

NJUG



Delivering For Customers & You - The Story So Far



January 2014

NJUG CHIEF EXECUTIVE OFFICER – Bob Gallienne

I am delighted to be introducing this Update *“Delivering for Customers and You – NJUG The Story So Far”*, which is designed to show you how collectively NJUG’s members – utility companies, their contractors and affiliates – are working hard to deliver safe, reliable and secure gas, water, electricity and communications services, whilst continually improving standards and minimising the disruption which can arise from these essential works.



To extend, enhance, maintain and repair the essential infrastructure backbone the UK needs to support economic growth requires billions of pounds of investment every year, both directly investing in energy, water and communications infrastructure, and providing vital utility services to businesses and domestic customers across the UK. Without this, Britain would be uncompetitive and a far less attractive place for inward investment.

Access to the vast majority of underground utility assets requires street works activities, and NJUG has worked hard over the last ten years introducing voluntary initiatives, promoting better working practices and identifying innovative new technologies in order to drive up standards and reduce disruption.

We need to build on the achievements so far, and since taking up my role in August 2013 I have been focusing on meeting and understanding from you – our key stakeholders – how we can continue to improve and provide the support you need, and, in partnership with our local authority colleagues, mitigate the local impact even further through better co-ordination, communication and co-operation when undertaking road and street works.

Early in the New Year we will be releasing an update of NJUG’s *Vision for Street Works* which will reflect a number of new initiatives which are currently being discussed by the Board. This includes:

- A review of Board structure and responsibilities and how it links with the overall NJUG committee structure and working groups.
- In the climate of devolving responsibility, strengthen our ability to positively influence government policy at its early stages by providing balanced and effective advice and guidance.
- The development of a business model to enable the true cost of street works to be understood.
- Building on the HAUC(UK) Performance Scorecard to measure utility and authority performance.

NJUG’s overall vision for the future is:

“To create in partnership with governments, authorities and stakeholders, a self-regulated environment which enables our members to deliver the highest standards of street works at minimum cost and disruption to their customers and to the overall benefit of UK plc.”

This report showcases some key facts and figures about street works; some of the things we have been doing over the past few years; and also some of the areas we are focusing on going forwards. I hope you find it informative and interesting, but we would welcome your views too – so please contact me at info@njug.org.uk



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Introduction

Established in 1977, the National Joint Utilities Group Ltd. (NJUG) is the UK's only cross-sector trade association representing utilities and their contractors on street works matters. NJUG represents 38 utilities¹ and 18 of the UK's major contractors. NJUG is also the utility arm of the national Highway Authorities and Utilities Committee representing street and road works in England, Northern Ireland, Scotland and Wales known as HAUC (UK). <http://www.hauc-uk.org.uk/>.



NJUG exists:

- To Identify, share and actively promote, innovation and best practice in all aspects of the delivery of street works, to the benefit of the public, our customers, our members and the wider street works community.
- By providing proven information and working in partnership with central and local governments, ensure that the development and implementation of legislation, regulation and codes of practice are fit for purpose, consistently applied and strike an appropriate balance between cost and the benefits to society of secure and reliable essential utility services.

¹ NJUG's full members - Energy Networks Association (representing electricity and gas companies), Water UK (representing water and waste water companies), National Grid, BT Openreach, and Virgin Media. Our Associate Members (utility contractors) are - Clancy Docwra, Skanska Utilities, Balfour Beatty, Morrison Utility Services, Compass, PJ Keary, First Intervention, Carillion, Morgan Sindall, Amey, Amec, Laing O'Rourke, AMEC, CLC, SQS, Fastflow Pipelines Ltd., Murphy Ltd and Murphy Group.

Infrastructure for Growth – The Facts

Utilities are a major contributor towards economic growth, investing billions of pounds each year to ensure safe and secure essential utility infrastructure and services which underpin the UK and local economy.

Each year the UK's roads are dug up some 4 million times

- *50% undertaken by local councils*
- *50% undertaken by or on behalf of utilities*



This continued investment in new and improved utility infrastructure facilitates local and national growth and provides the basis for new technologies such as the roll-out of superfast broadband, whilst maintaining the quality of existing services underpinning the UK economy. Domestic and business consumers rely on utility services for their day to day needs, yet are impacted by street works on their daily journeys or when works take place where they work or live. Utilities fully recognise their responsibilities in keeping the public well informed and minimising the impact of works, and through implementing the HAUC(UK) Code of Conduct have made significant improvements in this area.

