

Overview and Scrutiny Task Group - Highways issues

Agenda and Reports

For consideration on

**Thursday, 17th September
2009**

In Committee Room 2, Town Hall, Chorley

At 6.30 pm



PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT OVERVIEW AND SCRUTINY MEETINGS

- Questions must be submitted to the Democratic Services Section by no later than midday, two working days before the day of the meeting to allow time to prepare appropriate responses and investigate issues if necessary.
- A maximum period of 3 minutes will be allowed for a question from a member of the public on an item on the agenda. A maximum period of 30 minutes to be allocated for public questions if necessary at each meeting of the Overview and Scrutiny Committee. This will provide an opportunity for members of the public to raise and ask questions on any issue falling within the remit of the Committee.

10 September 2009

Dear Councillor

**OVERVIEW AND SCRUTINY TASK GROUP - HIGHWAYS ISSUES -
THURSDAY, 17TH SEPTEMBER 2009**

You are invited to attend a meeting of the Overview and Scrutiny Task Group - Highways issues to be held in Committee Room 2, Town Hall, Chorley on Thursday, 17th September 2009 commencing at 6.30 pm.

AGENDA

1. **Welcome**

The Chair will welcome County Councillor Keith Young (Executive Member for Highways and Transport), Jo Turton (Executive Director for the Environment) and Rick Hayton (Traffic and Safety Network Manager) from Lancashire County Council.

2. **Apologies for absence**

3. **Minutes (Pages 1 - 2)**

To confirm as a correct record the enclosed minutes of the meeting of the Overview and Scrutiny Task Group - Highways issues held on 3 August 2009.

4. **Declarations of any interests**

Members are reminded of their responsibility to declare any personal interest in respect of matters contained in this agenda. If the interest arises **only** as result of your membership of another public body or one to which you have been appointed by the Council then you only need to declare it if you intend to speak.

If the personal interest is a prejudicial interest, you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.

5. **Draft scoping document (Pages 3 - 4)**

The scoping document has been amended as agreed at the last meeting. Members are requested to consider the document and approve it for consideration by the Overview and Scrutiny Committee.

6. **Collecting and Considering Evidence (Pages 5 - 44)**

To consider the following information:

- Extracts of other Scrutiny inquiries undertaken by Lancashire Authorities (enclosed)
- Extract from Lancashire County Council Sustainable Development Overview and Scrutiny Committee - 15 July 2009 (enclosed)
- Highways maintenance plan (to follow)
- Customer Contact information from Lancashire County Council and Chorley Council (enclosed)

7. **Discussions with representatives from Lancashire County Council**

To discuss issues and future plans with County Councillor Keith Young (Executive Member for Highways and Transport), Jo Turton (Executive Director for the Environment) and Rick Hayton (Traffic and Safety Network Manager) from Lancashire County Council.

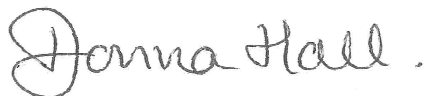
8. **Project Plan (Pages 45 - 46)**

To consider and determine:

- the enclosed project plan,
- dates for future meetings,
- dates to interview outstanding witnesses and draft questions for the interview sessions,
- information to be presented to future meetings.

9. **Any other item(s) that the Chair decides is/are urgent**

Yours sincerely



Donna Hall
Chief Executive

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Distribution

1. Agenda and reports to all Members of the Overview and Scrutiny Task Group - Highways issues (Councillor Mike Devaney (Chair), Councillor Alan Cullens (Vice-Chair) and Councillors Ken Ball, Nora Ball, Doreen Dickinson, Roy Lees, Adrian Lowe, Marion Lowe and June Molyneaux for attendance.
2. Agenda and reports to Ishbel Murray (Corporate Director (Neighbourhoods)), Martin Walls (Service Manager - Streetscene Services) and Ruth Rimmington (Democratic and Member Services Officer) for attendance.
3. Agenda and reports to County Councillor Keith Young (Executive Member for Highways and Transport), Jo Turton (Executive Director for the Environment), Rick Hayton (Traffic and Safety Network Manager) and Sarah Palmer (District Partnership Officer) for attendance by invitation.

**This information can be made available to you in larger print
or on audio tape, or translated into your own language.
Please telephone 01257 515118 to access this service.**

આ માહિતીનો અનુવાદ આપની પોતાની ભાષામાં કરી શકાય છે. આ સેવા સરળતાથી મેળવવા
માટે કૃપા કરી, આ નંબર પર ફોન કરો: 01257 515822

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Overview and Scrutiny Task Group - Highways issues

Monday, 3 August 2009

Present: Councillor Alan Cullens (Chair) and Ken Ball, Doreen Dickinson, Adrian Lowe, Marion Lowe and June Molyneaux

09.HTG.08 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Mike Devaney (Chair), Nora Ball and Roy Lees.

09.HTG.09 MINUTES

RESOLVED – That the minutes of the meeting of the Overview and Scrutiny Task Group - Highways issues held on 16 July 2009 be confirmed as a correct record and signed by the Chair.

09.HTG.10 DECLARATIONS OF ANY INTERESTS

No Members declared an interest in respect of items on the agenda.

09.HTG.11 DRAFT SCOPING DOCUMENT

Members considered the draft scoping document enclosed with the agenda papers and noted that there was a lot to consider within a short space of time. Several amendments were made to the scoping document, to the desired outcomes and information requirements and sources.

It was noted that there would be overlap between this inquiry and the ongoing Town Centre inquiry. Officers would ensure that any common themes were communicated between the inquiries.

RESOLVED – That the scoping document be updated and presented to the next meeting.

09.HTG.12 COLLECTING AND CONSIDERING EVIDENCE

Members noted the Streetscene Services Agreement had been circulated by email and requested this be presented to the next meeting.

The current responsibilities of Lancashire County Council and Chorley Council and the remit of the Lancashire Locals were noted. It was requested that officers compile information from other scrutiny inquiries relating to Highways in Lancashire to be presented to the next meeting.

RESOLVED –

- 1. The Streetscene Services Agreement be presented to the next meeting.**
- 2. Officers compile information from other scrutiny inquiries relating to Highways in Lancashire to be presented to the next meeting.**

09.HTG.13 FURTHER EVIDENCE TO BE COLLECTED AND CONSIDERED

Further information was requested from Lancashire County Council, including gritting routes and schedules and the Highways Safety inspection policy. It was requested that the Local Area Agreement be discussed with Chorley Council officers. Recommendations would be made throughout the inquiry as each objective was considered.

It was noted that a draft maintenance schedule for the car parks would be presented to a future meeting of the Executive Cabinet.

The possibility of a site visit to the Hub at Lancashire County Council was discussed and potential witnesses were considered. Members were particularly interested in the process: from a fault being report right through to the call being signed off. Questions for witnesses would be drafted and distributed prior to the meeting.

RESOLVED -

- 1. To add gritting routes and schedules, the Highways Safety inspection policy and the Local Area Agreement to the documents/evidence section of the scoping document.**
- 2. To add the Lancashire County Council and Chorley Council Customer Services Manager and the Disability Forum Co-ordinator to the witnesses section of the scoping document.**

09.HTG.14 DATE OF NEXT MEETING

The Task and Finish Group AGREED the dates for the next few meetings be set following discussions with the Group via email.

Chair

Amendments are shown in italics.

OVERVIEW AND SCRUTINY INQUIRY PROJECT OUTLINE

Review Topic: Highways issues

Objectives:

To investigate, consider and evaluate:

1. Provision of information:
From LCC: highways maintenance plan, gully rounds, asset renewal, tree pruning, notification of roadworks, gritting routes and grit bins, setting of speed limits in rural areas, creation of new residents parking schemes, highways comments on planning applications,.
From Chorley: street cleaning schedules.
2. Communication cycles – reporting, monitoring and feeding back on requests for service.
3. Consulting and influencing – gritting routes and grit bins. Future service aspirations: reactive highway repairs, enforcement on highways, including A boards. Meetings and consultation with utility companies.
4. Anomalies – order of tasks (i.e. grass cutting before gully cleaning), gully cleaning both sides of the same road. Where a section of grass is owned by different organisations negotiate one contractor to do all sections.

Desired Outcomes:

1. To improve the delivery of the highways service delivered by Lancashire County Council and Chorley Council for the residents of Chorley.
2. *To define operational tasks which can be actioned more efficiently.*
3. *To enhance the communication between Lancashire County Council, Chorley Council and Lancashire Locals.*
4. *To enhance the performance monitoring between Lancashire County Council, Chorley Council and Lancashire Locals.*

Terms of Reference:

1. To investigate, consider and evaluate topics within the objectives identified.
2. To make recommendations where appropriate.
3. To report findings and recommendations to the Overview and Scrutiny Committee.

Equality and diversity implications:

1. Dropped kerbs generally.
2. Excess street furniture in the town centre.
3. Gritting, in the town centre and rural areas.

Risks:

1. That may initially be a negative impact on the relationship between Chorley Council and Lancashire County Council.
2. That there will be an expectation beyond the capacity to deliver.

Venue(s):

Town Hall, Chorley

Timescale: 4 months

Start: July 2009

Finish:

Information Requirements and Sources:

Documents/evidence: (what/why?)

Streetscene Services Agreement
Highways maintenance plan,
gully rounds,
tree pruning,
setting of speed limits in rural areas,
creation of new residents parking schemes,
street cleaning schedules.
Local Area Agreement.

Lancashire Locals terms of reference.
Highways Safety Inspection policy,
asset renewal,
notification of roadworks,
gritting routes and grit bins,
highways comments on planning applications,
 Locality Plan.

Witnesses: (who, why?)

Executive Member (Neighbourhoods) – Councillor Eric Bell.
 Cabinet Member for Highways and Transport – County Councillor Keith Young.
Director of Environment –Jo Turton
 District Partnership Officer – Sarah Palmer.
 Assistant Chief Executive (Policy and Performance) – Lesley-Ann Fenton.
Corporate Director (Business) Jane Meek
Lancashire County Council Customer Services Manager -
Chorley Council Customer Services Manager – Asim Khan
Disability Forum Co-ordinator – Eileen Bee.

Consultation/Research: (what, why, who?)

Current Lancashire County Council and Chorley Council responsibilities.
 Other scrutiny inquiries relating to Highways in Lancashire.
 Contract performance monitoring.
 Highways comments on planning applications.
The information process: from a fault being report right through to the call being signed off.

Site Visits: (where, why, when?)

The Hub, Lancashire County Council

Officer Support:

Lead Officer:

Martin Walls (Service Manager - Streetscene Services)

Ruth Rimmington (Democratic & Member Services Officer)

Likely Budget Requirements:

Purpose

£

Total

Target Body¹ for Findings/Recommendations

(Eg Executive Cabinet, Council, partner)

¹ All project outcomes require the approval of Overview and Scrutiny Committee before progressing



Extracts from other Overview and Scrutiny reports

Other Local Authorities have previously investigated issues surrounding Highways and from these other reports we have put together information considered relevant to Chorley.

