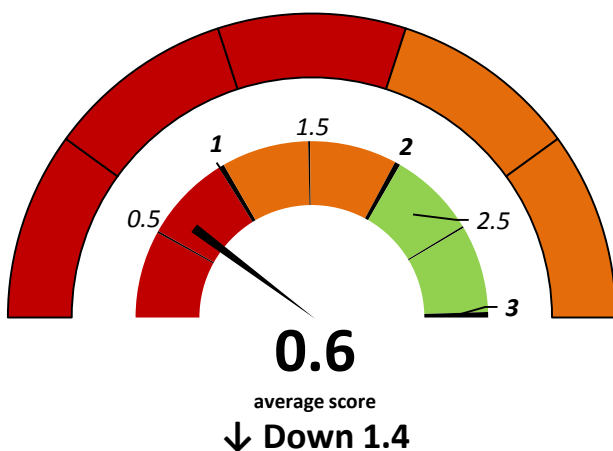
5. Financial – See Appendix 5 (page 9)

- Of 4 active measures, 2 is Green and 2 are Amber.
- **‘Highways Income’** remains Amber in Q2. Both Network Management (NM) and Development Management (DM) income are above forecasts. This is due to lower expenditure in DM and greater income from permitting in NM than originally forecast.
- **‘Income from NRSWA fines’** also remains Amber due to income being lower than originally forecast. This is primarily due to income from Fixed Penalty Notices being £55,000 lower than forecast. Section 74 and Defect Follow Up income streams are largely in line with expectations.



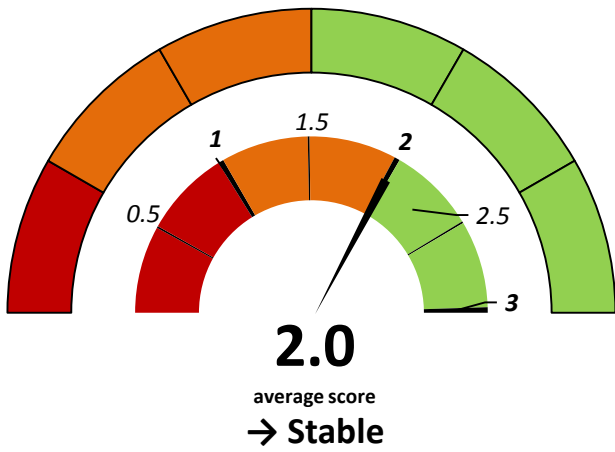
6. Locality – See Appendix 6 (page 10)

- Of 4 active measures, 2 are Green, 1 is Amber and 1 is Red.
- **‘Member attendance at Highways Liaison Meetings’**, a new measure for Q2 recorded biannually, is Red. This is due to overall attendance of 38% against a target of 60%.
- **‘Response to MP enquiries’** has seen a large improvement this quarter. Due to an average response rate of 96.7% within 5 working days, the measure is above its target of 95% and moves from Amber to Green.



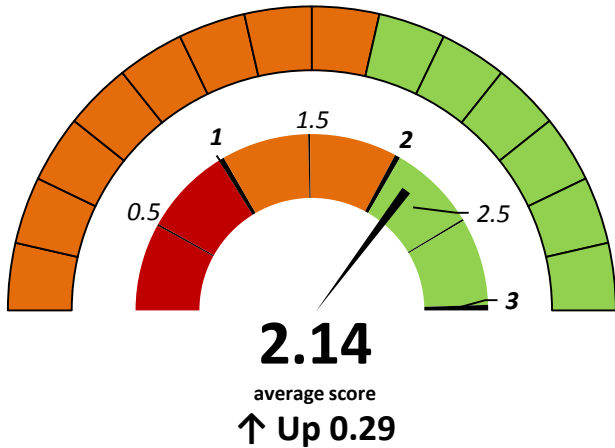
7. Network Management – See Appendix 7 (page 11)

- Of 5 active measures, 2 are Amber and 3 are Red.
- **‘ITCC network interventions’** is Red this quarter, falling to 30% from 62% in Q1. This is due to a disproportionately large number of incidents in East Herts and Broxbourne, where our Intelligent Transport Systems (Variable Message Signs, CCTV) provision is limited. As such, the ITCC was unable to proactively manage as many incidents this quarter.
- **‘Average journey time during the morning peak’** and **‘Change in area wide kilometrage’** were both introduced this quarter, being Red and Amber respectively due to high traffic growth. As such, these are not indicative of poor performance, but rather the pressure that the service is under.
- **Please see the attached briefing note (Appendix B) for further information on the Network Management score this quarter.**



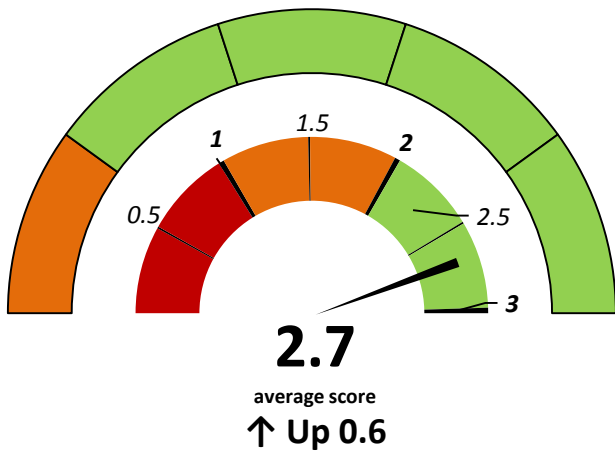
8. Network Safety – See Appendix 8 (page 13)

- Of 6 active measures, 3 are Green, 2 are Amber and 1 is Red.
- **‘Average amount paid for insurance claims’** continues to be Red in Q2, with average settlements for both property and minor injury claims significantly above their target levels for 16/17. These figures will change as more cases from 16/17 are settled, however it is highly likely that 16/17 will be a costly year for insurance claims.
- This is at odds with the Asset Condition measures, which indicate that the network’s condition has steadily improved over the past five years. As such, Highways is analysing the root of these insurance claims in order to establish the drivers behind 16/17’s figures.



9. Operational Delivery – See Appendix 9 (page 15)

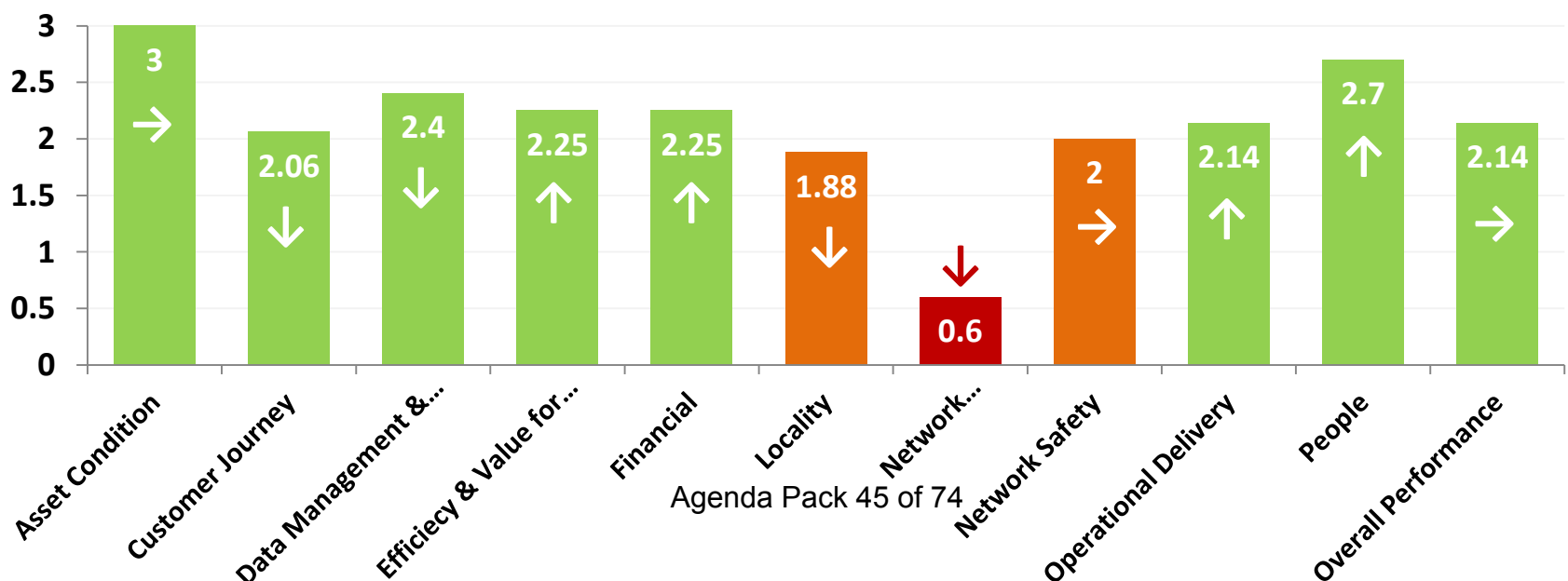
- Of 14 active measures, 6 are Green and 8 are Amber.
- **‘Exposed electrical wiring made safe within 2 hours of receiving the alert’**, although Amber, has been consistently falling from its target level of 100% in May to 98.6% in September. Should this trend continue, it will be Red next quarter.
- **‘Process application audit’** for Cat 1 has seen steady improvements since its introduction in May, reflecting that this measure is now driving the right behaviours. Cat 2 saw steady improvements until September, where the score fell to 88.24%, indicating teething problems.



10. People – See Appendix 10 (page 18)

- Of 5 active measures, 4 are Green and 1 is Amber.
- **‘Staff turnover’** in HCC fell to 9.7% in September after falling consecutively since May, down from 11.5%. This puts it within the target zone for the first time in 17/18, bringing turnover down to the levels seen throughout 16/17 (during which turnover never rose above 9.9%).
- **‘Staff attended course places’** rose significantly for HCC this quarter, primarily due to Mental Health Awareness training and the current New Horizons cohort.
- **‘Number of staff sickness days’** fell significantly in Ringway this quarter to 0.83 days per salaried employee per quarter, putting it within the target of 1 day.

Performance summary

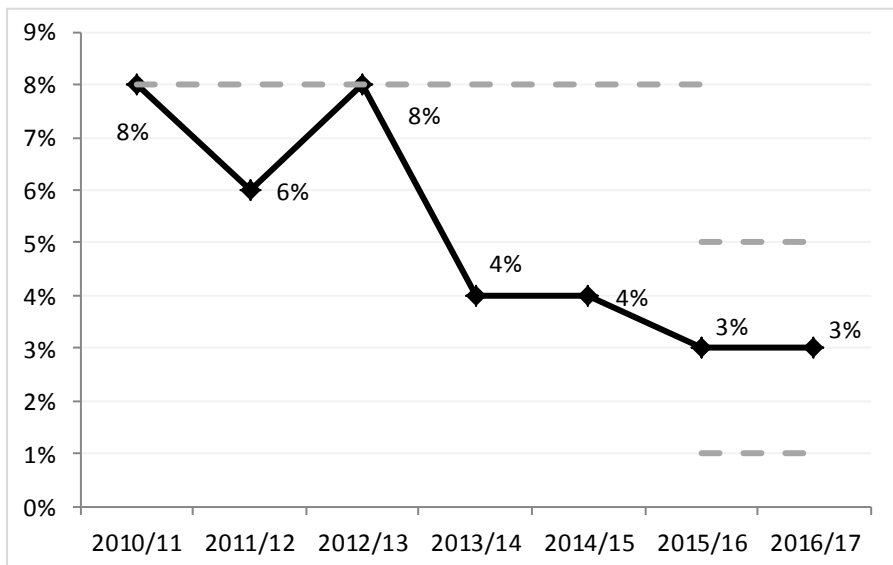


Appendix 1 – Asset Condition

1. A-roads where maintenance should be considered (%)

RAG is Green

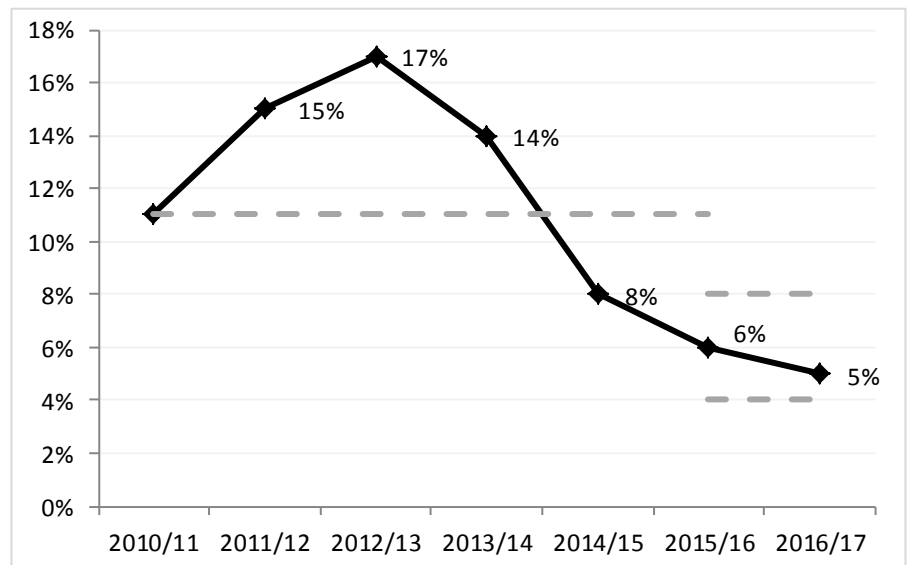
Target is between 1-5%



2. B- & C-roads where maintenance should be considered (%)

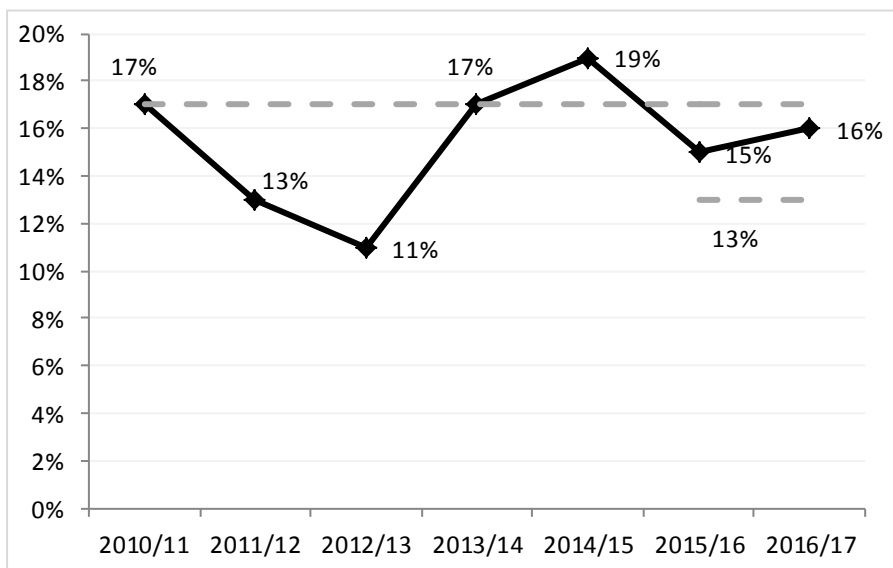
RAG is Green

Target is between 4-8%



3. Unclassified roads where maintenance should be considered (%) - RAG is Green

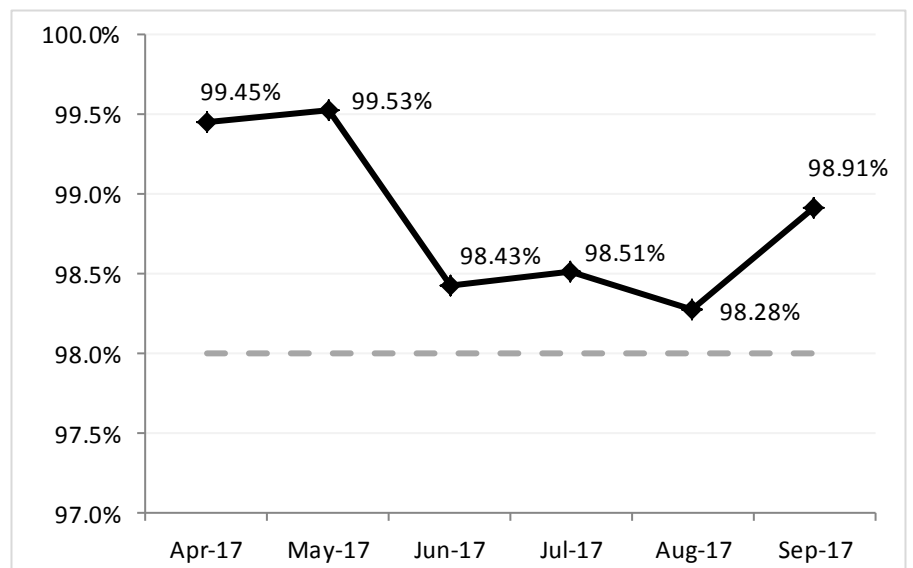
Target is between 13-17%



4. Streetlights working as planned on A, B and C roads (%)

RAG is Green

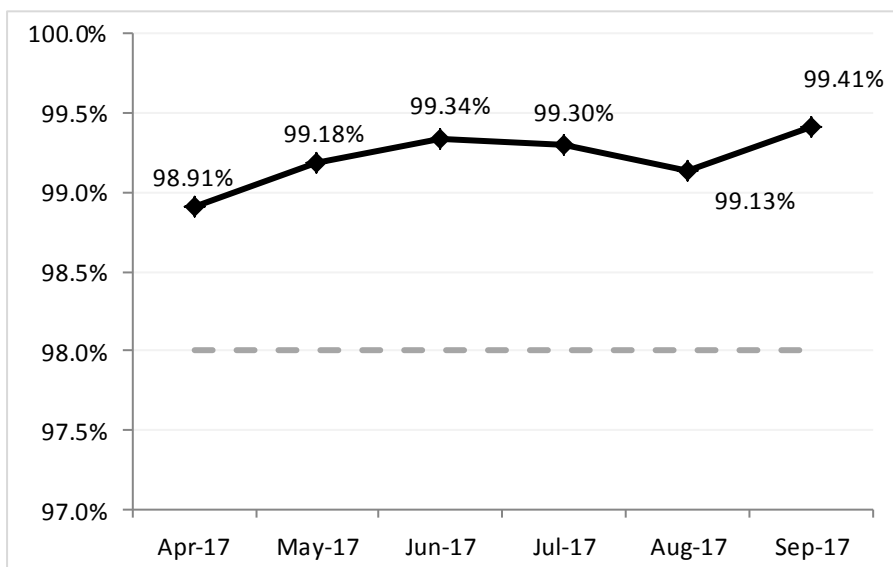
Target is at or above 98%



5. Traffic signal availability (%) (Up to August)

RAG is Green

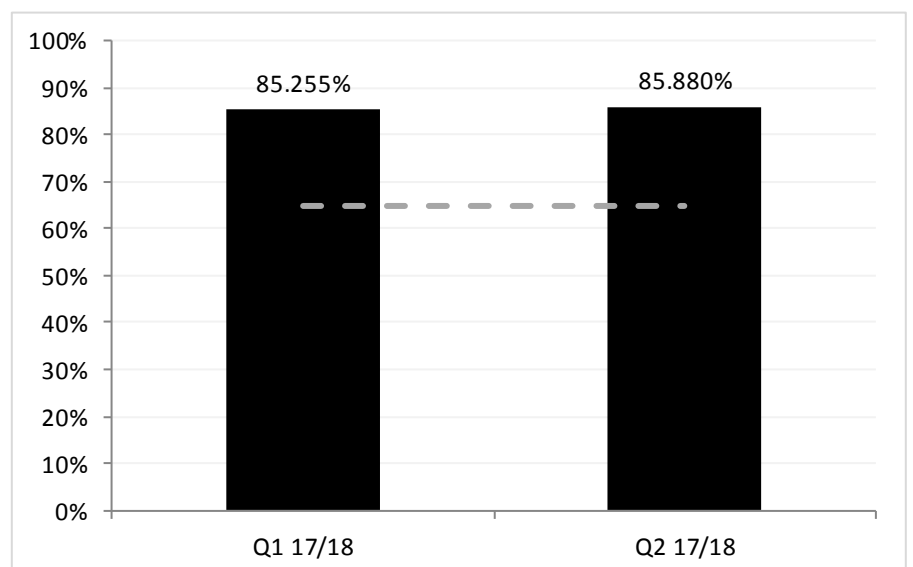
Target is at or above 98%



6. Bridge condition score (%) [Composite of two scores]

RAG is Green

Target is at or above 65%

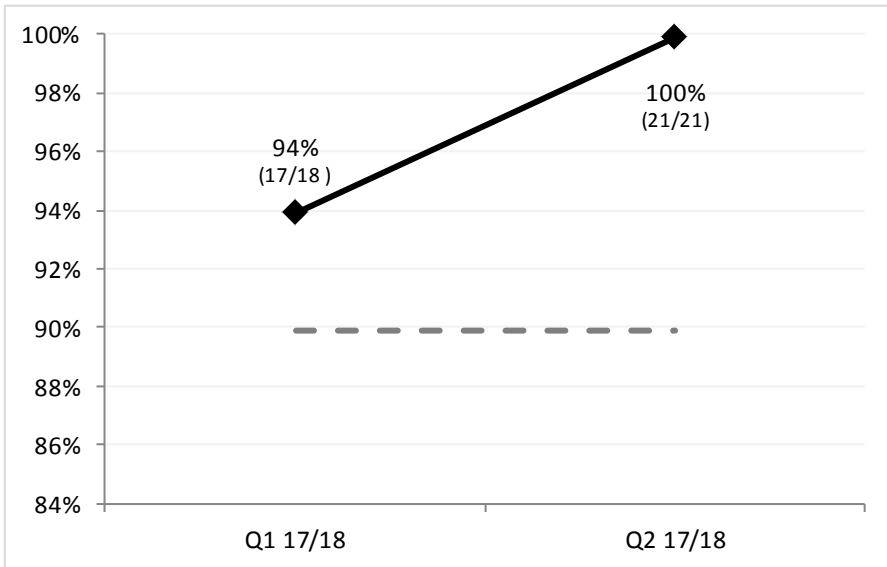


Unreported this quarter:

