

## Highways Review Panel

### Members

Councillors Atiya-Alla, Barnby, Douglas-Dunbar, Hill, Kennedy (Chairwoman), Chris Lewis, Mills and Jacqueline Thomas

(Contact on t: 01803 207087 or e: [governance.support@torbay.gov.uk](mailto:governance.support@torbay.gov.uk))

A meeting of **Highways Review Panel** will be held on **Thursday, 23 June 2022** commencing at **9.00 am**

The meeting will be held remotely via Zoom (the links to the meeting are set out below)

Join Zoom Meeting

<https://us02web.zoom.us/j/81649115879?pwd=N283OW9YcEhjVUNKNjJpTnNWSmNUQT09>

Meeting ID: 816 4911 5879

Passcode: 823380

One tap mobile

+442080806592,,81649115879#,,,,\*823380# United Kingdom

## Agenda

**1. Apologies**

To receive apologies for absence, including notifications of any changes to the membership of the Panel.

**2. Declarations of Interest**

**a)** To receive declarations of non pecuniary interests in respect of items on this agenda

**For reference:** Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

**b)** To receive declarations of disclosable pecuniary interests in respect of items on this agenda

**For reference:** Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

**(Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

**3. Highways Responsibilities and Lessons Learned from Network Rail bridge replacement and resurfacing works at Torwood Street** (Pages 6 - 11)

- To consider the roles and responsibilities of the Council and statutory partners working on Torbay's highways.
- To consider the issues that occurred and the lessons to be learned from the Network Rail bridge replacement and resurfacing works at Torwood Street.
- To explore how we can work differently with our key partners and utilities on major highways projects.

**Key lines of enquiry:**

- Who is responsible for activity on our highways?
- How did Network Rail engage with the Council and other partners in advance of the project to mitigate any challenges around this project?
- Why delays happened and what was the root cause of them during this project and what can be done by Network Rail to prevent this happening on future projects?
- How did BT Openreach engage with the Torwood Street project and what was the cause for the slippage in commencement of the works?
- What public engagement took place on these two major schemes and how can this be improved? – please see attached document.

Note: The following organisations/people have been invited to give evidence and respond to questions at this meeting:

Network Rail – Mike Contopoulos and Mike Smith  
BT Openreach – Sam Capstick  
Torquay Chamber of Trade and Commerce – Susie Colley  
Cockington, Chelston, Livermead Community Partnership – Paul Lidstone (Secretary) and June Pierce (Chairwoman)  
Torquay Town Centre Community Partnership (attendee not confirmed)  
Councillor Carter, Cabinet Member for Corporate and Community

Services

Councillor Morey, Cabinet Member for Infrastructure, Environment and Culture

Kevin Mowat, Director of Place

Matt Reeks, Managing Director SWISCo

David Edmondson, Divisional Director

Ian Jones, Head of Highways

Adam Luscombe, Service Manager, Strategy and Project Delivery Team (Planning and Transport)

Jo Penhaligon, Community Engagement Officer

#### 4. **Highways Review - Draft Scope and Timeline**

(Pages 12 - 16)

To consider and agree the scope and timeline for the Highways Review.

##### **Instructions for attendees joining the meeting**

If you are using an iPad you will need to install Zoom which can be found in the App Store. You do not need to register for an account just install the software. You only need to install the software once. For other devices you should just be taken direct to the meeting.

##### **Joining a meeting**

Click on the link provided on the agenda above and follow the instructions on screen. If you are using a telephone, dial the Zoom number provided above and follow the instructions. (**Note:** if you are using a landline the call will cost up to 13p per minute and from a mobile between 3p and 55p if the number is not covered by your inclusive minutes.)

You will be placed in a waiting room, when the meeting starts the meeting Host will admit you. Please note if there are technical issues this might not be at the start time given on the agenda.

Upon entry you will be muted and your video switched off so that only the meeting participants can be seen. When you join the meeting the Host will unmute your microphone, ask you to confirm your name and update your name as either public or press. Select gallery view if you want see all the participants.