The reports can be accessed in full using this link:

<http://democracy.chorley.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12874&path=324,12873>

Lancashire County Council - Overview and Scrutiny Highways, trees and verges

Grass cutting

The current standard for urban grass verge amounts to around 5 cuts per annum. The standard for rural verges is broken down into zones. The 1m safety strip next to the carriageway must be cut 2 or 3 times per annum. The next metre width is cut once each year in the summer and this allows many wild flowers to thrive. And the outer zone is left untouched and undisturbed, apart from occasional winter thinning and coppicing.

District councils have corporate commitments to the protection and promotion of their "green" environment and infrastructure, whether for wildlife protection, visual amenity or landscape character preservation. This means that they often have standards for grass cutting in their district public space which are higher than those of the County Council, but which reflect their own local conditions. Some Parish Councils have also set their own grass cutting standards.

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There are some districts that disagree in principle with the current arrangements. They would prefer to see urban grass cutting standards set locally, but delivered out of County Council budgets. The problem with this is that it does not offer opportunity for enhanced level of service and is, therefore, likely to be a less efficient use of public money.

Under the banner of a recent policy initiative called Team Lancashire, a pilot project with South Ribble Borough council is underway to enhance public service delivery of streetscene related functions, including grass cutting. The funding for Team Lancashire comes from the Lancashire Sub-Regional Improvement and Efficiency Partnership and the aim of it is to create an environment within Lancashire whereby joined up local government working is seen to be the way to do business. The arrangements for grass cutting under this pilot project is for the district council to carry out all grass cutting in the area for the same money but providing a higher standard of service than previously.

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Highways Trees

There is scope for more cooperation between the county and district councils in making responsible decisions about highways trees.

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Conclusions

Conclusions

The County Council does a good job in ensuring that our highways are kept safe for those who use them. However, the green element to the highways performs a number of valuable functions that are not being accorded the importance they deserve. Our commitments and obligations to achieve "safe travel" and a "high quality environment" are to some degree in conflict, with the balance lying too heavily towards the former.

As a result, the aspirations of "Ambition Lancashire" and the County Council's corporate commitments are not being met as well as they might. This is because of budgetary and organisational limitations of the current arrangements. It is also possible that Lancashire will not

meet the requirement of the Regional Spatial Strategy in ensuring "No Net Loss" of our landscape assets. And the Lancashire public is concerned that loss of tree coverage in particular will have a serious and permanent impact on our natural environment for our future generations.

There is some good environmental management work going on, including by district councils, and some new funding coming on stream through both "Team Lancashire" and the LAA. However, there is scope for doing things substantially better than simply managing the highways green asset at minimal cost. There should be more decision-making input into the management of it by ecologist, arboricultural and landscape planning expertise and with more effective cooperation with district partners.

There should be a more planned approach to management. As far as possible, the asset should be quantified and analysed, and budgets separated as much as possible from maintenance of the highways hard asset. In addition, the County Council must develop a mechanism to secure long term revenue funding for the responsible and proper maintenance of the existing asset and for future planting schemes that are part of new road or urban developments carried out under capital expenditure or private financing.

Current standards and arrangements with district partners for grass cutting are acceptable and represent efficiency. The "Team Lancashire" pilot project being undertaken with South Ribble offers a useful lead for others in how current levels of service could be enhanced and efficiencies made. And there is scope for more attention to be paid to our biodiversity duty in this regard. When it comes to highways trees, the County Council is yet to recognise properly their full and unique value, and indeed the Council's duties and aspirations in this regard. The current policy regarding tree planting is understandable given the budgetary arrangements and pressures, but it is not acceptable in the long term. Better facility must be made for planting new trees in the highway in a responsible way. Currently, there is an effective stand-off, which in the long term will result in a significant loss of coverage. Highways trees are one of Lancashire's most important woodland assets and one of its key landscaping features.

Furthermore, they offer excellent opportunity to promote and enhance the county's green infrastructure and its biodiversity. As such, they should be more fully integrated into our Woodland Vision and should be an important element in any future tree strategies that might be developed.

Recommendations

1. The County Council's Environment Directorate should make changes that allow it to follow more closely the DfT's Code of Practice for maintaining the highways in an environmentally responsible way. In particular, it should allow for greater input from and sharing of information with the ecological, arboricultural and landscaping expertise that exists in Lancashire. And it should seek to adopt more sympathetic maintenance techniques within resource constraints.
2. The County Council should continue with its current arrangements for grass cutting, but should look to the Team Lancashire initiative in South Ribble for how future service enhancements and efficiencies can be made.
3. The County Council should reverse its current policies of (1) not replacing or planting trees in the highway except if required to do so for new schemes or refurbishments; (2) discouraging private developers from landscaping on new roads that will become adopted by the County Council in the future. This reversal must happen only with an accompanying change in current funding and budgetary arrangements and must not result in an effective budget cut for other highways maintenance works.
4. The Cabinet Member for Sustainable Development should submit a request to the Cabinet of the County Council for the reinstatement of the landscape maintenance budget that was cut in 2004.

5. The Cabinet Member for Sustainable Development should develop a reliable mechanism in the budget process to ensure that sufficient revenue funding is made available for the proper and responsible maintenance of the existing highways natural asset, in order to ensure that his responsibilities for "safe travel" and a "high quality environment" can both be met.

6. The County Council should rule that any new schemes involving highways landscaping – funded through capital expenditure or private financing – must have long term maintenance costs factored into the revenue budget.

7. Working together with its district partners and other agencies, the County Council should:

- undertake a survey, analysis and assessment of highways verges to provide an evidence base for the development of strategies for planting, management and enhancing biodiversity
- develop an authoritative Guide for responsible and appropriate tree planting
- develop a county-wide tree strategy that includes highways trees as an important element to it and allows for greater consideration to be made for possible alternatives for highways trees, such as schemes to encourage private residents to plant trees in their front gardens.

- Improve access for those that need it to arboricultural expertise and advice

8. The County Council should seek additional funding for planting highways trees from the "Woodland from Waste" initiative which is part of the new Waste Management Strategy. In addition, the County Council should consider the possibility of securing capital funding for the removal of dangerous trees and planting replacements.

9. The Cabinet Member for Sustainable Development should lobby the Forestry Commission to include the surveillance of highways trees in their regular national inventory and make this data available to the County Council.

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South Ribble Borough Council - Making Inroads: The Way Ahead - A Scrutiny Review into the Condition of Roads & Pavements

Executive Summary

The problem of ongoing maintenance of roads and pavements is not one we expected to solve; however, if this report clarifies communications, raises awareness and provides a lead on policy direction we will have added some value to the process.

We quickly identified that there needs to be closer working relationships between county and district councils, and utility companies. The new Traffic Management Act 2004 aims to improve communication and co-ordination between all stakeholders and ultimately to tackle congestion and reduce traffic delays by introducing a new permit scheme where works of a significant scale must apply for a permit prior to starting work. The introduction of this scheme will allow for improved scheduling of works, for example Lancashire County Council could ensure that road works are not undertaken on a main road and the main diversion route at the same time. The introduction of quarterly meetings between the county and district portfolio holders should also enhance two tier working.

Work undertaken by utility companies not only causes problems with congestion but also with the quality and appearance of the roads. Utility companies are required to provide carriageway reinstatements after carrying out work underground. These repairs are guaranteed for two years and during this time, should a problem arise; the utility company must repair the road. In theory if reinstatements are carried out to government specifications the repair should last the lifetime of the road but in reality this is not the case. Improved supervision of utility companies' works could raise the standard of reinstatements. We also felt that it would be beneficial to reintroduce the process where utility companies provide temporary reinstatements and make a financial contribution to County Council to allow them to provide a full reinstatement at a later date, thus allowing County Council to let this money accumulate and provide complete road resurfacing at timely intervals. This view was endorsed by Lancashire County Council's Area Manager South.

Public perception and communication to the public was also a key issue for consideration. We felt that councillors and the public should be better informed of road works in their areas and we agreed that the use of Lancashire Local and Area Committees could be further developed to encourage more involvement from the public and an effective means of consultation in line with the recent review undertaken by South Ribble Borough Council into Community Engagement.

South Ribble Borough Council is currently involved in a pilot joint working scheme with Lancashire County Council Environment Directorates to encourage a better and closer working relationship between borough and county councils. South Ribble Borough Council is concentrating specifically on highways issues. One of the key objectives of the pilot is to improve the maintenance standard of grass verges in the rural areas. At present South Ribble Borough Council maintain the Urban Core and have a set of standards and frequencies which they work to and Lancashire County Council maintain the rural areas and have a differing set of standards and frequencies which they work to. We feel that there should be a uniformed standard across the borough and we fully support the pilot scheme.

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Current responsibilities

Lancashire County Council's Highways are responsible for the maintenance of street lighting, filling pot holes, salting roads, repairing worn out road surfaces and dealing with overgrown vegetation on the highway in the rural areas area.

Gully Cleaning

Gully pots are emptied once a year unless there is a history of flooding in the area in which case they are emptied more often. Blockages in the pipes are the responsibility of Lancashire County Council but the sewerage systems are the responsibility of United Utilities.

Road Maintenance

Road maintenance and repair is prioritised according to safety and structural condition of the roads. Under the pavement management system (which covers carriageways and footways) all A, B, and C roads, and 25% of unclassified roads, are subject to a Coarse Visual Inspections and Detailed Visual Inspections. These inspections provide a condition index of the roads which is then used to identify priorities. All roads are inspected on a routine basis by corporate safety inspectors. Main roads are inspected three times a year and all other roads are inspected at least once a year in order to put together 2 year and 5 year maintenance programmes.

The design life of new roads is typically 20 to 40 years depending on the purpose of the road. Each time a trench is dug into the road it reduces the lifespan of that road by approximately one third dependant on the quality of the repair. The Highways Authority will provide repairs and restoration measures to extend the useful life of a road beyond this period, Surface dressing and micro-asphalt sealing is a short term solution to ensure skid resistance and water tightness; these are substantially cheaper and as such occur as and when necessary. It is possible to allow a road to deteriorate instead of providing patch repairs in order to justify a complete restoration at an earlier date than would otherwise have been possible. This provides the headline statement, seen in the press, that roads are only reconstructed every 200 years under the current regime.

A dangerous defect in the highway will be made safe within 2 hours, 24 hours, 1 week or 1 month depending on the scale of the risk it presents to the road-using public, in accordance with the County Council's Code of Practice. 'Making safe' includes a range of operations including barriering off a portion of the road, filling a pothole, removing hazardous debris or unblocking a gully.

Street Lights

Street lights that are not working will be mended within 5 working days if the problem is a replacement bulb or a fuse. If the problem relates to the electrical supply the matter may take longer especially if the failure is underground and has to be located, or if the matter has to be referred to United Utilities. Problems arise when the member of the public who has reported the fault notices that the street light has still not been repaired some weeks later. Usually, this problem arises due to the fault being referred to United Utilities; however, the customer will only discover this if they make a second call to the Hub. In the meantime the customer is likely to believe their call has not been dealt with.