The utility networks businesses are subject to competition and economic, health, safety and environment regulation, with economic regulators Ofgem and Ofwat funding utility investment through five to eight year regulatory settlements requiring the delivery of major infrastructure investment programmes and ever-increasing efficiencies and improvements.

The Health & Safety Executive requires a 30 year programme to replace all major gas mains within 30 metres of buildings; Ofwat require a major water mains replacement programme to reduce leakage and drive up water quality; The Environment Agency requires investment to prevent flooding and reduce pollution; Ofgem recognises the need to replace underground electricity cables, many of which were laid as early as the 1930s through to the 1950s and 1960s; and Ofcom / the Department of Culture, Media and Sport require major investment to deliver high-speed broadband for the UK.

The delivery of the Government's economic growth, transport, energy, water and superfast broadband objectives, alongside a backlog in road maintenance / pothole repair means **the volume of work is going to increase**. Councils, utilities and contractors working together to co-ordinate planning and execution of works in order to reduce their cost and impact is a given, and must become business as usual.

Street Works – The Story So Far

In 2007, NJUG introduced the [NJUG Vision for Street Works](#). It has been a catalyst for change in improving the safety, quality, sustainability and communication of works, as well as increasing working in partnership with local authorities to reduce disruption, and minimising damage to underground apparatus. However it is now appropriate to update the Vision. We are in the process of reviewing and refreshing the Vision, the new version of which will be available early in 2014.



In support of delivering the *Vision*, NJUG and its members have been driving up standards and reducing disruption in a number of ways, including:



Advance Planning Pilots

NJUG has supported and encouraged the establishment of advance planning initiatives, whereby utilities share their major gas and water mains and electricity cable replacement plans up to two years in advance, alongside the council's road maintenance / resurfacing programmes. This allows the local authority to effectively co-ordinate works to either take place at the same time or sequentially, thereby reducing the overall time the street is occupied. Good practice examples of this can be found on the NJUG website, including a major programme of co-ordinated works in [Borough High Street](#), London, the [Dudley Council Joint Working Project](#) and the [Kinver Project](#) in Staffordshire.

NJUG | Vision for Street Works
National Joint Utilities Group -
the utilities' focus on Street Works



Norman Baker – Former
Transport Minister

NJUG Awards

Established in 2009, the NJUG Awards encourages the road and street works industry to provide examples of good practice that support the NJUG *Vision*. The Awards are presented by the Transport Minister in the House of Commons, and the winning entries are converted into Good Practice [Case Studies](#), which are shared at NJUG & HAUC events around the country.

NJUG Awards 2012



NJUG Regional Street Works Forums

Each year NJUG holds three forums in different regions of the UK, to present the NJUG Award winners' case studies and other examples of good practice in more detail. Speakers and invitees include utilities, contractors and local authority officers and councillors, as well as NJUG Affiliates (who provide goods, materials, equipment and services that support the *Vision*.) In addition to showcasing good practice, the events provide an opportunity for discussion and networking between all those involved in the management and delivery of road and street works.

Street works forum - London



Patrick Clarke - UK Power Networks



Phil Everett - City of London



Networking



NJUG Good Practice Workshops



JAG(UK) Vice Chair Phil Cameron presenting at NJUG's Temporary Traffic Management Forum

Additionally, NJUG regular holds Good Practice Workshops. Following some reported incidences of temporary traffic management not being cleared as quickly as possible from site when works have finished, which caused unnecessary delay and disruption. NJUG responded with the organisation of a [Temporary Traffic Management workshop](#), with the lessons learnt shared across the whole road and street works sector via HAUC(UK).

The event was held at Balfour Beatty Utility Solutions Ltd.'s purpose built training centre, and sponsored by one of the specialist temporary traffic management companies – A Star.

Attendees heard from authority colleagues, utilities, and specialist traffic management companies about the importance of planning and undertaking works effectively; early engagement with authority colleagues; managing the different stages of works to minimise works being unoccupied; and how to deploy temporary traffic management safely.



Warwickshire County Council's Keith Davenport at NJUG's Temporary Traffic Management Forum

National and Regional HAUC Roadshows

HAUC(UK) Annual National Conference

With Joint Authority Group (JAG(UK)) colleagues, NJUG plans and delivers each year the annual HAUC(UK) National Conference. The 2013 [HAUC\(UK\) National Conference](#) held on 16th October 2013 at the ICC, Birmingham was entitled “**ROAD USERS & CUSTOMERS: TRANSFORMING PERCEPTION**” and focused on national governments’ priorities, good practice and innovation, including examples of partnership working in Dudley and Oldham, resulting in a significant reduction in disruption through planning and delivery of works.



