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1 Objectives of the Highways Service

1.1 The objective of the Highways Service is to **deliver safe, reliable journeys, sustainably.**

1.2 In doing so, it seeks to:

- Maximise the outcomes for customers from funds available to Hertfordshire County Council (HCC) and hold itself and its partners accountable for effectiveness and efficiency.

- Develop and implement transport strategies in support of the Local Transport Plan and other HCC policy objectives.

- Ensure that the customer journey is simple, efficient and effective.

- Deliver a Core Service, which is determined and funded strategically, based upon need. Overall technical strategies and all the core programmes will be determined and delivered using the best available current practice and economies of scale. Reactive and responsive works will be related either to safety or asset protection and planned schemes will be conceived and delivered in technically derived programmes for maximum effectiveness and efficiency.

- Support elected members in taking decisions, within the overall policy framework, which affect their local area including discretionary Highway Locality Budget funded work using the most efficient methods available.

2 Responsibilities of the Highways Service

2.1 The Highways Service delivers a mix of Core and Discretionary Services.

2.2 The Core Service is determined by the County Council’s role as the Strategic Highway and Transport Authority, which attracts a legal responsibility to keep our roads, footways and cycleways available and safe for the travelling public.

2.3 The key legislative drivers are:

- **The Highways Act 1980** conveys a duty of care to maintain the highway in a safe condition. This legislation and supporting Codes of Practice generate the need for HCC’s Transport Asset Management Plan and resulting reactive, responsive and scheme maintenance programmes.

- **The Traffic Management Act 2004** conveys a Network Management duty upon HCC to tackle congestion.

- **The New Roads & Street Works Act 1991** (NRSWA) requires HCC co-
ordinate road works and to make best use of the existing network.

- **The Road Traffic Reduction Act 1997** requires HCC to forecast and set targets for road traffic levels.

2.4 The following legislation generates the need for sustainable transport planning, integrated transport projects and development management activity and it triggered the need for an Integrated Transport Control Centre and the introduction of a permitting regime that enables HCC to co-ordinate all works on the highway, including those of the public utilities.

- **The Road Traffic Act 1988**, as amended by the Road Traffic Act 1991, which places a statutory responsibility on highway authorities to promote road safety and take such measures to prevent such collisions. This responsibility drives HCC’s casualty reduction strategies and programmes.

- Health and Safety legislation, particularly **The Construction (Design and Management) Regulations 2015**, which convey duties to ensure that the work we do is designed and built competently and that risks to the work force and road users are properly considered and effectively managed. This places particular controls on how and when works are carried out.

2.5 The Core Highways Service is plan led and derived from policies and standards agreed by Cabinet, thus enabling HCC to discharge its statutory duties.

2.6 The Integrated Works Programme is developed to meet the budget available and approved by Cabinet on an annual basis.

2.7 In line with the Council’s Herts Local vision, funding for the non-core service is devolved to individual County Members in conjunction with their Assistant Highways Manager for spending on local highway activity.

2.8 The annual Highways Locality Budget is the **only budget for which there is discretion** to fund activities outside of the Cabinet approved core plans and programmes.

3 **How the Highways Service is organised**

3.1 The Highways Service is delivered by a mix of HCC employed officers and contracted providers.

3.2 HCC has engaged consultant Opus Arup to provide private sector professional services to sit alongside HCC officers in County Hall and form an integrated client team called the Whole Client Service (WCS).

3.3 There are 4 Business Units within the WCS:

3.4 **Highways Contracts and Network Management – Led by Steve Johnson**

3.4.1 The main functions of this Unit are:
• Contract management – procurement and management of the highway contracts.
• Performance management.
• Service development – service and business planning, service improvement;
• Network management strategy.
• Delivering the authority’s network management duty including traffic regulation orders, the Integrated Traffic Control Centre, highways enforcement, permitting and NRSWA service.
• Customer journey - setting strategy and delivery for the Highways customer journey.
• Highway systems and processes.

3.4.2 The unit is organised into five Groups:

<table>
<thead>
<tr>
<th>Group Role</th>
<th>Locality</th>
<th>Group Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracts &amp; Performance</td>
<td>Countywide</td>
<td>Chrissy Jacques</td>
</tr>
<tr>
<td>Customer Journey and Systems Development</td>
<td>Countywide</td>
<td>Sue Meehan</td>
</tr>
<tr>
<td>Network Management Strategy &amp; Compliance</td>
<td>Countywide</td>
<td>Jon Prince</td>
</tr>
<tr>
<td>Operational Network Management</td>
<td>Broxbourne, Dacorum, East Herts, Three Rivers &amp; Watford Districts</td>
<td>Muthiah Gunarajah</td>
</tr>
<tr>
<td>Operational Network Management</td>
<td>Hertsmere, North Herts, St Albans, Stevenage and Welwyn Hatfield Districts</td>
<td>Dave Barnett</td>
</tr>
</tbody>
</table>

3.5 Highways Operations and Strategy – Led by Mike Younghusband

3.5.1 The main functions of this Unit are:
• Budget Management – securing and deploying funding.
• Translating high level policies into strategies and practical programmes of work for highway maintenance and transport improvements.
• Responding to and supporting the development of local plans with the Local Planning Authorities.
• Development Management.
• Major capital projects.
• Locally focused service and complex local issues, relationships with stakeholders, Herts Local and support to elected members and communities.

3.5.2 The Unit is organised into six groups.

3.5.3 Four of the Group Managers have a dual role, a combination of a head of profession role for a group of strategies and their delivery plus responsibility for all highway services in a designated locality:

<table>
<thead>
<tr>
<th>Head of Profession Role</th>
<th>Locality</th>
<th>Group Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broxbourne, Dacorum, East Herts, Three Rivers &amp; Watford Districts</td>
<td>Muthiah Gunarajah</td>
<td></td>
</tr>
<tr>
<td>Hertsmere, North Herts, St Albans, Stevenage and Welwyn Hatfield Districts</td>
<td>Dave Barnett</td>
<td></td>
</tr>
</tbody>
</table>
3.5.4 Every member is provided with a nominated Assistant Highways Manager from within one of these groups to support them in their locality role.

3.5.5 The Highways Operations Sponsor Group (HOSG) led by Tom Duckmanton sponsors the responsive, short term structural maintenance, routine and cyclical maintenance (Cat 1, 2 and 5 Services) delivered by Highways Service Term Contractor (Ringway) and manages the Agency agreements with the District and Borough Councils.

3.5.6 The sixth group is the Major Projects Group led by Richard Boutal, which has the objective to facilitate and work in partnership with external bodies to bring forward new or improved transport infrastructure for the benefit of economic development in Hertfordshire.

3.6 Highways Engineering Services – Led by Paul Butler

3.6.1 The main functions of this unit are to provide:
- Professional advice and feasibility studies.
- Preliminary scheme design, detailed design, contract preparation and supervision (supported by Contract and Network Management Unit).
- Engineering Support for development management (part funded by developer fees) and Highways Locality Budget projects (Funded by Elected Members).