Footways

Footways are inspected on a similar basis to roads and prioritised according to usage. Every carriageway/footway complaint is inspected and prioritised according to safety issues. Potholes will be filled or barriered off within 2 hours of being reported if necessary to ensure safety. If the works are required but not urgently they may be programmed in for a future date when they will be dealt with as part of a collection of similar work.

Maintenance of Grass Verges

Lancashire County Council is currently responsible for the maintenance of the grass verges in the rural areas. South Ribble Borough Councillors have received comments from members of the public with regard to the differing standards of verges between the Urban and Rural areas.

Lancashire County Council Code of Practice allows for a maximum of two cuts to the verges per year in the rural areas.

Customer Contacts

Problems are reported through the Lancashire Highways Customer Services Centre 'The Hub', the website or occasionally by letter or personal visit. All problems raised are recorded on the Public Enquiry Manager system (PEMs).

'Gateway' the contact centre at South Ribble Borough Council also receives Highways calls which are all redirected to the Red Rose Hub. Gateway keeps a record of all calls it receives as follows:

February 2007 to January 2008

Service	Description	Total Dealt With	Passedon
Drainage	45	29	16
Drainage Emails	1	0	1
Grass Cutting	75	72	3
Grass Cutting Misc	22	5	17
High Hedges	37	37	0
Highways	510	375	135
Highways Emails	23	5	18
Lancs CC General	1372	1021	351
Lancs CC General Emails	79	9	70
Weed Control	72	66	6
TOTALS	2236	1619	617

South Ribble Borough Council aims to resolve customer queries at first point of contact wherever possible. A number of Gateway officers spent three months working at the Hub which has assisted Gateway in dealing with 1021 calls relating to Lancashire County Council queries out of a possible 1372 calls.

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Task Group Visit to the Hub

We felt that it would be helpful to visit the Hub in order to see for ourselves how highways calls are dealt with in Lancashire. We were each invited to shadow a customer service officer and listen to the various calls received at the Hub. The staff were very knowledgeable and polite, providing an efficient and effective service. The technology was very impressive, allowing the use of GPS mapping, online diary systems and online procedures and information.

We were also shown the new Telly Talk system. Telly Talk is cutting edge technology that enables citizens to talk Face to Face with officers in the LCC Customer Service Centre via a television-type link. It also has the ability to up and download documents to and from the citizen/officer, take photographs and take signatures. It is very easy to use as it has a simple touch button approach and the citizen can not only hear but can also see the officer based at the Customer Service Centre, providing a personal touch that has not been previously possible.

Telly Talk has proved very popular with everyone who has used it, in particular the elderly. It is hoped that this will be rolled out across the county soon. Our overall impression from the visit was that the Hub is not merely a call centre but a help and advice centre where the emphasis is on helping the customer not answering the highest amount of calls per hour. This was substantiated by the excellent results from the Hub's recent survey. The Hub covers two floors and employs over 100 customer service officers.

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Utility Companies

It is widely recognised that street works reduce the life span of a road by up to 30%. There are now 200 utility companies who have authority to carry out excavations. The Asphalt Industry Alliance (AIA) claims that road openings by utilities increased by nearly 20% in the last year from just over 2 million in 2007 to nearly 2.5 million in 2008. 8.2 It is estimated that there are approximately 40,000 utility excavations per year in Lancashire. Lancashire County Council try to co-ordinate the work of utility companies with a view to minimising the impact on the local road network, however they are unable to prevent them from carrying out work and they have encountered problems with co-ordination as utility companies often contract their work out to companies who are paid for 'piece work' and as such are in a rush to complete a job.

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ConclusionsCommunication

1. We are concerned that the increase in calls/contacts may mean that there is increased deterioration in the condition of the roads and pavements.
2. We welcome the positive results of Lancashire County Council's The Hub Customer Satisfaction Survey in January 2008, particularly in relation to highways calls, and the success of Gateway including the number of county council calls they can deal with at first point of contact.
3. Although there are insufficient funds available to repair all roads and pavements in Lancashire, safety remains paramount. We believe that LCC should improve communication with the public to highlight that they are doing everything in their power to ensure that roads and pavements are safe.
4. The introduction of quarterly meetings between the county and district portfolio holders is encouraging and should improve communication and two tier working.
5. Lancashire County Council is not seen to be providing an efficient and effective customer service when street light faults have to be referred to United Utilities causing a delay in repairing the fault.
6. Lancashire Local and Area Committees could provide valuable forums but often do not receive high levels of public attendance.

Current Arrangements

Lancashire County Council has published a Code of Practice for Highway Maintenance which sets out standards to which it works; however, this document is complicated and difficult to understand.

There appear to be insufficient maintenance plans for the replacement of roads. Regular inspections are carried out and roads are patched as required but this seems to be a palliative treatment, not a cure for the problem which needs the intervention of Central Government in terms of more funding.

It has been questioned whether gully pots are always emptied as prescribed and there is currently no way of providing evidence that work has been undertaken. This is a concern due to the recent flash flooding and reports on climate change.

The aim of the Locality Plan and Environment Directorate Pilot is to encourage a better, and closer working relationship between the Borough and County Council. This is welcomed by the Task Group.

There is an element of confusion for the public with regard to who is responsible for the various services relating to roads and pavements. We feel that work should be done to clarify roles and responsibilities.

Utility Companies

Research has indicated that deep trench excavation can reduce road life by 30% or more. Reinstatements generally only last for the duration of the two year guarantee of the work not the life of the remaining road.

How to police the quality of reinstatements carried out by utility companies is a problem. The new Traffic Management Act provides better controls for planned work but does not cover emergency work.

Maintenance Standards of Grass verges in Urban Core and Rural areas

Grass cuts in the rural areas are currently not carried out to the same standard as grass cuts undertaken by South Ribble Borough Council in the Urban Core. Lancashire County Council has a policy of only cutting grass on wide verges closest to the road. This provides a more unkempt appearance to rural areas. The appearance of grass verges in the rural areas and Urban Core should be the same and grass cuts should be carried out to the same standard and frequency throughout the Borough.

The Urban Core is currently seen to be receiving a better service than the rural areas yet all residents pay the same council tax.

Funding

There is reportedly massive underfunding for the maintenance of roads and pavements by Central Government.

Comparison of Service received by South Ribble Borough Council to Another Authority

It was not possible for us to accurately compare the service received by South Ribble residents to that of another authority as it is difficult to specify what should be included in the monies spent. It appears that different authorities include different topics in their gross expenditure, for example, public rights of way are highways, and may be included in highway maintenance budgets in some but not all authorities. In some authorities street lighting might be viewed as expenditure on highways and not in others.

The Benchmarking Club (representatives from various highways authorities who meet periodically to discuss highways related issues, progress, best practice etc) has never compared money spent per kilometre of highway.

There is no standard for gross expenditure across authorities.

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Recommendations

Communication

1. That the telephony system for logging highway calls should be amalgamated with the PEMS system which Highways use to record faults. At present the contact centre have to log calls twice, once onto each system, in addition to reducing the number of telephone calls to more senior staff in Highways.
2. That all South Ribble Councillors and members of the public should be encouraged to use the Hub to register Highways faults in order to allow statistics to be gathered which will ultimately highlight problem areas and provide an indication of funding required.
3. That an article be placed in Forward advising members of the public which services are provided by South Ribble Borough Council and which are provided by Lancashire County Council with appropriate telephone numbers.
4. That the level of feedback provided to the customer after an initial query has been raised is improved by ascertaining whether the customer would like a follow up call updating them on progress.
5. That the Highways Act 1980 S42 and the Traffic Management Act 2004 be supported, in particular the improvement of communication between County Council, the public, utility companies and local authorities by the use of regular meetings, written communication etc; and that South Ribble Borough Council complies with the rules around network management by giving notice of works, applying for permits etc.
6. That communication with residents be strengthened (e.g. progress on outstanding works) by placing a sign/sticker on lamp columns indicating that the reported fault is under

investigation with United Utilities. The sign can then be removed by United Utilities when they resolve the problem.

7. That public awareness of Lancashire Local is improved to encourage more members of the public to utilise this forum.
8. That the role of Area Committees be developed with a view of utilising them as a means of consultation in line with the recent review into Community Engagement through better use of councillor surgeries.
9. That the Highways Service provides detailed information relating to street works on the web and possibly via emails to local councillors.
10. That there should be checks in place to ensure that companies provide contact details in the vicinity of street works informing the public of the company undertaking the work and their contact details in the event of problems arising. The public should be made aware that companies are required to do this.
11. That council business cards have useful contact numbers printed on the reverse side, e.g. Gateway and The Hub and the key services each provide. This could reduce calls being made to the incorrect number and improve customer service.
12. That Lancashire County Council produces leaflets detailing the services they provide and adds useful telephone numbers to bin schedules.
13. That information for South Ribble recorded on the PEM system by Lancashire County Council should periodically be made available to South Ribble Cabinet Member for Street Scene to allow him to use this to inform decisions, strategies, etc.

Current Arrangements

14. That, generally, there is a better awareness of the implications of the Traffic Management Act (Network Duty Management) and how this impacts in South Ribble Borough Council through planned training, seminars and written updates.
15. That South Ribble Borough Council ensures that services such as refuse collection, road sweeping, gully cleaning and grass cutting are organised so that the impact on the highway network is minimised as implied by the new Act and that we consider all our arrangements in view of the new Act.
16. That closer working relationships are developed with key stakeholders to improve communication and minimise disruption on the road network.
17. That the current arrangement of services should be communicated to the public in order to provide clarity and improve customer service (possibly through Forward/Vision).
18. For Lancashire County Council to lobby central government to extend the time a utility company is responsible for a reinstatement to 5 years.
19. That South Ribble Borough Council supports the new proposed staffing structure of a borough based team within Lancashire County Council Highways. We feel that this would better service the needs of the borough.
20. That consideration is given to introducing GPS system to gully cleaning equipment to monitor that the system is being used properly.
21. That South Ribble Councillors are provided with a schedule of when gully pots are to be cleaned and emptied to allow councillors to check that work has been carried out.
22. That Lancashire County Council undertake a review of how successful the new arrangement for the maintenance of roads and pavements has been to date. (i.e. the abolishment of the agency agreement)

Pendle Borough Council - Scrutiny Review of Value For Money of the Residual Highways Agreement With Lancashire County Council

What we found out

1. We add to the funding that the County Council provides for maintaining roadside verges as we believe that it is insufficient to keep them looking tidy. Some Town and Parish Councils also do their own grass cutting. Despite this public satisfaction levels aren't very high.
2. Weedkilling is limited to the chemicals that we can use for health and safety reasons.
3. The budget for maintaining roadside trees and hedges means that we can only provide a service on demand rather than in a planned way.
4. Leaf clearance seems to be carried out to an acceptable standard
5. The upkeep and improvement of public footpaths in the countryside is largely acknowledged as a good quality service. However, we contribute more than one and a half times more than the County Council does in order to get the level of service we think is necessary.
6. The number of people who continue to contact us about County Council services such as street lighting, traffic management etc. remains high. There appears to be considerable confusion as to who does what. The County Council has paid us for helping to redirect people under the present Agreement but does not intend to carry on under the new Agreement from next year.
7. Residents' Parking schemes are a low priority for the County Council so we take responsibility for them to make sure that standards are maintained. We believe that the County Council intends to introduce a standard fee across Lancashire for Residents' Parking permits.
8. Making up unadopted streets is another low priority for the County Council but one which we believe to be important.