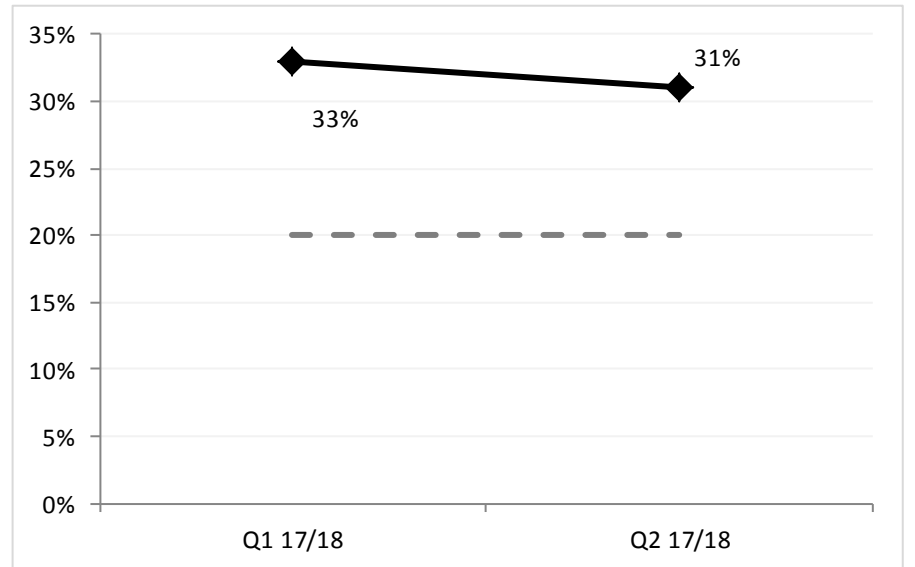
- Average condition of the highway network – In development within AM team
- Footway maintenance score – In development within AM team

Appendix 2 – Customer Journey

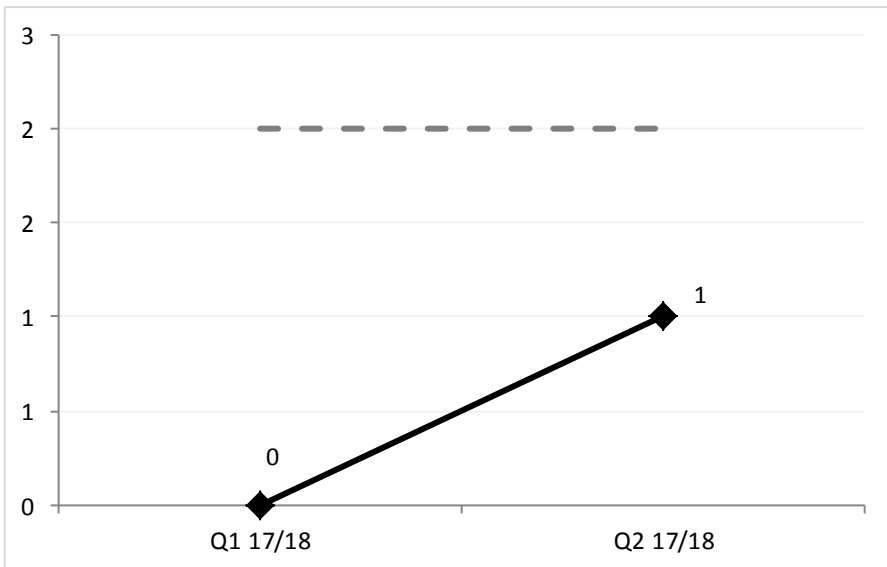
1. Stage 1 & 2 complaint investigations completed to agreed timescales (%) – RAG is Green
 Target is at or above 90%



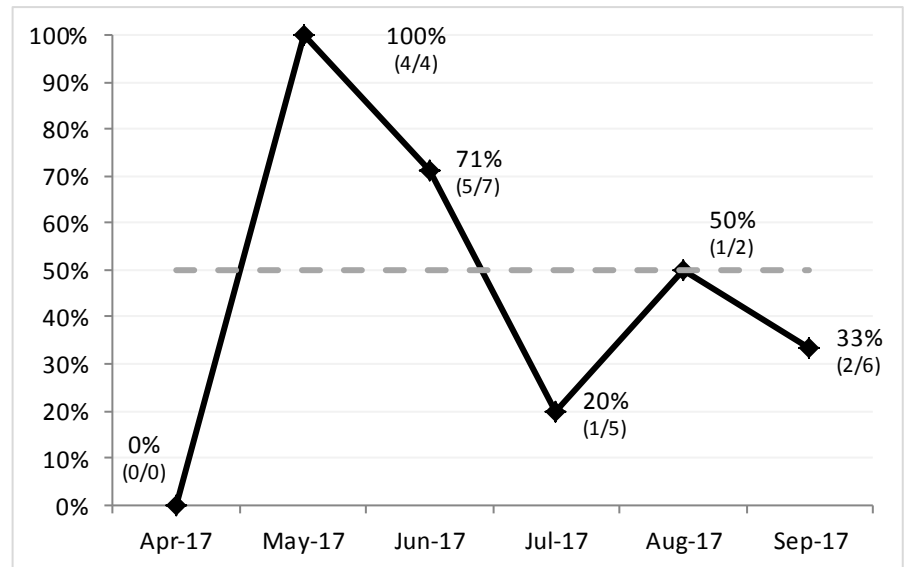
2. Complaints escalated beyond stage 1 (%)
 RAG is Amber
 Target is at or below 20%



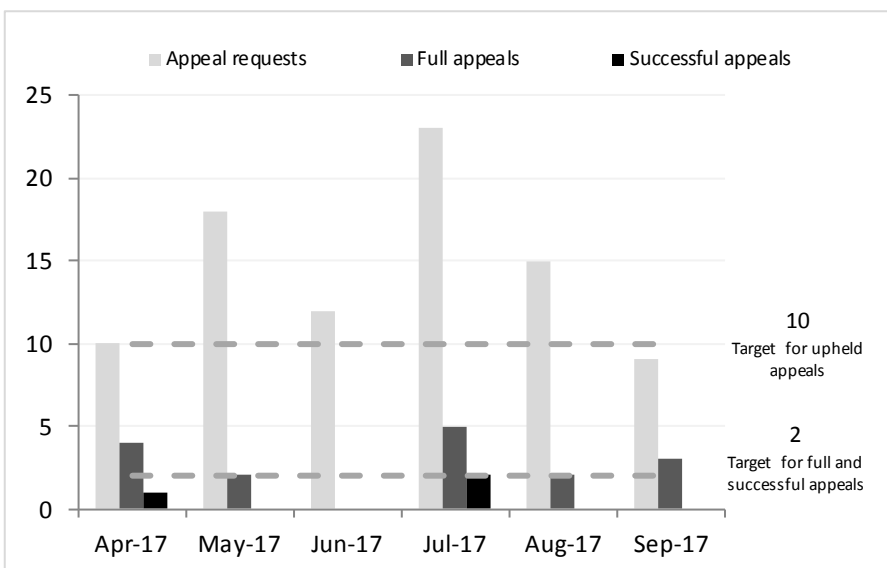
3. Number of final ombudsman decisions
 RAG is Green
 Target is at or below 2 decisions



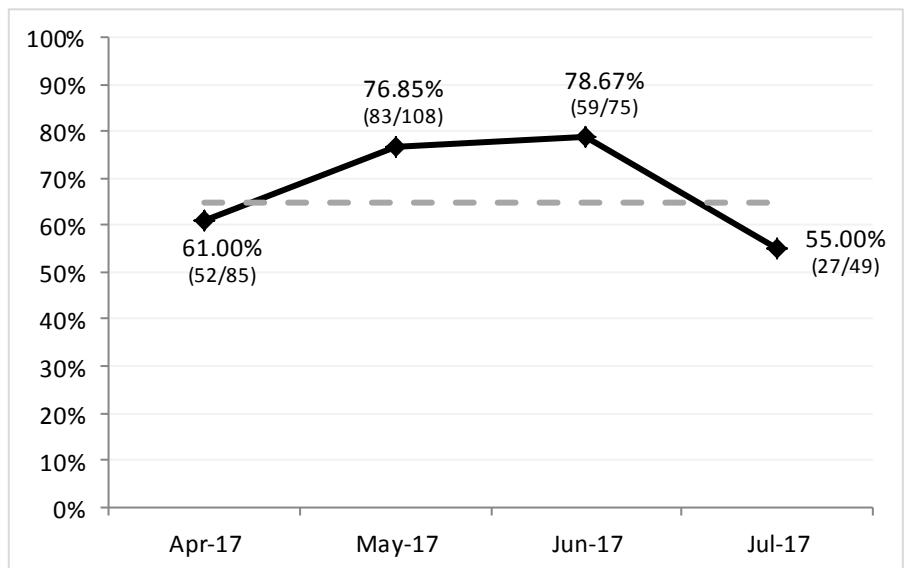
4. Stage 1 complaints upheld/partially upheld (%)
 RAG is Green
 Target is at or below 50%



6. Number of VXO appeals
 RAG is Amber
 Target is at or below 10 appeal requests, 2 for successful appeals



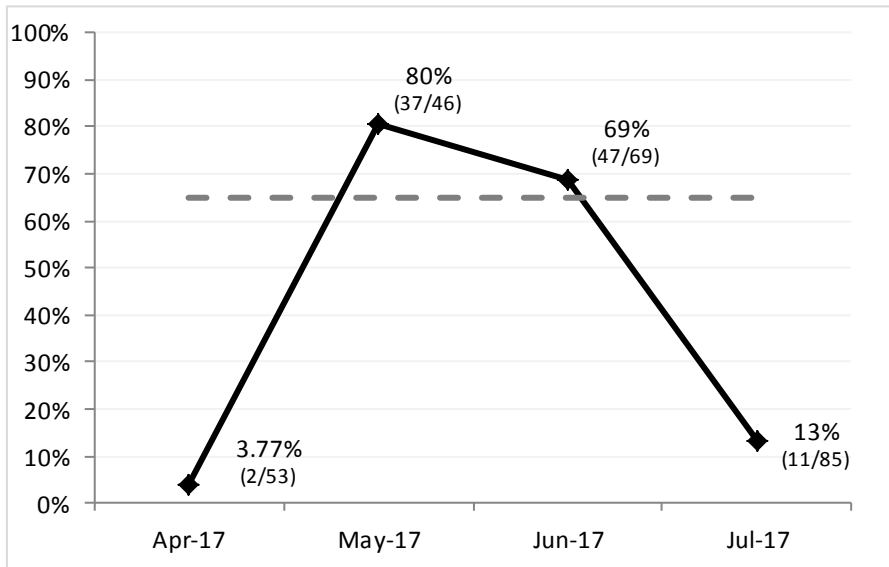
5. VXO applications processed in 6 weeks
 RAG is Amber
 Target is at or above 65 %



7. VXOs constructed in 8 weeks (%)

RAG is Red

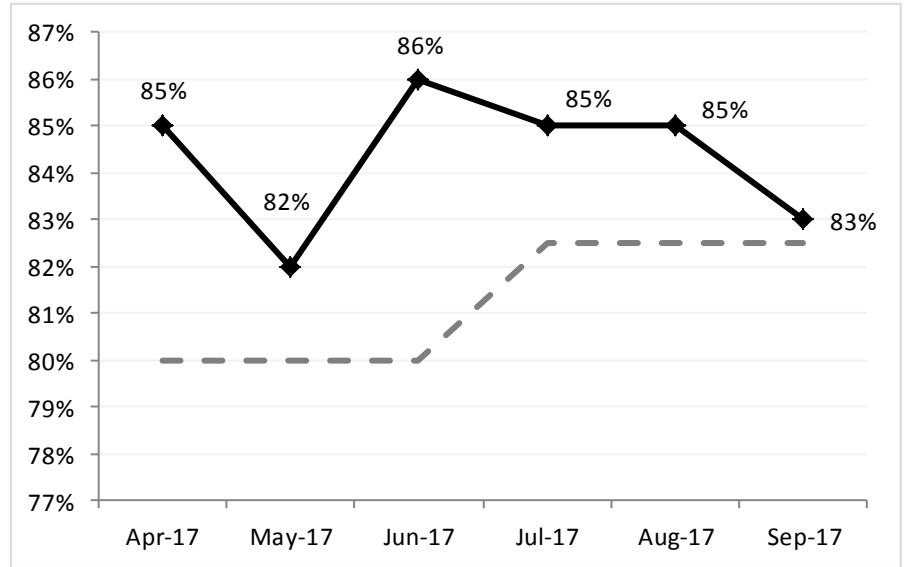
Target is at or above 65%



8. Responses to public correspondence (%)

RAG is Green

Target is at or above 82.5%



Unreported this quarter:

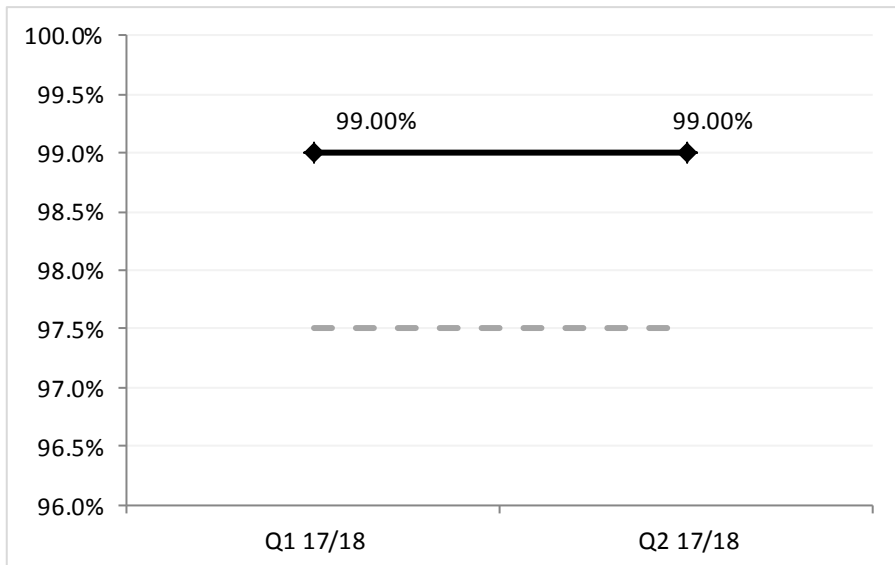
- Delivering network management to timescale – An officer pulling together necessary data sources to make this possible

Appendix 3 – Data Management & Systems Development

1. WCS PMNet data management and integrity (%)

RAG is Green

Target is at or above 97.5%



2. Progress with system development

RAG is Amber

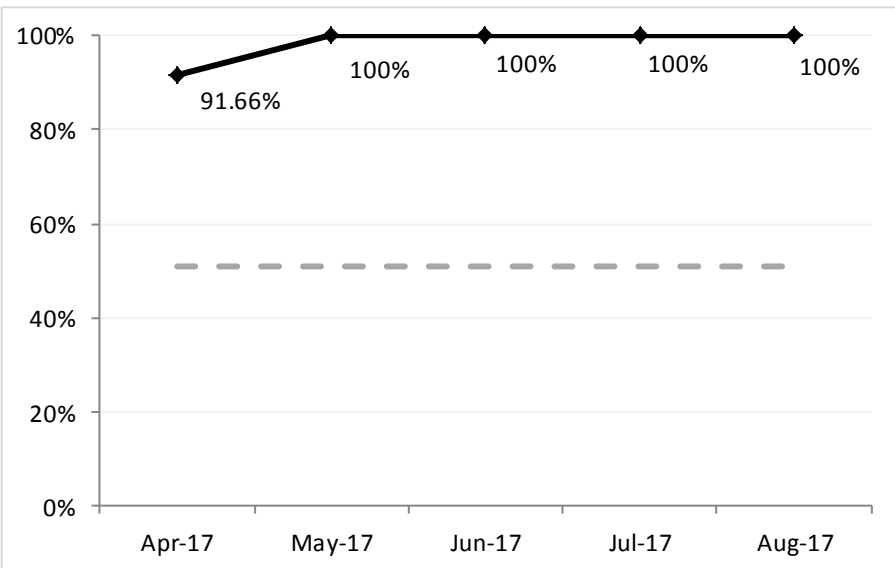
'Greener' RAG rating is better

Project	RAG Q1	RAG Q2
Confirm v17	Green	Amber
Fault reporting	Green	Amber
Windows 10	Green	Amber
Hardware	Green	Amber
Data strategy	Green	Green
Overall	Green	Amber

3. Gazetteer status – Proportion of criteria gold or silver (%)

RAG is Green

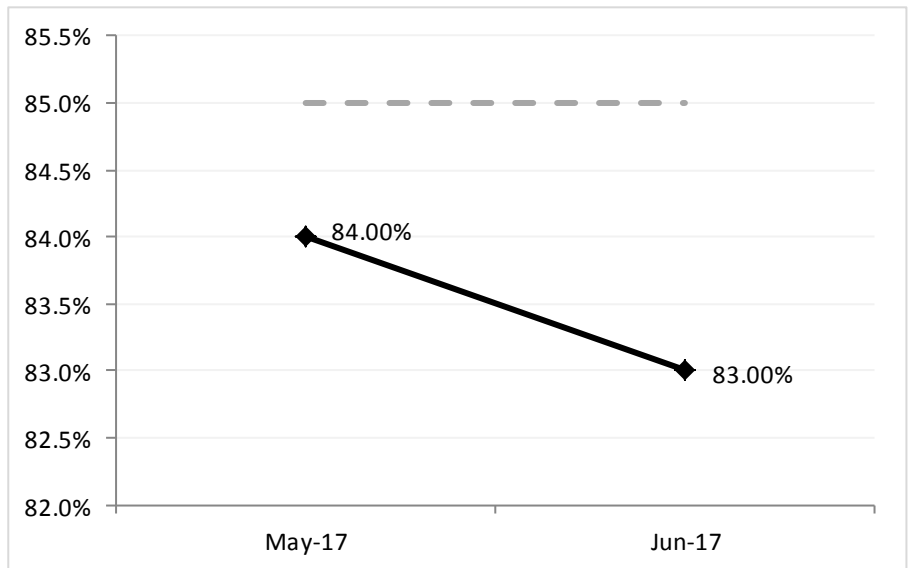
Target is at or above 51%



4. Programmed traffic counts achieved (%) – Q2 data still to come

RAG is Amber

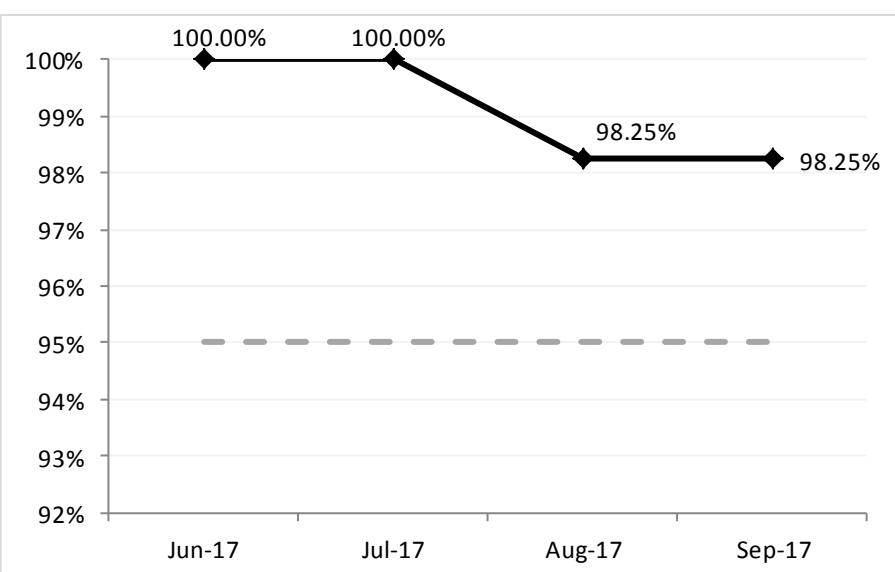
Target is at or above 85%



5. Data requests responded to within 3 working days (%)

RAG is Green

Target is at or above 95%



Unreported this quarter:

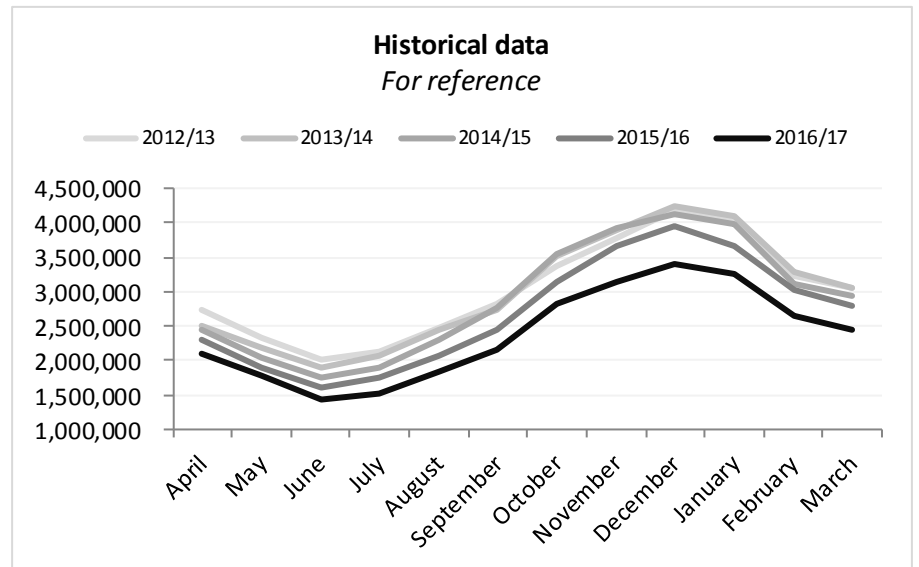
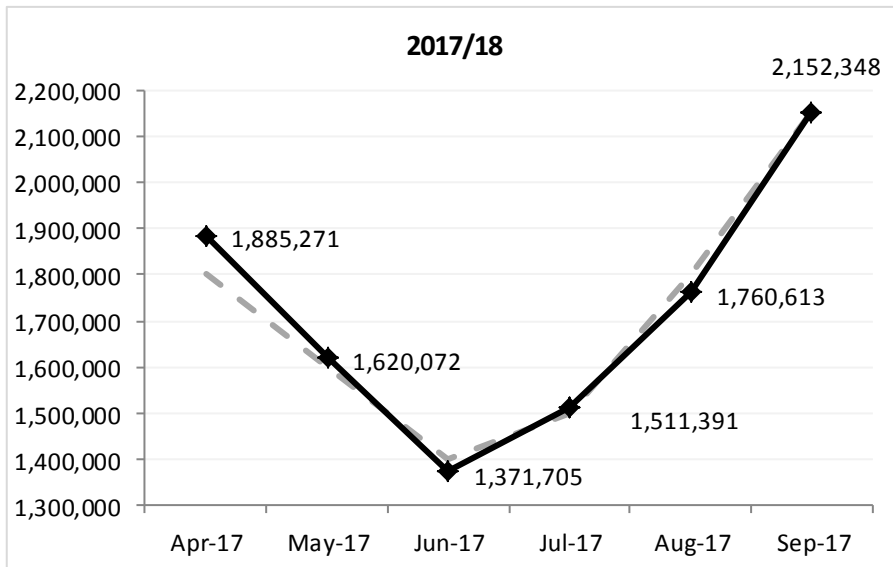
- Asset inventory updates – In development within AM team

Appendix 4 – Efficiency & Value for Money

1. Street lighting energy usage (KWh)

RAG is Green

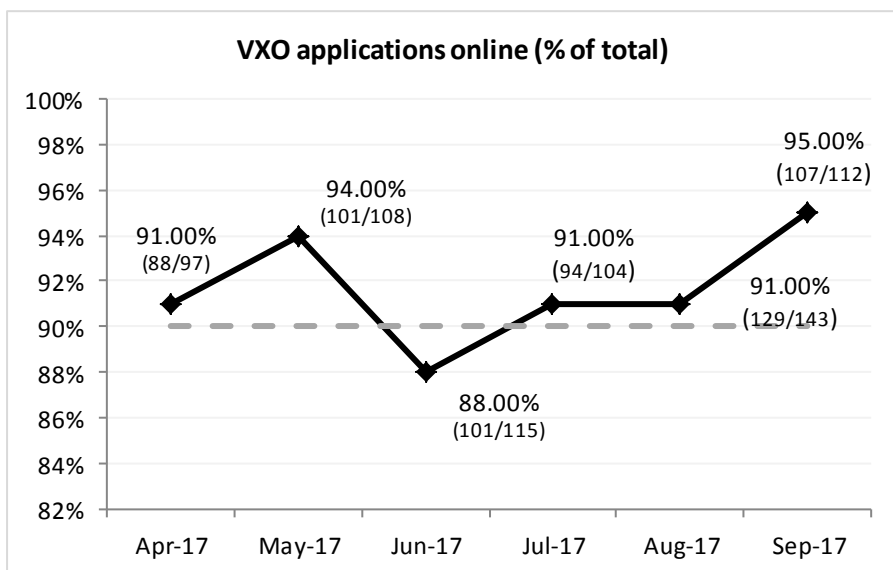
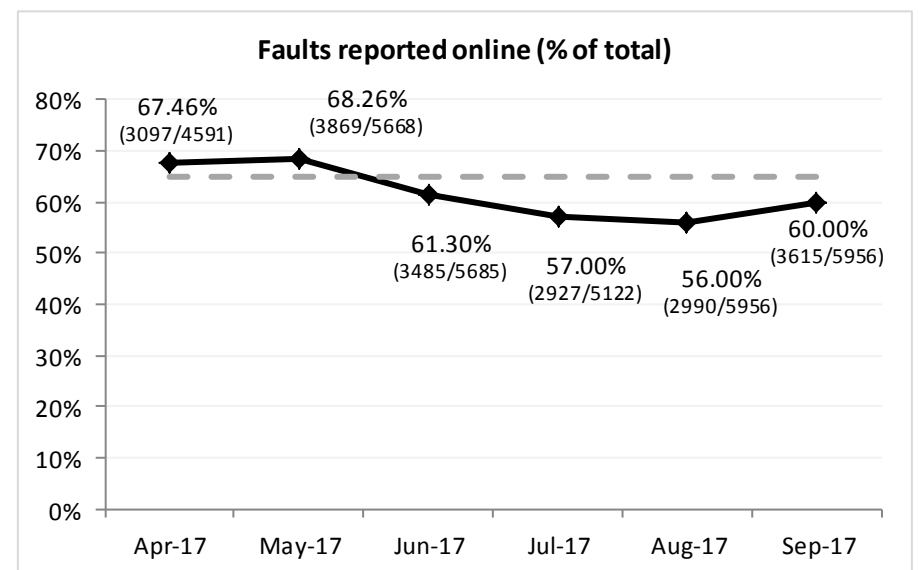
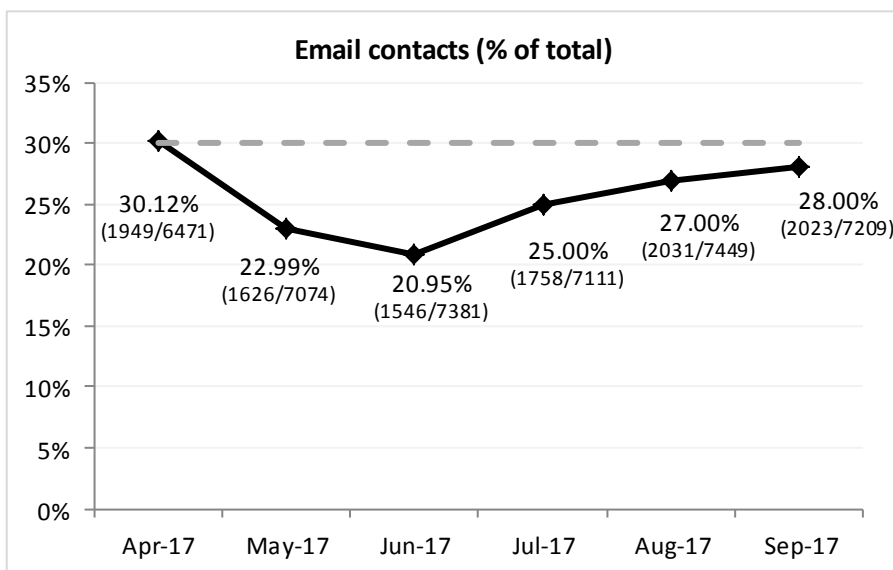
Target changes monthly, aim is to be below monthly target



2. Channel shift – providing online services

RAG is Amber

This is an aggregate of three sub-measures. In all cases, aim is to be at or above target level as depicted in graphs



Unreported this quarter:

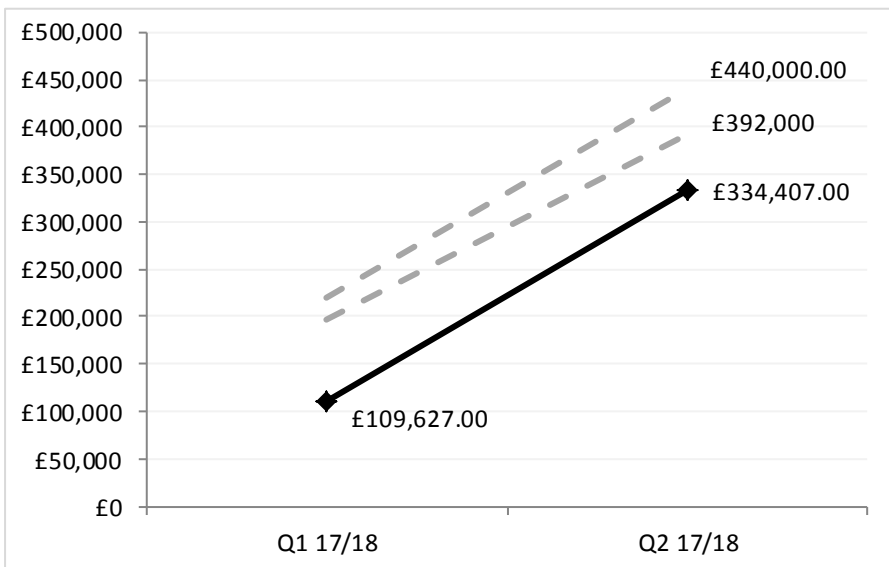
- Efficiencies Panel – Data, RAGs to be agreed with Contracts, Performance & Development officer
- Works cost per m² of surfaced treatment – In development within AM team

Appendix 5 – Financial

1. Income from NRSWA fines YTD (£)

RAG is Amber

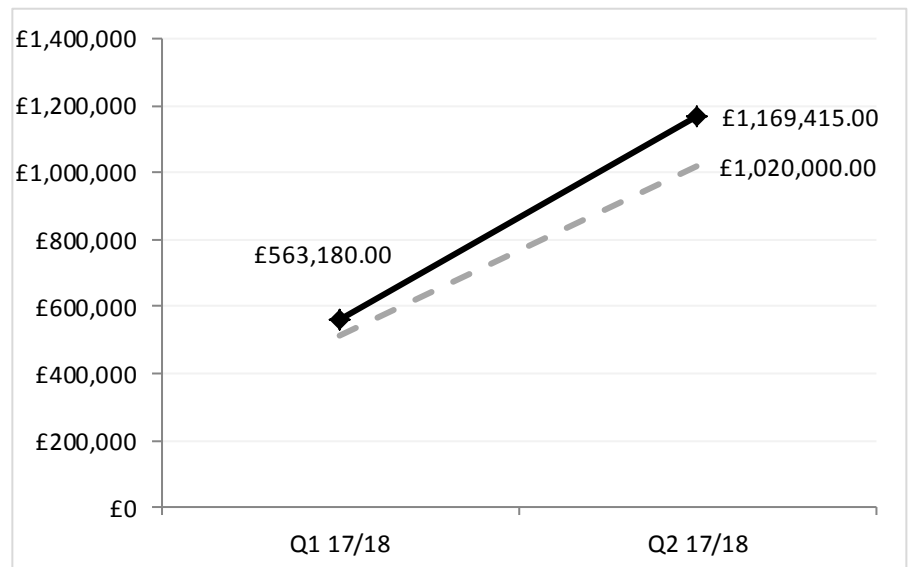
Target is £392,000 (i.e. 98% of projected income)



2. Income from permitting YTD (£)

RAG is Green

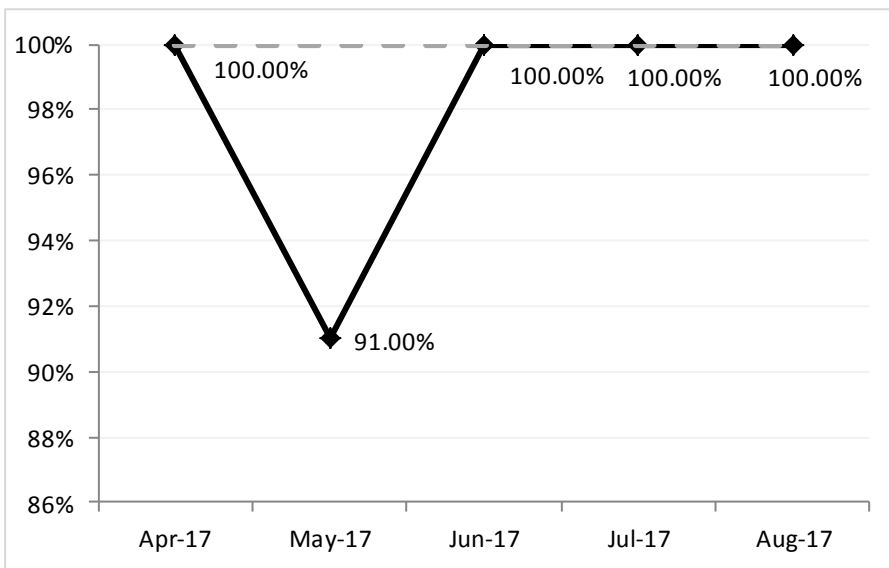
Target is at or above £850,000 (i.e. £170,000 per month)



3. Number of budget reports completed (%)

RAG is Green

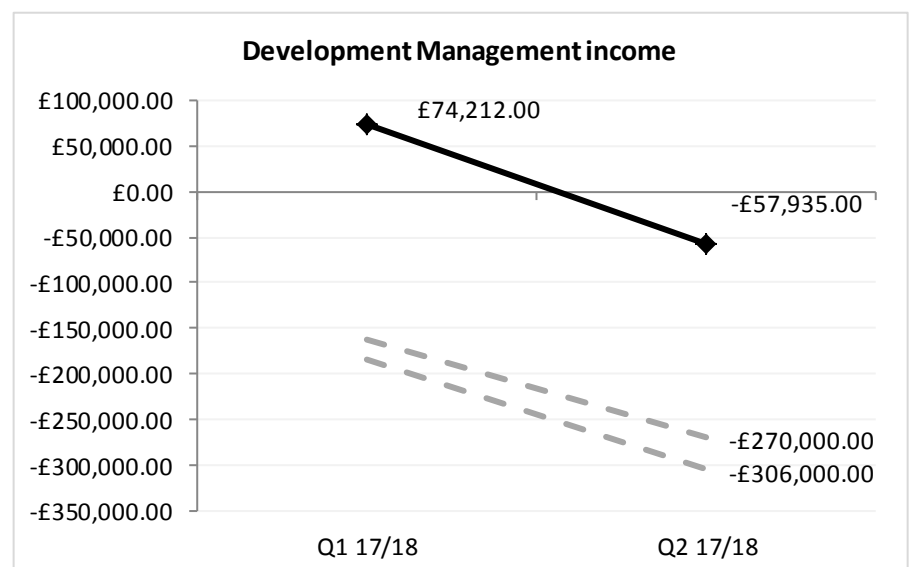
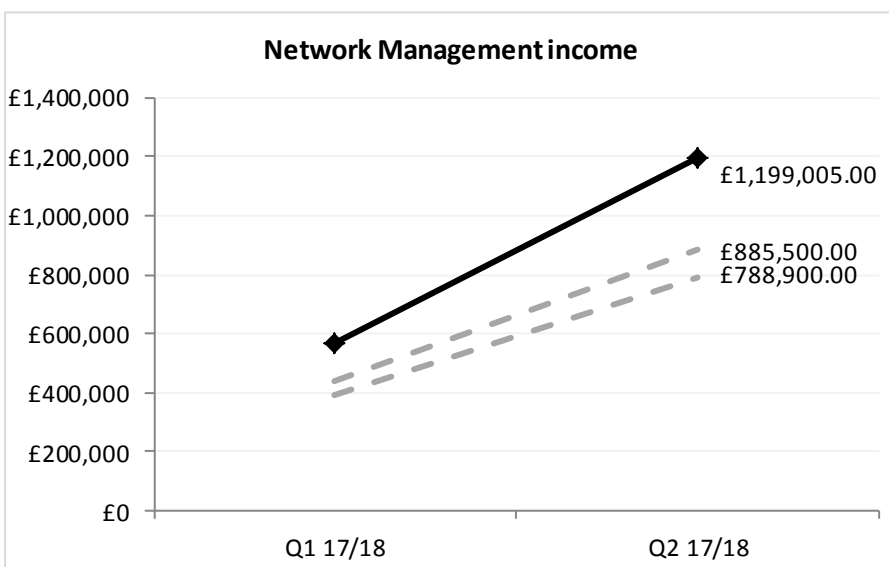
Target is 100%



4. Highways income – Network Management and Development Management income YTD

RAG is Amber

This is an aggregate of two sub-measures. In all cases, aim is to be within limits as set out by the TMA, as depicted in graphs.