[Dudley Council Joint Working Project](#) – Dudley Council worked closely with South Staffs Water; National Grid Gas; and Western Power Distribution to plan and carry out a co-ordinated, 18 month programme of combined utility works in the town centre, drastically reducing disruption and cost.

Regional HAUC Roadshows

Additionally, NJUG & JAG(UK) jointly man a stand at all the Regional HAUC Roadshows to promote good practice and talk to attendees about the importance of reducing disruption and high quality and safe street and road works.



Department for Transport's Barbara King addressing the West Midlands HAUC Roadshow



HAUC(UK) Code of Conduct

This Code builds on the London Code of Conduct introduced by the London Mayor, and which saved 2311 days of disruption in its first two years. NJUG built on this to develop the NJUG National Code of Conduct (launched by the Mayor in June 2011), which was then developed further into a joint utility / local authority Code of Conduct. [The Code](#) provides measures for use on a 'pick and mix' basis to help reduce disruption from road and street works.

Initiative	What it means/ Examples	Success
Advance Planning	Authorities and Utilities sharing long term plans for asset upgrades and major maintenance projects	Promotes greater opportunities for trench and site sharing, and accommodating authority planning as part of their commitment to encouraging improved and enhanced work co-ordination.
Minimum-Dig Technology	Promoting the use of minimum-dig technology, where safe and practical to do so.	Reduce the environmental impact of works (less spoil to landfill / lorry movements); and the size and duration of the works.
Plating	Considering the use of plating where safe and appropriate for use	Maximise the availability of the carriageway at busy times.
Working out of hours	On the busiest streets, to consider working outside the busy times, where safe and practical to do so.	To minimise disruption to commuters on the roads during peak times.
Enhanced communications –	Increased use of variable messaging signs on the approach to works.	Enables drivers to take an alternative route and avoid queuing, and better information boards on site confirming why works are taking place and when they will be finished.
Joint Inspection	Promoting joint inspection of works	Improve safety compliance and reinstatement quality.
First Time Permanent Reinstatement	Promoting first time reinstatement of the road after works	Minimise occupation of the carriageway, by on a permanent basis wherever possible, rather than effect a temporary repair only to return later.
Joint Occupation	Working together with Authorities to plan works in advance	Borough High Street (London) saved 384 days of disruption. Staffordshire Kinver Project completed a range of works in 7 weeks (which would have taken 22 weeks if undertaken separately).
Participating in Transport for London Workathons	Taking advantage of a road closure to allow numerous different organisations to do short-term works.	

The Vision for Street Works and HAUC(UK) Code – A Case Study

There are many case studies of the Vision for Street Works and HAUC(UK) Code of Conduct in action – and these can be found [here](#). However, a recent example involved Thames Water dealing with a major pipe burst in Regents Street.



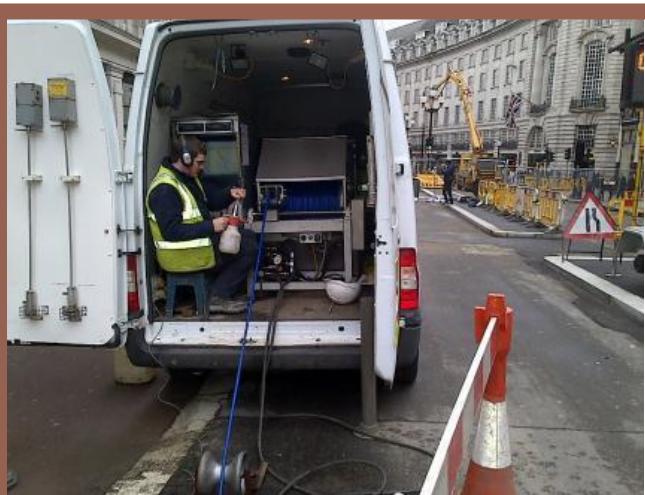
The first priority was to stop the flooding and make everything safe, including controlling access to the affected area and provide alternative routes for traffic and pedestrians.

The next stage was to restore the water supply and drainage and arrange for alternative supplies.

Then Thames Water assessed any damage to the carriageway, and develop a plan to minimise the time the road was out of service.