Where we go from here

1. We believe that the Agreement overall offers fair value for money but there are various areas where improvements could be made.
2. We're therefore asking the Executive to agree to ask the County Council to increase the budget for grass cutting. We believe that we should not have to subsidise the County Council for this service. If adequate funding is not provided then we're asking the Executive to decide whether we should continue to carry out grass cutting on the County Council's behalf.
3. Because of the large numbers of people still contacting us about County Council matters we believe we should continue to receive payment for redirecting people.
4. If the County Council introduces a standard fee across Lancashire for Residents' Parking permits we want that to be limited to £25.
5. We also want the County Council to provide funding so that we can continue a programme of making up the many unadopted streets in Pendle.
6. Then we'll take another look in May next year to see what progress has been made.

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Grass Cutting

When challenged on the evidence that Lancashire Districts believe that LCC provision should be enhanced, County Councillor Hanson indicated that this could be reconsidered if all districts were of the same view.

Page 7

Further comments from the public survey relate to litter exposed by grass cutting which is not removed.

Page 8

Trees and Hedges

Under the Lancashire Highways Partnership, we had the authority to cut low hanging branches on private land or serve a notice, instructing the owner to carry out the work. This authority now rests with LCC.

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Removal of unauthorised signs etc.

Three other Councils in our survey indicated that they undertook this work.

This is a priority in Pendle as it links to our Cleaner, Greener, Safer agenda.

The work is carried out by Operational Services.

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Conclusions - Performance

The lack of performance indicators in respect of most of the functions within the Agreement makes an assessment of performance difficult.

Page 15

Recommendations

1. That the Executive endorses the conclusions of this review and adopts the following recommendations in respect of the renegotiation of the Residual Highways Agreement with effect from 1st July, 2009 -
2. That Lancashire County Council be requested to review and increase the budget for grass cutting to an acceptable level and the support of other Lancashire Districts to this request be sought.
3. That in the event that the County Council does not agree to increase the budget for grass cutting as set out in 5.2 above, the Executive should consider whether
 - (a) to continue to provide the current level of service and subsidy;
 - (b) to carry out grass cutting only to LCC standards within the allocation; or
 - (c) to remove grass cutting from the Agreement so that responsibility reverts to the County Council with effect from 1st July, 2009.
4. That the County Council be asked to provide funding to maintain urban ginnels which are included in the Definitive Rights of Way Map as well as interim funding for other urban ginnels pending their inclusion in the Definitive Map.
5. That continued funding for "Communications" at the original Year 1 level be negotiated with the County Council.
6. That the County Council be asked to consider how it might better clarify, for members of the public, the areas for which it is responsible and that the help of Lancashire Locals be enlisted.
7. That the Engineering and Special Projects Manager be requested to monitor the level of contact on LCC functions for future comparison purposes.
8. That all the "permissive tasks" be retained within the Agreement.
9. That, in the event that the County Council decides to introduce a standard permit fee for Residents' Parking Schemes, it be requested to limit this to £25.
10. That, in view of the large amount of unadopted highway across the county, the County Council be requested to allocate funding to enable its gradual making up and adoption.
11. That a policy for dealing with unadopted streets, as suggested by the Democratic and Legal Services Manager, be adopted.
12. That progress against these recommendations be monitored by the Scrutiny Management Team after six months.

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Hyndburn Borough Council - The Issues that have arisen following the termination of the Lancashire Highways Partnership.Performance in commenting on planning applications

This has been a longstanding area of concern by a number of districts in Lancashire. The County Council have now recognised that this is a problem and have produced a Draft Code of Practice for responding to consultations on planning applications. This represents an important step forward and Hyndburn have welcomed the Code of Practice that should mean consultation responses are returned more promptly.

Liaison on regeneration initiatives

Communication problems have arisen between Lancashire County Council and Hyndburn in relation to highways issues on regeneration initiatives within the Borough. These have primarily related to problems around highway maintenance, adoption and design and have also been experienced in other east Lancashire districts. The Chief Planning Officer for Lancashire County Council has taken steps to try and address some of these problems by working with district councils and Elevate on design issues.

Page 3

Devolution through Lancashire Locals – Democratic Process

The Lancashire Highways Partnership was terminated at the same time the County Council was seeking to become more locally accountable through the Lancashire Locals.

The aim of the Lancashire Locals (joint Committees, comprising all the County Councillors having electoral divisions in the particular District and an equal number of Borough/District/City Councillors appointed by the District Council) is to strengthen local democratic accountability through empowering locally elected councillors to take certain decisions and shape/influence the delivery of local government services within the District. The success of the Lancashire Locals was therefore fundamental to the success of the new highways working arrangements.

Page 4 – 5

Rossendale Borough Council – HighwaysRecommendations

1. That the County Council be requested to consult with the East Lancs Physical Disability Partnership on highways schemes to ensure that their needs are taken into consideration when undertaking highway improvements.
2. In relation to dropped- kerbs, could the County Council ensure that existing and new dropped- kerbs are marked with access protection markings ie 'H' mark, or at junctions with a single or double yellow line around them.
3. That the County Council considers a review of their current procedures in respect of the New Roads and Street Works Act to enhance their ability to co-ordinate more effectively works undertaken by the utility companies. We would also ask the County Council to investigate with Utility Companies the possibility of leafleting households and businesses affected with details of the work and how long they are scheduled to take and a telephone hotline number to call if problems arise.
4. That the County Council introduces a system of consulting with Borough Council Ward Members as well as County Councillors on proposed schemes to be undertaken and whether the work has been completed satisfactorily in order to obtain feedback on the visual quality of repair to further enhance partnership working.
5. That the highway inspection priority results be forwarded to each Elected Member to provide Ward Councillors with an overview of the condition on each street in their Ward.
6. Pleased to learn that 90% of highways in Rossendale have been inspected and we recommend that the remainder be undertaken as soon as possible so that all the highway network has been surveyed and prioritised.

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Extract from Lancashire County Council Sustainable Development Overview and Scrutiny Committee Minutes held on Wednesday 15 July 2009 at 10.30am at County Hall, Preston

Present:

County Councillors

K Iddon (Chair)

T Aldridge*	P McCann
F De Molfetta	P Mullineaux
M Devaney	E Oades
S Fishwick	M Otter
M Iqbal	D Westley

The Chair welcomed to the meeting newly appointed members who were attending the meeting for the first time. He also welcomed County Councillor Keith Young, Cabinet Member for Highways and Transport and officers from the Environment Directorate, namely:

- Jo Turton - Executive Director for Environment
- Bob Barron - Highway Consultancy (roads)
- Steve Browne - Director Waste and Natural Resources Management
- Andrew Mullaney - Head of Environment and Communities

County Councillor Malcolm Barron attended the meeting under Procedural Standing
Appointment of Chair and Deputy Chairs

An Overview of the Work of the Environment Directorate

The presentations were introduced by County Councillor Keith Young, Cabinet Member for Highways and Transport, and presented by officers from the Environment Directorate (listed above).

Members were provided with handouts to supplement the presentations and were encouraged to retain these for future reference. Copies of the handouts are contained in the minute book and can be viewed alongside the minutes on the County Council's web site. They include information about:

- The Environment Directorate Business Plan 2009/10
- The Environment Directorate Budget
- Performance 2008/09
- Waste and Natural Resource Management*
- Strategic Planning and Transport*
- Highways and Environmental Management*
- Place Survey Results for all issues that the Environment Directorate has an impact on.

The handouts marked * provided an overview of what each section delivers, key successes, previous areas that Scrutiny has looked at and suggested areas for consideration by Overview and Scrutiny in the future.

Members took this opportunity to raise matters of interest and concern with the Cabinet Member and officers; the main points of the discussion are summarised below:

- The Cabinet Member had referred to a sum of £9million which had been added to the budget for 2009/10 to deal as quickly as possible with potholes and for 'mopping up' small schemes, such as the installation of controlled crossings to support school travel plans. In response to questions about how this money would be shared, County Councillor Young referred to specific promises that were made in the Conservative Group's budget proposals; these were currently being costed and a decision would then be taken about the allocation of funding. He hoped to be able to provide further information by mid August.
- There was concern about central Government under-funding of the concessionary travel scheme which had been more successful than first predicted in terms of passenger usage. Also that there was potential for some bus companies to profit excessively from the scheme if charging for actual journey distance was not applied. It was acknowledged that there was a mixed picture and there were 'winners' and 'losers' from the scheme with some bus companies doing well and others de-registering. It was reported that concessionary transport would fall under the control of the County Council from 2012.
- There was concern about an apparent deterioration in the bus service since Stage Coach had taken over Preston Bus, including the use of buses that were not easily accessible to disabled passengers. It was reported that the takeover of Preston Bus had been referred to the Monopolies and Mergers Commission. Members were advised to make representations to the Commission and encourage any local residents unhappy with the situation to do the same.
- Members emphasised the need to look at issues around public transport in rural areas and provide integrated transport links, otherwise cars would continue to be regarded as a necessity rather than a luxury.
- Members referred to examples of inadequate arrangements for grass cutting and suggested that this was a service area in need of improvement. The Cabinet Member referred to the Highways Trees and Verges Task Group, which was to be discussed later on the agenda, and to which a full response would be provided in November. He said it was his personal view that decision making about grass cutting was best made as locally as possible. One Member asked that consideration be given to the Districts being given responsibility for grass cutting.
- One Member noted that the Environment Agency had recently changed its policy regarding the disposal of low level radioactive waste. She suggested that reducing levels of waste going to landfill meant that companies such as SITA (a recycling and waste management company) were perhaps looking for alternative types of waste for disposal and she mentioned that SITA was planning to apply to the Environment Agency for disposal authorisation of low level radioactive waste at the Clifton Marsh landfill site. She urged the Development Control Committee to look very carefully at the relevant planning application. It was explained to the Committee that the site had been accepting low level waste for a number of years, primarily from Springfields. Current planning permission for the site was subject to the condition that it should close in 2012. The County Council's policy was to encourage self-sufficiency and to minimise landfill and the Development Control Committee would consider any application on its merits and within that context.
- In response to concern about traffic queuing at the Household Waste Recycling Centre at Farrington, it was reported that this was the busiest HWRC site in Lancashire. Design work was currently underway to find a solution and proposals

would be submitted in due course for consideration initially by the South Ribble Lancashire Local.

- In response to Members' concerns that more gully cleaning be undertaken to minimise flooding potential, the Cabinet Member confirmed that an extra £250, 000 was to be provided for gully cleaning. He urged Members to report any concerns to the relevant officers. He added that flooding generally was a difficult and costly matter, with little, if any Government funding being provided to support the recommendations of the Pitt Report. It was clear, however, that partners had to come together and work hard to ensure that previous problems should not be repeated.
- Regarding the Heysham – M6 Link, the Cabinet Member confirmed that there was no change in policy following the change in administration, he was in favour of the link, and whilst the £140million needed was not yet guaranteed there was confidence that the scheme would proceed.
- In response to a question about the review of parking enforcement arrangements, it was reported that the County Council had received views from most Districts, but was still awaiting a response from West Lancashire Borough Council who was to put a report to its Cabinet in September. A report would then be submitted to the Cabinet Member for Highways and Transport for a decision.

