

Planned & Reactive Maintenance: Potholes & Drainage Task Group

1. Recommendations

The Task Group asks the Corporate Infrastructure & Regulatory Services Scrutiny Committee and Cabinet to endorse and action the recommendations below. The Task Group requests that an update on the progress of the recommendations should be brought back to the Corporate Infrastructure & Regulatory Services Scrutiny Committee in six months' time.

RECOMMENDATION 1

CLOSER MONITORING OF GULLY CLEANING, OTHER CYCLICAL DRAINAGE WORKS AND PLANNED MAINTENANCE PROGRAMMES

a) Countywide monitoring through the regular reporting of Highways progress and performance through a dashboard/performance report, to include gully cleaning and drainage works, at each meeting of the Corporate Infrastructure & Regulatory Services Scrutiny Committee, starting in March 2019.

b) Highways & Traffic Order Committees (HATOCs) to have closer oversight of the delivery and performance of local cyclical and planned maintenance programmes.

Methods to be determined by individual HATOCs but suggestions include:

- Asset Management Team to report annually on local cyclical and planned maintenance programmes for the year ahead;
- Asset Management Team to provide Mid-Year progress reports on the delivery of these programmes;
- Regular attendance at HATOC by Skanska and other relevant contractors to report on the progress of programmes.

RECOMMENDATION 2

CONTINUED FOCUS ON DELIVERING HIGHWAYS MAINTENANCE FROM THE POINT OF VIEW OF COMMUNITIES

a) A report be brought to Corporate Infrastructure & Regulatory Services Scrutiny Committee in March 2019 on the findings of the East and Mid Devon trials for further scrutiny, before formal adoption

b) If after consideration of the report referred to in recommendation 2a) the Scrutiny Committee are not convinced that the trial is delivering improvements for the public, that a new trial is established in part of the County, whereby the Skanska pothole gangs are given flexibility and autonomy to take pragmatic/common sense decisions to the repair of 'service defects' for those rural roads, not covered in the trial

c) Further work be undertaken to improve the user experience of the Public Information Portal and accurate and informative alerts and updates to be provided to members of the public who report potholes.

RECOMMENDATION 3

A CLEAR SET OF PRIORITIES FOR MAINTENANCE DURING WINTER

- a) Skanska's approach to prioritise cyclical drainage works early in the year, freeing up resources to manage reactive works in the winter, be fully supported and endorsed
- b) DCC and Skanska to establish a joint protocol for the prioritisation of highways maintenance works during peak winter periods. The protocol should focus on maintaining a safe road network, acknowledging that before, during and after more extreme weather conditions, emergency and reactive works will have to take priority over planned works; the highest priority should be snow clearance, followed by gritting, repairing safety defects, and then cyclical/planned works.

RECOMMENDATION 4

ESTABLISH A MORE JOINED UP APPROACH BETWEEN HIGHWAYS TEAMS, CONTRACTORS AND COMMUNITIES

- a) Highways Teams to pilot different ways of collaborative working with town and parish councils and report findings back to the Corporate Infrastructure & Regulatory Services Scrutiny Committee in the Autumn
- b) Highways to continue to develop a user friendly, online facility, to include historic works and contractor details, searchable by electoral division, to be completed by Summer 2019

RECOMMENDATION 5

IMPROVE SKANSKA'S MANAGEMENT OF POTHOLE CLAIMS, INLINE WITH THE AGREED INSURANCE PROTOCOL

- a) Skanska to clear the backlog of DCC claims and be managing all claims in line with the timescales in the agreed insurance protocol by 1st April 2019
- b) Skanska's progress in this area continue to be monitored through the Devon Highways Board, and that the Corporate Infrastructure & Regulatory Services Committee be informed of progress as part of a highways performance report (see recommendation 1a)

2. Background

Delivering Highways Maintenance in Devon

2.1 'Highways Maintenance' can refer to a wide range of works and services, from pothole repairs, to surface dressing, to streetlighting. Devon County Council (DCC) has commissioned Skanska Construction UK Ltd, to deliver a large proportion of these services through a Highways Term Maintenance Contract (TMC), running from 1 April 2017 to 31 March 2024 (with the option of extension for a further 3 years). The key components of the TMC are:

- 1) Planned & Reactive Maintenance
- 2) Winter Service
- 3) Emergency Response

2.2 It is important to acknowledge that DCC's relationship with Skanska is more 'employer/supplier' in nature than the 'virtual joint venture' partnership held with South West Highways (SWH) prior to April 2017. This has been a significant and sometimes challenging cultural shift for all staff, including those operational staff who have transferred from SWH to Skanska and for DCC staff.