3.6.2 These functions cover the disciplines of Major Maintenance (pavement and drainage), Structures (bridges, tunnels and dams) and Integrated Transport Projects. The unit’s role is delivery of Highway infrastructure, providing the technical lead from feasibility to operation, in support of the Highways Operations and Strategy unit strategic objectives.

3.6.3 The Unit provides the following Head of Profession roles:

<table>
<thead>
<tr>
<th>Head of Profession Area</th>
<th>Head of Profession</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Transport Projects</td>
<td>Huw Hamer</td>
</tr>
<tr>
<td>Road Safety Engineering</td>
<td>Robert Surridge</td>
</tr>
<tr>
<td>Bridges &amp; Structures</td>
<td>Keith Harwood</td>
</tr>
</tbody>
</table>

3.7 Programming Team and Support Services – Led by Graham Barrow

The key function of the Programming Team led by John Denney is to co-ordinate the production of the Forward Works Programme (FWP) and the Integrated Works Programme (IWP). The FWP is a 5 year programme that typically includes over
5000 potential maintenance and improvement schemes. The Highways Service typically has 2000 schemes in various stages towards completion at any one time.

4 Highways Service Term Contractor – Ringway

4.1 Ringway is the Council’s Highway Services Term (HST) contractor and is responsible for the contractor directed maintenance services, e.g. fixing potholes, and street light faults, cutting grass, winter service.

4.2 The scale, scope and levels of service delivered through the Highways Service Term (HST) Contract are set by officers and members of the County Council, rather than Ringway

4.3 Hertfordshire’s core Highways Service, like most services across the country was converted to a ‘safe and operational’ level in response to the pressures on public finance and these are reflected within the requirements of the HST contract and across the service

4.4 Like all other highway authorities, cannot afford to deliver everything that customers want, even with the scale of Highways Locality Budget, which remains fairly unique to HCC.

4.5 Ringway provides a number of District Service Agents (DSA) to act as the face of the Contractor Directed Services and provide direct support to elected members, stakeholders and the public.

4.6 Ringway is based in five locations, County Hall and four operational depots.

4.7 At County Hall it has a lead role in the operation of the Integrated Transport Control Centre (ITCC), which brings together real time information about the flow of traffic on the highway network across Hertfordshire together with the management of its own works on the highway.

4.8 Ringway delivers a proportion of the capital schemes which feature in the Integrated Works Programme (IWP).
4.9 Ringway operational diagram for Hertfordshire:
5  **Framework Contracts**

5.1 A set of framework contracts deliver the remainder of the schemes in the IWP via a competitive process, thus ensuring value for money.

5.2 These are:

- Eurovia – Resurfacing
- Keily Brothers – Surface Dressing, Footway and Carriageway Micro-Surfacing
- Eastern Highways Alliance – Integrated Transport Projects
- Osbourne – Bridges & Structures
- Consultants Aecom and WSP – Transport Planning

6  **Highways Service funding**

6.1 Highways Service funding comprises a combination of capital and revenue budgets, determining the nature of works and services that can be delivered.

6.2 The capital budget is drawn from a number of sources:

- Government grant via the Local Transport Plan.
- Hertfordshire County Council funds secured through borrowing or capital receipts.
- Ad hoc government grant secured through challenge bids.
- Contributions from partners such as district councils, SUSTRANS etc.
- Contributions secured as part of development agreements under Section 106 of the Town & Country Planning Act 1990.

6.3 Under national accounting rules the use of capital funding in the service is restricted to long term structural maintenance activity and improvement schemes only.

6.4 The following table sets out the budgets for highways works and services in 2017/18. It excludes HCC staff costs and contract overheads.

<table>
<thead>
<tr>
<th>Highway Maintenance Activities</th>
<th>£k</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor Structural Maintenance</td>
<td>10221</td>
</tr>
<tr>
<td>IWP Bridges</td>
<td>4350</td>
</tr>
</tbody>
</table>
### Table: Highways Service Budget 2022

<table>
<thead>
<tr>
<th>Department</th>
<th>Budget (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IWP Carriageways</td>
<td>21370</td>
</tr>
<tr>
<td>IWP Drainage</td>
<td>1900</td>
</tr>
<tr>
<td>IWP Footways &amp; Cycleways</td>
<td>2700</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>40541</strong></td>
</tr>
<tr>
<td>Routine Maintenance</td>
<td>14121</td>
</tr>
<tr>
<td>Traffic Signals</td>
<td>1749</td>
</tr>
<tr>
<td>Street Lighting &amp; Illuminated Signs Operational Service</td>
<td>7546</td>
</tr>
<tr>
<td>Winter Service</td>
<td>2723</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>26139</strong></td>
</tr>
<tr>
<td><strong>Other Highways</strong></td>
<td></td>
</tr>
<tr>
<td>Integrated Transport</td>
<td>6448</td>
</tr>
<tr>
<td>Major Projects</td>
<td>49290</td>
</tr>
<tr>
<td>Transport Planning, Policy &amp; Strategy (Including Network Management &amp; Development Management)</td>
<td>5454</td>
</tr>
<tr>
<td>Highways Locality Budget</td>
<td>7020</td>
</tr>
<tr>
<td>LED Project</td>
<td>8504</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>76768</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>143448</strong></td>
</tr>
</tbody>
</table>

### 7 The scale of the Service

#### 7.1 The Highways Service in Hertfordshire plans, manages and maintains one of the busiest highway networks in the country:

#### 7.2 Hertfordshire’s Highways service is responsible for:

- 5,110 km of roads (excluding motorways and trunk roads).
- 5,456km of footpaths and cycleways.
- 1,602 bridges and structures, including subways, retaining walls and the Baldock Bypass tunnel.
- 115,500 street lights, 114 high masts, 13,600 illuminated signs, 3,907 subway lights & 5,800 safety bollards.
- 194 junctions controlled by traffic lights; 465 controlled pedestrian crossings; 142 vehicle actuated signs; 152 special signs (variable message or car park guidance signs).
• 168,200 road gullies plus the many pipes and manholes in the highway drainage system.
• Around 13 million square metres of grass. Plus trees, shrubs & hedges.
• Enforcement of regulations governing activity across the highway network.