Unreported this quarter:

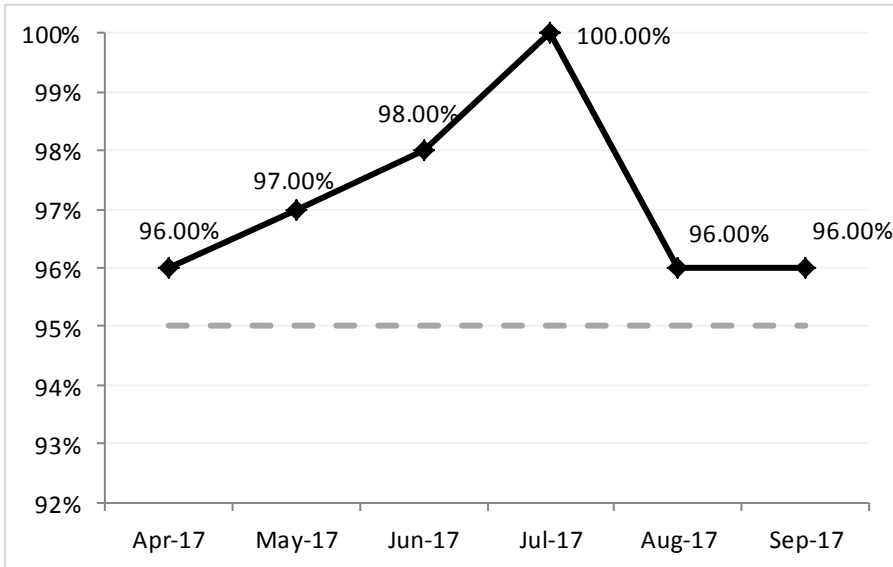
- Payment submissions and processing time – In development
- Provision of final outturns and accuracy – In development within CPD

Appendix 6 – Locality

1. Response to member enquiries (within 5 working days)

RAG is Green

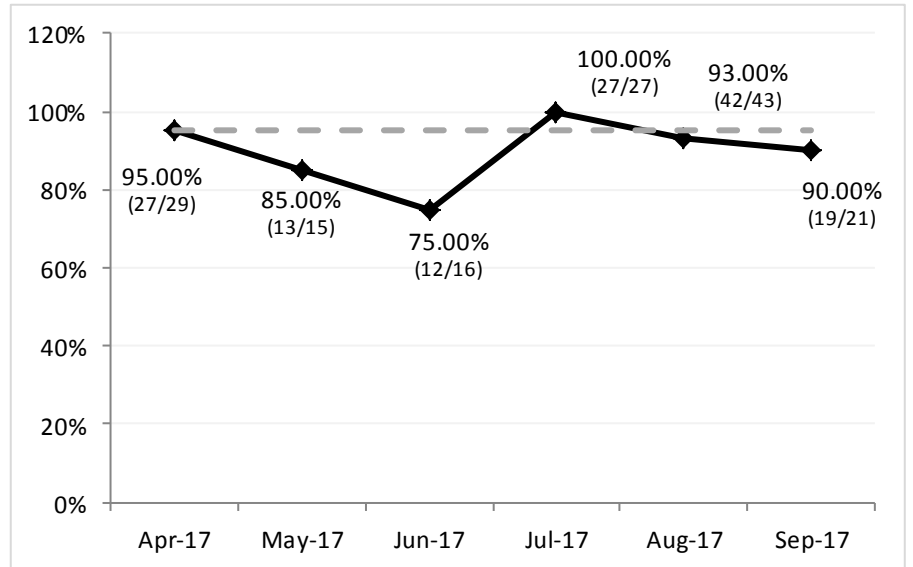
Target is at or above 95%



2. Response to MP enquiries in time (within 5 working days)

RAG is Green

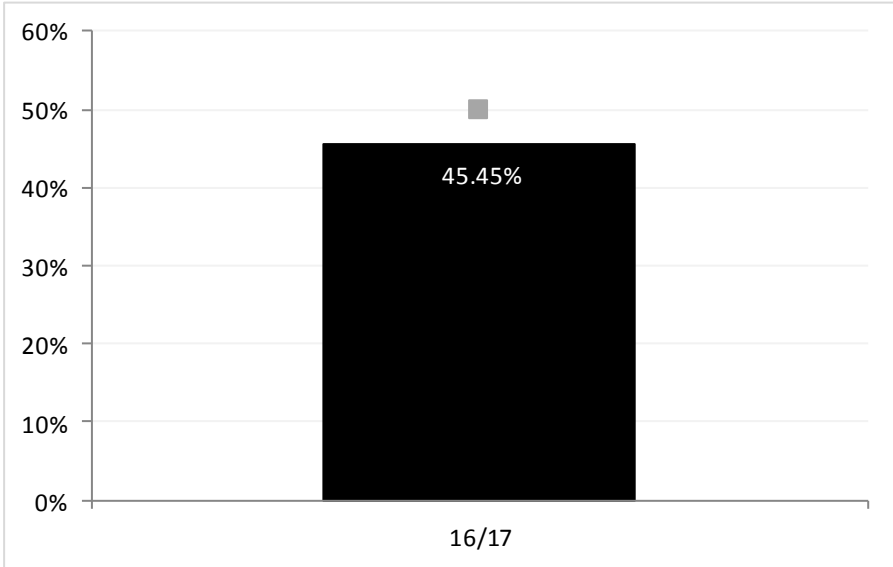
Target is at or above 95%



3. Member surveys completed (%)

RAG is Amber

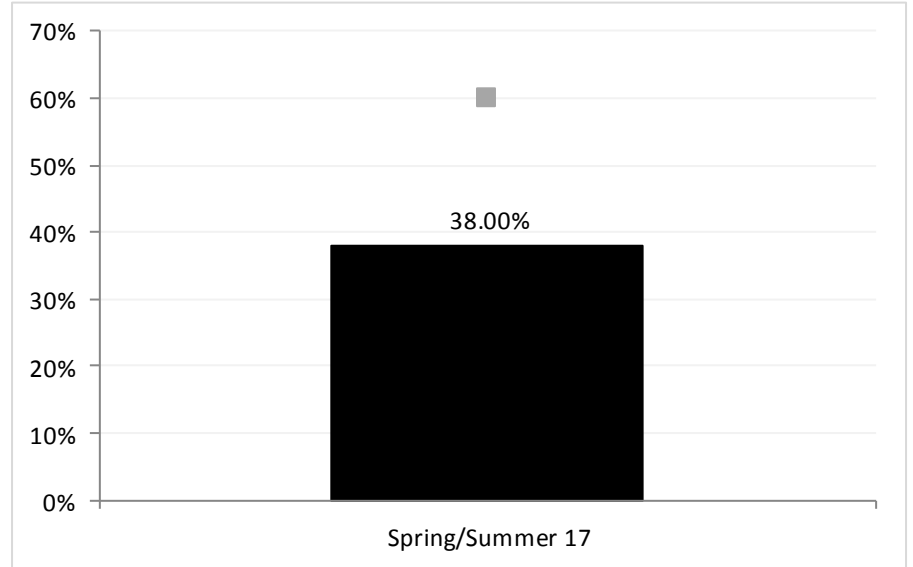
Target is at or above 50%



4. Member attendance at Highways Liaison Meetings (%)

RAG is Red

Target is at or above 60%



Unreported this quarter:

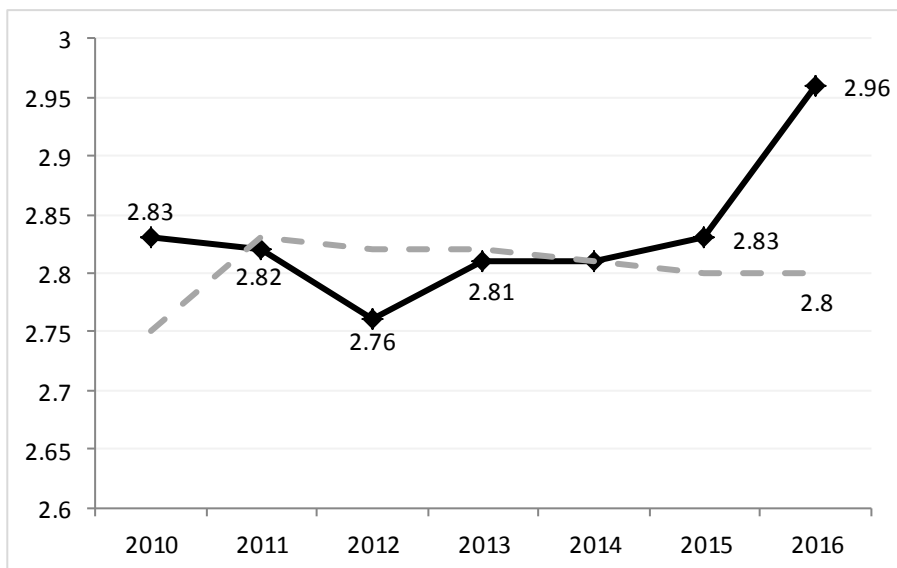
- Phase 1 quotes provided to time (%) – Existing measure in review
- HLB accounts complying with end Feb Phase 1 allocation milestone (%) – Existing measure in review
- HLB accounts complying with end Sept Phase 2 allocation milestone (%) – Existing measure in review

Appendix 7 – Network Management

1. Average journey time during morning peak (minutes per mile)

RAG is Red

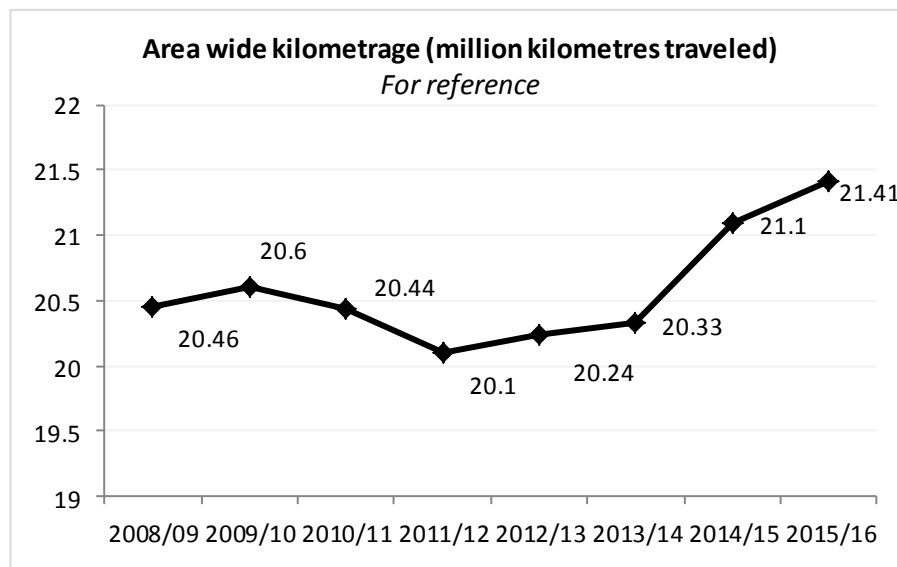
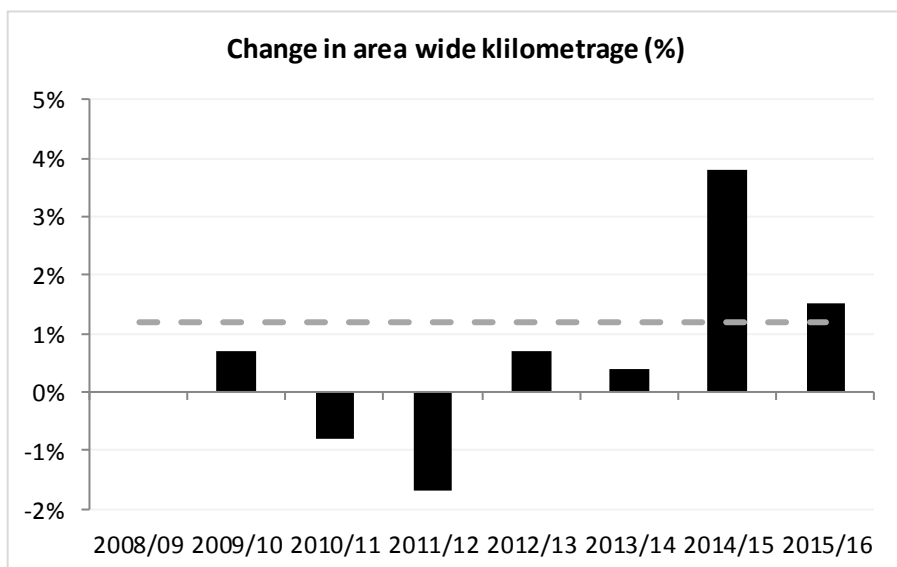
Target for 2016 is at or below 2.8 minutes per mile



2. Change in area wide kilometrage

RAG is Amber

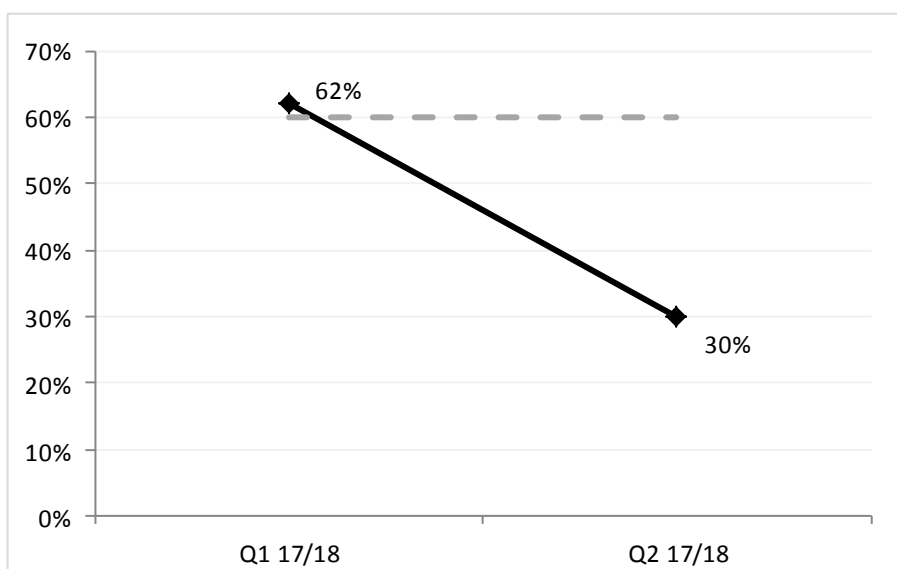
Target is at or below annual growth of 1.2%



3. ITCC network interventions (%)

RAG is Red

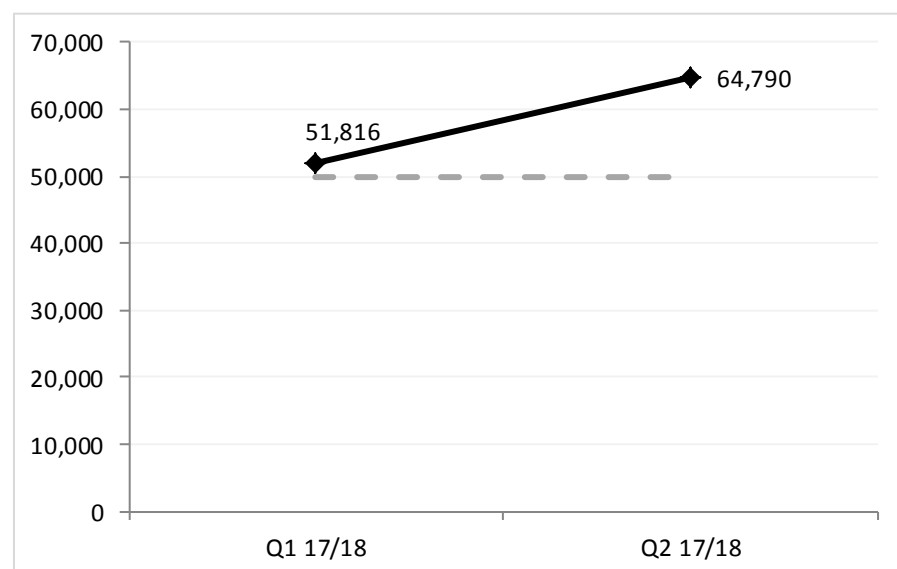
Target is to proactively manage above 60% of incidents



4. Days occupation on the Highway

RAG is Amber

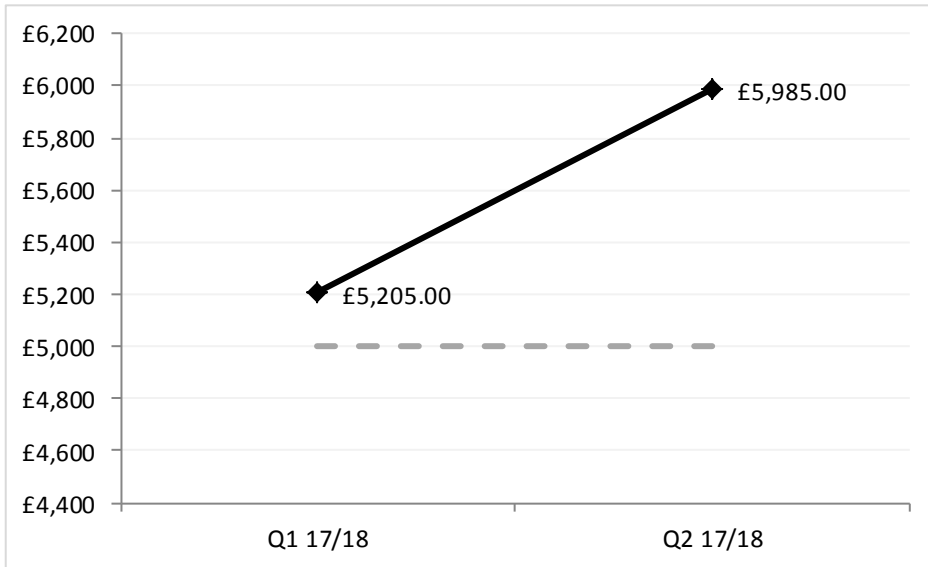
Target is at or below 50,000 days



3. Value of deemed permits (£)

RAG is Red

Target is at or below £5,000



Unreported this quarter:

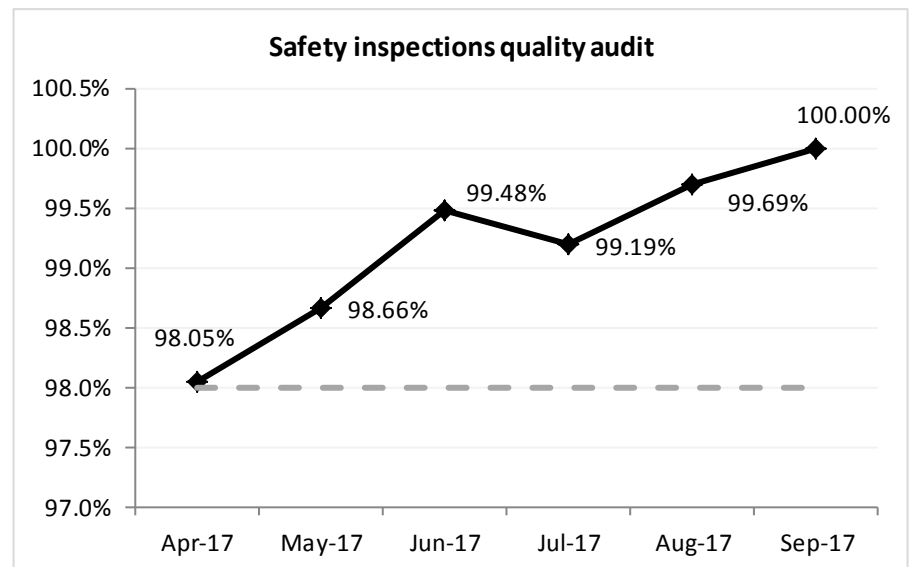
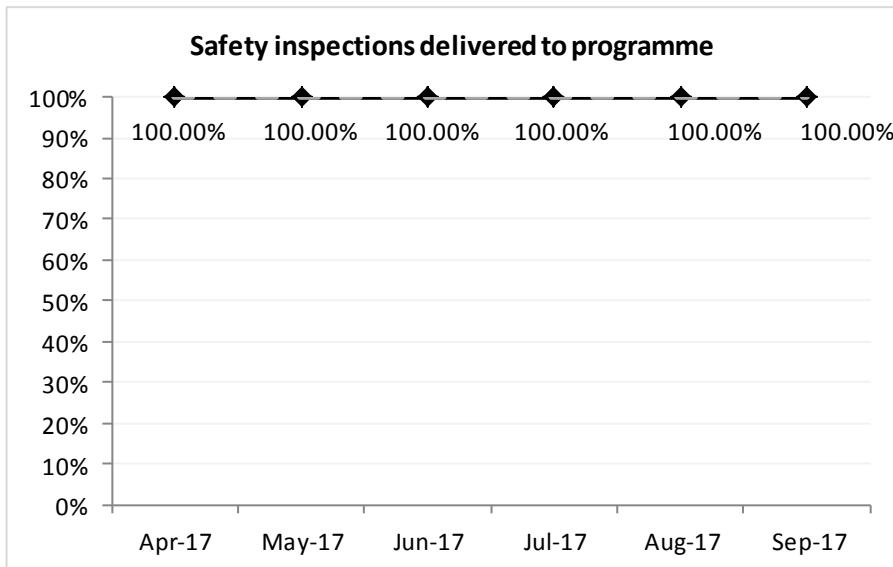
- Abnormal loads – Data behind this not fully agreed yet, but in development with Network Management
- Citizens making journeys of less than one mile on foot (%) – Looked at within TARs as part of KPI review
- Citizens making journeys of less than three miles on foot (%) – Looked at within TARs as part of KPI review

Appendix 8 – Network Safety

1. Safety Inspections

RAG is Green

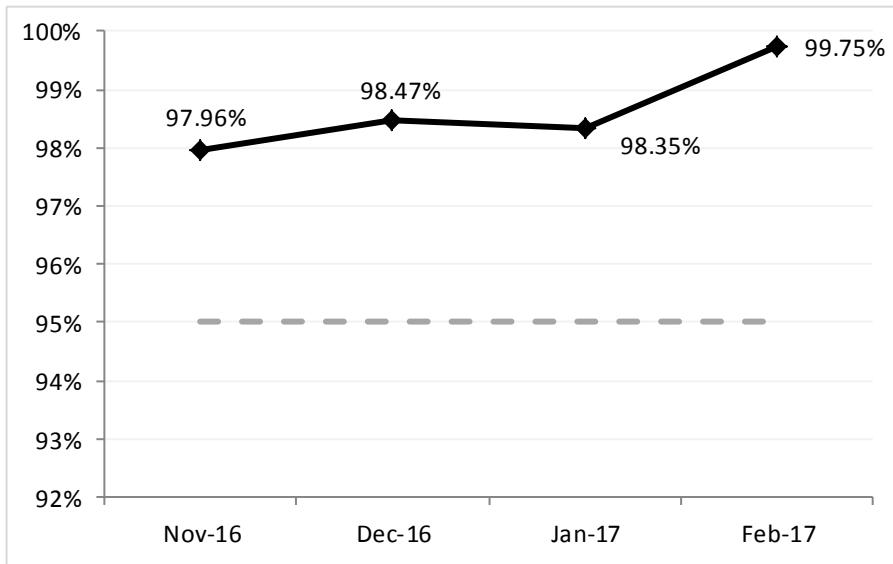
This is an aggregate of two sub-measures. In all cases, aim is to be at or above target level as depicted in graphs.