2.3 'Devon Highways' is the collective name for the DCC and Skanska partnership.

2.4 For 2018/19, around 40% of highways maintenance spend is with Skanska through the TMC. The remaining 60% is being delivered through other contractors. 2018/19 is a slightly unusual year in that DCC received additional capital funding from government through the Pothole Action Fund, and for the rebuild of the road at Slapton, and additional highways revenue budget (as recommended by Scrutiny), and much of this by nature has to be delivered outside of the TMC. In a normal year DCC might expect to spend around 60% of its highways maintenance budget with Skanska and around 40% with other contractors. Through the TMC, Skanska are however responsible for delivering all safety defect (pothole) repairs, gully cleaning/emptying and drainage works.

2.5 As referenced above, the 2018/19 budget scrutiny process identified a need to allocate additional highways revenue budget to areas such as drainage, patching and pothole repairs. Following agreement at Cabinet and adoption by the full Council in February 2018, an additional £6.5 million has been successfully allocated to these areas and will be spent by the end of the 2018/19 financial year. This has been allocated as follows:

- £1.69 million Cyclic drainage
- £380,000 Routine drainage
- £150,000 Public Rights of Way drainage
- £500,000 Jetting and camera surveys
- £400,000 Grass cutting
- £1.5 million Safety defect trials (initially East Devon)
- £2 million Routine patching

Scope of the review

2.6 In view of concerns raised by both Members and the public relating to the high number of issues around planned and reactive maintenance (predominantly potholes and blocked gullies), and concern surrounding the performance of Devon Highways, the Corporate Infrastructure and Regulatory Services Scrutiny Committee agreed on 27 March 2018 that a Task Group be set up to:

- Investigate Devon Highways' (DCC and Skanska) performance over the past year in terms of planned and reactive maintenance, and how this should be managed going forward;
- Examine the robustness of DCC's contract management of Skanska;
- Examine issues of communication and feedback failure with the public, councillors and parish councils, and communication between DCC and Skanska;
- Review issues with the online 'report a problem' system and steps being taken to address these;
- Make recommendations as appropriate to the Corporate Infrastructure & Regulatory Services Scrutiny Committee on how Devon Highways' performance could be improved to deliver a better service for Devon residents.

3. Findings

Communication

3.1 Throughout this review, issues around communication have arisen in a number of areas, including how DCC's highways teams, Skanska and other contractors interact with each other and work together. This has a huge impact on how communities and local Members receive information about highways works, and how local people are able to influence the works and services which affect them. Not all issues are experienced universally across the County, however specific issues in a number of areas include:

- Neighbourhood and Asset Management Teams knowledge of timing and detail of work being planned/undertaken by Skanska;
- Neighbourhood Teams knowledge of works being planned/undertaken by other contractors;
- Lack of information/poor communication of local works and issues from highways teams and contractors to the local Member;
- Lack of information/poor communication of local works and issues from highways teams and contractors to communities
- Complexities of the integration of different IT systems

3.2 Many of these issues are explored in more detail later in this report, and communication problems are a theme which run throughout the Task Group's findings. Reflecting this,

many of the recommendations in this report aim to improve how DCC highways teams, contractors, local Members and communities communicate with each other.

Drainage systems

3.3 Gullies, ditches, grips and buddle holes (see glossary for definitions) allow rainwater to drain away from the highway and aim to keep the road surface free of standing and flood water. Drainage systems need to be properly maintained and kept clear to prevent blockages and subsequent flooding. Under the TMC, Skanska are responsible for emptying or flushing gullies annually, or once every three years (dependant on the type of gully and the location). Grips, easements and buddle holes in problem areas should also be cleaned on an annual basis.

3.4 Towards the end of their first year of operation, it emerged that Skanska had failed to complete their scheduled gully cleaning programme, with 30% of works still outstanding on 31st March 2018. One of the key factors associated with the backlog was the transition from the previous contractor South West Highways to Skanska. Despite Skanska having a detailed mobilisation plan in place, it took longer than expected to manage issues such as staff consultation and TUPE arrangements. Problems with plant availability and reliability and the March snow events contributed to delays.