7.3 During 2016/17 the Highways Service was associated with:

• 1300 Member enquiries per month
• 14500 Twitter Followers
• 2300 written correspondence per month
• 3000 licence applications
• 1200 Vehicle Cross-over applications
• 70,000 permits
• 6,000 Utility Searches
• 27,000 Inspections
• 1100 IWP Schemes @ £31m
## 8 Types of Works

8.1 The Highways Service has classified its works in 5 different Categories, which are delivered as below:

<table>
<thead>
<tr>
<th>Cat.</th>
<th>Description</th>
<th>Delivery Process</th>
</tr>
</thead>
</table>
| 1    | Defects affecting safety requiring immediate action such as potholes, dangerous footway trips, ice, flooding and broken streetlights | **Contractor Directed Service**  
Screened at HCC website/Customer Service Centre level and triaged (sorted and classified) by Ringway Inspectors.  
Safety issues within defined criteria passed to Ringway for action within contractual timescales. |
| 2    | Defects which do not affect safety immediately, but are an asset protection issue, such as overgrown footways, deteriorating surfaces and old road signs | **Contractor Directed Service**  
Prioritised in “Assess and Decide” process by Ringway, for inclusion in planned, budget limited work programmes.  
Includes four ‘High Impact’ Teams to undertake basic maintenance works.  
Issues not prioritised as Cat 2 are collated by Ringway for consideration as Cat 3 or Cat 4 works. |
| 3    | Defects which are not a safety or a priority asset protection issue plus requests for minor streetscape, traffic calming or traffic management improvements | **Member Directed Service**  
Considered and prioritised for funding systematically by local elected members.  
HCC Highway Locality Officers provide technical support during scheme selection phases.  
Ringway and HCC framework contractors deliver majority of works, dependent upon type of work requested. |
| 4    | Larger maintenance and improvement schemes which are included within HCC plans and programmes | **Technically driven core programmes**  
Identified from any route and selected for construction through the “Programme Entry” process.  
Delivery route decided by HCC Client for design and build by the relevant party, proportion will be Ringway and remainder by framework contractors. |
| 5    | Cyclic maintenance  
E.g. grass cutting, gully emptying etc. | **Contractor Directed Service**  
To defined frequency and/or service standards considered by HCC and Ringway on an annual basis and adjusted as appropriate. |

8.2 The four ‘High Impact’ Gangs are 2-man gangs, using a transit sized vehicle, equipped with a basic set of tools to deliver basic maintenance works including:
Vegetation clearance
Cleansing activities (signs, bollards, street furniture etc.)
Straightening/re-erection of signage
Digging out gullies
Restoring grips (drainage channels across the verges)
Removing fly-posters
Weed killing

9 Asset Management – How roads are selected for maintenance treatment

9.1 Hertfordshire is recognised as a leading authority in the field of Highway Asset Management and has achieved the highest level within the Department of Transport’s incentive funding scheme.

9.2 HCC was the first UK local authority to have a Highway Asset Management Plan (back in 2001) and is the Department for Transport’s regional champion for Asset Management

9.3 The Asset Management approach is used to prioritise maintenance work. The aim is to look for ways to gain the greatest overall benefit for the network as a whole, over time, rather than at just looking at improving the condition of individual roads.

9.4 To achieve this, the programmes strike a balance between major repairs to roads, pavements and other assets that have reached the end of their useful lives and preventative maintenance to extend the life of roads etc. and keep them in a good condition for longer.

9.5 This ‘stitch in time’ principle means that expensive reconstruction works for a small number of roads in the worst condition may be delayed because we can’t do everything we might want to do all at once.

9.6 However this allows many more roads to receive treatment to stop them getting into a condition which would demand the more expensive work. These decisions are based on:
- Analysis of annual road condition surveys, fault and repair records by a sophisticated computer program that identifies the best treatments for the funding available.
- Local engineering knowledge of road condition and the information about the use of the road.
- Additional investigation of problems where necessary.

10.7 Works are also bundled up into ‘work streams’ – larger packages of a similar type of work – to give benefits from economies of scale and where appropriate, can tackle a whole route or area rather working in ‘penny packets’.

10 Category 4 Road surfacing techniques, their cost and application

10.1 The Highways Service uses a variety of techniques to maintain or replace
10.2 **Surface Dressing** is a preventative maintenance which will protect and preserve the surface of the road and improve grip. It is suitable for most roads except those with lots of on-street parking and costs approximately £6 per square metre.

10.3 **Microasphalt** is a preventative treatment which will protect and preserve the surface of the road and remove small dips and bumps. It is mostly used in urban areas on roads with fairly low levels of traffic and costs approximately £9.50 per square metre.

10.4 **Resurfacing** is undertaken to replace the existing surface when it is worn out and is suitable in most cases providing there are no deep-seated structural problems. It costs approximately £23 per square metre.

10.5 **Retread (in-situ recycling)** recycles the top layers of the road in-situ and applies a new surface on top. It is suitable for treating roads with some structural problems, mostly used on less-busy roads in a very poor condition. It costs approximately £35 per square metre.

10.6 **Reconstruction** involves the complete rebuilding of the road, possibly including the foundations. It is only used in extreme cases where part or all of the structure of the road has failed. It costs approximately £40 per square metre.

11 **Category 4 Footway surfacing techniques, their cost and application**

11.1 **Reconstruction and resurfacing** replaces the surface (whether it is asphalt or paving slabs) with a new surface and strengthening the foundations if necessary. Between £50 and £75 per square metre, depending on the construction and how deep the work needs to go.

11.2 **Microasphalt (and similar surface treatments)** is a preventative treatment which will protect and preserve the surface of the footway and remove small dips and bumps. It can only be used on asphalt footways (not on top of paving slabs etc.) and costs approximately £14 per square metre.

11.3 It should be noted that the prices given in this section are intended only to give a general indication of the costs of different approaches to maintenance.

11.4 More detailed information will be provided to members to help make choices about how to spend their Highway Locality Budgets.

14 **Service Standards**
14.1 Emergency Response Service

14.1.1 The ‘Out-of-Hours’ periods for the emergency call handling facility are:

<table>
<thead>
<tr>
<th>Period</th>
<th>‘Out of Hours’ Times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday to Friday</td>
<td>00.00hrs to 08.00hrs &amp; 20.00hrs to 24.00hrs</td>
</tr>
<tr>
<td>Saturday</td>
<td>00.00hrs to 09.00hrs &amp; 16.00hrs to 24.00hrs</td>
</tr>
<tr>
<td>Sunday &amp; Public Holiday</td>
<td>00.00hrs to 24.00hrs</td>
</tr>
</tbody>
</table>

14.1.2 The initial response time for emergencies is 2 hours, which is the maximum time taken from receipt of notification of the emergency by the emergency call handling facility to the first arrival at the emergency of the initial element of the contractor’s Emergency Response Unit.

14.1.3 The faults that qualify as 2 hour emergencies include:

- Large dead animal
- Exposed electric wiring
- Flooding to footway, carriageway, subway and/or property damage
- Fallen tree or branch
- Spillages and/or debris on the carriageway (e.g. oil, diesel, petrol, stones etc.)

14.1.4 Whilst some Cat 1 repairs will be of a temporary nature and need to be followed on with more permanent treatment, most Cat 1 carriageway defects (pot holes) will be addressed by permanent treatments.

14.1.5 The criteria and time periods for repair of potholes is dependent on:

- Road classification - (i.e. repairs on busy main roads are higher priority than residential cul-de-sac).
- Severity of the pothole (i.e. nature, dimensions and position within the highway).
- Risk to the customer / user.

14.1.6 Higher risk sites are scheduled for a temporary repair within 24 hours, whilst lower risk sites are be scheduled for permanent repairs within 5 or 20 working days, or noted for consideration as part of future planned and programmed works.

14.1.7 This ensures that temporary repairs are carried out most quickly and the permanent repairs contribute towards reducing the cost of reactive and repetitive maintenance, whilst improving the overall quality and safety of the network over time.