2. Routes completely salted to time (%)

RAG is Green

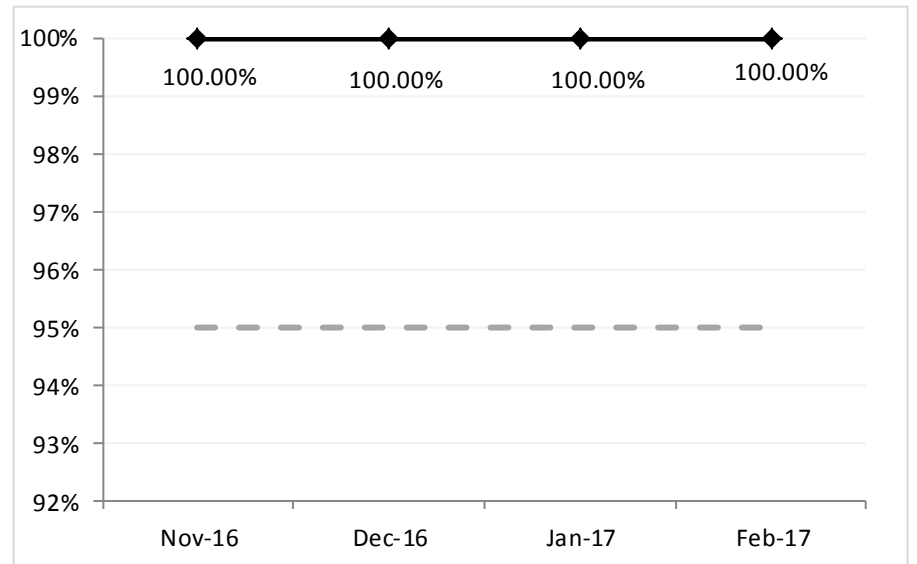
Target is at or above 95%



3. Salt bins filled to programme (%)

RAG is Green

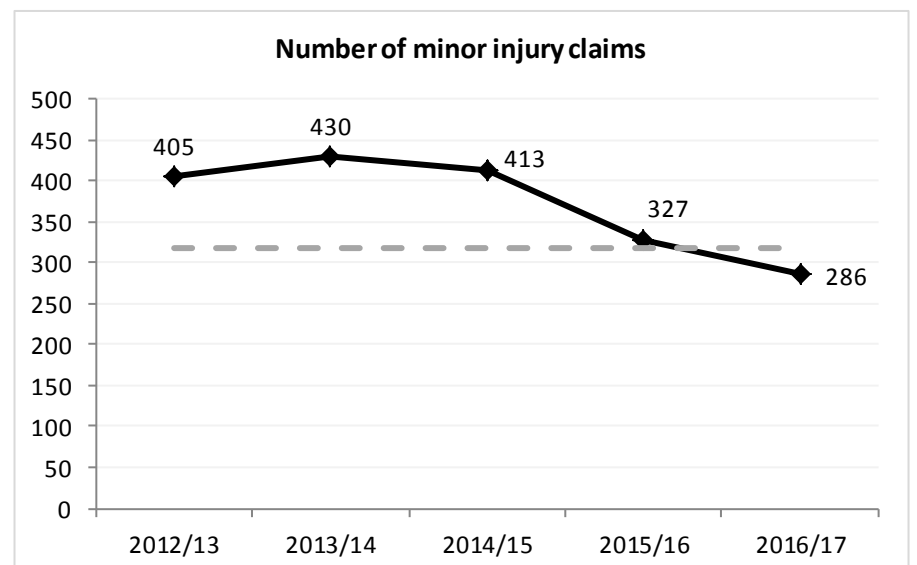
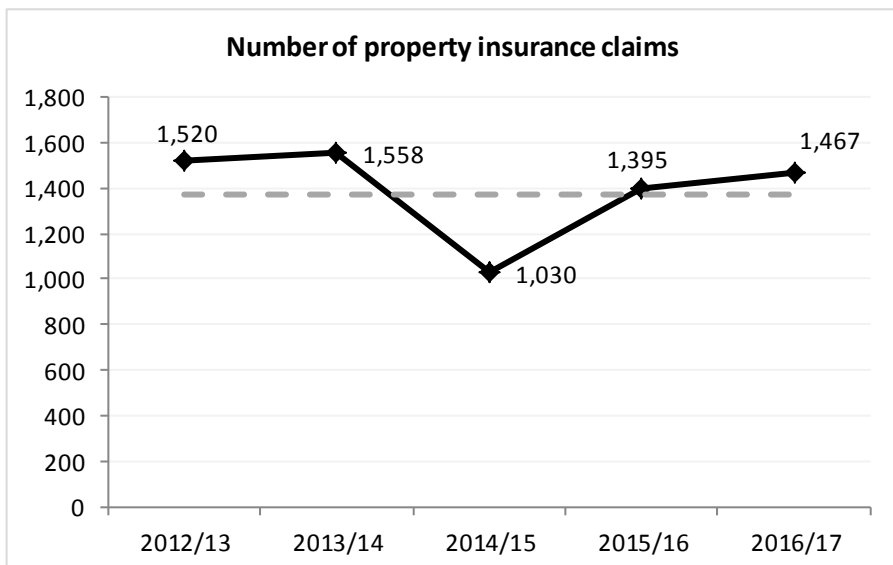
Target is at or above 95%



4. Number of insurance claims (up to the value of £50,000)

RAG is Amber

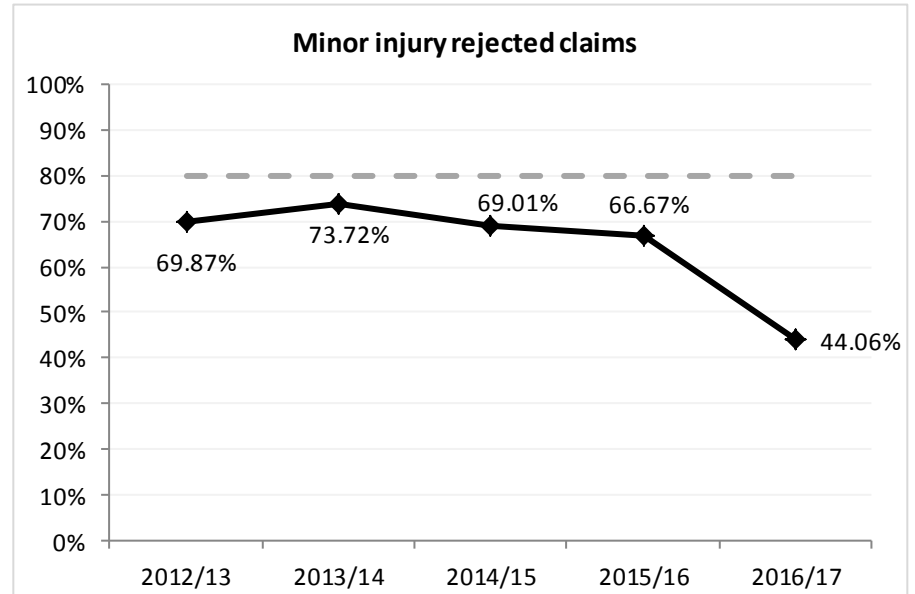
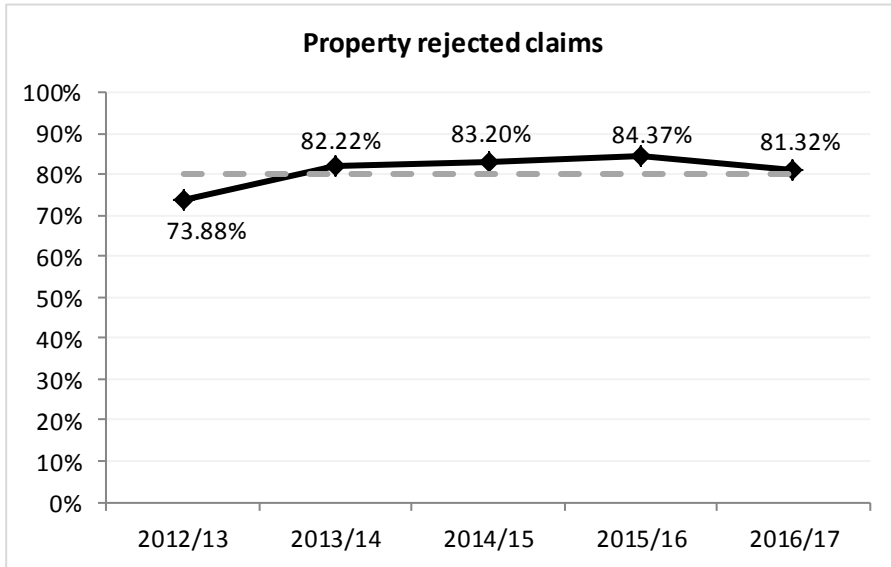
This is an aggregate of two sub-measures. In all cases, aim is to be at or below target level as depicted in graphs. **Please note:** These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.



5. Rejected insurance claims (as % of total claims)

RAG is Amber

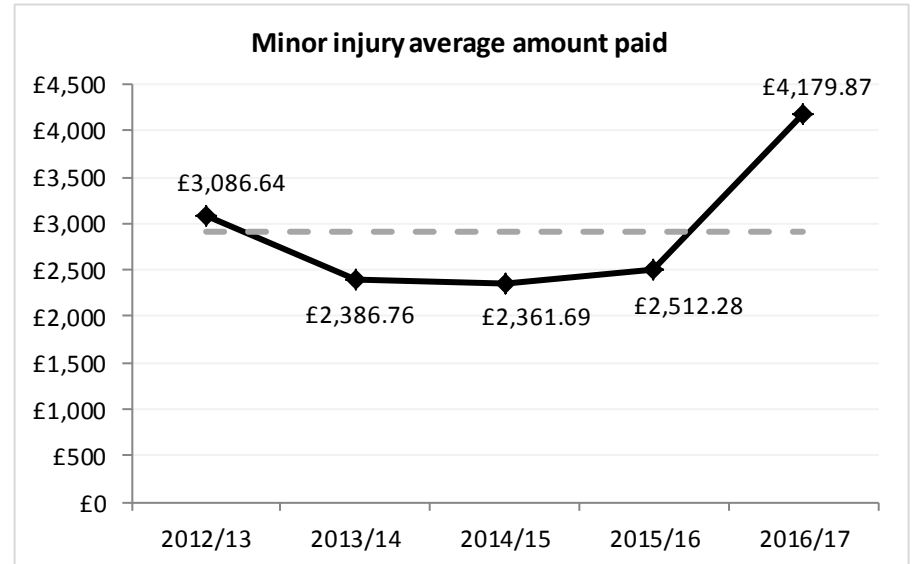
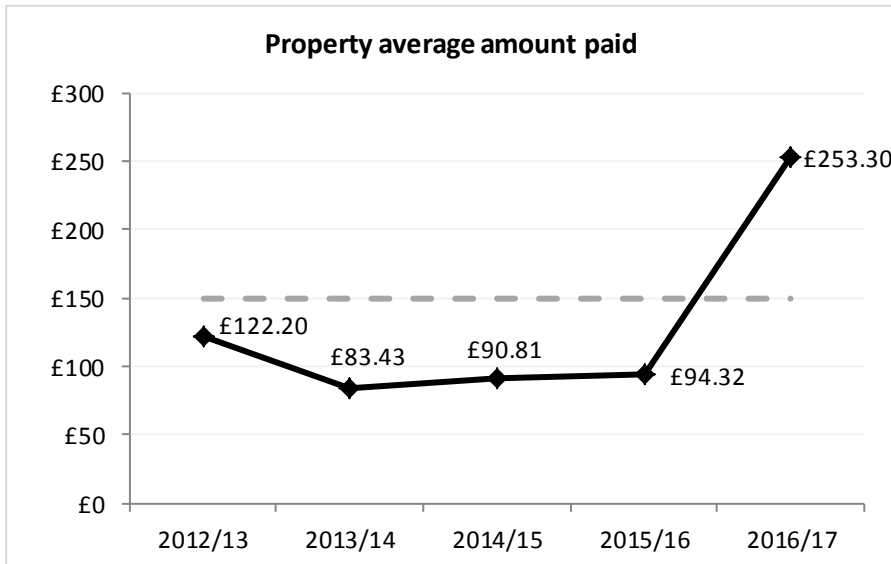
Target is at or above 80%. *Please note: These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.*



6. Average amount paid for insurance claims

RAG is Red

This is an aggregate of two sub-measures. In all cases, aim is to be at or below the target level as depicted in graphs. *Please note: These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.*



Unreported this quarter:

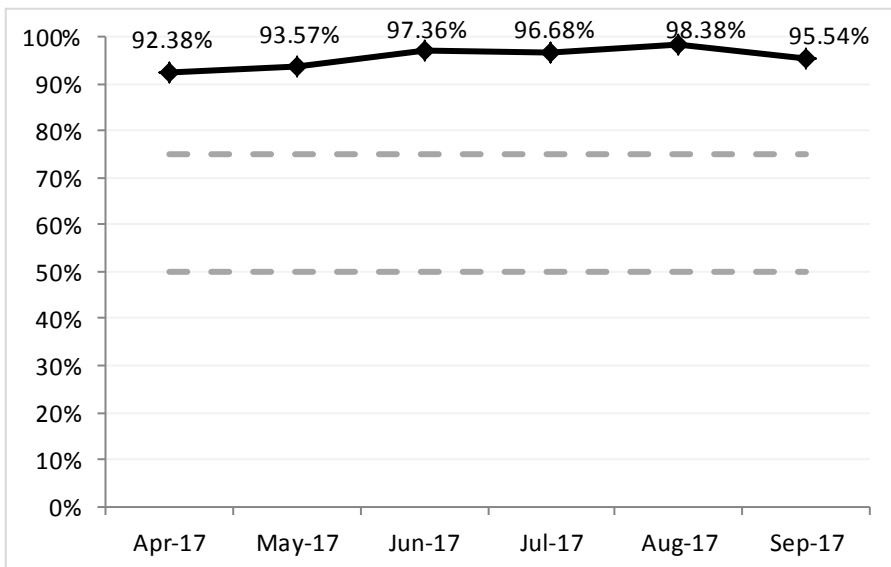
- People killed or seriously injured in road traffic accidents – In review by TARs
- Children killed or seriously injured in road traffic accidents – In review by TARs
- Number of slight road injuries per year – In review by TARs
- Speed limit compliance – Discussions over to whether to include due to being primary responsibility of Herts Police

Appendix 9 – Operational Delivery

1. Overall Ringway Performance Score (%)

RAG is Green

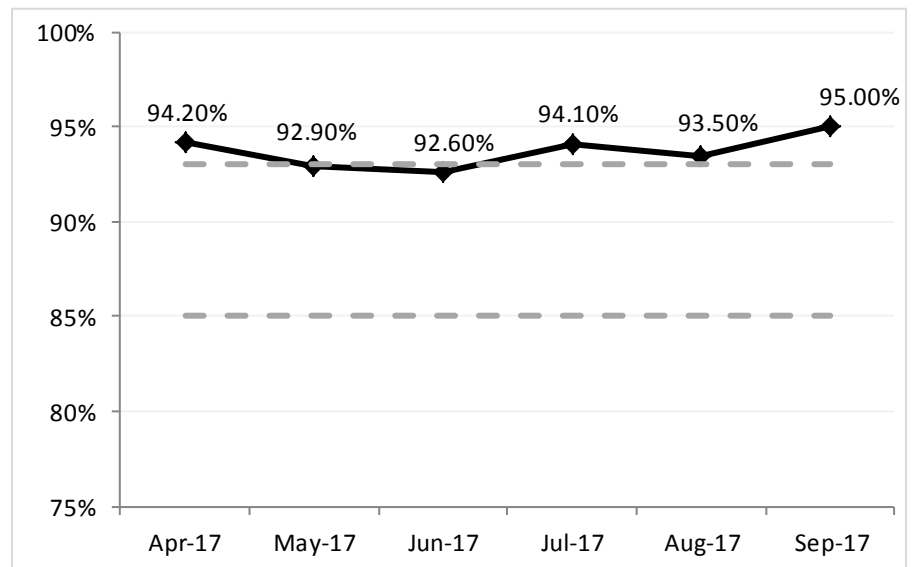
Target is at or above 75%, review below 50%



