
APPENDIX A
TERMS OF REFERENCE

APPENDIX A**TERMS OF REFERENCE****A. TOPIC**

Management and operation of the highway network including:

- Transportation policy and strategy
- Development of Highway Network Improvements
- Traffic management
- Travel and Road Safety Management
- Street lighting
- Highways Development Control
- Highway maintenance and administration
- Construction and maintenance works

The review would cover all aspects of the Highways and Transportation functions of the Department of Planning and Transportation except Public Transport.

The review will be expected to take as a starting point the agreed outcomes of the Highway Maintenance review, the information gathered during the course of the Highway Services Review and the approved Local Transport Plans.

In view of the expected duration of the review, the Cabinet will be asked to determine, in consultation with the Harborough District Council, interim arrangements for the operation of the Harborough Highways Partnership pilot project. This will be done as a separate exercise to enable the Review Panel to concentrate on the consideration of longer term options for the future management and operation of the highway network across the County. Any interim arrangements would not be expected to prejudice the outcome of the best value review.

B. BUDGET PROVISION 2000/01

	£
Revenue Budget	
Highways Design and maintenance	17,156,730
Transport Planning	<u>2,057,960</u>
	19,214,690
 Transportation Capital Programme	 <u>7,640,000</u>
Total	<u>26,854,690</u>

The revenue budget indicated above, excludes management and departmental and corporate support costs.

C. COMPARATIVE DATA

Government and Audit Commission required performance indicators for 2000/01 are as follows:-

- | | |
|-------|--|
| BV99 | <p>(a) Number of road casualties per 100,000 population – killed/seriously injured. Leicestershire actual figure for 98/99 was 48.4, and for 99/00 is 52.4.</p> <p>(b) Number of road accident casualties per 100,000 population – slight injuries. Leicestershire actual figure for 98/99 was 374.5 and for 99/00 is 371.8.</p> |
| BV100 | <p>Number of days of temporary traffic controls or road closure on traffic sensitive roads caused by local authority road works per km of traffic sensitive road. Leicestershire actual figure for 1998/99 was 0.29, and for 99/00 is 1.0.</p> |
| BV105 | <p>Damage to roads and pavements. Leicestershire figure for 99/00 is 91.6%.</p> |
| BV93 | <p>Cost of highway maintenance per 100 km travelled by a vehicle on principal roads. Leicestershire actual figure for 98/99 was £0.26, and for 99/00 is £0.30.</p> |
| BV98 | <p>Percentage of street lamps not working as planned. Leicestershire actual figure for 98/99 was 0.55%, and for 99/00 is 0.55%.</p> |
| BV95 | <p>Average cost of maintaining street lights. Leicestershire actual for 1999/2000 is £34.27 and target for 00/01 is £33.60.</p> |
| BV85 | <p>The cost per kilometre of keeping relevant land, for which the local authority is responsible, clear of litter and refuse.</p> |
| BV96 | <p>Condition of principal roads.</p> |
| BV97 | <p>Condition of non-principal roads.</p> |
| F1 | <p>The percentage of pedestrian crossings with facilities for disabled people. Leicestershire actual figure for 98/99 was 71.3%, and for 99/00 is 75%.</p> |
| F2a | <p>The percentage of links of footpaths and other rights of way which were signposted where they leave a road. Leicestershire actual figure for 9899 was 64% and for 99/00 is 60%.</p> |

F2b The percentage of the total length of footpaths and other rights of way that were easy to use by members of the public. Leicestershire actual figure for 98/99 was 82% and for 99/00 is 56%.

Local performance indicators are as follows:

LB11 The percentage level of casualty reduction (killed/seriously injured) related to average 1994-98 baseline: Central Leicestershire. Leicestershire actual for 99/00 is 12%. Target for 04/05 is 20%.

LB12 The percentage level of casualty reduction (killed/seriously injured) related to average 1994-98 baseline: Rest of Leicestershire. Leicestershire actual for 99/00 is 3%. Target for 04/05 is 22%.

LB13 The percentage of year 6 children (10/11 year-olds) receiving cycle training. Leicestershire actual for 1998/99 was 57% and for 1999/2000 is 50%.

LB14 The percentage of schools provided with road safety services. Leicestershire actual for 1998/99 was 72% and for 1999/2000 is 79%.