14.1.8 The various response times are as follows:

- Pot Holes on all roads that are wider, or longer than 300mm and deeper than 50mm are repaired within 5 days
- Pot holes that are deeper than 50mm, but not as wide, or long as 300m are repaired within 20 days

- Potholes with depth less than 50mm and length or width less than 300mm are referred to Ringway as a significant defect to assess, decide and prioritise for permanent repair

- The same approach is taken for marked cycleways except that the minimum trigger depth is 40mm.

### 14.2 Grass Cutting

14.2.1 Ringway cuts approximately 5 million square metres of grass verge as part of the **Category 5 Service**

14.2.2 Traditionally the typical growing season was between March and October, but recent years have seen the season starting in February and finishing in December.

14.2.3 Grass is cut to the following standards:

- Verges in towns and villages are cut to ensure that the grass does not exceed 150mm in height.
- Areas within sight lines at hazardous bends, junctions, roundabouts, central reservations, major access points, bus stops, laybys, and the like, are cut to ensure that the grass does not exceed 250mm in height.
- A 1.2m wide swathe is cut along rural verges twice per season.
- Cut grass is not collected but does mulch down, which is good for the soil; however cuttings should not be left lying on roads and footpaths.

14.2.4 Eight million square metres of grass is cut by 8 District or Borough Councils (with the exception of St. Albans and Three Rivers) under Environmental Management Agency Agreements. These areas of grass are generally cut to a civic amenity standard.

### 14.3 Weed Control

14.3.1 Hertfordshire County Council has a statutory responsibility to control noxious weeds.

14.3.2 Noxious and injurious weeds at known hot spots are treated two to three times per year by Ringway.

14.3.3 Common weeds, which are found along the kerbed road edge and on paved footway surfaces, on the majority of roads across the network are treated by the District and Borough Councils under Environmental Management Agency Agreements (with the exception of St Albans and Three Rivers, which are managed by Ringway).
14.4 Trees

14.4.1 The Highways Service owns and is responsible for an estimated 150,000 trees in the public highway (highway trees), with around 142,000 located within urban areas. Ringway undertakes a 3 year rolling hazard condition assessment of around 66,000 highway trees in urban areas, including GPS / GIS location mapping and planned maintenance as a **Category 5 service** and responsive maintenance as a **Category 2 service**.

14.4.2 Trees, hedges and bushes will be cut back if:
- They are in danger of falling down, or losing branches onto the highway.
- They are encroaching into the trafficked footway, cycleway or carriageway.
- They are obscuring signs.

14.4.3 Vegetation that are off-highway, but encroach onto it are the responsibility of the landowner to cut back, but the Highways Service ill cut back as a last resort to make safe, but will seek recourse from the landowner.

14.4.4 Planned safety related work is undertaken on a prioritised basis with trees in urban areas given priority over rural areas.

14.4.5 Storm damage and safety related work (as a result of reactive and planned inspections) is attended to under the **Category 1 service**.

14.4.6 There are also agency agreements with six district and borough councils (Broxbourne, Dacorum, North Herts, Stevenage, Watford, Welwyn Hatfield) who are responsible for around 76,000 highway trees in urban areas.

14.5 Gully Cleaning

14.5.1 Drainage gully cleaning is undertaken by Ringway as a **Category 5 service** on a targeted, asset intelligence approach.
- Approx. 155,000 gullies are cleaned on an 18 month cycle.
- Approx. 7,000 gullies located on high speed roads are cleaned on a 12 month cycle.
- Approx. 6,000 gullies, which are known to be prone to flooding, are cleaned on a 6 month cycle.

14.6 Safety Barriers

14.6.1 One third of the inventory of corrugated beam, rectangular hollow section and wire rope barriers are inspected and de-tensioned, re-tensioned with routine follow up works undertaken by Ringway as a **Category 5 service** each year.

14.6.2 Barrier damage is repaired under the **Cat 1 and Cat 2** service as appropriate.

14.7 Pumps
14.7.1 Ringway inspects 86 drainage pumps annually and undertakes necessary maintenance as a **Category 5 service**.

14.8 **Sign Cleaning**

14.8.1 Signs and bollards are cleaned by Ringway as a **Category 5 service** on a targeted, asset intelligence approach:
- General sign cleaning frequency is determined on a site by site basis from historical data, ensuring that all signs can be read.
- Illuminated bollards and beacons are cleaned more frequently between November and March.

14.8.2 The stock of 185 bus shelters are cleaned once every 20 working days by Contractor Externiture.

14.10 **Street Lighting**

14.10.1 Ringway provides a **Category 5** street lighting service based on the principles of 'safe and operational', which means that:

- Approximately 43,000 street lighting and illuminated sign assets located on Traffic Routes (A, B and C roads) and those street lights that are exceptions to the part-night lighting regime are scouted on a rolling programme.
- Units on non-traffic routes which are within the part-night lighting regime are not scouted. Faults are reported via the Customer Service Centre (CSC).
- Faults reported by the night scouting teams and or through the CSC are scheduled via the operations hub and relayed to the operations team via handheld technology for repair, to ensure the repair is undertaken within 20 working days.
- Risk-based electrical and structural condition and performance assessments are reported monthly on a rolling programme and identify any necessary replacement works.
- Life expired street lighting apparatus is replaced or refurbished on a unit by unit basis.
- Specially designed apparatus is replaced on a ‘like for like’ basis.

14.10.2 Deteriorated and damaged apparatus (identified as a result of Category 1 ‘knockdowns’ and Category 5 reactive inspections and planned structural and electrical testing) is replaced via the refurbishment programme, whilst faulty apparatus is repaired or replaced via the lump sum mechanism.

14.10.3 Since April 2013, Ringway has been permitted to carry out disconnections from and transfers to the electricity networks. This enables all replacement works to be undertaken in their entirety by Ringway. All new connections are still carried out by
14.10.4 The Council is progressing through a phased programme to convert the existing street lighting to light emitting diodes (LEDs), which are controlled by a Central Management System (CMS).

14.10.5 There are approximately 115,500 street lighting lanterns, of which 45,700 were converted to LED/CMS by the completion of Phase 3 in March 2017.

14.10.6 The remaining 69,800 lanterns which operate on a part night lighting (PNL) basis are being converted within a 3 year programme between 2017/18 and 2020/21 at a cost of £18.5m.

14.10.7 The conversion will provide the Council with the ability to control the level of lighting along with the operating period, and as a consequence, reduce the costs associated with energy and carbon emissions.

14.10.8 In addition, the LED/CMS units will significantly increase reliability and reduce ongoing maintenance.

14.10.9 Costs will also be avoided as a consequence of potential increases in energy charges and carbon tax.

14.11 Winter Service (Gritting)

14.11.1 The annual winter service runs 1 October to 30 April annually.

14.11.2 Road salting, also known as gritting, is carried out by a fleet of lorries from 4 depots, where our stocks of salt are held.

14.11.3 HCC Duty Officers decide when to salt, guided by the Winter Service Operational Plan (WSOP) and information provided by Hertfordshire specific road weather forecasts, which are informed by data from 13 roadside weather stations.