2. Planning consultations responded to within district timescales (%) - RAG is Amber

RAG is Amber

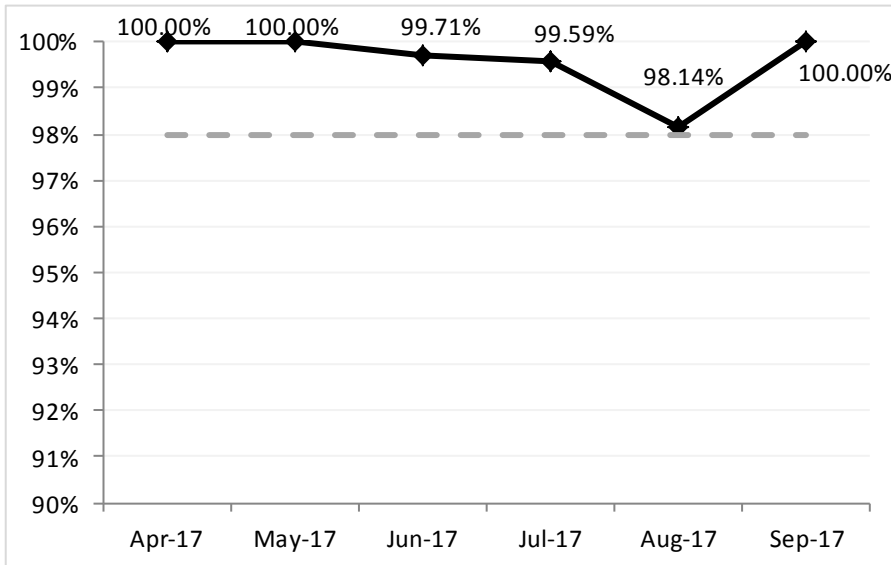
Target is to be between 85-93%



3. Carriageway defects reported by the public attended within the prescribed response times (%) - RAG is Green

RAG is Green

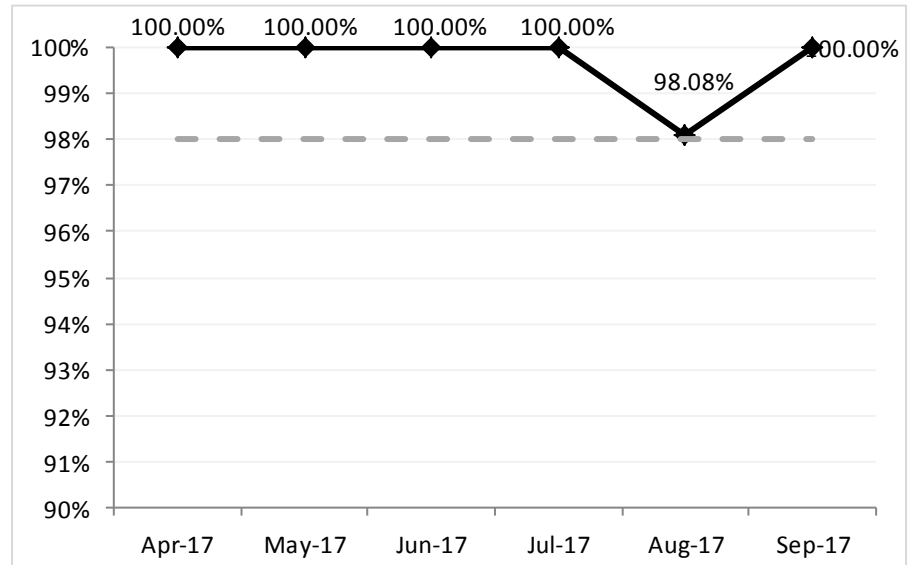
Target is at or above 98%



4. Footway defects reported by the public attended within the prescribed response times (%) - RAG is Green

RAG is Green

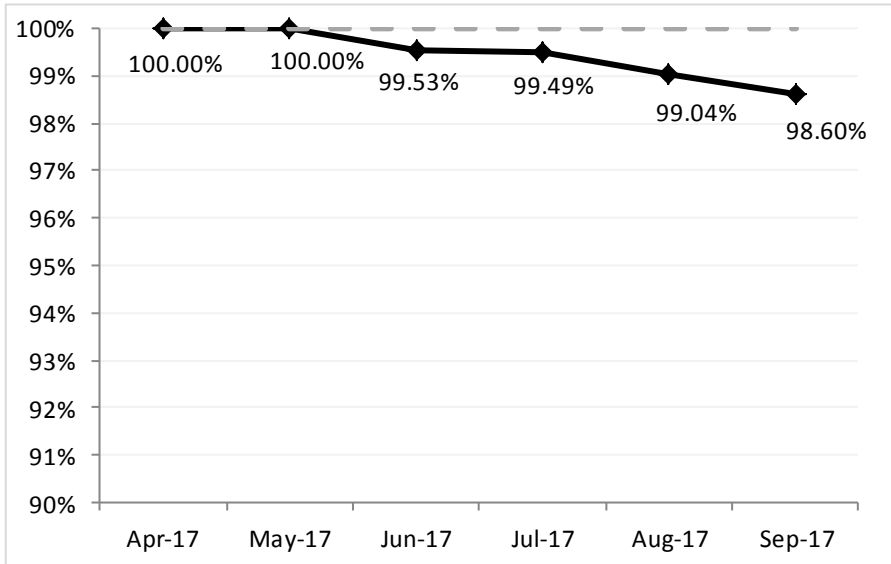
Target is at or above 98%



5. Exposed electrical wiring made safe within 2 hours of receiving the alert (%) - RAG is Amber

RAG is Amber

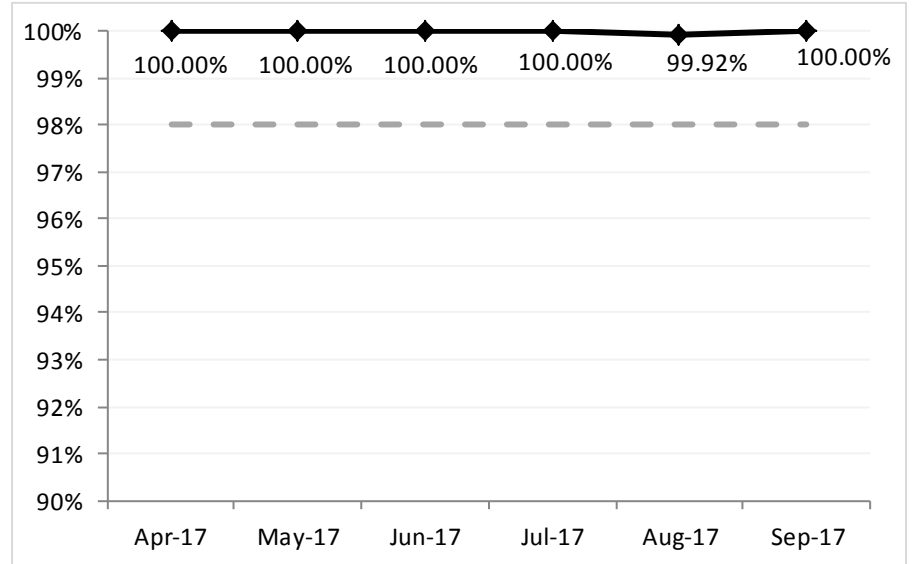
Target is 100%



6. Non-emergency street lighting defects rectified within the prescribed response times (%) - RAG is Green

RAG is Green

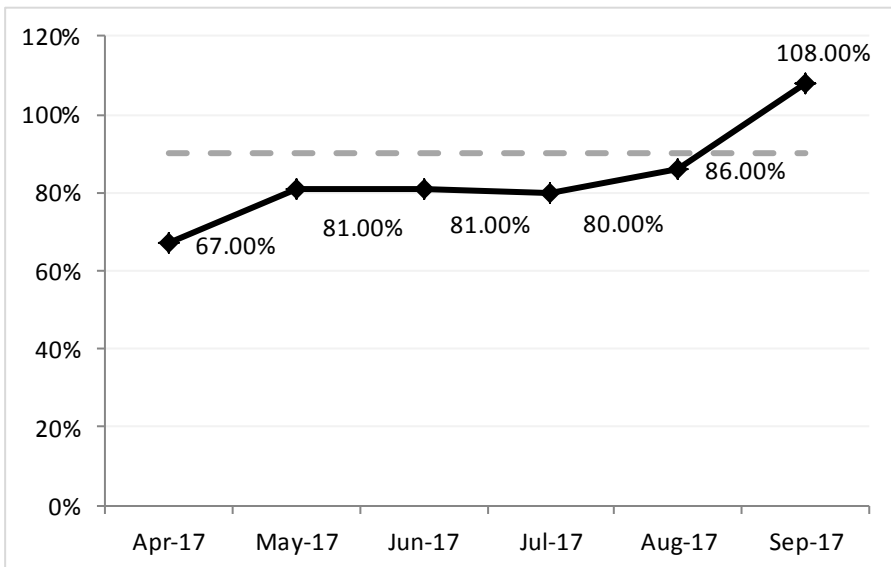
Target is at or above 98%



7. Schemes delivered against those planned in the IWP (%)

RAG is Amber

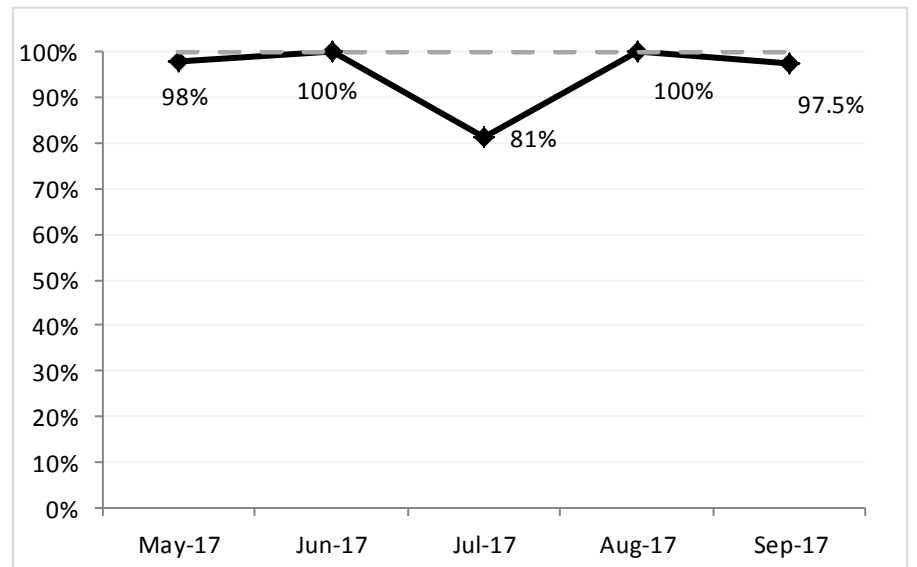
Target is at or above 90%



8. Grass cuttings performed to spec (%)

RAG is Amber

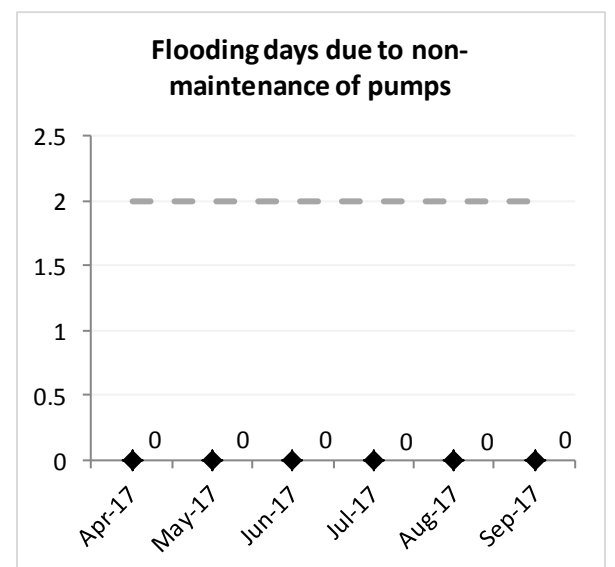
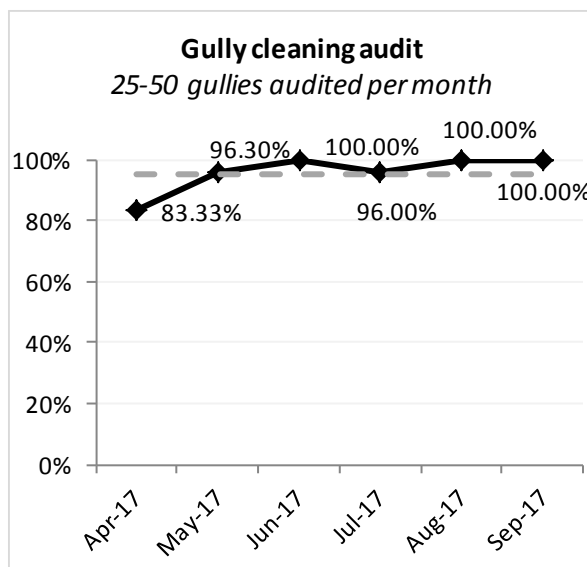
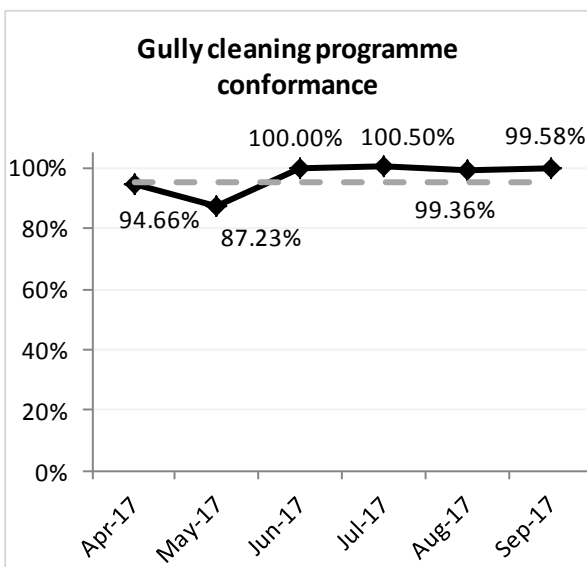
Target is 100%, 40-50 cuts audited per month



9. Gully cleaning and flooding due to non-maintenance of pumps

RAG is Green

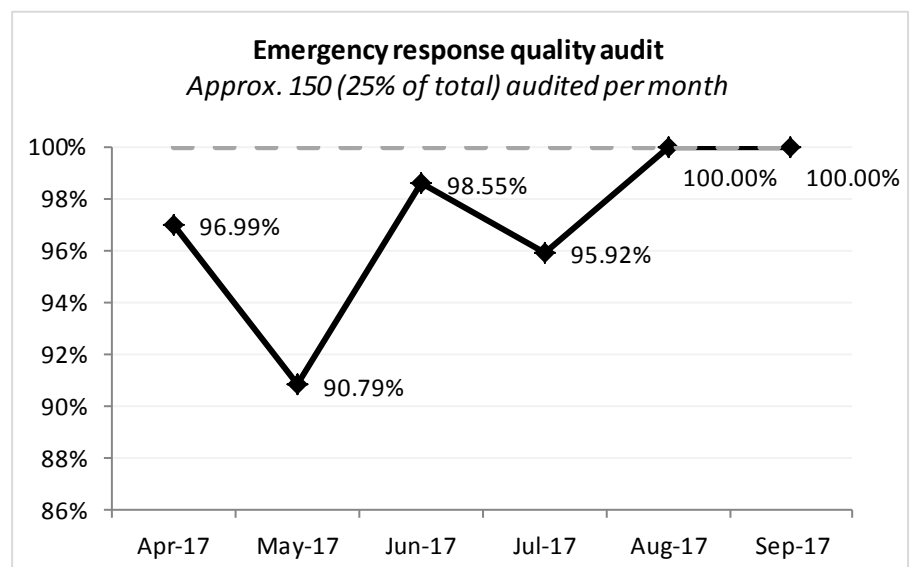
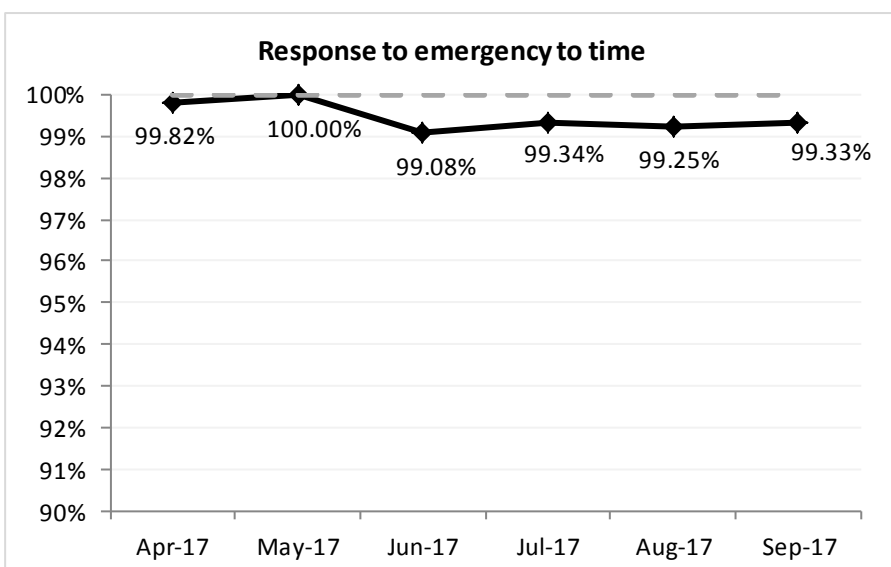
This is an aggregate of three sub-measures. In all cases, aim is to be at or above target level as depicted in graphs



10. Response to emergency

RAG is Amber

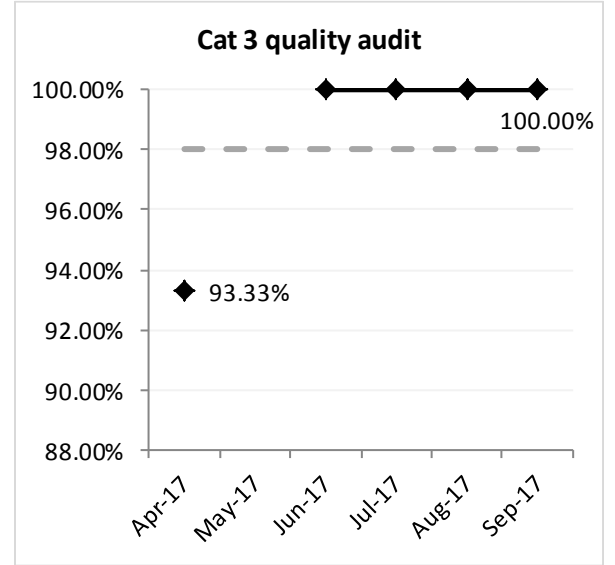
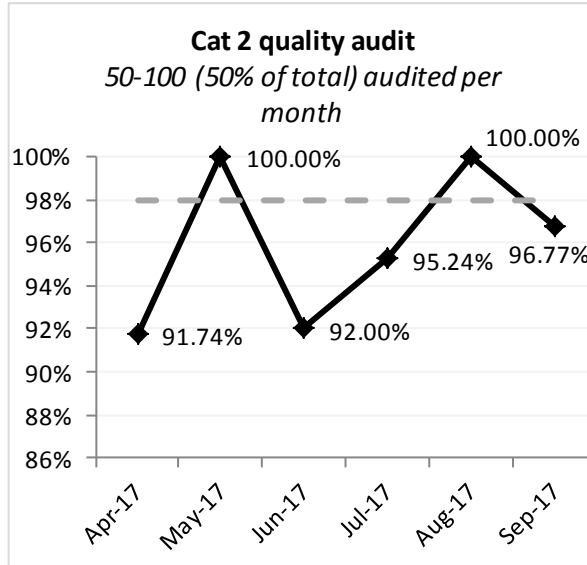
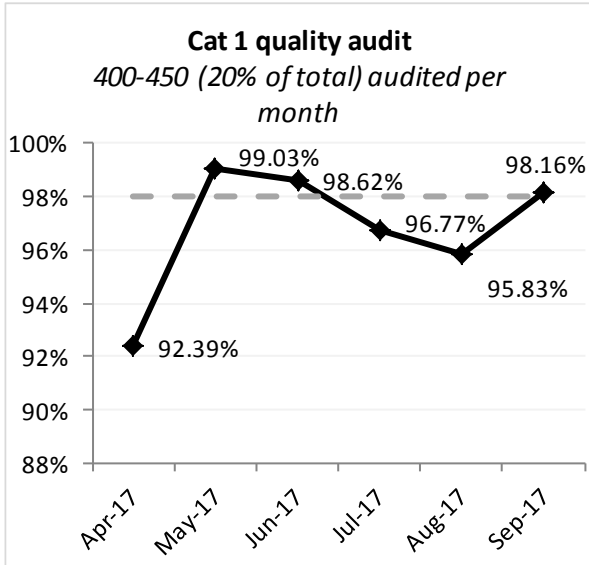
This is an aggregate of three sub-measures. In all cases, aim is to be at or above target level as depicted in graphs



11. Quality audit

RAG is Amber

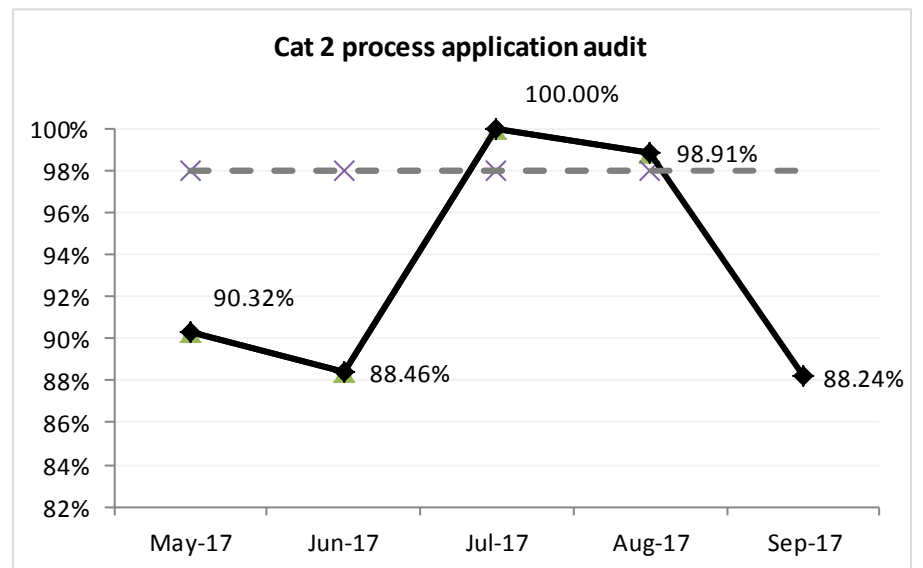
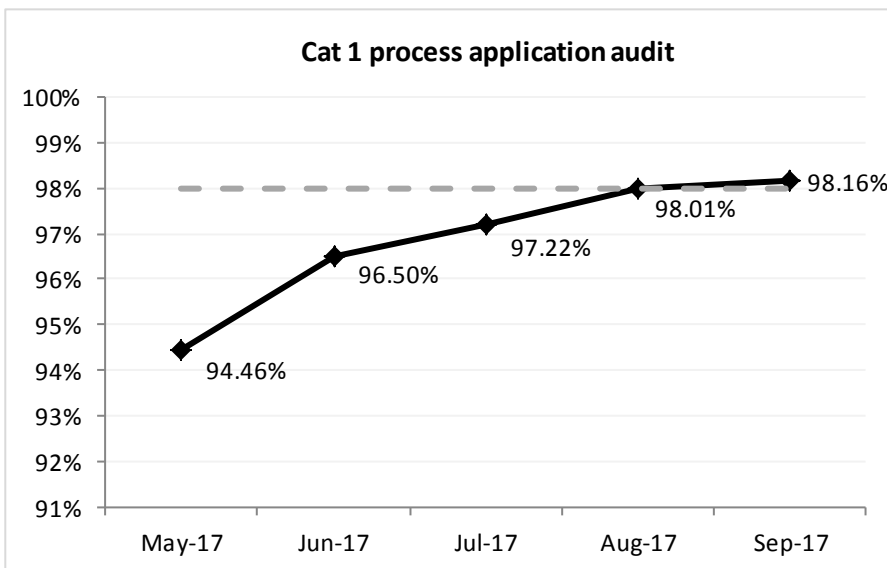
This is an aggregate of three sub-measures. In all cases, aim is to be at or above 98%.



12. Process application audit

RAG is Amber

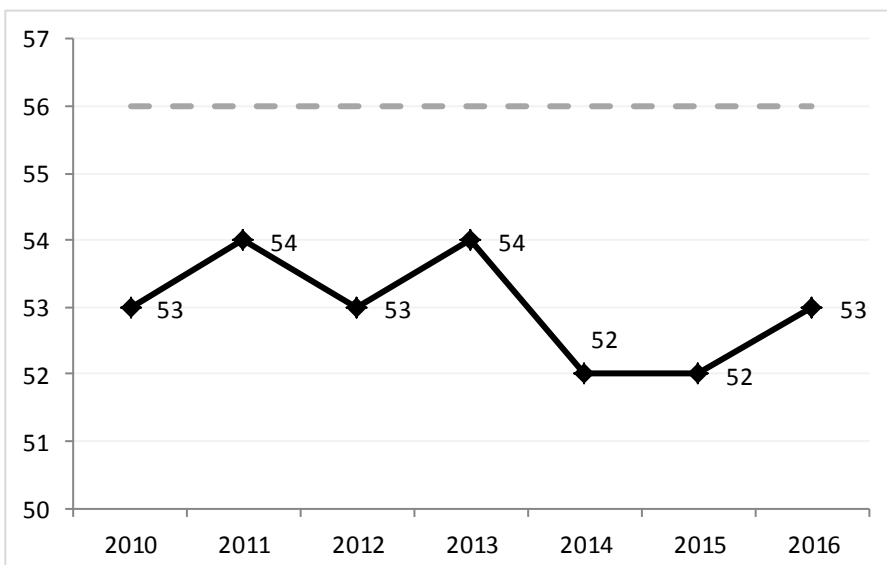
This is an aggregate of two sub-measures. In all cases, aim is to be at or above 98%.