LB15 The number of schools committed to implementation of a travel plan.

LF8 Numbers of drivers attending improvement courses. Leicestershire actual for 1998/99 was 128 and for 1999/2000 is 169.

LC7 Length of cycleway network. The network was increased by 8 kilometres in 1999/2000.

Performance measurement framework, indicators and targets are included in the Local Transport Plans.

Performance Indicators are currently being developed by the Midlands Regional Benchmarking Group.

Some comparative data will be available from the Harborough Highways pilot project and the information from the Highway Services Review.

Consultation by the Audit Commission on proposed Best Value Performance indicators for 2001/02 suggests the deletion of indicators F2a, and F2b and BV98 and a slight modification to the wording of BV95.

Key Issues	Challenge	Compare	Consult	Compete
1. What are the key statutory responsibilities of the County Council and District Councils in relation to highway matters covered by this review? Which services are mandatory and which are discretionary?	✓	✓		
2. How is the demand for the services likely to change over the next five years? What are the implications of this for the organisation and delivery of the service in the longer term? How can the organisation and delivery of highway services best meet the policy framework contained within the Local Transport Plans?	✓			
<p>3. What is the purpose of the different arrangements for the management and delivery of highway services across the County – i.e. agency, partnership, direct provision?</p> <ul style="list-style-type: none"> • What overall objectives should be set against which to evaluate future options for the delivery of the service in the longer term? • How do the different arrangements compare in terms of: <ul style="list-style-type: none"> • value for money for the County Council and for Council taxpayers generally? • contribution to County Council objectives? • efficient and effective working between the County Council and District Councils and with other agencies? • ease of access to the services by the public? • democratic involvement and accountability? • Do the current arrangements result in differing levels of service across the County? If so are any such differences justified in terms of need? 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		

Key Issues	Challenge	Compare	Consult	Compete
<p>4. What options exist to reduce potential confusion amongst the public about responsibilities and promote ease of access to the service and effective and efficient working between the County Council and District Councils and other agencies?</p> <ul style="list-style-type: none"> • To what extent would changes of structure and/or responsibilities within the County Council or changes of responsibilities between the County and District Councils be necessary to address these issues? To what extent would it be possible to address these issues effectively and efficiently without changes in structure or responsibilities? 	✓	✓		
<p>5. What options exist for management and co-ordination of the services at elected member level within the County Council and between the County Council and District Councils? What are the relative benefits and costs of these options?</p>	✓	✓		
<p>6. How do other local authorities arrange for the management and delivery of highway and related services?</p> <ul style="list-style-type: none"> • How does the range of services, costs and quality of our services compare to other local authorities? • How well do we perform against any national and local performance indicators and targets set for the services? • What would be the implications of setting targets to be in the best performing 25% of authorities? • Are current performance indicators still appropriate or should others be used? 		✓		
<p>7. What are the views of the public and other stakeholders on the services provided?</p>			✓	
<p>8. What options exist for alternative methods of working with other service providers? Are there any ways in which partnership working with other bodies (in addition to any partnership working between County and District Councils) could provide better quality and value for money in delivering the services?</p>	✓	✓		✓

Key Issues	Challenge	Compare	Consult	Compete
<p>9. In what ways is competition used at present as part of the delivery of services?</p> <ul style="list-style-type: none"> • To what extent would a competition for those elements of the service not previously subjected to competition be likely to result in lower costs and/or better quality of services? • Following the abolition of compulsory competitive tendering what options exist for alternative packaging of services which might offer opportunities for better quality and/or reduced costs? • Would there be any benefit in joint tendering of highway and related services by the County Council and District Councils (and other agencies)? 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>		<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>

E. TIMETABLE

Start date:	September 2000
Suggested finish date:	December 2001
Interim Reports:	December 2000 and June 2001

The key factors will be consultation and discussions with the District Councils.

F. EXTERNAL INVOLVEMENT

The following bodies will be consulted as part of the review:

- District and Parish Councils
- Leicestershire Association of Parish and Local Councils
- Rural Community Council
- Leicestershire Health Authority
- Highways Agency
- Statutory Undertakers
- Emergency Services
- Other local highway authorities through benchmarking activities

The approach to wider consultation has not yet been decided, but it is expected that consultation can go ahead in parallel with the early stages of the review.

