

Highways Delivery Plan

This plan provides a high level overview of the work which will take place over the coming years to support the Highways Asset Management Strategy.

It is structured around the five Council Plan key strands:

Our Customers

Working Together

Enterprise and Efficiency

Prevention and Early Intervention

Digital Transformation

1. Our Customers: Putting our customers at the heart of everything we do

Aim – To engage and inform our customers providing timely information. We will listen to our customers and make improvements to our service.

Overview	Key Deliverables	Key Dates	Measures of Success
Enhancing the Customer Experience	<p>We want to ensure that we have a consistent approach to the way we communicate with our customers and how we respond to feedback and questions through:</p> <ul style="list-style-type: none"> ○ The implementation an efficient process/system for managing all customer correspondence ○ The continued improvement of our service centre in responding to customer enquiries ○ To implement a one stop shop/single point of contact for all correspondence being routed through the service centre to provide a seamless end to end service for the customer ○ Implementation of a customer feedback/satisfaction tool to inform future improvements to delivery of the highway service. ○ Investing in our staff to ensure the service delivers a consistent high quality face-to-face customer experience whilst enhancing and protecting the reputation of the Council. 		<ul style="list-style-type: none"> ○ Implementation and embedding of a Customer Management Tool. ○ Regular management reporting from the service centre information on a monthly basis. ○ A single front door approach for our customers to ensure consistent and timely responses is delivered. ○ Continuous improvement of customer satisfaction scores through: <ul style="list-style-type: none"> Web site satisfaction surveys. Customer feedback surveys. NHT Survey ○ Fewer complaints and increase in compliments.

Overview	Key Deliverables	Key Dates	Measures of Success
<p>Keeping our Customers Informed</p>	<p>We want to improve the quality and ease of access to information available to our customers in a timely consistent manner. This includes but is not limited to:</p> <ul style="list-style-type: none"> ○ Details of all highways information available through the Council's recognised communication channels. E.g. web site, Social Media. ○ A communication plan will be developed for those relevant schemes. ○ To establish a customer focussed performance framework linked to agreed service standards. ○ Timely and appropriate consultation and engagement on present and future schemes and projects. ○ Improve on site information boards on major schemes 		<ul style="list-style-type: none"> ○ Increased web site visits and number of engagements on Social Media linked to reduction in the number of complaints. ○ Performance management dashboard published and updated on routine basis ○ Benchmarking against other authorities. ○ Reduction in complaints and customers feeling informed and able to contribute and have their say on local issues. Measured through customer satisfaction surveys including: <ul style="list-style-type: none"> Web site satisfaction surveys. Customer feedback surveys. NHT Survey.
<p>Keeping Members informed</p>	<ul style="list-style-type: none"> ○ An agreed established process for two-way feedback between the Members and Officers. ○ Embed the principle of "No Surprises". Members will be the first to know about events and issues in their Divisions. ○ Regular one to one meetings with portfolio holders. 		<ul style="list-style-type: none"> ○ Positive Member feedback on the information the service provides.

2. Working Together: Working with partner organisations and communities to achieve shared aspirations

Aim – To work with Local Committees, Parish & Town Councils, community groups and partner organisations to deliver outcomes for the benefit of Cumbria and its communities.

Overview	Key Deliverables	Key Dates	Measures of Success
Local Committees	We will make the most of the local knowledge of our Members and Local Committees to consider priorities and aspirations of our communities. Local Committees to monitor and oversee delivery of all highway works in their locality.		<ul style="list-style-type: none"> ○ Report to Local Committees the programmed works for the year and confirm priorities with them. ○ Ensure that any information on works being carried out is shared with local Members first before the wider public is advised.
“Working Together”	Deliver the “Working Together” project to focus on supporting community projects with Parish and Town Councils and community groups.		<ul style="list-style-type: none"> ○ No of “Working Together” agreements in place and projects delivered.
Partner Agencies	We will discuss opportunities to collaborate with other partner organisations and agencies. <ul style="list-style-type: none"> ○ Working with partner organisations to keep Cumbria’s strategic network moving and joint initiatives for flood prevention measures agreed. ○ Explore opportunities for shared services with other Authorities in Cumbria and adjacent Authorities. 		<ul style="list-style-type: none"> ○ No of shared outcome projects delivered. ○ An improved working relationship with Highways England and Environment Agency where issues raised by CCC are resolved. ○ Number of shared service arrangements in place.
National Organisations	The Service works closely with national organisations such as Department for Transport/ADEPT/UK Roads Liaison Group and others on new approaches, innovations and industry leading initiatives. This is valuable to showcase the excellent work of the service and maintain a positive high profile for Cumbria.		<ul style="list-style-type: none"> ○ No of key recognitions for Cumbria at national conferences, national initiatives or in industry media and events.

3. Enterprise and Efficiency: Exploring new ways to deliver services and maximise our resources

Aim – To explore innovative and commercial opportunities, to maximise our resources and reduce our service impact on the climate and environment.