13. HCC NHT survey score

RAG is Amber

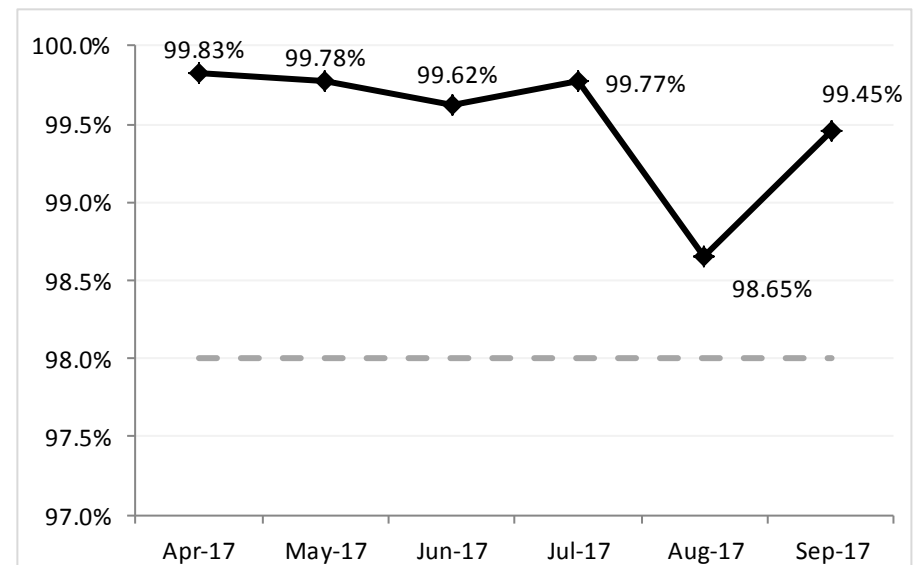
Target is at or above 56



14. Response to Cat 1 score (%)

RAG is Green

Target is at or above 98%



Unreported this quarter:

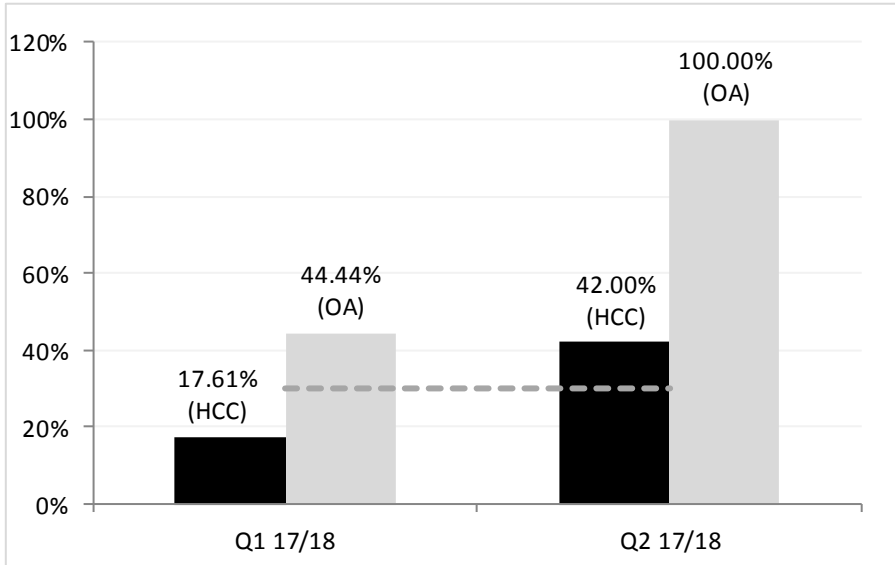
- S278 performance indicator – Measure still in development, parameters and RAG to be agreed with DM group

Appendix 10 – People

1. Staff attended course places (OpusArup and HCC) (%)

RAG is Green

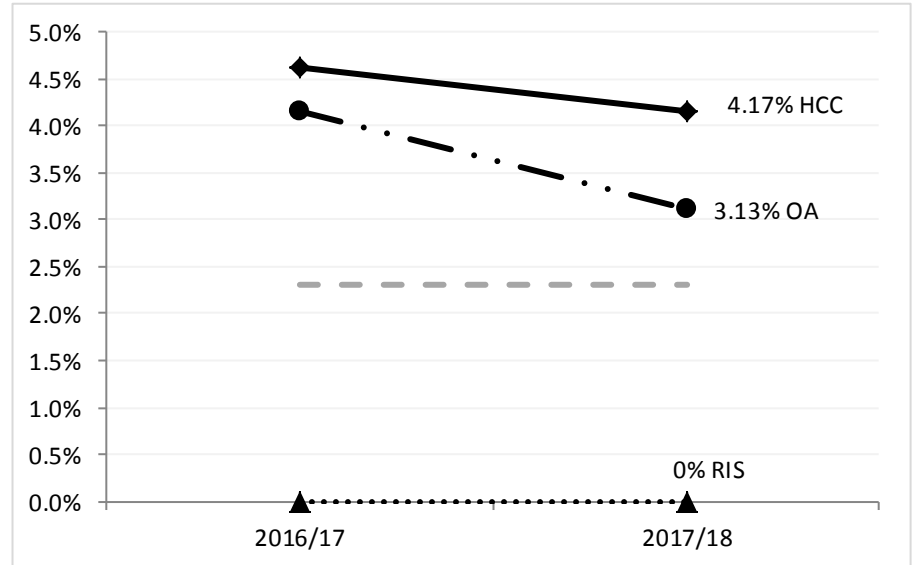
Target 30% of staff having attended a course in some form



2. Proportion of workforce that are apprentices (%)

RAG is Green

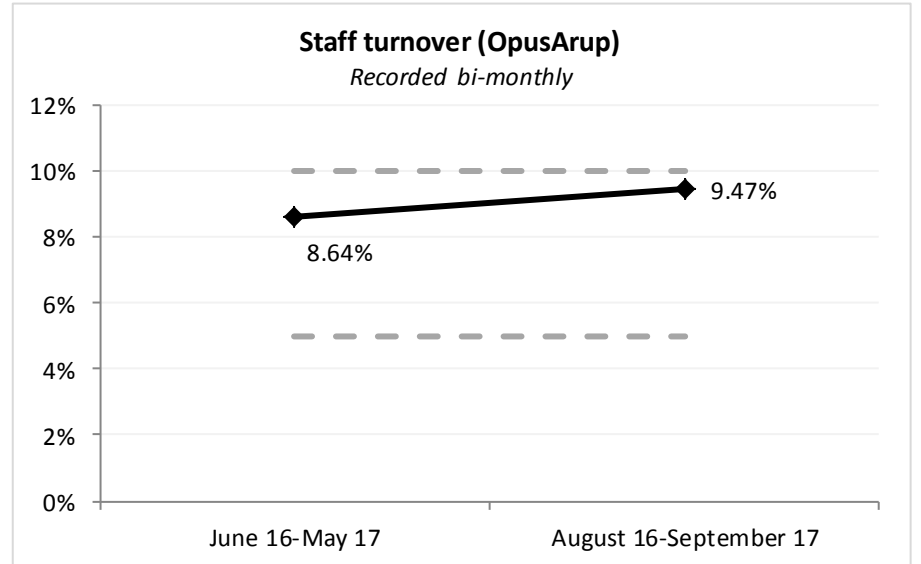
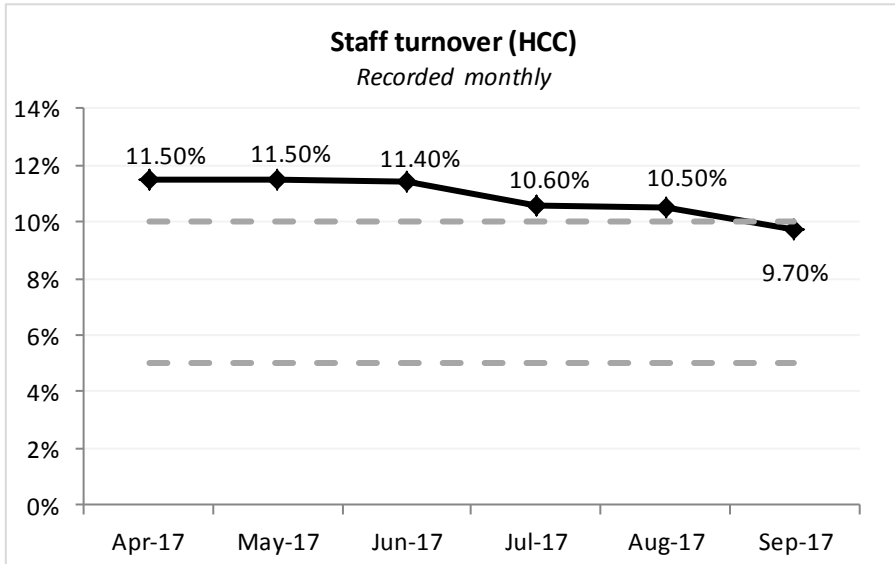
Target is at or above 2.3%



3. Staff turnover (OpusArup and HCC) (%)

RAG is Green

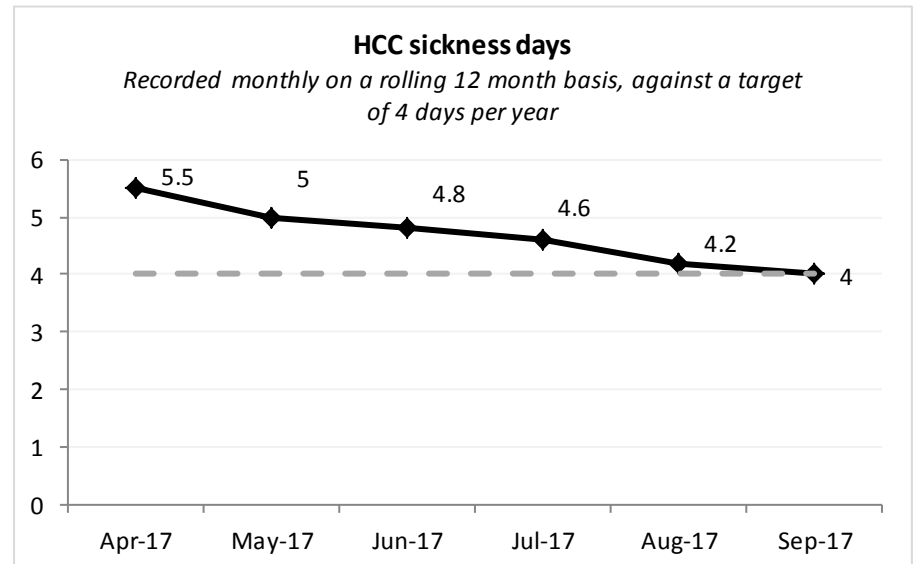
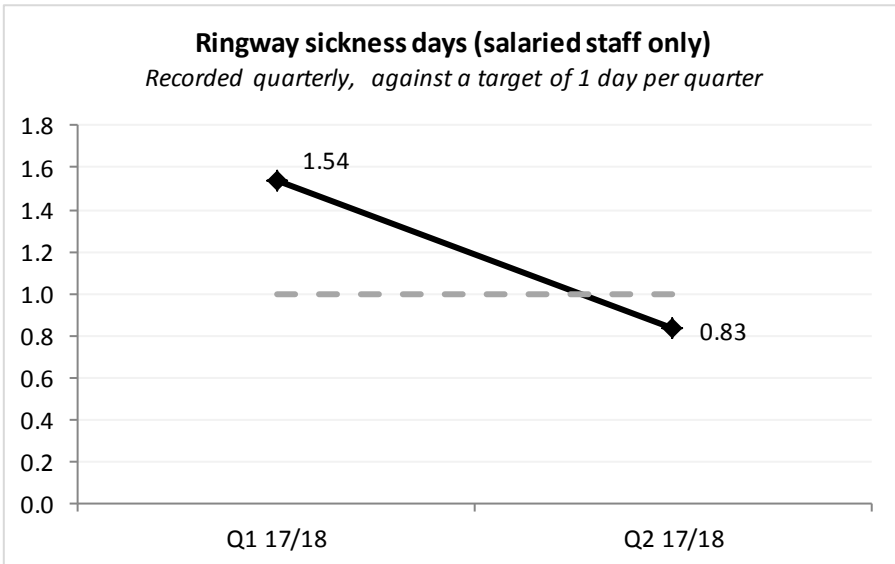
Target is between 5-9.99%



4. Number of staff sickness days (HCC and Ringway)

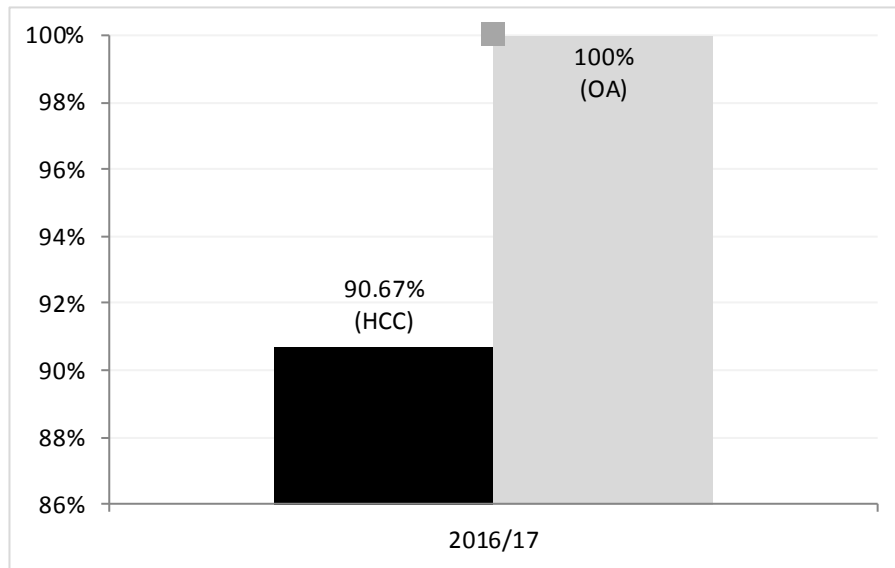
RAG is Green

Target is at or below 1 day per quarter (shown as 4 days per year for HCC data)



5. Completed annual performance appraisals (HCC and OpusArup) (%) - RAG is Amber

Target is 100%



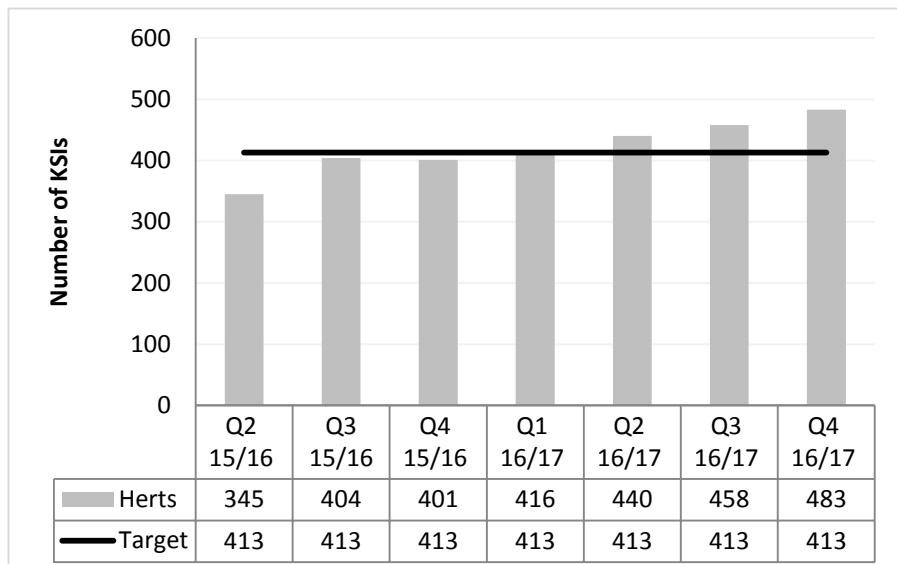
Unreported this quarter:

- Smart Working - Requires full development
- Time taking to fill vacancies – Under development
- Candidate diversity – Under development

Contextual Information – Road Traffic Casualties Indicators

1. Total killed or seriously injured as a result of road traffic collision

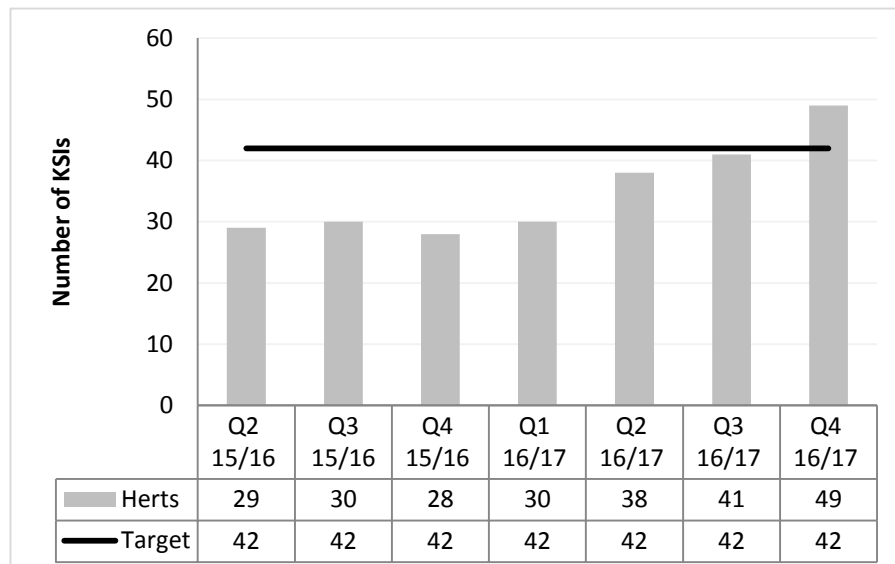
Target is at or below 413 KSIs



Figures for 2016/17 Q4 are not conclusive as the data received so far is incomplete. Data supplied from CRASH continues to be slow. Local liaison continues with Bedfordshire / Cambridgeshire as well as with Herts Police regarding resourcing.

2. Children killed or seriously injured in road traffic accidents

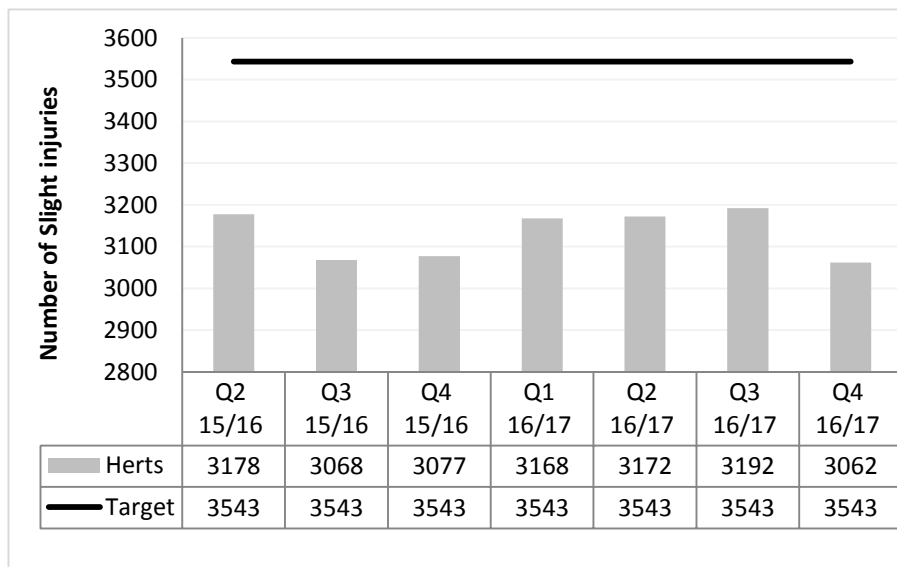
Target is at or below 43 KSIs



The rolling totals show increases since March 2016. It is possible that this is related to the CRASH effect and the underlying increases in all KSI casualties. However, there were no child fatalities recorded.

3. Number of slight road casualties per year

Target is at or below 3543 slight injuries



Figures for 2016/17 Q4 are not conclusive as the data received so far is incomplete. Data supplied from CRASH continues to be slow. Local liaison continues with Bedfordshire / Cambridgeshire and with Herts Police.