3.5 Issues around the monitoring of the gully cleaning programme also emerged, with Skanska and DCC contract managers only becoming aware of the full extent of delays two weeks before the end of the financial year, meaning that little action could be taken to address problems at that time.

3.6 A number of steps have already been taken by Skanska and DCC to address the issues and mitigate against similar delays in the current year. Actions include:

- Prioritisation of gullies still outstanding at the end of March 2018;
- Purchase and use of a new fleet of vehicles to improve reliability;
- Changes to line management and increased resources in gully clearing;
- Improved communication and monitoring of performance by contract managers;
- Prioritisation of resources into gully cleaning in the spring and summer, to get ahead of schedule going into the autumn and winter months.

3.7 The maintenance of roadside ditches is the responsibility of whoever owns the land adjacent to the ditch. Where the landowner fails to maintain a ditch, DCC has the power to take enforcement action against the landowner, however, there are times when Devon Highways will clear ditches in order to keep the highway free of water. A DCC working group is being established to review how the Council is dealing with ditches, and whether greater enforcement of landowner responsibility is needed.

3.8 The Task Group accepts that the failure of Skanska to complete its gully cleaning programme in 2017/18 was predominantly related to issues surrounding the transition of the contract and is reassured by the steps taken by DCC and Skanska to mitigate against this backlog reoccurring. Members remain concerned however about the approach to the performance monitoring of Skanska in terms of cyclical and planned works and as such, seek greater oversight by elected Members.

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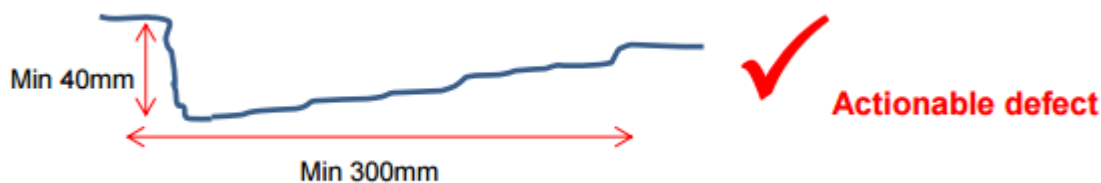
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Pothole reporting and repairs

3.9 DCC has to prioritise resources in terms of how it manages potholes identified through planned safety inspections or reports from the public. Under current policy and practice, only potholes which meet the 'safety defect' criteria, based on the National Code of Practice¹, will receive a repair. To be considered a safety defect a carriageway pothole must be a 'large 40mm vertical-edge hole that is also greater than 300mm wide'. See diagram below.



3.10 This practice has some advantages for the public and the Council; it ensures that the potholes most likely to cause damage to a vehicle are repaired and it gives the Council a clear defence in terms of responding to damage claims.

3.11 However, there are also disadvantages to this very 'black and white' approach; potholes which do not meet the 'safety defect' criteria are left unrepaired, and over time tend to worsen until they do meet the safety defect criteria and then require repairing. This is both inefficient for the Council and its contractor Skanska, and extremely frustrating for the public.

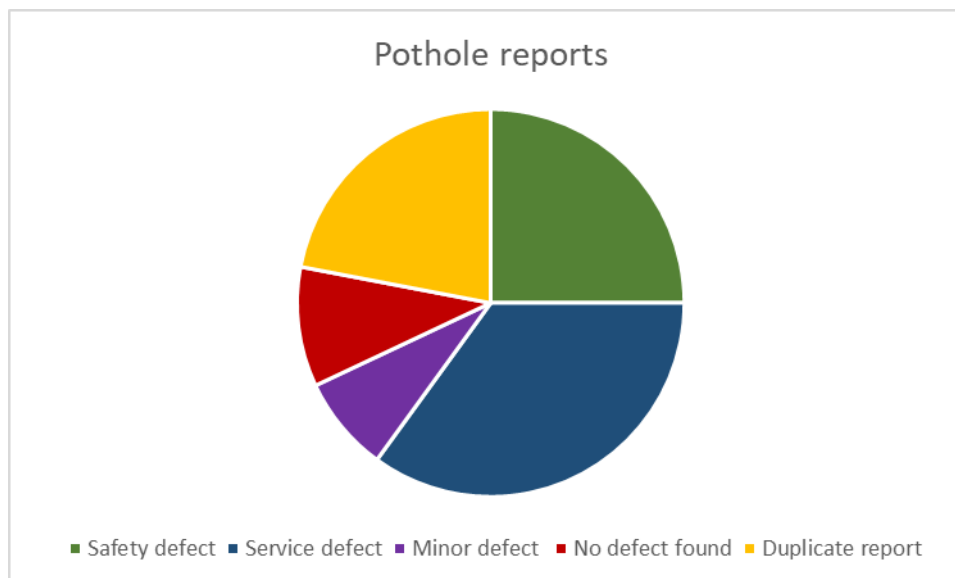
¹ <http://www.ukroadsliaisongroup.org/en/utilities/document-summary.cfm?docid=4F93BA10-D3B0-4222-827A8C48401B26AC>