Interim Response to the Highways Trees and Verges Task Group

The Committee had considered the report of the Highways Trees and Verges Task Group at its meeting on 8 April 2009. A copy of the final report was presented at Appendix A to the report.

An interim response to the Task Group's recommendations from the Cabinet Member for Highways and Transport was presented at Appendix B. It stated that the Cabinet Member intended to consider each of the Task Group's nine recommendations in detail and provide a full response to the November meeting.

One Member urged the Cabinet Member to look at Districts taking over responsibility for cutting their own grass verges.

**Sustainable Development Overview and Scrutiny Meeting 15 July 2009
Presentation by Jo Turton, Executive Director of Environment**

Environment Directorate Business Plan Summary 2009/10

This year the plan has focussed service improvements that will be delivered during 2009-10. This includes both externally delivered services and the way we support service delivery internally. We are committed to maintaining our core services to a high standard.

Service improvements

Improving Waste Management

- Thornton Waste Technology Park, completion and monitoring
- Opening three transfer stations
- Waste education and voluntary sector engagement (bulky matters)

Road Safety

- More/improved child pedestrian and cycling training in schools and young people's training and educational support
- Pilot the Lancashire Intelligent Speed Adaptation project (in car speed monitoring)
- Child safety audit, enforcement activity and casualty reduction schemes
- Improved cross directorate working

Developing the transport network

- Heysham M6 link, advertise legal orders, appoint a contractor
- Develop Lancashire's green infrastructure, complete strategy with partners, make £2 million bid for EU funding, develop the Ribble Coast and Wetlands Regional Park
- Investing in our transport network, start 3 quality bus schemes and complete another 1, develop Accrington and Rawtenstall bus stations and Accrington 'eco' rail Station and the Fylde Coast Tramway Upgrade

Environmental Issues

- Biodiversity
- Climate change,
 - Leading the Lancashire Climate Change Strategy, allocating Lancashire Locals Climate Change Fund, help restore Lancashire's peat-lands
 - Reducing carbon emissions from LCC's own operations, by 21% (14,751 tonnes) over five years through street lighting, buildings, vehicles and IT
 - Adapting to climate change, assess the vulnerability of our services to climate change and identify actions, develop a strategy to reduce the risk of flooding following the Pitt review

Social Inclusion and Accessibility

- Prioritise and coordinate transport schemes in Lancashire and the region through the rail prioritisation scheme, integrated regional strategy
- Review of accessible transport in Lancashire to improve efficiency and customer satisfaction
- Encouraging independent travel, establishing a unit to give people with learning difficulties confidence to use public transport

- Progressing the Pennine Reach project with partners to develop transport in Accrington- Blackburn – Darwen

Helping Lancashire through the recession

- Central Lancashire and Blackpool Growth Point with the partners develop a programme to deliver £5.5 million in capital projects to stimulate, housing, employment and improved transport
- Financial Inclusion, recruit financial inclusion champions to work with partners to improve information and advice to those most at risk of financial exclusion

Locality working

- Provide a more responsive highways service for customers through the locality plan streetscene pilot, highways review and business improvement project
- Working effectively with local people at local level through 12 district parish and community events to develop local projects
- Developing the economy in rural Lancashire through Developing and delivering the West Pennine Moors Management Plan
- Work with partners to coordinate and integrate spatial planning, transport, skills and the economy, through the infrastructure study, Integrated Lancashire Strategy and LTP3
- Work with partners to coordinate enforcement services through the Regional Coordination Pilot and South Ribble Locality Pilot Enforcement Services Project
- Strengthening co-operation and joint working with District and Parish Councils

Service Support Priorities

Customer focus

- Review complaints procedures
- Roll out corporate customer focus activities
- Customer Experience Projects
- Equality and Diversity

Efficiency agenda

- Directorate efficiency savings
- Business Improvement Board

Communications

- Communication as part of project and business planning
- Media training for senior managers
- Media management and evaluation
- Internal Communication channels

Organisational Development

- Work Force Development Plan
- Structural Communications review
- Data quality and data sharing
- Review Business planning and performance management processes

The Environment Directorate

The Environment Directorate is responsible for a total budget of over £218 million. This is made up of:

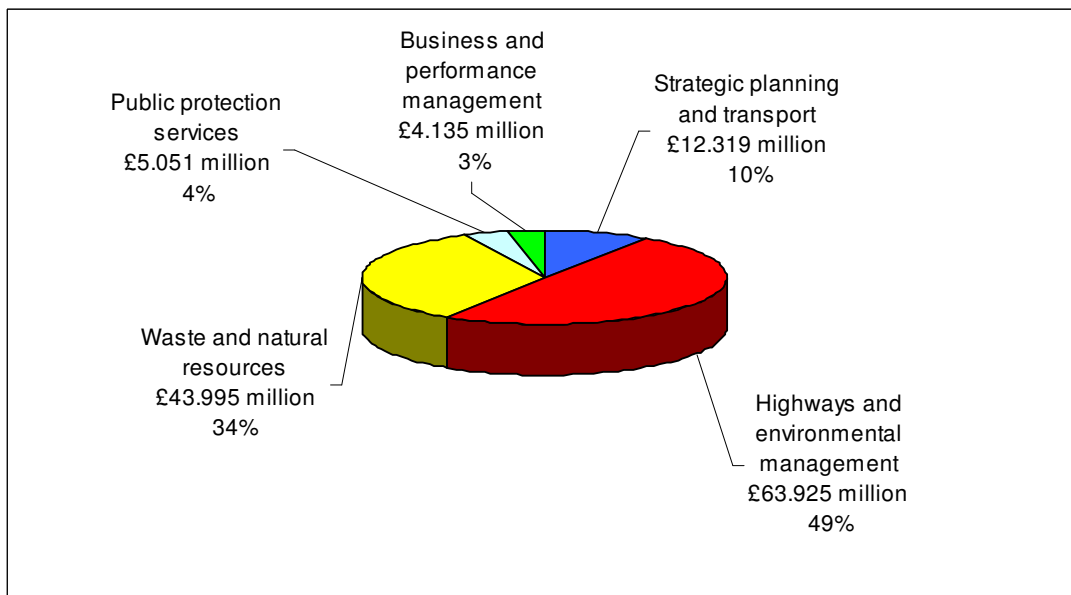
- Revenue spend of £144.348 million; and
- Capital programme of £73.936 million.

With this budget the directorate provides a range of services across the county, including:

- maintaining and improving roads, street lighting and bridges;
- co-ordinating public transport;
- waste management; and
- public protection.

The table on the next page breaks the revenue budget down over service areas.

The chart below demonstrates the size of each area.



Devolved Financial Management (DFM) Schemes

The following table shows the Environment Directorates 2009/10 revenue budget is managed in devolved financial management schemes

Overall the budget is the responsibility of Jo Turton, the executive director, but each scheme has an accountable officer.

2008/09 budget net spend £ million	Scheme	2009/10 budget £ million		
		Gross spend	Income	Net Spend
10.56	Strategic planning and transport Includes procuring public, social care and school transport services, providing community transport, forming policy and planning and promoting public transport. Accountable officer: Mike Kirby.	18.728	6.409	12.319
60.178	Highways and environmental management Includes maintaining roads, bridges and street lighting, private works and damages, traffic and safety projects and implementation and the Countryside Service. Accountable officer: Rob Clifford.	75.795	11.870	63.925
40.882	Waste and natural resources Services provided include waste management, waste and minerals policy and waste procurement. Accountable officers: Steve Browne.	57.711	13.716	43.995
5.002	Public protection services Trading Standards and County Analysts Accountable officer: Jo Turton.	6.243	1.192	5.051
2.812	Business and performance management Provides support to the directorate, including finance, cabinet member support, business planning and performance management and administration. Accountable officer: Dave Roscoe.	4.197	0.062	4.135
119.434	Total of DFM schemes	162.674	33.249	129.425
0.026	Add non-DFM items: Building repairs and maintenance – corporate DFM	0.027	0.000	0.027
119.46	Directorate budget	162.701	33.249	129.452
4.916	Recharges of central directorates' costs	5.293	0.000	5.293
7.696	Depreciation	7.696	0.000	7.696
1.251	FRS17 pension costs	1.907	0.000	1.907
133.323	Directorate total budget	177.597	33.249	144.348

Summary of the 2009/10 budget for the Environment Directorate

2008/09 budget net spend £ million	Scheme	2009/10 budget £ million		
		Gross spend	Income	Net spend
	Strategic planning and transport			
	Subsidy to operators:			
4.563	Public transport	9.578	4.616	4.962
20.006	School transport	20.184	-	20.184
6.508	Adult & Community transport	7.150	-	7.150
0.968	Community transport	1.059	-	1.059
1.434	Other transport	2.026	1.793	0.233
	Highways and environmental management			
24.429	Road and bridge maintenance - county roads	27.856	0.271	27.585
13.54	Road lighting - maintenance and energy	14.266	-	14.266
5.435	Public liability insurances	5.542	-	5.542
2.269	Rechargeable works	8.601	6.425	2.176
0.274	Policy, development and sustainability	0.277	0.026	0.251
0.373	Countryside services	0.544	0.060	0.484
	Waste and natural resources			
39.371	Waste disposal operations	56.045	13.790	42.255
0.609	Site maintenance	0.662	-	0.662
	Miscellaneous services			
1.640	School crossing patrols	1.580	-	1.580
0.090	Road safety education	4.274	1.663	2.611
	Support services			
26.108	Operational and administrative staff	32.472	2.482	29.990
3.973	Other administrative costs	7.117	2.710	4.407
4.916	Central administration	5.293	-	5.293
0.041	Internal loans fund	0.003	-	0.003
7.696	Depreciation	7.696	-	7.696
	Less recharges to:			
-21.327	Directorate for Children and Young People	-	20.630	-20.630
-6.851	Adult and Community Services Directorate	-	7.137	-7.137
-7.138	Capital and other directorates	-	10.996	-10.996
	Other Services			
3.056	Trading standards	3.663	0.570	3.093
1.340	County analyst	2.251	0.622	1.629
133.323		218.139	73.791	144.348

What the Budget Provides	
Highways and environmental management (budget £63.925 million)	
<p>6,960 km roads maintained 165,976 streetlights maintained 1,768 bridges maintained 355 school crossing patrols</p>	<p>Practical pedestrian training to 16,000 children aged 5 to 7. Maintaining and improving 5,546km of public rights of way. Management and development of 2 country parks and 27 smaller recreation sites, 57 Forestry & Reclamation sites.</p>
Strategic planning and transport (budget £12.319 million)	
<p>242</p>	<p>Bus routes provided</p>
Waste and natural resources (budget £43.995 million)	
<p>638,025 41% 23</p>	<p>tonnes of municipal waste managed of waste recycled or re-used household waste recycling centres</p>
Public protection services (Budget £5.051 million)	
<p>County analyst and scientific adviser service</p> <p>23,605 food quality checks 1,800 food labels assessed 18,617 checks for environmental pollutants</p> <p>Trading standards</p> <p>11,478 visits to premises 14,480 trader and consumer enquires</p>	

Highways and Environmental Management

The accountable officer responsible for the Highways and Environmental Management Section is the Director of Highways and Environmental Management, Rob Clifford.