14.11.4 The WSOP identifies a set of precautionary salting priorities which are outlined below:

14.11.5 **Road Priorities**
- **Priority 1**  Major A Roads
- **Priority 2a**  Other A Roads & B Roads, also roads serving significant industrial areas and shopping centres; most scheduled bus routes (not school services)
- **Priority 2b**  One road to each village; Urban cycleways.
- **Priority 3**  (During prolonged periods of ice and snow); Roads with steep gradients in urban areas; Rural roads with poor drainage (danger of extensive ice)

14.11.6 **Footway Priorities** – usually treated by hand with assistance from district councils.
- **Priority 1**  Town centres and outside local community shopping areas
- **Priority 2**  Busy residential areas and main streets in villages
- **Priority 3**  Localised high risk residential areas e.g. near old people’s homes
Priority 4  Other residential areas
Priority 5  Little used rural footways

14.11.7 There may be times when, during a national salt shortage or extreme weather and operational needs dictate, a reduced salting network may be adopted. This is known as the resilience network. It provides a minimum essential service to the public, including keeping open links to the Strategic Road network (motorways and trunk roads) plus access to key facilities.

14.11.8 The Resilience Network includes: - A & B roads; some critical bus routes, links to emergency service facilities; other critical infrastructure sites; critical link roads. High priority footways will also be considered for treatment, dependent upon resource availability.

14.11.9 We provide and refill over 1000 salt bins and offer a limited amount of free salt to district / borough councils plus approved resident and parish groups, enabling locally directed treatment of roads and footways not included in the precautionary routes. Other local collaborations include the use of farmers for snow ploughing, district and borough councils and neighboring county councils for sharing of resources.

14.11.10 Live salting updates are provided throughout the winter service period via the Highways Twitter page: Follow us on Twitter @Herts_Highways.

14.11.12 In addition, information can be found on the HCC website at: www.hertfordshire.gov.uk/salting

15  Programme Planning

15.1 Schemes delivery planning takes place at three levels:

- **The Forward Works Programme (FWP)** - a rolling five year programme of possible future works; these are not yet approved or even worked up into detailed schemes but represent a forward view of what the priorities for maintenance and improvement of the network might be in a few years’ time, based on the core service criteria. This allows potential works to be coordinated and packaged to optimise the use of resources and minimise disruption to the network.

- **The Integrated Works Programme (IWP) Preparation Programme** - schemes being designed ready for delivery the following financial year. This forms the basis on which bids for funding are made so is not yet the final programme but is a good indication of works planned for the following year.

- **The IWP Delivery Programme** - schemes that will be implemented during the current financial year, tailored to the funding allocated.

15.2 **Programme Publication** - As the FWP is a working draft to help future planning of the technically led programmes, not a firm commitment, it is relatively low in both detail and certainty and so we do not publish or circulate it. The IWP preparation and delivery programmes are both published regularly.
15.3 These programmes are developed through a series of technically-led assessment processes designed to deliver the objectives and targets agreed in the Corporate Plan and Local Transport Plan.

15.4 They are cross referenced with works identified through the Member led Discretionary Service Highways Locality Budget (HLB) and the Ringway directed services then published at agreed points in the year.

15.5 The aim of this pre planning is that by the October preceding the year of construction we have a technically robust programme of works, which can be modified based on the finances made available.

15.6 The Highways Service has introduced the concept of ‘One and Done’. The aim is that when any works are undertaken on the highway network, due consideration is given to ensuring, that from a public, financial and technical perspective, all the known issues on that piece of network are done or at least considered as beneficial, or not are undertaken at the same time.

16 Member led discretionary service – Highways Locality Budgets

16.1 The Highway Locality Budget (HLB) scheme is one of the Council’s highest profile initiatives supporting the Herts Local agenda. Its objective is to get communities more involved in influencing how money is spent on the roads in their area.

16.2 The basis of the scheme is that each member is provided with a proportion of the highways budget each financial year (£90k for 2017/18) to allocate to local highway priorities, informed by the Member’s engagement with the local community and its representatives, including District, Borough, Town and Parish Councils.

16.3 Highway Locality Budgets are ring-fenced to highways work and primarily intended for highway maintenance including road resurfacing, pavement repairs, drainage clearing
but can also be used to support traffic calming feasibility studies/schemes, smaller projects and works, such as hedge trimming, sign cleaning and white line painting.

16.4 All selected schemes are required to accord with the applicable legal, policy and technical constraints, as well as not creating a long term liability for HCC.

16.5 Each member is assigned an Assistant Highway Manager to guide them through the process with appropriate professional advice, whilst also managing the member’s HLB account.

16.6 The Capital HLB Protocols (approx. £62.7k per member) are:-

- At least the Capital element of the HLB budget determined and ordered by the start of each financial year.
- Members have a deadline of the end of February to confirm their capital schemes, prior to the start of the new financial year
- Officers will direct any remaining capital funds after this point to make up the programme.
- This milestone can be achieved via two routes:
  - Introducing schemes through the core Integrated Works Programme (IWP) process and meeting the deadlines associated with the letting of tenders; typically commitments are required by early autumn.
  - Introducing schemes involving treatments that are less weather dependent, such as footway reconstruction and carriageway plane and inlay, which can be delivered in quarters three and four of the following year. Commitments for these types of works can be made up to the end of February.
- Exceptions to the rule will be considered where a member wishes to ring-fence part of the Capital budget for the development and implementation of non-highway maintenance schemes and Surface Dressing activity.
- It should be noted that the capital elements of the 2017/18 programme, were selected by the previous members of the County Council

16.7 The Revenue HLB Protocols (approx. £27.3k per member) are

- Members have until the end of September to confirm £24,300 of their revenue programme, with the programme selection being fully achieved by mid-December.
- Officers will direct any remaining revenue funds after each milestone to make up the programme.
- Exceptions to the end of September rule will be considered by the Assistant Highways Manager, where a member wishes to ring-fence part of the budget for a scheme in the preparation phase, for which the design and associated costings are not yet finalised.
• The schemes that Members decide to support are published on the Member’s page on Hertfordshire.gov.uk, giving details of the project together with the reason the member chose to support it.

• The process for selecting and delivering simple HLB jobs has been simplified for 2017/18, with the introduction of a simple menu of prices for common activities and delivery as simply as Cat 2.

17 Transport Policy and Strategy

17.1 The Transport Planning and Strategy Group leads and assists the development of the HCC transport policy, and translate it into practical strategies and programmes for identified geographical areas.

17.2 It works with other parts of the Highways Service, the wider County Council services and in cooperation with Local Planning Authorities, Hertfordshire Local Enterprise Partnership (LEP) and stakeholders to develop workable solutions, supporting smart growth in Hertfordshire

17.3 The Group is responsible for supporting Local Planning Authorities with the production of their local plans and for identifying key transport infrastructure needs through assisting in the development of the transport vision and development of area or corridor focused spatial plans (e.g. Growth and Transport Plans and Inter Urban Route Strategy), daughter documents of the Local Transport Plan.

17.4 Growth and Transport Plans seek to understand the implications of growth on the transport network, and in conjunction with key stakeholders identify and develop packages of schemes and actions to help support and enable the current and emerging plans for sustainable growth.