3.12 The Public Information Portal (PIP) allows members of the public to report potholes online² and is also used by the Council's Customer Service Centre to log reports from members of the public which arrive by phone or email. But the way that this information is currently passed to Skanska also results in inefficiencies.

3.13 Under the current process Skanska's highway maintenance gangs receive pothole reports directly from the PIP. They then visit the location of each report to assess whether a pothole is present and whether it meets the 'safety defect' criteria, repairing as required by policy.

3.14 By its nature, public reporting results in duplicate reports and inaccurate locations, and this combined with the Council's current policy to only carry out repairs on 'safety defects' means that only around a quarter of 'jobs' that Skanska currently 'complete' actually involves a repair. Over a third of reports relate to a defect which doesn't currently meet the 'safety defect' criteria, but is very likely to worsen to that state if left unrepaired for a period of time (shown in the chart below as 'service defect').

3.15 The remaining reports are either very minor defects, where no defect has been found (probably due to the report giving an inaccurate location) or are duplicate reports (often relating to potholes which have already been visited and/or repaired). The latter two categories, making up around a third of all reports, mean that resources are wasted through gangs visiting areas unnecessarily.



3.16 In addition, alerts or updates provided to members of the public who have reported potholes come directly from the PIP, and due to the number of duplicate and inaccurate reports, much of the feedback that members of the public receive is confusing, inaccurate and completely unsatisfactory.

² <https://new.devon.gov.uk/roadsandtransport/report-a-problem/report-a-pothole/>

3.17 As part of the County Council's 'Doing What Matters' work, which is taking a 'systems thinking' approach to service delivery across the Council, a trial to manage pothole reporting and repairs more efficiently and from the public's view point, is currently ongoing in East Devon. Under the trial, a safety inspector works to triage pothole reports by visiting the location and assessing which of the categories (as per the chart above) the report falls in to. Only those reports which are considered 'safety defects' are sent directly to Skanska's gangs to visit and repair. Those categorised as 'service defects' are added to a future programme of works to be completed in the coming weeks, and the remaining categories, where no further action is required are simply closed off.

3.18 To date the trial is looking to be practical and cost efficient and a similar pilot is beginning in the Mid Devon area, with plans to roll out this way of working on category 3-6, and potentially more rural roads, countywide if successful.

3.19 Communities have long expressed frustration at the Council's blanket approach to repairing only 'safety defects' on the highway, and the Task Group therefore welcomes the ongoing trials in East and Mid Devon to take a more pragmatic approach through a triage process, which should be both more efficient for Devon Highways, and provide a better service for communities. The Task Group would like to see a pragmatic, common sense approach taken to 'service defects' on all roads, and would like the results of these trials to be subject to scrutiny before progressing further. Members also ask that additional focus is put on accurate, two-way communication with the public around pothole reporting and repairs.

RECOMMENDATION 2

CONTINUED FOCUS ON DELIVERING HIGHWAYS MAINTENANCE FROM THE POINT OF VIEW OF COMMUNITIES

- a) A report be brought to Corporate Infrastructure & Regulatory Services Scrutiny Committee in March 2019 on the findings of the East and Mid Devon trials for further scrutiny, before formal adoption
- b) If after consideration of the report referred to in recommendation 2a) the Scrutiny Committee are not convinced that the trial is delivering improvements for the public, that a new trial is established in part of the County, whereby the Skanska pothole gangs are given flexibility and autonomy to take pragmatic/common sense decisions to the repair of 'service defects' for those rural roads, not covered in the trial
- c) Further work be undertaken to improve the user experience of the Public Information Portal and accurate and informative alerts and updates to be provided to members of the public who report potholes.