If you have joined the meeting via telephone, your telephone number will appear on screen and will be displayed for all to see until the Host has confirmed your name and then they will rename your telephone number to either public or press.

##### **Speaking at a Meeting**

If you are registered to speak at the meeting and when it is your turn to address the Meeting, the Chairman will invite you to speak giving the Host the instruction to unmute your microphone and switch your video on (where appropriate) therefore please pause for a couple of seconds to ensure your microphone is on.

Upon the conclusion of your speech/time limit, the Host will mute your microphone and turn off your video.

**Meeting Etiquette for Registered Speakers – things to consider when speaking at public meetings on video:**

- Background – the meeting is public and people will be able to see what is behind you therefore consider what you will have on display behind you.
- Camera angle – sit front on, upright with the device in front of you.
- Who else is in the room – make sure you are in a position where nobody will enter the camera shot who doesn't want to appear in the public meeting.
- Background noise – try where possible to minimise background noise.
- Aim to join the meeting 15 minutes before it is due to start.

---

## Highways work on Torwood St. & near Wheatridge Lane Communications and Engagement Plan

---

### Introduction

Torwood Street is in need of full reconstruction, which means the road will be closed and diversions in place for approx. three months. Full reconstruction means digging down over 2ft and then building up again, finishing off with two or three layers of tarmac. Positives, this does mean capital investment, longer term benefits and provision of jobs.

Network Rail also need to replace the bridge over the railway line in Livermead, next to Wheatridge Lane. Again diversions will be in place and the works will take three months to complete.

Both schemes are starting early January 2022.

Comms and engagement involvement will be to ensure the residents, those that use these roads and the local businesses are informed about the work, what the timescales are and are kept up to date on regular basis on how the works are progressing.

Timescales for the two schemes:

#### **Network Rail**

Torbay Road closed - Monday 3 January – Tuesday 8 March 2022 – hours worked - 7am – 6pm

The railway will be closed from

00:20 Saturday 8 January 22 - 05:25 Monday 10 January

00:20 Saturday 15 January 22 - 05:25 Monday 17 January

#### **Torwood Street**

Road to be closed from the Clocktower to the lights at the junction of Parkhill Road and The Terrace.

Highway signs to go out two weeks before work starts – w/c 20<sup>th</sup> December

Work to start on Thursday 6<sup>th</sup> January

### Objectives

The aim of this campaign is to inform as many residents, visitors and businesses who use these roads as updated on what is happening, why the work needs to take place and when.

The objectives of this campaign/project are:

- Ensure all users of these roads are kept informed

- Ensure businesses/schools/organisations who will be impacted are kept as updated as possible
- Provide regular updates (could be weekly/bi-weekly/monthly) of the work including photos/videos

## Audience

We will target the following groups:

- All businesses on Torwood Street, ensuring those that will be impacted the most have all the information – These businesses will need to inform those who visit and deliver to their premises
- Residents who live in the area (Torwood Street/Wheatridge Lane) – including those on the diversion routes so they are aware of the works and the impact it will have on them
- All users who use these roads – inc. residents, visitors, delivery drivers, Stagecoach- drivers and those walking (it will mainly impact those walking from Hollicombe to Livermead as the pavements are fully open on Torwood Street).

## Strategy

What is the messaging?

- Why we are doing the work
- Benefits for doing the work – if there are any!
- Apologies for inconvenience – short term pain for long term gain
- Share clearly what the diversions are
- Advise drivers to think about where they need to get to and changing their routes if need be
- Advise drives to factor in a little bit more time for your journey
- Network Rail's messages

What are we going to do?

Write to businesses in Torwood Street who will be directly impacted – give a contact email/telephone number so they can feel heard about issues/concerns – ask them to share with their delivery firms – hand deliver these letters in December with the Public Liaison Officer from the contractor.