17.5 Challenge in their future development will be ensuring that the links to the economic development and growth agendas are made. This will enable the County Council and its key partners to understand the key transport needs so that funding sources such as Section 106 agreements or Community Infrastructure Levy can be secured and the most effective bids can be developed and submitted.

17.6 The plans are developed in partnership with key stakeholders and partners such as district and borough councils, Highways England and the Hertfordshire LEP

17.7 The Transport Planning and Strategy Group are responsible for Identifying and securing the necessary funding for, and sponsoring the delivery of the Highways Integrated Transport Programme.

17.8 The Group manages the Highways Service Transport Planning Framework contract with consultants AECOM and has overseen the development of the new countywide transport model COMET.

17.9 The model continues to be developed and refined to help understand the impacts of cumulative growth in the county and the surrounding area. It is also being used to, assess policy and scheme proposals, support the development of business cases, assist bidding opportunities and help to inform large scale planning decisions in
conjunction with the local Planning Authorities.

18 Development Management

18.1 Whilst the Planning Authorities for the majority of developments within Hertfordshire are the District Councils, the County Council is the Local Highway Authority.

18.2 As such, the Highways Service co-ordinates planning advice to prospective developers and provides formal responses to the Local Planning Authorities (LPAs) when the resulting planning applications are submitted.

18.3 Typically the response to the LPAs will contain comments on traffic and safety impacts of the development and on proposals for mitigation measures.

18.4 The proposed mitigations could be in the form of highway improvement works that the developer will undertake itself under Section 278 of the Highways Act 1980, or financial contributions made under Section 106 of the Town & Country Planning Act 1990, which the County Council will use to deliver transport improvements, including new infrastructure.

18.5 In Hertfordshire, we use S278 agreements to allow the developer to carry out the works on the existing public highway. The developer is responsible for all aspects of the works, from the design through to supervising construction and ensuring that the works are completed to our satisfaction.

18.6 The Council receives approximately 130 applications for proposed S278 works each year. About 80%, of these are for minor works which involves constructing a simple vehicle crossover or a bell-mouth junction to the new development. The remaining applications are for large scale developments that could include for example a new traffic signal controlled junction on the highway.

18.7 Government rules for the spending of Section 106 funding and the Community Infrastructure Levy are now more rigorous to the extent that these sources are restricted to funding only pre-specified mitigation measures.

18.8 The production and development of the countywide traffic model (COMET) and the refresh of spatial transport plans for our urban areas showing clear proposals for interventions and measures to mitigate against the impacts of growth arising from the LPA’s Local Plan’s is therefore key to ensuring that such funding can be spent in a robust and justifiable way.

18.9 The Highways Development Management Group is now also charging developers for pre application advice.

18.10 Highways DM will encourage discussions before a developer submits a planning application. It invariably results in better quality applications which stand a better chance of a successful outcome and helps speed up the decision making process.

18.11 Addressing issues at the pre-application stage can avoid abortive costs to the development industry if proposals are inappropriate and un-resolvable. It is important that these discussions add value to the process, and to ensure their
Adoption of new roads

19.1 The County Council is the Local Highway Authority and as such has a responsibility to keep all adopted public roads and pavements safe for everyone to use. But not all roads in Hertfordshire are adopted for maintenance at public expense.

19.2 The County Council has the power to formally adopt roads as publicly maintainable highway through a formal legal agreement under Section 38 of Highways Act 1980.

19.3 The County Council encourages developers to consider and engage in discussions relating to road adoption and to agree the extent of adoption, in principle, with the County Council at the planning stage in order to give earlier certainty and achieve a signed Section 38 Agreement as quickly as possible.

19.4 To be eligible for adoption, roads and footways must be connected to the existing highway network and must have demonstrable utility to the wider public, beyond providing access. The road must also be designed and built to adoptable standards.

19.5 In new housing estates the County Council does not, therefore, adopt short cul-de-sacs. Note that there is no minimum number of houses required on a road to achieve adoption.

19.6 Private roads and streets are not maintained by the County Council. The responsibility for private roads and streets lies with the owner, which may be the residents of adjacent houses or land. Sometimes, this responsibility is delegated to a management company which acts on the owners’ behalf.

19.7 If roads remain private and unadopted, the Highway Authority has very limited powers to act and assist.

19.8 Section 38 Agreements for a number of sites built many years ago (some over 20 years ago) remain under negotiation between the developer and the County Council. Officers are currently working on adoption of these sites on a prioritized basis, with the current priority to complete the adoption of a number of roads within Hatfield Business Park.

19.9 When adoption is agreed in principle (either with or without a Section 38 Agreement), the most common reasons for the delay in the adoption of individual roads is:

- Lack of interest by the developer to complete the site. (The developer may have other priorities.)

- The developer has not constructed the highway to an adoptable standard

- Legal and land issues which need to be resolved by the developer (for example, the developer may have sold of parcels of land which are required for highway purposes, such as for visibility splays or easements).

- The road is not connected to the existing highway and therefore relies on the adoption of an adjacent road. (This tends to be a problem when the two
roads have different owners.)

19.10 When no Section 38 Agreement exists, the County Council has limited ability to 'force' the adoption of the road without the co-operation of the developer, without incurring significant costs.

20 **Network and Traffic Management**

20.1 The Traffic Management Act 2004 (TMA) places a specific Network Management Duty (NMD) on the local traffic authorities such as HCC to manage the 'expeditious movement' of traffic around the road network.

20.2 The fundamental objective of the HCC Network Management Group is to enable the highway to perform its primary function, the movement of people and goods. This is partly delivered through co-ordination and planning.

20.2 Key Network Management Duties include;
- Identify current and future causes of congestion and the means to address these.
- Penalties and incentives to encourage efficient use of road space.
- Understand and manage the impact of both planned and unplanned interventions on the network including events such as carnivals, street parties and incidents such as road traffic collisions and impacts of weather.

20.3 Hertfordshire’s Permit Scheme was introduced in November 2012 in order to better manage and coordinate all works on the highway applying parity to all works promoters and highway users.

20.4 The main aim of a permit scheme is that anybody working on the highway has to gain prior approval before works start and Network Management can apply conditions to help reduce impacts such as delays and congestion.

20.5 The Integrated Transport Control Centre (ITCC) assists with the management of traffic on Hertfordshire’s roads. Real time information on current traffic conditions in the county is monitored at the ITCC and traffic problems are communicated from it to enable the public to make informed choices about how and when they travel.

20.6 The ITCC achieves this through the use of technology known as Intelligent Transport Systems (ITS). Traffic lights that are remotely controlled, CCTV cameras, journey time monitoring equipment, and electronic variable message signs are used to monitor and communicate traffic conditions across the county. Operators within the ITCC use these tools and share information with other key stakeholders (such as the emergency services and Highways England) to provide a coordinated response to changes in traffic demand.

20.7 The ITCC also contains the Ringway Operations Hub from which highways maintenance teams are deployed. These teams are on standby 24hrs a day, 365 days a year, to provide emergency responses to situations affecting the road network such as flooding, fallen trees and assisting the emergency services at road traffic collisions.
21 Casualty Reduction

21.1 Hertfordshire County Council established performance indicators and targets for road safety, which are described in the April 2011 Road Safety Strategy (and also referenced in the Local Transport Plan: 2011-2031).