G. REVIEW METHODOLOGY

The review will be carried out in accordance with the County Council's guidance on the conduct of reviews and guidance on communication and consultation with employees and trade unions on best value and competition.

APPENDIX B
REVIEW PROTOCOL

PROTOCOL FOR THE REVIEW

Focus on Service Users

Maintain a consistent focus on the needs of service users and the community rather than the convenience of present service providers

Open-mindedness

Maintain an open-minded approach in considering issues, be open to persuasion and avoid inflexibility.

Challenge and Change

Accept that challenging present arrangements is an essential part of the Best Value process and to participate constructively in the process.

Transparency

Ensure that the review process is inclusive and transparent and that all information and reports considered by the review are available to all colleagues.

Listening

Consider carefully all contributions made by colleagues and respond to them as constructively as possible

Seeking Consensus

Seek consensus wherever possible. Where differences emerge ensure these are understood, recorded and agreement reached on a process for dealing with them

Commitment to Review

Maintain commitment to the review programme and ensure the efficient and timely provision of all necessary information.

Reference to Members

To undertake prior consultation with colleagues on any reports to County and District Council Members relevant to the review and having implications for its process, programme or outcome.

Co-ordination

To co-ordinate activities on reviews and related matters wherever possible and in particular to avoid duplication in public consultation arrangements.

APPENDIX C
SERVICE VISION

SERVICE VISION**Purpose of Highway Network Management**

To provide, maintain, and manage the highway network for the safe and efficient movement of people and goods, in accordance with the objectives and priorities of the Local Transport Plan and the wider corporate objectives of the Council.

Policies, Objectives and Priorities

- All aspects of service delivery should be designed to meet users' needs and the Council's legal obligations, in accordance with the principles of the new Code of Practice on Maintenance Management in respect of:-
 - Network Safety
 - Network Serviceability
 - a) Ensuring availability
 - b) Achieving integrity
 - c) Maintaining reliability
 - d) Enhancing quality
 - Network Sustainability
 - a) Minimising cost over time
 - b) Maximising value to the community
 - c) Maximising environmental contribution
- These policies and objectives and associated service delivery arrangements should be established and regularly reviewed in consultation with District Councils and Stakeholders, and published in a revised Highway Network Management Plan.
- All programmes and priorities established to meet service policies and objectives should be developed initially on the basis of the best available technical information. They should then be subject to consultation with District and Local Councils and adjusted so far as practicable to co-ordinate with local circumstances and priorities.
- All decision making processes should enable the maintenance and development of good quality local services, should be efficient, transparent and accountable

Information and Consultation

- Clear information on programmes and priorities should be provided consistently and regularly to all County and District Council Members and to Local Councils
- Consistent standards of consultation and information should be provided to enable users and communities to understand and comment on proposals that may affect them, to mitigate potential inconvenience during the works, and to facilitate their safe use of the network.
- The service should provide simple clear contact arrangements, at all times, for users and other stakeholders, which avoid uncertainty and ensure consistently reliable standards of response.

Procurement, Quality, and Performance

- The service should be specified, procured and delivered to provide a balance between price and quality. The basis of this to be further defined during the progress of this Review.
- The cost element of the service should be based upon the total cost incurred by Councils on behalf of the community, rather than the cost to the County Council or District Council individually.
- The service should deliver consistent standards of design and implementation throughout the County, reflecting the differing requirements and character of rural and urban areas.
- Design and delivery of all aspects of the service should be efficiently integrated to maximise added value and avoid waste or duplication. Arrangements should also maximise flexibility to respond to resource constraints, changing priorities or emergencies.
- All parts of the service should apply a consistent integrated performance management regime, utilising compatible information technology and management information, to monitor progress towards objectives and targets and to drive up standards.

Human Resource Management

- The service should be managed to ensure the most efficient and flexible utilisation of all human resources, whether public or private, including effective training and development, based on the principles of Investors in People.

- Devolution of operational responsibility to front line employees should be encouraged within a clearly defined and consistent framework of policy and management support.
- Organisational and management arrangements should encourage a culture of openness, trust, and organisational learning rather than blame in order to support innovation and continuous improvement.