Resilience, Flexibility and Prioritisation

3.20 DCC's current TMC with Skanska has a reduced scope compared to the TMC held with the previous contractor South West Highways, which delivered up to 90% of the Council's highways maintenance works.

3.21 The decision to commission a smaller TMC was taken on the basis that tying up a smaller percentage of the highways maintenance budget with a single contractor would give DCC more flexibility, provide better value for money and allow smaller and more local

contractors to bid for work. Deciding on the right size of the TMC requires the balancing of financial viability and value for money against the ability of the contract to be flexible and resilient enough to manage periods of increased demand in winter. As we approach the end of the second year of the contract with Skanska, an officer working group is reviewing the current size of the TMC to establish if the current balance is right.

3.22 Skanska has a flexible workforce and during periods of peak demand is able to redistribute staff from planned and cyclical works to deal with reactive works. As mentioned in paragraph 2.11, Skanska have also taken the approach this year to 'frontload' the programme of cyclical drainage works earlier in the year, providing greater capacity to react to issues caused by winter weather later on. Both of these approaches give Skanska a greater level of resilience.

3.23 Increasing the size of the TMC could provide Skanska with more resilience during the winter, however there will always be a need to prioritise works during peak periods. Skanska have requested through the Task Group, and to Council officers directly, that they be provided with clearer guidance on prioritisation of finite resources, particularly around how reactive and planned works should be balanced.

3.24 The Task Group welcomes Skanska's approach to prioritising cyclical drainage works and acknowledges the challenges in determining the most appropriate size of the TMC. The approach of the working group to reviewing the TMC size is welcomed, but the Task Group is clear that where the prioritisation of resources is needed during winter months, this protocol should be set by DCC with input from Skanska, and based around keeping the road network safe to travel on.

RECOMMENDATION 3

A CLEAR SET OF PRIORITIES FOR MAINTENANCE DURING WINTER

- a) Skanska's approach to prioritise cyclical drainage works early in the year, freeing up resources to manage reactive works in the winter, be fully supported and endorsed
- b) DCC and Skanska to establish a joint protocol for the prioritisation of highways maintenance works during peak winter periods. The protocol should focus on maintaining a safe road network, acknowledging that before, during and after more extreme weather conditions, emergency and reactive works will have to take priority over planned works; the highest priority should be snow clearance, followed by gritting, repairing safety defects, and then cyclical/planned works.

Joined up working across Highways Teams, contractors & communities

3.25 The Asset Management Team are responsible for the development and delivery of local maintenance programmes at an operational level, in accordance with the Asset Management Plan. Neighbourhood Highways Officers (NHOs) work closely with Town and Parish Councils and local Members and are the main link between communities and DCC on highways maintenance matters. NHOs aim to work closely with Skanska and hold monthly meetings discussing programme delivery and works.

3.26 Feedback from Members indicates that NHOs often (but not always) have good knowledge of works being undertaken by Skanska in their locality, and they tend to have less information about works being delivered by other contractors, which are managed by DCC's Asset Management Team. Local Members and communities report that they often have difficulties in getting information about upcoming works, or even finding out who the right person or organisation is to contact, sometimes having to make enquiries with the Asset Management Team or with the contractor directly. Local Members and communities find this longwinded process extremely confusing and frustrating.

3.27 Inconsistencies have also been identified in the way in which contractors interact with local Members and Town and Parish Councils, with some contractors contacting local Members directly to inform them when works are about to take place, but the majority do not do so.

3.28 Members have heard that there has been a historical disconnect between the way that Neighbourhood and Asset Management Teams work, but acknowledge also that both teams have been subject to budget and staff reductions over recent years and are managing increased pressure and workloads. The Western Neighbourhood Team has also experienced higher than average levels of sickness, which in a small team, puts additional pressure on remaining staff. This environment can mean that there is less time and space for teams and individuals to think more strategically about the way they work and can lead to a lack of joined up working and overview.

3.29 However there are areas of good practice where pragmatic approaches have been taken across highways teams and with communities. In Beaworthy (West Devon), the NHO, Asset Management Team and the Parish Council have begun meeting to agree maintenance priorities for the parish and provide feedback to communities on planned works and progress.