21.2 However, the method of collecting and reporting data changed radically in 2016, necessitating a recalibration and creation of new trend data using 2016 as a baseline.

21.3 The 2016 statistics are:
- Total number of injury accidents - 2628
- Total Casualties – 3650
- Total Killed or Seriously Injured casualties – 458, of which 20 were fatalities.
- The total number of Child KSI is 41, of which none were no fatalities

21.4 The vision is that no one is killed or injured as a result of highway related collisions on Hertfordshire’s road network.

21.5 While the casualty rates in Hertfordshire are presently better than the target levels that have been set, there is still work required to continue to improve the safety of the road network.

21.6 Specialist safety engineering professionals take a systematic approach to identify locations that have a proven collision record and prioritise those that can be addressed with engineering measures, using the limited financial resources available. This enables the county council to fulfil its statutory duty under the Road Traffic act.

21.7 Whilst this approach is the most effective and efficient way of reducing casualties through engineering measures, it is not always popular with local communities where concerns can be raised that there are sections of roads where there are ‘collisions waiting to happen’.

21.8 Careful consideration has to be given to funding safety schemes that are not associated with tackling proven accident site and, in particular:
- Any resources deflected to non-accident sites from casualty reduction sites will deny relief to those local communities that are already suffering and will continue to suffer accidents and casualties
- The robustness of the County Council’s approach to its statutory duty could be challenged
- There is a risk that intervention at a site that has no accidents could create unforeseen consequences

21.9 However, locations where safety is of concern, but there is not a proven collision record can be considered in a number of ways:
During the preparation of Local Transport Plan Vision and daughter documents; Through the Strategic Road Safety Partnership; Through the Police and Crime Commissioner fund; Through the Integrated Transport Projects programme where traffic calming, traffic management, speed limits or other environmental improvements are appraised. Through the Highways Locality Budget Scheme

22 Enforcement

22.1 Highway Enforcement is often complex, with different agencies having different powers and priorities to deal with an illegal activity or issue, which is causing concern to local residents/members.

22.2 There are three organisations that have a variety of powers to take enforcement action in relation to activity that can occur on the public highway. These are:
- The Police;
- District and Borough Councils;
- Highway Authorities;

22.3 The table below sets out the various activities that can occur and who has powers to deal with these.

<table>
<thead>
<tr>
<th>Enforcement area</th>
<th>Agency Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking in contravention of a restriction</td>
<td>District and Borough Councils</td>
</tr>
<tr>
<td>Blocking a driveway/dropped kerb</td>
<td>District and Borough Councils, Police (if obstruction)</td>
</tr>
<tr>
<td>Weight limit enforcement</td>
<td>Police</td>
</tr>
<tr>
<td>Speeding</td>
<td>Police</td>
</tr>
<tr>
<td>Parking causing damage to the verge</td>
<td>Highway Authority</td>
</tr>
<tr>
<td>Parking on the footway</td>
<td>Police but only if they observe driving along the footway</td>
</tr>
<tr>
<td>Materials stored on the highway</td>
<td>Highway Authority</td>
</tr>
<tr>
<td>Skips and scaffolds on the highway</td>
<td>Highway Authority</td>
</tr>
<tr>
<td>Tables and chairs on the highway</td>
<td>Highway Authority</td>
</tr>
<tr>
<td>Overhanging vegetation</td>
<td>Highway Authority</td>
</tr>
<tr>
<td>Advertising Boards on the highway</td>
<td>Highway Authority, District and Borough Councils</td>
</tr>
<tr>
<td>Driving across a footway to access a property (not at a proper dropped kerb)</td>
<td>Highway Authority</td>
</tr>
<tr>
<td>Working on the highway</td>
<td>Highway Authority</td>
</tr>
<tr>
<td>Fly tipping</td>
<td>District and Borough, Highway Authority (only when causing an obstruction and then only a make safe not disposal)</td>
</tr>
<tr>
<td>Abandoned mobile home on highway</td>
<td>Highway Authority</td>
</tr>
<tr>
<td>Abandoned trailer or caravan on the highway</td>
<td>District and Borough</td>
</tr>
</tbody>
</table>

22.4 Highways related licensing and enforcement is led by the Network Management
Group. This includes both Highways Act licensing and enforcement, and NRSWA permitting and compliance inspections.

22.5 Highways enforcement follows a three stage approach, viz.

- **Information Campaigns:** Using press releases, Horizons Magazine, Parish/Town Council news letters or other publications to remind residents of their responsibilities – such as to cut back over hanging vegetation

- **Informal approach to individual residents/businesses:**
  - Step 1 Highways Service personnel post standard letters through individual letter boxes asking residents to cut back a hedge for example.
  - Step 2 authorised officers will send and record an informal letter to the resident, which will be followed by an inspection a minimum of 14 days later;

- **Formal Notice:** issued by one of the six HCC Highways Licence and Enforcement Officers

Experience has shown that the county council needs to follow a rigorous process if it is to be successful in recovering costs through the courts.

22.6 HCC considers an illegal dropped kerb (Vehicle Crossover) to be a vehicular footway crossing that has been constructed without the highway authority’s approval. When a resident wants a dropped kerb they are required to contact HCC who will carry-out an assessment and decide if the location meets the criteria for a dropped kerb. If it does the authority will provide a quote and once the customer has paid will carry-out construction.

22.7 Dropped kerbs remain the responsibility of the highway authority to maintain and so it is in our interest to ensure they are appropriately constructed otherwise there could be longer term maintenance problems.

22.8 Residents should also be aware that more and more solicitors are contacting highways during a house sale, seeking confirmation that the dropped kerb to a property has been approved by the authority.

22.9 The aim again will be to stop the construction of illegal dropped kerbs happening in the first place. HCC’s website is used to make it clear to residents the process that needs to be followed and other publications used to advise residents.

22.10 People working on the highway are encouraged to report any unusual dropped kerb construction activity to a central business support team who will check details. Where the site is not being worked on by the highway teams an L & E officer will be dispatched to investigate.

22.11 Where an illegal dropped kerb has been constructed the resident will be contacted advising them of the problem and that they should refrain from using the crossover. We will explain that their dropped kerb has not been approved or has not been constructed by an approved contractor. We explain that our records will show it doesn’t have approval and this may be an issue when they try and sell their house.
We will offer to undertake an assessment and survey at a cost of £300 that will need to be paid in advance. This will be the equivalent of the initial application fee plus the cost of a core to establish the depth of construction.

22.12 Where a resident is driving over the footway to access their property without a proper dropped kerb or the dropped kerb is not wide enough, they are potentially causing damage to buried apparatus and could be impacting on the safety of other road users.

22.13 Where this is happening the current approach is to contact the resident advising them of the issue inviting them to apply and pay for a dropped kerb.

22.14 In a number of cases this has the desired impact and residents will apply for a dropped kerb. Where this does not happen and the resident continues to drive over the footway the remedy will need to be via the courts.