To do this Thames Water used a range of innovative technologies, including:

- Ground penetrating radar to check for air voids.
- Using National Grid's core and vacuum extraction equipment to identify and minimise carriageway damage.
- Quick drying cement to reduce reinstatement time.



Using Sahara's acoustic sensors technology we were able to check our surrounding large trunk mains for leaks from the inside.



Core and Vacuum Machine utilised to check air voids and where none were found reinsert the core negating the need for new concrete

To fully utilise the road closure Thames Water also undertook preventative maintenance on their other assets in the area to fix any additional underground leaks; repair any broken valves; survey large trunk mains using Sahara acoustic sensor technology and use CCTV to check for damaged or blocked sewers.

Thames Water and Westminster Council also took advantage of the road closure to bring forward other Westminster Council, Transport for London, UK Power Networks, Openreach, City of London Telecom (CoLT) and Cable & Wireless works.

Local Government Association (LGA) Task Force

More recently, we have joined forces with the Local Government Association to contribute, alongside authority colleagues, including the Joint Authority Group (UK), to a Task Force aimed at further reducing disruption and supporting local businesses during the delivery of essential utility works.



The key outcomes should be announced early in the new year.....

Making Legislation and Regulation Work

Working with national governments and local authority colleagues through HAUC(UK), NJUG and its members continue to actively shape street works legislation, regulation and codes of practice to make them robust, fair, workable and clear. This is largely done through joint working groups on a number of key areas. With the UK Government's clear policy of devolving powers to a local level this responsibility is growing and becoming even more important. These include:

Permits – Including developing model permit schemes and conditions to reduce inconsistency and improve efficiency and compliance).

Safety – Updating the [Safety at Street Works and Road Works' Code of Practice](#).

Training & Accreditation – Including working with JAG(UK) under the auspices of HAUC(UK) to persuade the Department for Transport to retain the Training and Accreditation Regulations, including the mandatory five-year reassessment of supervisors and operatives.

Co-ordination – The Co-ordination Working Group aims to resolve issues and devise practical solutions to aid and improve the overall coordination of works within the street works industry.

Inspections – Working on the Inspections Code of Practice and promoting joint inspection of works.



Parliamentary Under-Secretary
of State for Transport
Robert Goodwill MP



The Rt Hon Patrick McLoughlin MP,
Secretary of State for Transport



Boris Johnson, Mayor of London

Scotland



**Scottish Road Works
Commissioner - Elspeth King**

In Scotland, NJUG works closely with the Scottish Road Works Commissioner and the roads authorities and utilities through RAUC(Scotland). The first Commissioner, John Gooday, worked with the road works community to drive up standards by setting challenging targets, including for reinstatement, requiring year on year improvements. The new Commissioner, Elspeth King, took up the post at the beginning of 2013. She and NJUG have agreed to work together on an initiative to highlight why road works are necessary if we live in a modern society and wish to enjoy all the services which utility companies provide.

Utilities are also completing 98% of their works within the agreed time-period in Scotland



**Minister for Transport &
Veterans, Keith Brown MSP**

A wide-ranging consultation on potential changes to Scottish road works legislation and regulation has recently taking place. In 2014, the Scottish government will announce the outcome of the consultation, and the Commissioner will review the 27 key indicators used to measure performance.

Wales



**Minister of Economy, Science &
Transport Edwina Hart MBE AM**

In Wales utilities and highway authorities work together under the auspices of Welsh HAUC, and NJUG continues to support the Welsh government and Welsh HAUC, including through promoting best practice at NJUG Street Works Forum events. Following meetings with the Welsh Minister xxx it has been agreed that meetings will take place every six months.



How has Performance Improved?

Data collected from a **sample of utilities in 2012** and the HAUC(UK) Performance Scorecard in 2013, shows that things are improving:

99% of utility works are completed within their agreed timescales.