Overview	Key Deliverables	Key Dates	Measures of Success
Innovation	Explore opportunities for an innovative approach to service delivery. <ul style="list-style-type: none"> ○ Digital inspections for highways ○ Adverse weather alert system for Structures and drainage assets ○ Use of innovative and recycled materials e.g. waste plastic in roads ○ Being at the forefront of national innovation and best practice in the industry working with DfT e.g. BridgeCAT 		<ul style="list-style-type: none"> ○ Increased number of innovative projects and programmes delivered. ○ Increased local and national recognition for being an innovative highway service. ○ Recognition through industry awards.
Enterprising and commercially aware approach including Income Generation	Implementing new ways of working that generate income e.g. <ul style="list-style-type: none"> ○ Utility permit scheme ○ Charging for use of highway space (e.g. roundabouts/other assets) ○ Sell and promote services to external clients Explore and maximise all funding opportunities through local and national networks. Supporting the workforce to ensure they have the right skills to deliver services in new ways.		<ul style="list-style-type: none"> ○ Increased income to support priority services ○ Number of successful funding opportunities achieved ○ Workforce development plan

Overview	Key Deliverables	Key Dates	Measures of Success
Climate/Environmental Change	<p>Using intelligence and data to improve our ability in planning and responding to seasonal and adverse weather events.</p> <ul style="list-style-type: none"> ○ Resilient Road Network ○ Implement a risk based approach to highway drainage maintenance <p>Working with partners to improve Air Quality and reduce carbon footprint.</p> <ul style="list-style-type: none"> ○ Electric vehicle charging points ○ Driver efficiency programmes for our fleet e.g. idling vehicles ○ Review our fleet and fuel dependency ○ Implement more efficient route planning and logistics ○ Develop a system to measure the services carbon footprint <p>Increase usage of environmentally friendly and recycled materials.</p>		<ul style="list-style-type: none"> ○ Minimising disruption to road users and communities ○ Reduced flooding events on the network ○ Air Quality improved ○ Number of Electric Charging points ○ Reduction in fossil fuel consumption and fleet mileage ○ Reduction in carbon footprint and ability to measure ○ Tonnage of materials recycled.
Internal resources	<p>Ensure that the highways depots are safe, fit for purpose and maximise use of resources. Provide appropriate welfare facilities for our staff working on the network. Implement efficient processes for key logistic activities:</p> <ul style="list-style-type: none"> ○ Stores ○ Plant ○ Stock 		<ul style="list-style-type: none"> ○ Depot review complete and recommendations implemented. ○ Appropriate welfare facilities provided. ○ Positive staff and unions feedback ○ Efficiencies identified and delivered.

4. Prevention and Early Intervention: Acting early to achieve better outcomes

Aim – To ensure we adopt early intervention and prevention strategies to keep our communities healthy, safe and connected.

Overview	Key Deliverables	Key Dates	Measures of Success
Safety	<p>Adopt a risk based approach to our safety inspections to ensure defects are repaired timely, to agreed standards and response times to ensure the highway network is safe to use.</p> <ul style="list-style-type: none"> ○ Highway condition assessments are carried out to a consistent standard to ensure county-wide development of schemes to maximise safety. ○ Promote a safe working culture for our workforce and contractors working on our network. 		<ul style="list-style-type: none"> ○ Number of defects found and repaired within target times. ○ Reduction in number of reported defects ○ Overall condition of the network improved. ○ Monitoring the implementation of the Health, Safety and Wellbeing plan ○ Improved Accident record for our workforce
Planning for Adverse Weather	<p>Recognise the importance of planning for adverse weather events to ensure our communities are supported and can stay healthy, safe and connected.</p> <ul style="list-style-type: none"> ○ Review and implement the winter service. ○ Use community intelligence and data to develop early intervention strategies to prevent flooding and minimise impact. E.g. flood early warning system for structures and drainage assets. 		<ul style="list-style-type: none"> ○ Early intervention plan implemented for all adverse weather events ○ Improved response to adverse weather events

5. Digital Transformation: Giving our customers choice and easy access to online services

Aim – To refresh our customer information and reporting systems by providing easy access online, by telephone and email to ensure our customers can inform us of problems on the network.

Overview	Key Deliverables	Key Dates	Measures of Success
Customer Access	<p>Increase the number of end to end online application processes.</p> <ul style="list-style-type: none"> ○ Ensure our web site is up to date, accurate and user friendly. ○ We will refresh our customer information and reporting systems by providing easy access online, by telephone and email to ensure our customers can inform us of problems on the network. 		<ul style="list-style-type: none"> ○ Number of reports made to us. ○ Positive feedback from web users. ○ Customer Satisfaction reports.
Internal Systems	<p>Develop and improve our key systems</p> <ul style="list-style-type: none"> ○ Data Management ○ Payment processing ○ Performance Management Reporting ○ Asset Management ○ Works Management ○ Customer Management Tool 		<ul style="list-style-type: none"> ○ New systems in place. ○ Staff feedback via forum groups and surveys. ○ Cashable and non-cashable savings achieved.
Staff Connectivity	<p>Our staff will be provided with the right equipment to do their roles effectively in a digital organisation. E.g. tablets, smartphones, laptops, use of virtual meetings</p> <p>Our staff will have the right skills and training to maximise use of digital technology.</p>		<ul style="list-style-type: none"> ○ Staff feedback via forum groups and surveys. ○ Cashable and non-cashable savings achieved. ○ All staff trained and competent on use of new systems.