Write to other businesses in Torwood Street/around Harbour who could be impacted due to road closed, as well as those on the diversion routes – ask to share with their delivery firms

Write to residents who will be directly impacted – as above re contact details

Write to residents on diversion routes to explain there will be more traffic – as above re contact details in case issues with rise in traffic

Work with partners – Network Rail, Stagecoach – to ensure same messages are being shared

Webpage about the work with regular updates

Press release – before and during – joint with Network Rail – speak to Radio stations to put on traffic bulletins

Social media posts – from a month before, 2 weeks before, days before, weekly/bi-weekly updates during work – use photos/videos (of the contractors talking about the works, what’s going on etc.)

Relevant Facebook Pages/Groups – Spotted, walkers/dog walkers,

One Torbay – articles one month before, 2 weeks before, bi-weekly/monthly updates

Staff News – as above

Large employers to share with staff – Police, NHS (emergency services should be informed anyway via highways re road closures)

Ward Councillors

MP

Community Partnerships

Messaging on fencing around the works

Notices on digital Highway boards around Torbay

Highway boards informing of closure placed further away i.e. in Preston so traffic can go up Preston Down Road to avoid the area/By Kings Drive on seafront and for Torwood Street – signs by Belgrave Road and Wellswood.

What channels will we use?

Print media – Herald, Torbay Weekly, Preston Beach Hut, Riviera Pages

Radio

Social media – posts and Facebook Live

Face to face/virtual meetings with businesses on Torwood Street

eNewsletters

Member Briefings

Notices/Highway boards

Boards explaining works on fencing around sites

Emails

Letters

Internal Comms

Torbay Council Website

## Implementation

When	What	Who
w/c 15 <sup>th</sup> November	Draft webpage for both schemes	Jo P
w/c 22 <sup>nd</sup> November	PR and Social Media re Facebook Live	Jo P
25 <sup>th</sup> November	Staff News	Jo P

26 <sup>th</sup> November	One Torbay	Jo P
	Draft letters to businesses in Torwood Street	Jo P Kirsty (South West Highways)
	Letter sent to residents around Wheatridge Lane	Network Rail
Thurs 2 <sup>nd</sup> December	Facebook Live – panel inc. AMB, Ian Jones, Cllr Long, Network Rail	Jo P
w/c 6 <sup>th</sup> December	Deliver letters to businesses on Torwood Street	Jo P Kirsty (South West Highways)
	Draft text for Jan edition of Beach Hut/Riviera Pages (needed by 10 <sup>th</sup> Dec)	
	Members Briefing/Ward Cllr's/MP/Community Partnerships	
w/c 13 <sup>th</sup> December	Virtual session with businesses for Torwood Street	Jo P Kirsty (South West Highways)
	<del>Prepare boards to fencing</del>	<del>Jo P</del> Graphics
	Briefing for schools to pass to parents	Jo P
17 <sup>th</sup> December	One Torbay	Jo P
w/c 20 <sup>th</sup> Dec	PR – works start in 2 weeks	Jo P
	Social media – works start in 2 weeks	Jo P
23 <sup>rd</sup> December	Staff News	Jo P
w/c 3 <sup>rd</sup> January	PR and social media reminding schemes are starting this week	Jo P
Thurs 6 <sup>th</sup> January	Staff news	Jo P
Friday 7 <sup>th</sup> January	One Torbay	Jo P
January	Update for Feb's Beach Hut/Riviera Pages	Jo P
	Bi-weekly social media posts (review regularly)	Jo P
	Members Briefing/Ward Cllr's/MP/Community Partnerships	Jo P
	Face to face/virtual meeting with business in Torwood Street	Jo P