Contextual Information – Risks

Highways has 3 corporate risks, as follows.

1. Road Maintenance (Risk ENV0030)

- In the event of a failure in road inspection and / or fault reporting procedures, there is a risk that the condition of our roads falls below expected standards, which results in injury to citizens and / or successful claims against HCC.
- The risk and control measures have been reviewed with no changes to report this quarter as it remains relevant and appropriate. The likelihood of a failure in road inspection and / or fault reporting procedures remains 'rare' and attracts a 'high' impact.

2. Highways Investment (Risk ENV0033)

- In the event of under investment there is a risk that road maintenance levels cannot be maintained and general deterioration occurs, which may lead to increased number of accidents, loss of reputation and customer dissatisfaction.
- The risk and control measures have been reviewed with no changes to report this quarter as it remains relevant and appropriate. The likelihood of under investment remains 'unlikely' and attracts a 'high' impact.

3. Croxley Rail Project (Risk ENV0148)

- As a result of political changes and escalating costs there is a risk that the Croxley Rail Link scheme is cancelled, which may result in claims to the Council (liability is capped at £3m), difficulties in re-claiming HCC investment sunk into the scheme and reputational loss. This will also have a significant impact on future growth in the area.
- The overall risk status is considered 'severe' and attracts a 'high impact' due to the high profile nature of the project.

Summary: This quarter the Network Management score fell to 0.6, putting it in the ‘Red’ zone. The table below provides a measure-by-measure explanation of the reasons behind this score.

Measure	RAG rating	Explanation of score
1. Average journey time during the morning peak (minutes per mile)	Red	<p>Taken together, measures 1 and 2 essentially indicate how busy the network is. Measure 1 shows the average journey time per mile during 7:00-10:00 am on inbound routes into seven Hertfordshire towns. Measure 2 shows the total number of kilometres travelled on Hertfordshire roads in 16/17, minus motorways and trunk roads.</p> <p>As such, these scores indicate higher than anticipated population and economic growth in the county in 2016/17.</p>
2. Change in area wide kilometrage	Yellow	
3. Integrated Transport Control Centre network interventions (%)	Red	<p>This measures the percentage of network incidents that the ITCC could proactively manage on street via use of Intelligent Transport Systems (ITS) infrastructure, i.e. CCTV, variable message signs, remote controlled signals.</p> <p>As our ITS coverage is not uniform across the county, this measure fluctuates depending on the location of the incidents in relation to our infrastructure.</p> <p>For example, this quarter, there was a disproportionately large number of incidents in East Herts and Broxbourne, where our ITS infrastructure is limited. As such, we weren’t able to proactively manage these incidents in the same way we can elsewhere, giving a score of 30% this quarter.</p> <p>As such, this score highlights our uneven ITS coverage, showing the purpose of the KPI: to give insight into our ITS coverage across the county and encourage a review of asset locations.</p> <p>On this basis, the service will consider the costs and benefits associated with expanding our ITS infrastructure, with the above insight in mind.</p>
4. Days occupation on the Highway	Yellow	<p>This measure shows the total number of days of works on the Highway with valid permits. It is worth noting that although a target of 50,000 days per quarter has been set to help monitor fluctuations in demand for permits, HCC has no influence over the volume of permit applications received.</p> <p>With this in mind, the Amber score this quarter highlights significantly increased demand for permits this quarter.</p>
5. Value of deemed permits (£)	Red	<p>This shows the total value of deemed permits this quarter. HCC prioritises permit applications based on impact on the network, meaning during periods of higher demand we are likely to miss the necessary response times, leading to ‘deemed permits’.</p> <p>As detailed in Measure 4, demand for permits was significantly higher this quarter compared to Q1. On this basis, it would be expected that the value of deemed permits rise accordingly, hence why it has increased by £780 this quarter.</p>

HERTFORDSHIRE COUNTY COUNCIL
HIGHWAYS CABINET PANEL
WEDNESDAY 31 JANUARY 2018 AT 10.00AM
INTEGRATED PLAN 2018/19 - 2021/22

Agenda Item
No:

5

Joint Report of Director of Resources and Chief Executive & Director of Environment

Author(s): Lindsey McLeod, Head of Corporate Finance
(Tel 01992 556431)
Mike Collier, Assistant Director (Environment)
(Tel 01992 555792)

Executive Members: Ralph Sangster (Executive Member for Highways)
David Williams (Executive Member for Resources,
Property and the Economy)

1. Purpose of the Report

- 1.1 To highlight the areas of the Integrated Plan which relate to the Highways Portfolio in order for Panel to consider these and provide comment.
- 1.2 Members are asked to bring the following reports to the meeting, which have been circulated separately to all Members of the County Council:

‘Public Engagement and Consultation on the 2018/19 – 2021/202 Integrated Plan’ (circulated as Item 4(i) for the Cabinet meeting of 22 January 2018); and

‘DRAFT INTEGRATED PLAN 2018/19 – 2021/22 (incorporating the Strategic Direction and Financial Consequences and the Treasury Management Strategy)’ (circulated as Item 4(ii) for the Cabinet meeting of 22 January 2018).

Please note **amendments** to the **Integrated Plan 2018/19-2021/22 Part B- Highways Portfolio pages 129-130 and 138-139** -see Appendices A, B & C this report.

2. Summary

- 2.1 The Integrated Plan brings together the financial impact of service plans and the available funding to resource these, over the next four years. Strategic Direction summaries have been produced for each Portfolio, which set out the future direction of services in the context of achieving substantial further savings. These have been informed by

comparative benchmarking, both through published data and informal networks with other comparable authorities, to identify areas of potential efficiency gains.

- 2.2 Services have identified savings, in the context of the continuing budgetary pressures and reduction in available funding. Savings requiring a policy change have been or are being taken through Panels for Cabinet decisions throughout 2017/18, and substantial efficiency savings have been identified. Savings include reducing the allocation of general non-pay inflation to zero. Whilst this is mitigated to some extent by excluding exceptional inflation areas it will require services to manage the impact during 2018/19.
- 2.3 The Government announced the provisional Local Government Finance Settlement for 2018/19 on 19 December 2017. This was the third of the Government's four year settlement offer, and so a number of the reductions to funding were known in advance when preparing the proposed budget. Revenue Support Grant (RSG) will reduce by £22m between 2017/18 and 2018/19, and by a further £20m in 2019/20. Other grant announcements have confirmed expected reductions in Public Health grant (2.5%) and the cessation of Education Services Grant (ESG) from September 2017.

Funding from 2020/21 is uncertain, especially with proposed changes to the business rates retention system and a Fair Funding review which the Government proposes to introduce from that year. The IP assumes a further reduction of £5m pa in 2020/21 and 2021/22, but this will be kept under review.

- 2.4 The provisional Settlement also increased the referendum threshold for basic council tax, allowing authorities to increase this by up to 3% in 2018/19, without requiring a referendum. The 2017/18 IP had included a proposed 1.99% council tax increase each year, and the raising of the 3% remaining permitted Adult Social Care (ASC) Precept in 2018/19. The IP considered by Cabinet in January assumes a basic council tax increase of 2.99% in 2018/19 and 2019/20, and the 3% ASC Precept in 2018/19.
- 2.5 The final position will not be confirmed until the Final Settlement (expected early February) and other late grant announcements, and until final figures are received from Districts for council tax base and collection fund balances, due to be provided by end January. Should any late changes result in an unbalanced budget, specific reserves will be used to provide one off funding in 2018/19. Any additional funding will be available to support the 2018/19 budget, for example by increasing contingency to mitigate risk, or to help meet the funding gap for future years.
- 2.5 The future position remains challenging. Even with the identified savings and revised increases in council tax and the social care precept, current projections of pressures and funding require a further

£8.1 million saving to be identified in 2019/20, rising to £30 million by 2021/22.

- 2.6 To help meet these challenging targets, work is in hand to progress further savings during 2018, for implementation for 2019/20 or sooner where achievable. It is recognised that some savings require significant lead in times, especially where there is service redesign or consultation.

3. Recommendations

- 3.1 The Panel is invited to comment to Cabinet on the proposals in the Integrated Plan in respect of Highways.
- 3.2 The Panel is also asked to identify any issues that it feels that the Cabinet should consider in finalising the Integrated Plan proposals.

4. Background

- 4.1 The integrated plan comprises:
- an overview of the proposed revenue budget and capital programme, including a review of the budget estimates and adequacy of reserves (Part A);
 - Strategic Direction and Financial Consequences - by portfolio (Part B);
 - the Treasury Management Strategy (Part C)
 - the Capital and Asset Management Strategy and Invest to Transform (part D);
 - the Insurance and Risk Strategy (part E)
 - an Equalities Impact Assessment (Part F); and
 - other technical information and finance summaries (Part G)
- 4.2 Part B of the Integrated Plan has separate sections for each Portfolio. These contain the strategic direction summary (for the Highways portfolio, on pages 131 to 137 of Integrated Plan Pack Part B); revenue budget information including a schedule of Key Budget Movements that sets out details of financial pressures and savings (pages 138 and 139); and a summary of the proposed Capital Programme (pages 141 to 149).

5. Equality Implications

- 5.1 Part F of the Integrated Plan provides an equality impact assessment of the savings included within the plan and how these are intended to be mitigated by the service.

HERTFORDSHIRE COUNTY COUNCIL

HIGHWAYS CABINET PANEL
WEDNESDAY 31 JANUARY 2018 AT 10.00 AM

INTEGRATED PLAN 2018/19 – 2021/22
PART B: AMENDMENTS to HIGHWAYS PORTFOLIO MOVEMENT

Details of a budget pressure have been included in the incorrect Portfolio summaries and Key Budget Movements statement in the IP pack issued for Cabinet.

Reference to a reduction in Driver Training income (of £250k pa) has been included in the Environment, Planning and Transport portfolio pages (p115, 116 and p122). **This should have been included in the Highways portfolio movement.**

Please refer to the **attached Item 5: Appendices B & C** of the Highways Cabinet Panel Agenda of 31 January 2018 for the **amended versions of pages 129-130 and 138-139** of the Integrated Plan- Part B- Highways Portfolio

Highways

Strategic Direction

Ensuring a safe and efficient highways system & promoting safe, reliable and sustainable travel.

Key priorities and programmes

- Seek continuous improvement of the Highways Service through the extended HST Contract
- Sustain top tier performance for DfT Maintenance Incentive Funding
- Support the growth agenda by developing a Highways & Transport Infrastructure programme, starting construction on A120 Little Hadham Bypass, translate emerging strategies for Hemel East, Stevenage and A414 corridor into defined projects for delivery post 2021
- Complete the conversion of Hertfordshire's remaining conventional street lighting to LED and CMS technology

Key services provided

- Develop and implement transport strategies
- Deliver core maintenance services to keep the highway network safe and operational
- Work in partnership with others to reduce the numbers of people killed or injured on our roads
- Develop and deliver minor capital Integrated Transport Projects and major capital projects
- Undertake statutory network management and development management functions

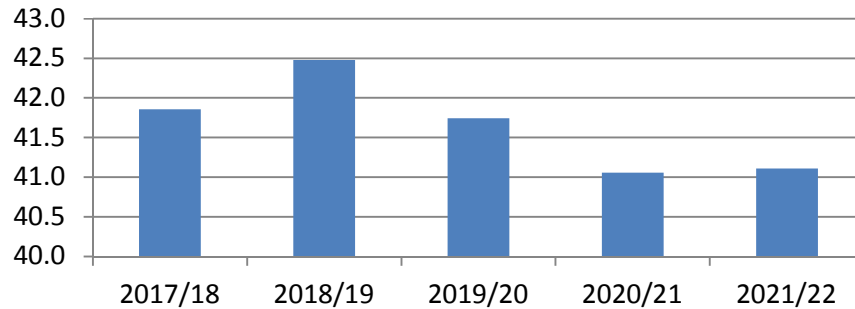
Key risks in achieving IP proposals:

- Local construction inflation outstripping efficiencies, impacting on the sustainability of the Highways Service Term Contract
- Staff shortages due to the buoyant construction industry and the influence of London
- Loss of revenue from Driver Training courses

Highways

£m

Net Revenue Budget



Key Revenue Pressures

- Funding required to maintain increased road lengths resulting from A5 de-trunking and adoptions of new roads
- County Travel Survey
- Reduction in driver training income

Summary Revenue Budget Movements

	2018/19 TOTAL £000	2019/20 TOTAL £000	2020/21 TOTAL £000	2021/22 TOTAL £000
Service Specific Inflation	1,116	1,116	1,116	1,116
Previous Policy Decision	50	0	0	0
Demography	64	94	124	155
Other Pressures	100	100	135	185
TOTAL PRESSURES	214	194	259	340
Existing Efficiencies	(7)	(7)	(7)	(7)
Existing Policy Choice	(468)	(1,012)	(1,717)	(1,717)
New Efficiencies	(75)	(248)	(294)	(321)
TOTAL SAVINGS	(550)	(1,267)	(2,018)	(2,045)

Key Revenue Savings Proposals

- Continue LED Street Lighting Phase 4 – saving £1.752m p.a. by 2021 and develop further invest to save initiatives for electrical assets for 2019/20 onwards
- Combat local inflation by improved efficiency

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Capital Programme	84,394	110,378	94,728	65,843

Key Capital Schemes

- Programmes of structural maintenance and Integrated Transport Improvements
- Major Capital Projects such as Little Hadham bypass; Essex Road and converting lights to LED & CMS

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The service structure, levels of service, affordability and efficiencies are consistently under review, in order to deliver a sustainable service for the future and try to counter inflation. However, if the inflation costs beat the efficiency savings then service reductions may need to be considered.

The service will reach out to customers through new web pages (which will be easier to navigate) and the use of new media and improve the quality and reliability of communication through the integration of HCC and Ringway Communications and training of CSC staff.

The Highways Service is developing strategies to develop a pipeline of talent and a robust talent development programme to ensure it retains key staff. In particular, these include growing our own staff through apprenticeships, pro-actively searching for interns and running a graduate programme.

HCC works in partnership with Hertfordshire Constabulary to deliver the suite of NDORS Driver Offender Retraining Courses. The contract for this service is due to expire and, due to the number of other service providers, there is a risk that the County Council is not successful in regaining the contract. As previously stated there has been a recent reduction in the number of referrals to speed awareness courses which could directly impact on a range of non-statutory HCC road safety prevention activity. Work is already underway to prepare a response document to any invitation to tender received from the Constabulary.

KEY BUDGET MOVEMENTS 2018/19 - 2021/22

	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s
Service Specific Inflation	1,116	1,116	1,116	1,116
Previous Policy Decision	50	0	0	0
Demography	64	94	124	155
Other Pressures	100	100	135	185
TOTAL PRESSURES	214	194	259	340
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New Efficiencies	(75)	(248)	(294)	(321)
TOTAL SAVINGS	(550)	(1,267)	(2,018)	(2,045)

Ref	Description	Dept	Type of budget movement	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s	Approximate current budget £'000
	Technical Adjustments							
	None							
	Service Specific Inflation							
	<u>Highways: Ringway Contract - expenditure</u> Indexation for 2018/19 under the contract is based on estimated Highways Term Maintenance Association indices	Environment	Service Specific Inflation	741	741	741	741	
	<u>Highways: Opus Arup Contract - expenditure</u> Indexation for 2018/19 under the contract is based on RPIX estimated between January 2017 and January 2018.	Environment	Service Specific Inflation	375	375	375	375	
	Pressures							
PPD1	<u>County Travel Survey</u> A comprehensive travel survey is carried out every three years so that the county can identify changing needs and trends for its services and react accordingly.	Environment	Previous Policy Decision	50	0	0	0	
D3	<u>Road length increases - routine maintenance</u> Additional budget is required to finance the extra maintenance requirements due to increased road adoptions for new residential and commercial developments.	Environment	Demography	64	94	124	155	16,864
OP11	<u>Essential Upgrade of Highways Asset Management System</u> This is the removal of a pressure that was added in 2016/17 for an update to the highways asset management system for which supplier support is being withdrawn.	Environment	Other Pressures	(50)	(50)	(50)	(50)	
OP13	<u>Legal Support for Procurement</u> Removal of time-limited pressure in 2017/18	Environment	Other Pressures	(100)	(100)	(100)	(50)	
OP14	<u>Revenue impact of the A120 Bypass Capital programme.</u>	Environment	Other Pressures	0	0	35	35	
OP15	<u>Driver Training</u> Based on current levels there is a worst case scenario that only 25,000 clients are referred in 2018/9 which would result in a net budget shortfall of £250,000.	Environment	Other Pressures	250	250	250	250	1,000
	Savings							
EPC1	<u>Revenue impact of the LED Street Lighting – Phase 4</u>	Environment	Existing Policy Choice	(468)	(1,012)	(1,717)	(1,717)	15,656
NE12	<u>Revenue impact of the Street Lighting Refurbishment</u> Revenue savings are achieved via the ongoing reduction in energy consumption, carbon emissions and maintenance costs.	Environment	New Efficiencies	(26)	(133)	(161)	(188)	15,656

Ref	Description	Dept	Type of budget movement	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s	Approximate current budget £'000
NE22	Revenue impact of the Replacement of Existing Belisha Beacons with LED Units Capital programme This bid sets out the proposal to replace the existing units with LED technology, which will significantly reduce both the energy consumption and ongoing maintenance visits. It is estimated there will be an annual reduction in maintenance costs, with a potential saving in charges associated with energy and carbon tax.	Environment	New Efficiencies	(31)	(31)	(31)	(31)	-370
NE14	Reduced Street Lighting Scouting frequency	Environment	New Efficiencies	(18)	(53)	(71)	(71)	
NE70	Revenue savings from the Traffic Signals Replacement 18/19 Capital Bid The new installations enable the Council to review future maintenance regimes and costs. This creates the potential to reduce future maintenance costs by £225,000 over the 15 year lifespan. Replacement of the signal equipment will cut energy consumption by 78%. Without factoring in rising energy costs this generates a total saving over the 15 year lifespan of project of £245,325.	Environment	New Efficiencies	0	(31)	(31)	(31)	1,050
EE3 (X1)	Printing Contract Savings Savings through a reduction in print costs achieved through the new managed print service contract.	XC	Existing Efficiencies	(7)	(7)	(7)	(7)	N/A

Note 1

A number of pressures and savings impact on a serveral portfolios. The total amounts across all portfolios is given here:

EE3 (X1) - Printing Contract Savings	(37)	(37)	(37)	(37)
NE2 (X1) - Serco SMS contract savings	(199)	(533)	(691)	(665)
EE13 (X2) - Enabling the Worker	(685)	(685)	(685)	(685)

ANALYSIS OF REVENUE BUDGET BY OBJECTIVE AREAS

2017/18 Original Net Budget £'000	Objective Area	Gross Budget 2018/19 £'000	Income £'000	Net Budget 2018/19 £'000	Net Budget 2019/20 £'000	Net Budget 2020/21 £'000	Net Budget 2021/22 £'000
	Environment						
4,131	<u>Structural Maintenance</u> This primarily consists of works which slow the rate of highway deterioration caused by wear and tear or extreme weather	4,013	(124)	3,889	3,889	3,889	3,889
17,137	<u>Routine Maintenance</u> This area covers work of a cyclical nature required to maintain highways in a serviceable and operational condition, such as grass cutting, emptying gullies, keeping signals operational and sign cleaning.	18,473	(500)	17,973	18,003	18,068	18,099
3,410	<u>Winter Maintenance</u> Aimed at keeping roads and footpaths open and as safe as possible during periods of severe cold winter weather, most of the budget is spent on precautionary salting but provision is also made for the emergency clearance of snow and ice.	3,509	0	3,509	3,509	3,509	3,509
7,275	<u>Lighting</u> This budget covers the regular maintenance and energy costs of all aspects of road lighting – lit signs and bollards as well as the county's 100,000 plus street lights.	6,948	(122)	6,826	6,109	5,358	5,331
4,316	<u>Traffic Management and Safety</u> The primary aim of this budget is to reduce road accident casualties and improve movement. This means addressing the issues of safety, ease of movement and environmental concerns of all road users - motorists, pedestrians, cyclists and those affected by, or living alongside, roads.	6,285	(1,763)	4,522	4,522	4,522	4,522
3,920	<u>Transport Planning Policy and Strategy</u> This budget is concerned with the development and monitoring of transport policies providing the basis for bids made to government and other external funding sources and the development of transportation plans. It is also the place where the charges made to utilities under the New Roads and Street Works Act and Traffic Management Act to reduce congestion are managed.	8,915	(4,799)	4,116	4,066	4,066	4,116
1,668	<u>Advance Preparation and Consultation</u> The department has a medium term programme of projects which are in preparation. Part of this development work requires close working with local communities and consulting widely on all transportation schemes.	1,645	0	1,645	1,645	1,645	1,645
41,857	Highways Total	49,788	(7,308)	42,480	41,743	41,057	41,111