Highways and Environmental Management (HEM) covers:

- Statutory duties as Highway Authority and as Traffic Manager, including signals and control systems, inspections and condition/geotechnical investigations.
- Highways, Bridges, Lighting and Traffic Policy
- Local (Area) management of highways, lighting, traffic and development control, and support for Lancashire Locals.
- Countryside Services including Public Rights of Way.
- Project Management, design and construction management for roads, bridges and traffic management schemes, including major schemes such as Heysham to M6 Link.
- Road Safety Engineering, Education and the enforcement partnership, Lancashire Road Safety Partnership.
- Management of off street parking arrangements, and the back office for Parkwise (until September 2009).
- Delivery of derelict land reclamation under the REMADE programme.
- Environmental Projects.
- Environmental Advisory Services.

Success Stories:

- Delivery of a range of complex programmes and projects including the Eaves Green Link Road Chorley, which received awards for regional Transportation Project of the Year from the Institution of Civil Engineers, together with national Considerate Constructors, Green Apple and CEEQUAL awards.
- Innovative Road Safety initiatives and training, including a number of award winning campaigns, including Prince Michael Awards.
- Customer focussed, with Chartermark accreditation, Countryside and Environment Projects services, including the successful 'Tramper' schemes providing increased access to the countryside and the well-regarded Backyard project in Accrington, featured on BBC's Springwatch on 4th July 2009.
- Securing Programme Entry for the £140 Million Heysham to M6 Link Road, providing government endorsement for the scheme's business case, following early planning permission.

Areas which might not be performing well:

- Customers place highways and traffic matters very highly in their priorities for what is most important about the County Council's services and also rate their level of dissatisfaction with these services relatively highly. The services face conflict between strategic objectives and statutory duties with the need to be responsive to customer needs at a local level. Policies are often viewed as serving the objectives around safety and congestion, and not other quality of life issues, nor district council objectives to provide a higher quality streetscene.
- Internally a number of different departments (Commissioning, design, operations, construction, etc) are involved in the delivery of highway and traffic schemes, and the

processes and interfaces between those departments can often create barriers to responsive delivery and communication.

Recent Overview and Scrutiny involvement:

Overview and Scrutiny have recently given consideration to a range of Highways and Environmental Management service matters. Of note are:

- Child Road Traffic Casualties,
- Highway Verges and Trees (both ongoing),
- Parkwise parking enforcement arrangements and successor arrangements (contract in place, and implementation ongoing),
- Pitt Review (strategy development and response to government legislative consultation underway) and,
- innovative construction contracting (recommendations implemented).

Possible Future O&S Involvement:

This will depend on a number of strategic reviews which are underway. O&S may have some involvement with the Flood and Water Management Strategies, as set out in the Pitt Review recommendations.

A number of areas within the services covered within HEM could warrant overview or scrutiny and these include:

- Highway Trees and Verges – response to recommendations in November 2009.
- Co-ordination of Roadworks.
- The Traffic Management Act.
- Parking Management, following the ending of the Parkwise arrangements and the introduction of new contracts.
- The Highway Maintenance Plan.
- Highways Winter Maintenance.
- Bridge Maintenance - review of the policy to address the new code of practice "Well Maintained Bridges"
- Traffic Regulation Orders.
- Residential Parking - review of the policy relating to prioritisation.
- Pedestrian Priority Programme, as requested by a Lancashire Local Committee.
- The 'Manual for Streets' and its impact on highway and street design.
- Post – REMADE reclamation and emerging Green Infrastructure Strategy.
- Prioritisation of Inspection and Maintenance for Public Rights of Way.

There will also continue to be overlapping issues with other sections, such as the Local Transport Plan and Climate Change.

Directorate Performance during 2008/09

The Directorate reports a wide and diverse range of performance measures. The PERFORM system is used to collate, analyse and present this information.

The majority of the Directorate’s measures are reported quarterly to the Environment Directorate Management Team (EDMT) where any performance issues are discussed and corrective action agreed with senior managers.

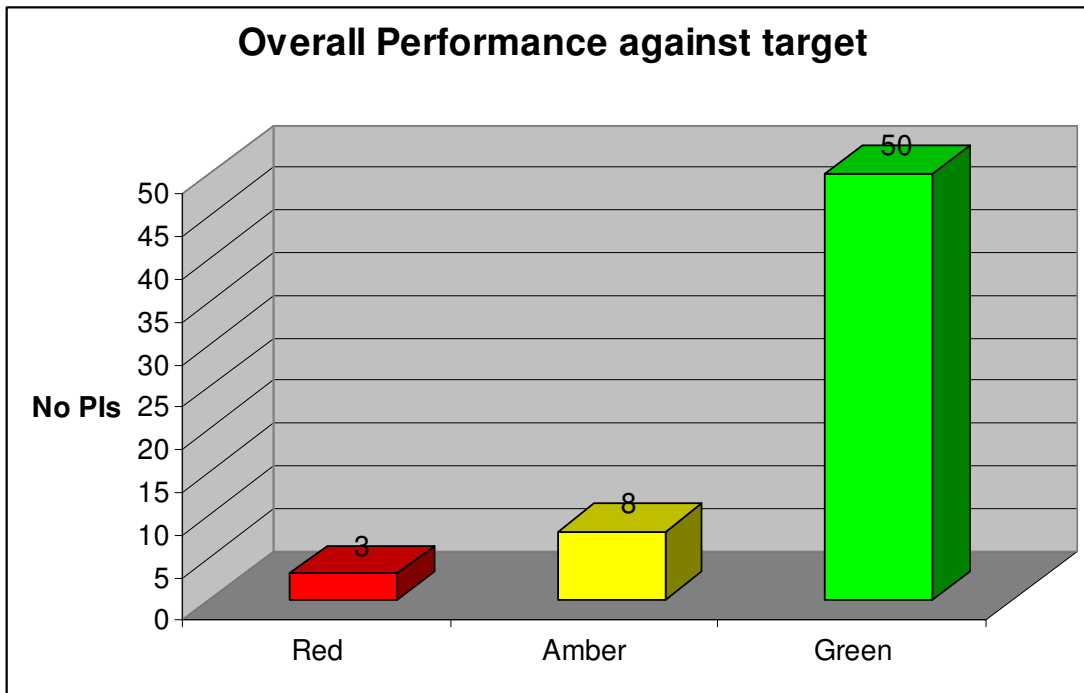
Full details of all individual performance indicators/measures are available on the interactive Briefing Books at the Performance Indicators Website
<http://lccintranet2/corporate/web/view.asp?siteid=3314&pageid=8784&e=e>

Performance against Target

Performance indicators/measures are monitored using the Traffic Light system:

- Green = Performance on or above Target
- Amber = Slightly below target but within 'tolerance' (usually 10%)
- Red = Below target (beyond tolerance level)

The graph below shows the number of red, amber and green measures for the Directorate. Of the measures with a target, 61 were submitted.



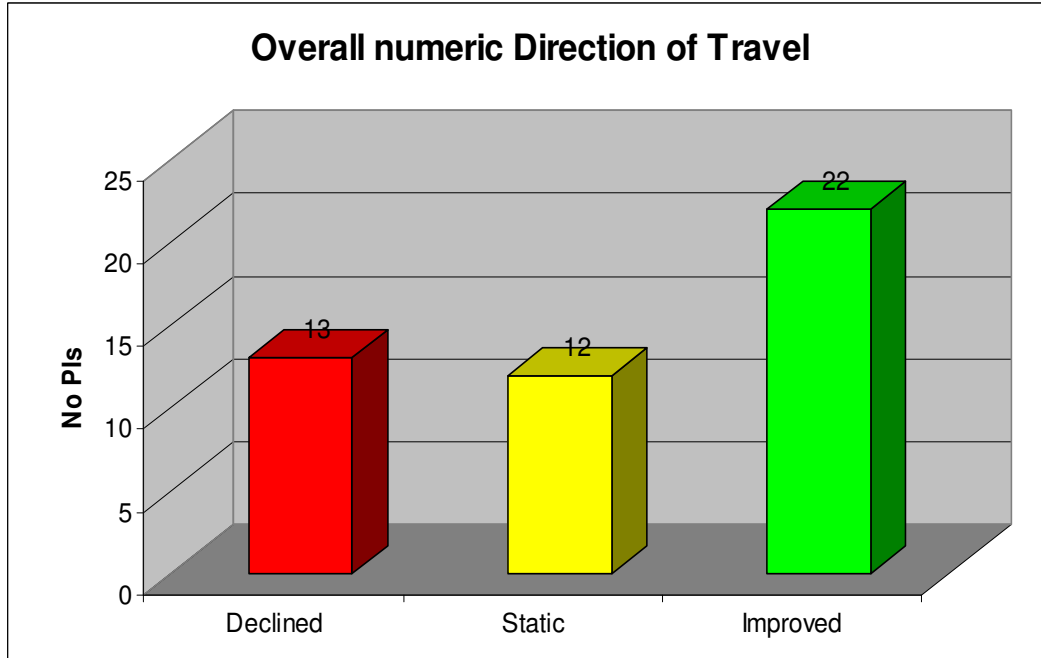
In percentage terms this equates to:

- (50) 82% Green (last year 73%)
- (8) 13% Amber (last year 11%)
- (3) 5% Red (last year 17%)

Direction of Travel (All measures)

i) Numerical Change

The graph below shows the number of measures that have improved, declined or stayed the same in numerical terms (regardless of traffic light colour) from end of year 2007/08. 47 measures were comparable.