		Kirsty (South West Highways)
February	PR and social media to update	Jo P
	Staff News	Jo P
	One Torbay	Jo P
	Update for March's Beach Hut/Riviera Pages	Jo P
	Members Briefing/Ward Cllr's/MP/Community Partnerships	Jo P
	Face to face/virtual meeting with business in Torwood Street	Jo P Kirsty (South West Highways)
March	PR and social media to update	Jo P
	Staff News	Jo P
	One Torbay	Jo P
	Update for March's Beach Hut/Riviera Pages	Jo P
	Members Briefing/Ward Cllr's/MP/Community Partnerships	Jo P
	Face to face/virtual meeting with business in Torwood Street	Jo P Kirsty (South West Highways)

## Scoring/Evaluation

<b>INPUTS</b> (This is the work you do before or during the campaign planning).	<b>OUTPUTS</b> (What is delivered and audience reached)	<b>OUTTAKES</b> (responses to content – what qualitatives can be measured i.e. no. of consultations completed, no. of webpage hits, press coverage)	<b>OUTCOMES</b> (what is the result you want? How will you know the campaign has been a success?)
Communications planning	Facebook/LinkedIn and Twitter posts	Reach on our corporate social media channels including Facebook and Twitter (shares, likes, retweets, views).	Residents and businesses have felt informed about the schemes
Insight	Facebook Live		Enhancing Torbay Council's reputation.
Evaluation of previous Highway works	Facebook groups	Conversion rate / click-throughs from our social	

Audience segmentation	Press releases – print and radio	media channels through to corporate website.	Strengthening Torbay Council's links with local residents, businesses and community groups.
Researching channels and opportunities	Internal communications messages	Feedback and sentiment from followers on our Facebook and Twitter channels.	
Liaising with communications leads in partner organisations.	GovDelivery bulletins – One Torbay, Staff News etc	Webpage views	
Graphic design for social media posts and other channels	Partner organisations sharing our messages and engaging with the Review via their own channels.	Press coverage	
	Letters to businesses	Residents/businesses informing others	
Drafting content	Articles in Beach Hut & Riviera Pages	Reduction in traffic in areas of works	
	Members/MP/Community groups briefings	Reduction in number of complaints about not being kept up to date.	
	Face to face/virtual meetings with businesses	Reduction in customer service telephone calls	

Jo Penhaligon

5<sup>th</sup> October

**Overview and Scrutiny – Highways Review – V2 26 May 2022**  
**Scope and Timeline**

<p><b>Scope</b></p> <p>The purpose of the review is:</p> <ul style="list-style-type: none"> <li>• To understand the current situation on how highways schemes are prioritised and funded and explore the options available for future highways improvements.</li> <li>• To explore how we can work with our key partners and utilities on major highways projects (such as Network Rail and BT Openreach).</li> </ul>	<p><b>Timescales</b></p> <ul style="list-style-type: none"> <li>• See further details below.</li> </ul>
<p><b>Methodology</b></p> <p>The Review Panel was established at the Overview and Scrutiny Board on 27 January 2022 as part of the budget setting process for 2022/2023.</p> <p>Agreement of Key Lines of Enquiry and subsequent issue of Call for Evidence.</p> <p>Task-and-finish group to be established to receive briefing notes and information arising from Call for Evidence (various dates).</p> <p>Overview and Scrutiny Board in (to be confirmed) for final agreement of recommendations for presentation to Cabinet and/or Council.</p>	<p><b>Communications and Engagement</b></p> <ul style="list-style-type: none"> <li>• Invites to meetings (various dates – see details below)</li> <li>• Publication of final report (to be confirmed)</li> </ul>

<p><b>Information required</b></p> <ul style="list-style-type: none"> <li>As set out against each meeting below.</li> </ul>	<p><b>Membership of Task-and-Finish Group</b> 7 Member of the Council, excluding Members of the Cabinet, politically balanced – Councillors Atiya-Alla, Barnby, Douglas-Dunbar, Hill, Kennedy, Chris Lewis and Mills)</p> <p>Chaired by Scrutiny Lead for Place – Councillor Kennedy</p> <p><b>Key Officers</b> Kevin Mowat Alan Denby Matt Reeks Ian Jones David Edmondson Adam Luscombe</p> <p><b>Support Officer</b> Teresa Buckley</p>
---	--