3.30 Online platform roadworks.org³ also provides some useful information for communities about current and planned works; location, type of works and expected timeframe. However it doesn't include details of the contractor carrying out the works and is limited to current and future works. DCC Highways are developing an online database which is intended to provide improved roadworks information, including historic works. This is hoped to be completed by Summer 2019. The Scrutiny Task Group have been invited to comment on the draft and feed into the final design.

3.31 Members of the Task Group recognise the increased pressure that highways teams are under and highly value the work of NHOs and Asset Management staff. However the way in which teams work can appear siloed and improved working across teams and greater availability of information is essential if DCC is to improve how it communicates with communities on highways issues.

RECOMMENDATION 4 ESTABLISH A MORE JOINED UP APPROACH BETWEEN HIGHWAYS TEAMS, CONTRACTORS AND COMMUNITIES

- a) Highways Teams to pilot different ways of collaborative working with town and parish councils and report findings back to the Corporate Infrastructure & Regulatory Services Scrutiny Committee in the Autumn
- b) Highways to continue to develop a user friendly, online facility, to include historic works and contractor details, searchable by electoral division, to be completed by Summer 2019

Pothole claims management

3.32 As this Task Group review progressed, it came to the attention of Members that there were some significant issues with the way in which pothole claims were being managed by Skanska.

3.33 The County Council may be held liable for damage to vehicles and/or personal injury as a result of safety defects on the highway, where:

- a safety inspection has not been carried out in line with the timeframe laid out in Council policy;
- a safety defect has been missed and therefore not repaired following a safety inspection;
- a safety defect identified through routine safety inspections or reported by the public has not been repaired within the timeframe laid out in policy;
- a safety defect has been repaired within the relevant time frame but the repair has not held.

3.34 As the Council's term maintenance contractor, Skanska hold the indemnity for the liability and costs under their contract with the Council, and therefore a proportion of claims are redirected to them to manage and settle. Under the agreed insurance protocol, Skanska have a responsibility to respond to damage claims within seven working days and injury claims within three working days. However the reality of this proved to be quite different, taking at least two weeks for the Council to receive an acknowledgement of the claim, with many liability decisions taking up to four months, and some longer.

3.35 Consequently these long delays leave many members of the public who are entitled to compensation out of pocket for months and extremely frustrated. Not only does this leave the Council at risk of reputational damage, it also creates additional work for the Customer Service Centre, Insurance Team and Customer Relations Team, fielding calls, following up on claim enquiries and dealing with complaints.

3.36 Since this matter was raised with the Task Group, the Council has begun to address this problem with Skanska, issuing an early warning notice, following which steps towards improvement were agreed between both parties, namely the recruitment of an additional member of staff to assist with the claims management. Performance in this area is being closely monitored by senior officers and through the Devon Highways Board, which meets on a monthly basis.

3.37 The Task Group was extremely disappointed as it emerged that Skanska were failing to manage pothole claims in line with the agreed protocol, and consider the impact on claimants, staff and DCC's reputation as a result to be completely unacceptable. However, Members do feel reassured that appropriate steps are now being taken to address the issues, but urge Skanska to make timely improvements in this area and request that Skanska's performance be closely monitored by DCC going forward.

RECOMMENDATION 5

IMPROVE SKANSKA'S MANAGEMENT OF POTHOLE CLAIMS, INLINE WITH THE AGREED INSURANCE PROTOCOL

- a) Skanska to clear the backlog of DCC claims and be managing all claims in line with the timescales in the agreed insurance protocol by 1st April 2019
- b) Skanska's progress in this area continue to be monitored through the Devon Highways Board, and that the Corporate Infrastructure & Regulatory Services Committee be informed of progress as part of a highways performance report (see recommendation 1a)

4. Conclusion

4.1 When Members of the Corporate Infrastructure & Regulatory Services Scrutiny Committee first discussed the need for this Task Group review, key concerns were initially around the performance of Devon Highways in delivering planned and reactive maintenance works, and particularly the failure of Skanska to complete their gully cleaning programme in 2017/18.

4.2 As the Task Group progressed, other related issues emerged and were included in the review; some such as DCC's policy to repair only 'safety defects' and problems with the reliability of the PIP were ongoing issues, very familiar to Members through their community casework and scrutiny roles. Other issues, such as Skanska's management of pothole claims had emerged more recently under the new contractor.

4.3 As the Task Group interviewed witnesses and gathered evidence, it became clear that the transfer of the contract from SWH to Skanska had contributed towards many of the problems that the Task Group had set out to review, and although steps had been taken to respond, Members were disappointed that these issues had taken so long to be resolved .