In percentage terms this equates to:

- (13) 28% Declined
- (12) 26% Same
- (22) 47% Improved

Thus a strong 'estimated' net improvement in overall performance from 2007/08 has been achieved. This is partially explained by the withdrawal of some BVPIs and most NIs not being comparable this year.

ii) Traffic Light Position Change

Of the Performance Indicators that showed a drop in performance

- 7 stayed the same traffic light colour
- 4 dropped from Green to Amber
- 2 dropped from Green to Red (LAA H08a Counterfeit Tobacco, LNPL 014 Derelict Land)

Of the improving measures:

- 4 improved from Red to Green (3 Street Lighting PIs, Radiation Report)
- 18 maintained 'traffic light' position

Of the static measures:

- 11 maintained 'traffic light' position
- 1 moved from Red to Green due to new target (LNSL098a Street Lighting)

Place Survey – Environment Services

Countywide Analysis

Respondents were asked to answer the following questions:

"Thinking generally, which of the things below would you say are most important in making somewhere a good place to live? (Please tick up to five boxes)"

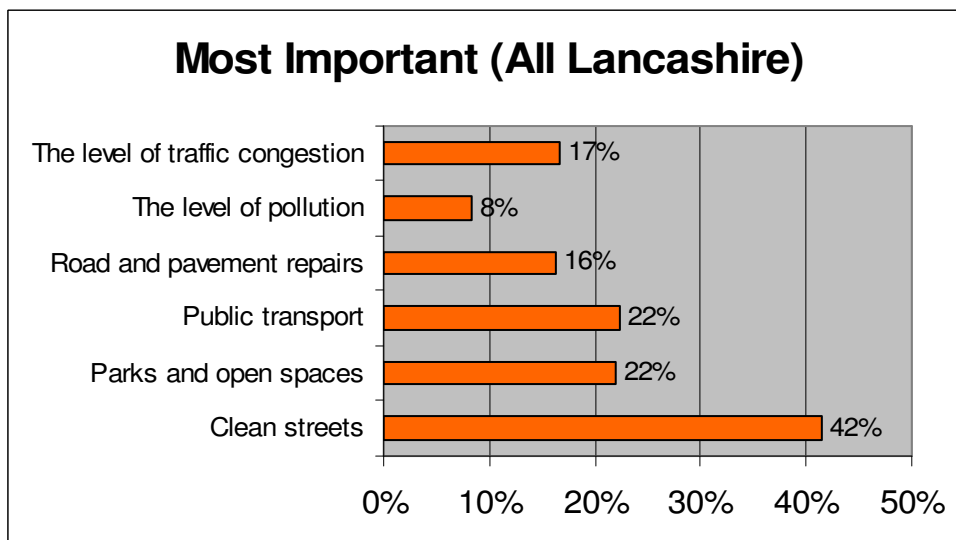
and

"And thinking about this local area, which of the things below, if any, do you think most need improving?"

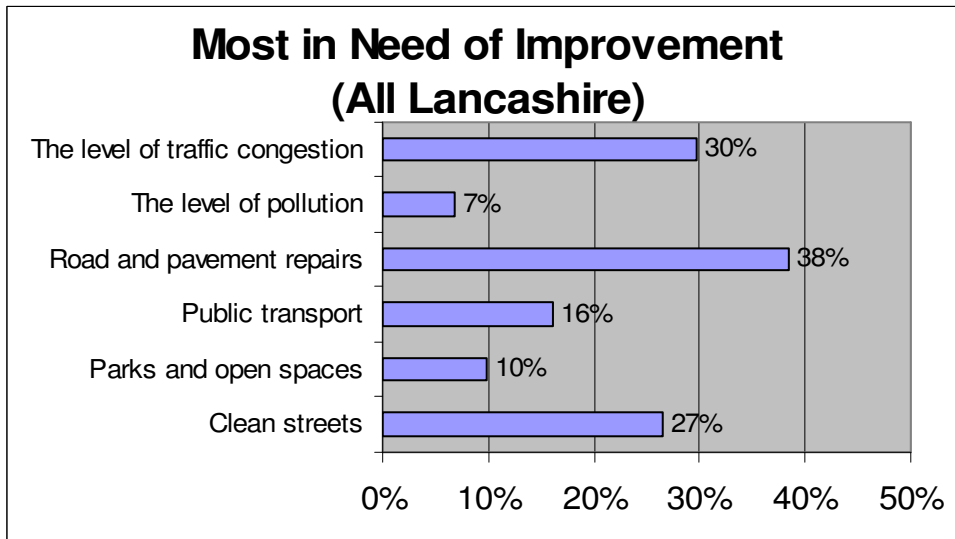
The graphs presented below shows the results for all issues, which the Environment Directorate has an impact on.

It is also to be noted that percentages do not add up to 100% as the scores show the percentage of people who put each issue in their top 5.

A summary table is also presented showing the percentage of people satisfied with their local area and the delivery of Environmental services.



The chart shows that Clean Streets were clearly the most important issue for Lancashire residents who took part in the survey, Parks and open spaces and Public Transport were also felt to be relatively important.



Road and pavement repairs and the level of traffic congestion were the issues most frequently stated as being in need of improvement. Clean streets were also felt to be a high priority for improvement.

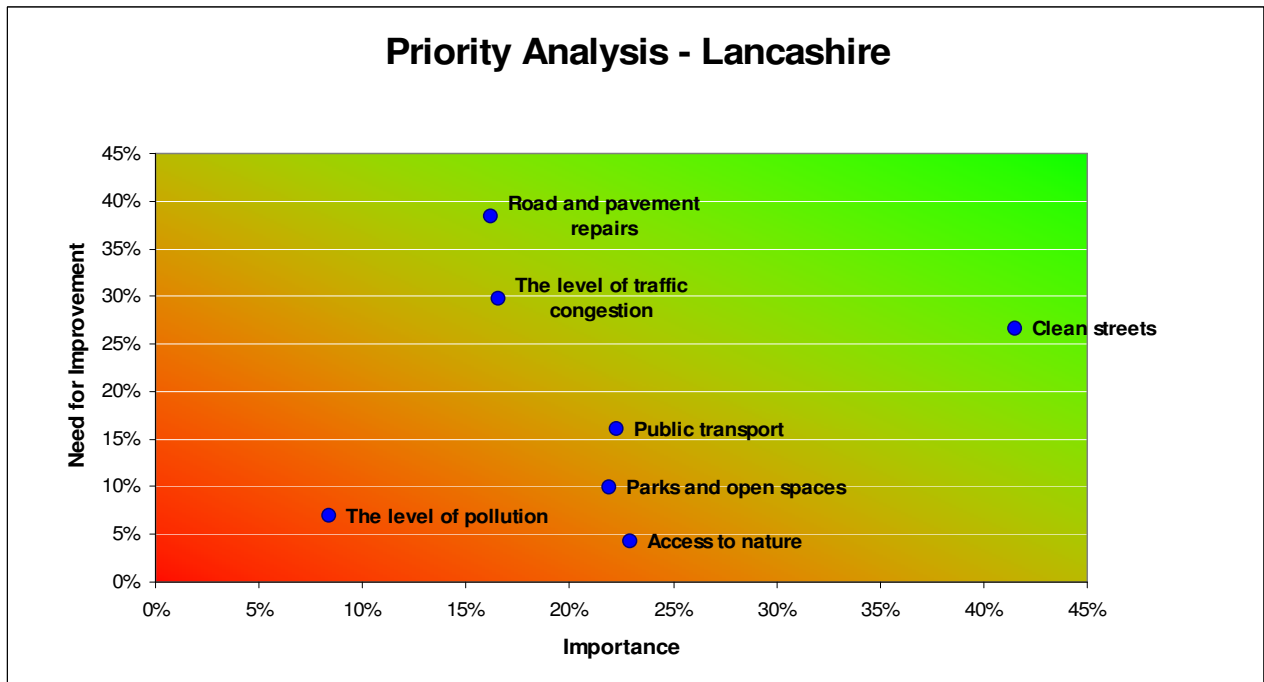
Overall Satisfaction / Satisfaction with Services

The table below shows overall how satisfied respondents in Lancashire are with their local area and public services

Overall satisfaction with local area as place to live	Satisfied	79%
	Dissatisfied	10%
Local public services are working to make the area cleaner and greener	Great deal / some extent	67%
	Not very much / at all	33%
Keeping public land clear of litter and refuse	Satisfied	53%
	Dissatisfied	29%
Refuse collection	Satisfied	69%
	Dissatisfied	20%
Doorstep recycling	Satisfied	70%
	Dissatisfied	17%
Local tip satisfaction (Users)	Satisfied	82%
	Dissatisfied	7%
Local transport information (Users)	Satisfied	56%
	Dissatisfied	16%
Local Bus services (Users)	Satisfied	65%
	Dissatisfied	17%
Parks and open spaces (Users)	Satisfied	69%
	Dissatisfied	14%

Priority Analysis

The graph below shows the relative position of each Environment priority when considering each issue's score for 'importance' and 'improvement'. The further each issue is into the green area the higher relative importance.



It is evident from this analysis that clean streets are the top priority. Road and pavement repairs and traffic congestion are also relatively important.

The 2 following tables show the rank order of each issue for each district in terms of 'importance' and 'improvement'

Thinking generally, which of the things below would you say are most important in making somewhere a good place to live?													
Rank	Lancashire	Burnley	Chorley	Fylde	Hyndburn	Lancaster	Pendle	Preston	Ribble Valley	Rossendale	South Ribble	West Lancs	Wyre
1	Clean streets	Clean streets	Clean streets	Clean streets	Clean streets	Clean streets	Clean streets	Clean streets	Clean streets	Clean streets	Clean streets	Clean streets	Clean streets
2	Access to nature	Public transport	Access to nature	Parks and open spaces	Access to nature	Access to nature	Access to nature	Public transport	Access to nature	Access to nature	Public transport	Public transport	Public transport
3	Public transport	Access to nature	Parks and open spaces	Public transport	Parks and open spaces	Public transport	Parks and open spaces	Parks and open spaces	Public transport	Parks and open spaces	Parks and open spaces	Access to nature	Parks and open spaces
4	Parks and open spaces	Parks and open spaces	Public transport	Road and pavement repairs	Public transport	Parks and open spaces	Public transport	The level of traffic congestion	Parks and open spaces	Road and pavement repairs	Access to nature	Parks and open spaces	Access to nature
5	The level of traffic congestion	Road and pavement repairs	The level of traffic congestion	Access to nature	Road and pavement repairs	The level of traffic congestion	Road and pavement repairs	Access to nature	The level of traffic congestion	Public transport	The level of traffic congestion	The level of traffic congestion	Road and pavement repairs
6	Road and pavement repairs	The level of traffic congestion	Road and pavement repairs	The level of traffic congestion	The level of traffic congestion	Road and pavement repairs	The level of traffic congestion	Road and pavement repairs	Road and pavement repairs	The level of traffic congestion	Road and pavement repairs	Road and pavement repairs	The level of traffic congestion
7	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution

Most important factors in making somewhere a good place to live against the factors that most need improving locally

Rank	Lancashire	Burnley	Chorley	Fylde	Hyndburn	Lancaster	Pendle	Preston	Ribble Valley	Rossendale	South Ribble	West Lancs	Wyre
1	Road and pavement repairs	Clean streets	Road and pavement repairs	Road and pavement repairs	Road and pavement repairs	Road and pavement repairs	Road and pavement repairs	Clean streets	Road and pavement repairs	Road and pavement repairs	Road and pavement repairs	Road and pavement repairs	Road and pavement repairs
2	The level of traffic congestion	Road and pavement repairs	The level of traffic congestion	The level of traffic congestion	Clean streets	The level of traffic congestion	Clean streets	The level of traffic congestion	The level of traffic congestion	Clean streets	The level of traffic congestion	The level of traffic congestion	The level of traffic congestion
3	Clean streets	The level of traffic congestion	Clean streets	Clean streets	The level of traffic congestion	Clean streets	The level of traffic congestion	Road and pavement repairs	Public transport	The level of traffic congestion	Clean streets	Public transport	Clean streets
4	Public transport	Parks and open spaces	Public transport	Public transport	Parks and open spaces	Public transport	Public transport	Public transport	Clean streets	Public transport	Public transport	Clean streets	Public transport
5	Parks and open spaces	Public transport	Parks and open spaces	Parks and open spaces	Public transport	Parks and open spaces	Parks and open spaces	The level of pollution	Parks and open spaces	Parks and open spaces	Parks and open spaces	Parks and open spaces	Parks and open spaces
6	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution	Parks and open spaces	The level of pollution	The level of pollution	The level of pollution	The level of pollution	The level of pollution
7	Access to nature	Access to nature	Access to nature	Access to nature	Access to nature	Access to nature	Access to nature	Access to nature	Access to nature	Access to nature	Access to nature	Access to nature	Access to nature

Strategic Planning and Transport

Overview of what the section delivers

Core purpose of the Strategic Planning and Transport Section is:

"To promote social, environmental and economic well-being for the people of Lancashire through the development of sustainable environment, regeneration planning and transport solutions"

Mike Kirby, Director of Strategic Planning and Transport, manages the section which consists of 4 groups:

Environment and Communities: This group develops policy options and implements projects to deliver sustainable environment, regeneration (especially rural) and transport solutions. Its services include Environmental Policies and Projects, Rural Policy and Projects and Accessibility Planning (includes social Inclusion).