Durations of works	<p>This shows that despite the agreed times for works being continually challenged down by local authorities, 99% of utility works are completed within their agreed time.</p> <p>This is very important for authorities, who have to manage everything that impacts on their road network.</p>
S74 Overstay Charges	<p>Of the 1% of works that go over their agreed time, 90% occur on less busy streets (non traffic-sensitive category 3 & 4 type roads.)</p> <p>This shows that whilst utilities are working hard to reduce all over-running of works, this is especially true on the busiest streets, where only a very tiny percentage of works over-run.</p>
Noticing	<p>Feedback from many local authorities confirms substantial improvement, with over 99% of notices pertaining to utility works submitted on time and to the required standard.</p> <p>Accurate and timely information is the first step in allowing local authorities to undertake their statutory Network Management Duty and their duty to co-ordinate.</p>
Fixed Penalties	<p>If utilities submit late or incorrect Notices (or do not submit a notice / permit at all), authorities can levy a fixed penalty as a short sharp punishment.</p> <p>Aligned with the quality and timeliness figures above, of the total works undertaken less than 2% attract a fixed penalty.</p>
First Time Permanent Reinstatement	<p>Over 85% of utility street works are now reinstated on a first-time permanent basis.</p> <p>This negates the need for return visits and more disruption.</p>
Early Starts	<p>Utilities can ask authorities to start works earlier than originally planned, and authorities will grant their request if works can be accommodated without additional inconvenience or disruption.</p> <p>A maximum of 4% of works are subject to requests to start early.</p> <p>This demonstrates better planning and co-operation between utilities, contractors and authorities.</p>

NJUG – The Next Steps....

NJUG and its members are committed to continually improving and building on the improvements already delivered - and over the next two years, our focus will be on:

Delivering for Customers and You – Further Improving NJUG

The NJUG *Vision for Street Works* and NJUG's organisational structure requires updating in the light of changes in the public policy environment in which utilities and their contractors operate.

NJUG will update the NJUG Vision for Street Works in early 2014, which together with a new NJUG organisational structure, will deliver a refocused and cohesive approach that improves communication across the street works industry, with the clear objective of continuing to drive up standards and further improve our engagement with national and local governments and other key stakeholders.

Understanding the True Cost and Benefits of Street Works

NJUG will work with national and local governments and key stakeholders to develop a costed business model, allowing policy makers and industry to understand the full costs and benefits of existing legislation and regulation and any potential policy proposals

Reinstatement

NJUG and members have been working hard to drive up standards of reinstatement after utility street works, including promoting the South West HAUC DVD and [Training Pack](#); the SEHAUC Best Practice Guides; and sharing our members' reinstatement expertise. Compliance with the national specification (the Specification for Reinstatement of Openings in the Highway) has improved, but the Asphalt Industry Alliance still reports that 17% of works are still not meeting this standard (albeit 83% are now compliant).

NJUG will be working with local authority colleagues to focus the whole industry on making sure all roads are put back properly after either council or utility works, including through promoting proportionate and reasonable joint coring programmes

Innovation

NJUG has focused on sharing best practice by introducing the NJUG Awards; holding Regional Street Works Fora; and widely promoting good practice case studies. We now need to build on and extend this further by broadening the NJUG community.

By growing the number and range of our Affiliates, NJUG will be actively identifying and sharing new and innovative goods, materials, equipment, services and ways of working, which will enable a step-change in improvements in quality and standards and significantly reduce disruption to the public.

End to End Management of Works

For some time NJUG has been promoting the need to reduce the time street works take and sites being unoccupied, including through the [HAUC\(UK\) Code of Conduct](#). But, as the Industry has devolved key aspects of work to contractors and specialist sub-contractors, the need to manage each stage of works and the hand-offs between the various parties involved, is important to minimise the time works take, and ensure high quality

NJUG will therefore work with local authorities, utilities and contractors to stress the importance of managing the whole end to end process of road and street works

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HAUC(UK)

HAUC(UK) has existed for 27 years, bringing together authorities and utilities to support governments in developing and delivering fair, workable and robust legislation, regulation and codes of practice and driving up standards. HAUC(UK) has decided that in order to meet the demands of operating as consistently as possible within the devolved government environment of the United Kingdom and to meet the new operational and financial demands within the street and road works industry, HAUC(UK) needs to change.

HAUC(UK) will be implementing a revised structure, including creating a HAUC England to work alongside RAUC(Scotland), Welsh HAUC and NIRAUC to work with national governments, authority and utility colleagues at national and regional levels, and key stakeholders to deliver a cohesive and effective industry-wide body which:

- Supports governments in delivering fair, workable and robust legislation, regulation and codes of practice that incentivise effective and efficient operation, thus minimising any unnecessary additional costs ending up in business and domestic consumers' bills.*
 - Further drives up standards across the street and road works sector – through actively promoting and sharing good practice, and providing guidance through key voluntary initiatives, such as the HAUC(UK) Advice Notes; HAUC(UK) National Conference; Regional HAUC Roadshows and the HAUC(UK) Code of Conduct.*
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