Meeting/Milestone	Action	Information Required	Key Issues Arising
Task and Finish Group (Meeting 1 – 23 June 2022)	Agreement of scope of the review and call-for-evidence	<ul style="list-style-type: none"> <li>Draft Scope and timeline</li> </ul>	
Task and Finish Group (Meeting 1 – 23 June 2022)	<ul style="list-style-type: none"> <li>To consider the roles and responsibilities of the Council and statutory partners working on Torbay’s highways.</li> </ul>	<ul style="list-style-type: none"> <li>Details of the issues which resulted in delays to the Network Rail bridge replacement and timescale for commencement of the resurfacing works at Torwood Street.</li> </ul>	<ul style="list-style-type: none"> <li>Who is responsible for activity on our highways?</li> <li>How did Network Rail engage with the Council and other partners in advance of the project to mitigate any</li> </ul>

Meeting/Milestone	Action	Information Required	Key Issues Arising
	<ul style="list-style-type: none"> <li>• To consider the issues that occurred and the lessons to be learned from the Network Rail bridge replacement and resurfacing works at Torwood Street.</li> <li>• To explore how we can work differently with our key partners and utilities on major highways projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Details of the public engagement for the Network Rail bridge replacement and Torwood Street resurfacing.</li> </ul>	<p>challenges around this project?</p> <ul style="list-style-type: none"> <li>• Why delays happened and what was the root cause of them during this project and what can be done by Network Rail to prevent this happening on future projects?</li> <li>• How did BT Openreach engage with the Torwood Street project and what was the cause for the slippage in commencement of the works?</li> <li>• What public engagement took place on these two major schemes and how can this be improved?</li> </ul> <p><b>Additional invitees:</b>  Network Rail  BT Openreach  Torquay Chamber of Trade and Commerce  Cockington, Chelston, Livermmead Community Partnership  Torquay Town Centre Community Partnership  Councillor Carter</p>

Meeting/Milestone	Action	Information Required	Key Issues Arising
Task and Finish Group (Meeting 2 - 26 July 2022)	<ul style="list-style-type: none"> <li>To understand the current situation on how highways schemes are prioritised and funded and explore the options available for future highways improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Transport Asset Management Plan and associated action plan/performance information.</li> <li>Torbay Local Transport Implementation Plan 2021-2026</li> <li>Briefing note on the Highways Budget and where the funding comes from.</li> <li>Details of how the Council prioritises treatment of the road network.</li> <li>Proposals for how the additional £570,000 allocated to the budget for 2022/2023 will be prioritised and allocated.</li> </ul>	<p>Councillor Morey Jo Penhaligon</p> <ul style="list-style-type: none"> <li>How are highways works funded?</li> <li>How are projects prioritised and how are the Council's key strategic priorities such as climate emergency and installation of electric charging points taken into account?</li> <li>How do we measure delivery against the Transport Asset Management Plan to know that we have met our targets?</li> <li>How will the additional £570,000 allocated in 2022/2023 be prioritised and allocated?</li> </ul> <p><b>Additional invitees</b> Councillor Morey</p>
Task and Finish Group (Meeting 3 – 9 August 2022)	To understand the current situation on road safety in Torbay	<ul style="list-style-type: none"> <li>Local Transport Plan Implementation Plan 2021-2026</li> <li>Road Safety Strategy 2017 to 2020</li> </ul>	<ul style="list-style-type: none"> <li>What action is the Council doing to promote positive road safety?</li> <li>What is the process for reviewing the Road Safety Strategy and when will it be reviewed?</li> </ul> <p><b>Additional invitees</b> Vision Zero South West</p>

Meeting/Milestone	Action	Information Required	Key Issues Arising
			Police Councillor Morey
Additional meetings/milestones to be confirmed			
Overview and Scrutiny Board – (to be confirmed)	Agreement of final report to Cabinet/Council		