Strategic Planning: This group delivers the Council's statutory functions relating to spatial planning and development control. The group also prepare the Local Transport Plan, assist in the development of travel plans and provide guidance to councils on their emerging development plans and proposals, including major planning applications.

Passenger Transport: This group develops and implements passenger transport policies and the management of passenger transport services. It also manages the provision of mainstream education, Special Educational Needs and Adult Transport Services.

Business Services: This group provides budget management support; manages Passenger Transport Service Contracts and Concessionary travel arrangements.

Key Successes

- Beacon Award - Improving Accessibility - beacon status over last year.
- Implementation of commercially viable bus service changes through Chorley Pathfinder project.
- Implemented new English National Concessionary Travel Scheme together with a pooling scheme for the 12 Lancashire authorities plus the two unitaries.
- Led the production of the Lancashire Climate Change strategy, and internal Carbon Management Programme.
- Successfully coordinating delivery of six environment LAA targets.
- Delivering a number of projects to cut energy costs and save carbon (eg home energy monitors, low energy light bulbs, schools education, peatland restoration to prevent flooding, etc).
- Continuing high performance in relation to planning application determination.

- Part of Central Lancashire and Blackpool growth point partnership -project received approval from central government - £5.5m additional funding already awarded.
- 74% of schools now have approved travel plans - we are on target to achieve plans for all schools by 2010.
- Successful Community Infrastructure fund bid for Development of Buckshaw Station £3.3m - Stage 1 of process a success - detailed business case submitted for consideration under stage 2.
- Civitas success project in Preston has delivered projects such as Adelphi Street quiet zone and city centre clear zone in Preston and town centre improvements in Leyland.
- Mid term Local Transport Plan progress report submitted. Good progress noted in response to the Chief Executive.
- Over £100m funding obtained for Blackpool/Fylde Coast Tramway upgrade.
- Preferred route for Norcross/M55 link road identified.
- Major improvements and changes in Safer Travel Unit e.g. award winning Trojan Project.
- UK bus awards - -innovation Award for NoWCard.
- Opened Nelson Bus and Rail Interchange.
- Completed Major Scheme bid relating to Pennine Reach.

Performance across the section is good - there are no areas which are under-performing.

Previous O&S reviews include:

- Bus shelters
- Environmental Management
- Accessibility Planning

Possible options for future consideration:

- Social inclusion through enhanced accessibility
- Policy on Support Buses
- Local Transport Plan Review

Waste and Natural Resources Management

The accountable officer responsible for the Waste and Natural Resources Management Section is the Director of Waste and Natural Resources Management, Steve Browne.

The Section delivers its services through four Groups (Waste and Minerals Policy, Waste Management, Waste Service Procurement and Support Services).

Overview of what the section delivers

The Waste and Natural Resources Management Section provides two key functions of the County Council:

- The statutory Waste Disposal Authority Function (WDA)
- The Statutory Local Planning Authority function for Minerals and Waste Development

These services are directed at delivering the following Objectives of the Environment Directorate:

- | |
|--|
| <ul style="list-style-type: none">• Improve the quality of life for the people of Lancashire and the quality of Lancashire's environment• Plan a better and sustainable future for Lancashire |
|--|

This is done by:

1. Providing high quality services in a way that safeguards the well being of staff and public.
2. Minimising waste and utilising waste as a resource.
3. Planning facilities for effectively and safely managing waste.
4. Facilitating the sustainable use of mineral resources.
5. Providing effective waste management services that maximise kerbside recycling and composting.
6. Adoption of Core Strategy in February 2009 for Lancashire's Minerals and Waste Development Framework, the successor to the Lancashire Minerals and Waste Local Plan. Only the third Minerals and Waste Core Strategy to be adopted nationwide and the second of 41 North West authorities to publish its Core Strategy.

7. Continuing partnership working with constituent Lancashire Districts and unitary neighbours through the Lancashire Waste Partnership to agree a review of Lancashire's Municipal Waste Management Strategy in March 2009

Success stories from within the section

Waste and Minerals Policy Group

- Adoption of Core Strategy in February 2009 for Lancashire's Minerals and Waste Development Framework, the successor to the Lancashire Minerals and Waste Local Plan. Only the third Minerals and Waste Core Strategy to be adopted nationwide and the second of 41 North West authorities to publish its Core Strategy.
- Continuing partnership working with constituent Lancashire Districts and unitary neighbours through the Lancashire Waste Partnership to agree a review of Lancashire's Municipal Waste Management Strategy in March 2009

Waste Management Group

- Implementation of PFI Soft Services – Community Sector Development; Environmental Education; Local Market Development; and Waste Minimisation.
- Continued Charter Mark for Household Waste Recycling.
- Successful transfer of Helpline service over to The Hub.
- Delivery of food waste collection services to an additional 15,000 properties across three Districts, in partnership with Preston City Council, Chorley Borough Council and South Ribble Borough Council.

Some key areas that O&S has scrutinised and that have been of benefit to the Directorate

Over the past two years O&S has scrutinised:

- Core Strategy proposals for future minerals extraction and waste management activities;
- Proposed actions for future waste collection and disposal activities as part of Municipal Waste Strategy review;
- Future service provision of Household Waste Recycling Centres.

O&S also considered the waste PFI project and sought clarification on a number of issues.

A Commercial Waste and Packaging Task Group was also formed which led to the prioritisation of internal recycling for Lancashire County Council. This issue is on going and may need to be reported back on in the future to show progress that has been made.

Information from Lancashire County Council Customer Services

The table below is the breakdown of types of enquiries we received in July. The 'top ten' tends to remain the same heading wise throughout the year, however the order changes dependant on the time of year. During the winter months 'gritting' joins the top ten. Year to date the most enquires we receive are regarding 'street lighting'.

Highways Call Types

Highways Enquiries	Interactions Logged
Highways - Flooding on the Highway	502
Highways Repeat Calls/Compliments and Back-up	485
Street Lighting	360
Highways - Potholes	311
Verges	190
Parking	173
Dropped kerb	137
Parking Bays (Disabled)	116
Trees	116
Road Works & Traffic Regulation Orders	115
Road Markings and Signage - Road Signs	111

Drains	106
Pavements	97
Road Markings and Signage - Yellow Lines	87
Highways - Adoption of Private Streets	85
Adoption standards and estate roads specification	76
Highways - New Roads and Street Works Act	75
Advertising on the highway	74
Personal Injury on the Highway	63
Spillage on Roads	61
Highways - Skip Permits	50
Highways - Scaffolding and Hoarding Licences	48
Floods	41
Road Markings and Signage - Speed Humps	39
Roads and Highways - Speed Limits	33
Highways - Footway Obstructions	29
Gritting	27
Pedestrian Crossings	26
Highways - District Services	20
Cycling - reporting defects on cycle routes	14
Culvert	12
Food Vans on the Highway	12
Travellers on the Highway	12
Highways - Retaining Walls, Fences, Embankments & Pedestrian Guards/Rails	11
Highways - Access Ramps to Buildings	4
Bridleways	3
Motorways	2
Highways - Policy & Standards Highways Maintenance	1
Major Road Schemes	1

Highways Service Specific Performance Dashboard 2009-10

Service Centre Metrics

PERFORMANCE MEASURES		Units	Week Target	Service Centre Metrics												YTD Actual	
Type	Measurement Details			APR Actual	MAY Actual	JUN Actual	JUL Actual	AUG Actual	SEPT Actual	OCT Actual	NOV Actual	DEC Actual	JAN Actual	FEB Actual	MAR Actual		
SKPI1	Calls offered to service	No.	0	5341	4007	4469	6456	4961	0	0	0	0	0	0	0	0	25234
SKPI2	Calls answered by service	No.	0	4942	3884	4290	6069	4724	0	0	0	0	0	0	0	0	23909

Highways Service Specific Performance Dashboard 2008-09

Service Centre Metrics

PERFORMANCE MEASURES		Units	Week Target	Service Centre Metrics												YTD Actual
Type	Measurement Details			APR Actual	MAY Actual	JUN Actual	JUL Actual	AUG Actual	SEPT Actual	OCT Actual	NOV Actual	DEC Actual	JAN Actual	FEB Actual	MAR Actual	
SKPI1	Calls offered to service	No.	0	7107	5001	5537	7391	6098	7061	7276	5473	15267	7249	6774	4862	85096
SKPI2	Calls answered by service	No.	0	5954	4268	4753	5584	4465	5447	6810	5177	6531	6764	6235	4600	66588

CSC Highways Service Delivery

The CSC take the calls and emails for the Highways service on behalf of the Environment Directorate, the main part of our role is to take the appropriate details from callers and log them on the PEM system. This system is accessed by Highways engineers across the County, dependant on the nature of the fault and whether any 3rd parties are involved (e.g. United Utilities), will inform when and how the faults are responded to and prioritised.

Chorley Council Customer Services

On average around 600 calls are received per month, these are mainly street lighting, general highways issues, blue badge scheme, and verges. The numbers of calls are not specifically recorded or monitored.

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Scrutiny Investigation – Project Plan: Highways issues

Stage and Task	Jun-22	Jul-16	Aug-03	Sep-17	Oct-20	Nov-18	Dec-10	Jan
1. Topic selected								
2. Scope inquiry								
• complete project outline								
• complete project plan								
3. Collect evidence								
• source information								
4. Consider evidence								
5. Report								
6. Feedback and action								
7. Monitor								

provisional dates

Evidence

Streetscene Services agreement

Lancashire County Council and Chorley Council current responsibilities (outlined in minute 09.HTG.03)

Other scrutiny inquiries relating to highways in Lancashire:

Lancashire County Council, South Ribble, Hyndburn, Pendle, Rossendale,

Lancashire Local Chorley Committee Constitution.

Extract from LCC Sustainable Development Overview and Scrutiny Committee - July 2009

Customer Contact information from Lancashire County Council and Chorley Council

Highways maintenance plan

Received

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