22.15 L & E officers are working with HCC Legal teams on a test case

22.16 Damage to the highway verge is an ongoing challenge and can occur in a number of ways such as:

- Residents parking on the highway verge
- Developers and trades people parking on the verge near development sites or delivery drivers
- Materials being stored on the verge by developers or individual households
- Utility companies working on the highway

22.17 The approach to dealing with the problem of damage to the verge will depend on how the damage is likely to have occurred.

- **Damage associated with developments:** The initial aim will be to avoid damage occurring in the first place by reminding all developers, through the planning process, to avoid damaging highway verges or to agree to repair any damage at the outset. This will include working with local planning authorities to ensure appropriate conditions are attached to planning permissions and seeking to secure a bond that can be used to undertake repairs. Information will be sought from the local planning authority on when a development is likely to start such that a before survey can be agreed on large sites between highway teams and the developer. Where damage has occurred an officer will contact the developer asking them to undertake repair works.

- **Damage associated with residents parking on the verge:** Where parking on the verge is causing damage, the local community will be encouraged to try and stop this happening. Informal letters will be sent to all residents in an area asking them to stop parking on the grass verges. Where damage has occurred Ringway will assess the damage in accordance with the Defect Management Approach (DMA) to determine if any repair is needed. Unless the damage is actually witnessed being caused, advice from HCC legal teams is that it would be very difficult to pursue a successful legal action.
• **Damage associated with materials stored on the highway:** The initial aim will be to avoid damage occurring in the first place by reminding all those submitting planning requests that they may not store material on the public highway without agreement of the highway authority. Where a developer or resident seeks permission to store material on the highway a licence may be agreed which will include a before survey to establish the condition of the verge before works started. This could include a nominal bond to undertake any repairs should the verge be damaged and require repair.

22.18 Where any damage is caused by a **utility company** working on the highway, this is pursued by the New Roads and Street Works Act (NRSWA) inspectors. In general the controls in place on utility companies and the relationship with them means that they do undertake repairs to the highway where they have caused any damage. The highways teams also have a process in place where by Ringway undertake repairs to highway assets damage by a utility company and then recover costs for this. This tends to be used where drain runs for example have been broken during cable laying works.

22.19 Any **third party signs** placed on the highway require appropriate authorisation from the network management team. Signs approved in this way will include details on the back of the sign owner and the date they are to be removed by if they are temporary signs.

22.20 Signs not authorised will be taken down, depending on the availability of resources and its impact on the operational safety of the highway.

22.21 District and Borough councils have powers to deal with **flyposting**. HCC are working with District and Borough Councils to agree arrangements for them to deal with flyposting on Highways apparatus.

22.22 There are two basic types of **overgrowing vegetation**, viz.
- Highway vegetation
- Third party vegetation

22.23 Highway vegetation is dealt with either as part of the CAT 5 cyclical maintenance programmes or through the CAT 1 (safety related) or CAT 2 (routine maintenance) services. Customer reports of highway vegetation are assessed under the DMA and assigned an appropriate rectification time.

22.24 Ringway will make use of the CAT 2 High Impact and NRSWA gangs (when they are not engaged on NRSWA related works) to tackle reports of overhanging vegetation in a planned manner, when they are working in the area.

22.25 Enforcement to address third party overhanging vegetation follows the generic process identified in Section 22.5 above.

22.26 Before taking any action a formal notice has to be served on the resident (unless it is seen as an immediate hazard where public safety is compromised) requesting they cut back the overgrowing vegetation. Before issuing a notice it is good practice to engage informally.
22.27 Where works are not carried out by the resident, Ringway will be instructed to cut back the vegetation and HCC L & E officers will seek to recover the costs of these works.

22.28 It is estimated that about **10% of developers’ works on the highway are started illegally**, with these falling in to two categories, viz:

- No signed S278 agreement in place and no NRSWA permit;
- No S278 agreement applied for, but not completed and no NRSWA permit

22.29 The approach being evolved with developers is to avoid the need for enforcement where possible by engaging with developers and the planning authorities during the planning stages, with the aim of identifying the needs and expectations of the highway authority when works are happening on the ground.

22.30 Where developers are found to be working on the highway illegally, this is dealt with in one of the following ways:

- Where the works are identified at the early stage, a NRSWA inspector will check the site and instruct the developers/contractors to stop the works and make safe the area until a formal agreement and permit have been issued;

- Any works that have been substantially completed, the Development Management (DM) implementation team will assess the illegal works against the Council’s design and construction standards to determine whether the works are acceptable and where necessary arrange for remedial works at the developer’s cost.

22.31 Two Ringway New Roads and Street Works Act (NRSWA) response gangs have been engaged with the primary aim to make safe and, where appropriate, make permanent repair to defects created by the public utilities. These gangs will be funded by the counter-charging of the Utilities.

23 **Members and Customers Journey**

23.1 The Highways Service is the most highly used and visible function that the County Council delivers.

23.2 As soon as people go out their front door to go to the shops, visit a friend, have something delivered or travel to work, they all rely on the Highway Service.

23.3 As a consequence our elected members, residents, customers (citizens, developers and utility companies) and highway users in general are at the centre of everything we do.

23.4 Communication with members, customers and stakeholders is therefore critical to the successful delivery of an effective service, whether it is resurfacing a road, building a new bus stop, filling a pothole or repairing a street light, we aim to keep our customer informed of what is happening on the highway and how it could affect them.

23.5 County Council elected members receive the personal support of Assistant Highways Managers (AHMs), who not only provide a one-stop-shop to all Highways
Locality Budget (HLB) matters, but also act as the members’ gateway into the Whole Client Service to assist with casework and facilitating the relationships between members and officers within the service, including Ringway’s District Service Agents (who are responsible for the local Cat1 and Cat 2 services).

23.6 To engage with the wider Highways Service, HCC members are encouraged to use the Highways Member Enquiry Service, which will direct the request to the most appropriate officer for a full response.

23.7 In line with the County Council’s corporate approach to customer contact, there is an ongoing ‘channel shift’ away from traditional contact channels such as letters and telephone calls to digital (electronic) channels. Members have been issued with a self-help triage flowchart to provide guidance on dealing with incoming service requests.

23.8 Member communication standards are as follows:
   - Response to member queries is 5 working days.
   - Members will be offered monthly casework 1-2-1 meetings with AHMs.

23.9 The initial Highways customer contact service is provided via the SERCO managed Customer Service Centre (CSC). All requests for service made by letter, on line or by telephone will be received and processed by the CSC.

23.10 Basic faults are best reported to the 'Highways Fault Line', which can be accessed through the HCC website or District Council portals. This is the quickest and most cost effective way of ensuring the defect gets to the right team at the right time so they can carry-out repairs and keep the highway safe.

21.11 Requests for a more complex service are best made by email to contact@hertfordshire.gov.uk or by telephone to 0300 123 4047, where the call handler will either help direct, or seek assistance from the relevant specialist officer.

21.12 District, borough and parish councils have been invited to nominate a single liaison officer to co-ordinate key issues on behalf of their members for raising with the relevant Group Manager, Assistant Highways Manager or District Service Agent. All other requests will be received and processed by the CSC.
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