4.4 In addition, communication blockages and difficulties in sharing information between DCC highways teams, contractors, local Members and communities had such a noticeable impact, not only on service delivery but also on communities' confidence in DCC and partners to deliver the services they need.

4.5 Throughout this review, The Task Group has also uncovered some excellent efforts to improve the delivery of highways services, including the work to address smaller potholes, the early prioritisation of drainage programmes and the bringing together of highways staff and communities to address local issues.

4.6 Members of the Task Group also acknowledge that reducing budgets and rising demand has put increased pressure on highways teams and operational staff, and the Task Group would like to put on record their thanks to all those who work hard to keep the County moving throughout the year.

4.7 DCC staff and partners are clearly working hard to make improvements, but there is more still to be done, and the Task Group puts forward the recommendations in this report to support further change and progress in these areas.

5. Membership

Councillors Kevin Ball (Chair), Alistair Dewhirst, Richard Edgell, Linda Hellyer, Andrew Saywell and Martin Shaw

6. Contact

For all enquiries about this report or its contents please contact:
Vicky Church (Scrutiny Officer) victoria.church@devon.gov.uk 01392 383691

7. Sources of Evidence

Witnesses

The task group heard testimony from a number of witnesses and would like to express sincere thanks to the following people for their contribution and the information shared.

Robert Richards	Highways and Traffic Management Group Manager, DCC
Tom Vaughan	Neighbourhood Highways Manager (East), DCC
John Fewings	Neighbourhood Highways Manager (West), DCC
Meg Booth	Chief Officer for Highways, Infrastructure Development & Waste, DCC
Simon Kane	Contract Manager, Skanska
Joe Deasy	Asset Management Group Manager, DCC
Emily Wilkins	Corporate Insurance Manager
Craig Jackson	Highway Maintenance & Drainage Manager, Bath & North East Somerset Council

Bibliography

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<https://new.devon.gov.uk/roadsandtransport/maintaining-roads/flooding-and-drainage/>

Devon Highways, Highway Infrastructure Asset Management Policy

<https://new.devon.gov.uk/roadsandtransport/highway-asset-management/>

Devon County Council, Report a Pothole

<https://new.devon.gov.uk/roadsandtransport/report-a-problem/report-a-pothole/>

Devon County Council, Roads and Transport

<https://new.devon.gov.uk/roadsandtransport/>

LocalGov, 'The fall in funding', 27 March 2018

<https://www.localgov.co.uk/The-fall-in-funding/45012>

Roadworks.org

<https://roadworks.org/>

Well-Managed Highway Infrastructure – A Code of Practice

<http://www.ukroadsliaisongroup.org/en/utilities/document-summary.cfm?docid=4F93BA10-D3B0-4222-827A8C48401B26AC>

8. Glossary of Terms

Asset Management

The coordinated activity of an organisation to realise value from its assets. Devon's Highways' assets include the network of roads, bridges, pavements, cycle ways and public rights of way, together with street lights, traffic signals, bollards and signs, drainage systems and retaining walls

Devon Highways

The collective name for the Devon County Council (DCC) and Skanska partnership.

Ditch

An open channel used to discharge surface water

Buddle holes

A hole or pipe that carries water through a hedge or bank

Grips

A ditch across the verges which drains water into a back ditch

Gullies

Collects and removes excess surface water from roads

Highways and Traffic Orders Committees (HATOCs)

Devon has eight HATOCs made up of representatives from Devon County Council and each of Devon's District Councils. They are responsible for the way in which the Council delivers its responsibilities as the Highway Authority.

Key Performance Indicators (KPIs)

Performance measures which, for highways, have a focus on monitoring the key assets which keep the county moving

Neighbourhood Highways Officers (NHOs)

Each electoral division within Devon has a designated Neighbourhood Highway Officer to provide local support and information on highway matters

Safety Defect

A pothole that is deeper than 40mm, wider than 300mm and has a vertical edge

Service Defect

A pothole which doesn't meet the criteria of a 'safety defect', but is likely to increase in size and become hazardous if left unrepaired

Skanska

Skanska Construction Ltd is a construction company, which DCC has a highways maintenance contract with running from 1 April 2017 to 31 March 2024

South West Highways (SWH)

DCC's previous highways maintenance contractor