

COUNTY COUNCIL LOCAL COMMITTEE FOR BARROW
Meeting date: 18 November 2019
From: Acting Executive Director – Economy and Infrastructure

HIGHWAYS ASSET MANAGEMENT STRATEGY REPORT

1.0 EXECUTIVE SUMMARY

- 1.1 *This report presents details of the refreshed Highway Asset Management Strategy, a copy of the Delivery Plan that supports the Strategy is provided as Appendix 1.*
- 1.2 *This refreshed Strategy has been built on the Strategy agreed by Cabinet in November 2015 and been updated to include the adoption of the “Well Managed Highway Infrastructure: A Code of Good Practice”.*

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

- 2.1 *The refreshed Highway Asset Management Strategy builds on the Council Plan and covers the key themes of;*

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

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

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

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

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

- 2.2 *There are no equality implications for this report.*

3.0 RECOMMENDATION

- 3.1 *That Local Committee note the process for refreshing the Highway Asset Management Strategy.*
- 3.2 *That Local Committee note the Delivery Plan that has been developed in support of the refreshed Highway Asset Management Strategy.*

4.0 BACKGROUND

- 4.1 National guidance on highway maintenance recommends following an infrastructure asset management approach. This approach gives regard to the range of assets involved, the different maintenance life cycles and the limited resources available to assist in developing an investment plan that maximises the impact of the budgets whilst ensuring the asset is in the best condition.
- 4.2 The County Council has progressed an asset management approach and in 2015 developed the first Highways Asset Management Strategy, approved by Cabinet 26 November 2015. This document set out our approach to Highways Asset Management and created the foundation for the Incentive Fund Self-Assessment as a Band 3.
- 4.3 In refreshing this Strategy the focus has been to align to the Council Plan, embrace the challenges faced by the highway network and incorporate current national guidance.
- 4.4 Cabinet will be considering a report in January prior to confirming the adoption of this refreshed Highway Asset Management Strategy. A copy of the Delivery Plan that supports the Strategy is provided as Appendix 1.

5.0 OPTIONS

- 5.1 To note the process around the refreshing of the Highway Asset Management Strategy.
- 5.2 To make comment on the Delivery Plan that supports the Strategy.

6.0 RESOURCE AND VALUE FOR MONEY IMPLICATIONS

- 6.1 There are no direct resource or value for money implications arising from the recommendations in section three of this report.

7.0 LEGAL IMPLICATIONS

- 7.1 There are no legal implications.

8.0 CONCLUSION

- 8.1 Cabinet will be considering the Refreshed Highway Asset Management Strategy in January with the supporting Delivery Plan. Members are invited to comment on the Delivery Plan.

Angela Jones
Acting Executive Director – Economy and Infrastructure

October 2019

APPENDICES

Appendix 1 – Highways Asset Management Strategy - Delivery Plan

Electoral Divisions: All

Executive Decision

Key Decision

If a Key Decision, is the proposal published in the current Forward Plan?

Is the decision exempt from call-in on grounds of urgency?

If exempt from call-in, has the agreement of the Chair of the relevant Overview and Scrutiny Committee been sought or obtained?

Has this matter been considered by Overview and Scrutiny?
If so, give details below.

Has an environmental or sustainability impact assessment been undertaken?

Has an equality impact assessment been undertaken?

Yes		
	No	
		N/A
	No	
		N/A
	No	
	No	
	No	

N.B. If an executive decision is made, then a decision cannot be implemented until the expiry of the eighth working day after the date of the meeting – unless the decision is urgent and exempt from call-in and necessary approvals have been obtained.

PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS

Cabinet – Approval of Highways Asset Management Strategy 26/11/2015.

CONSIDERATION BY OVERVIEW AND SCRUTINY

Not considered by Overview and Scrutiny.

BACKGROUND PAPERS

Highways Asset Management Strategy 2015.

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HIGHWAYS DELIVERY PLAN

This Highways Delivery 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

HIGHWAYS DELIVERY PLAN

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Our Customers

Working Together

Enterprise and Efficiency

Prevention and Early Intervention

Digital Transformation

HIGHWAYS DELIVERY PLAN

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.

HIGHWAYS DELIVERY PLAN

Overview	Key Deliverables	Key Dates	Measures of Success
Keeping our Customers Informed	<p>We want to improve the quality and ease of access to information available to our customers in a timely consistent manner.</p> <p>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.
Keeping Members informed	<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.

HIGHWAYS DELIVERY PLAN

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	<p>We will discuss opportunities to collaborate with other partner organisations and agencies.</p> <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.

HIGHWAYS DELIVERY PLAN

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

HIGHWAYS DELIVERY 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.

HIGHWAYS DELIVERY PLAN

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	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. <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	Recognise the importance of planning for adverse weather events to ensure our communities are supported and can stay healthy, safe and connected. <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

HIGHWAYS DELIVERY PLAN

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	Increase the number of end to end online application processes. <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	Develop and improve our key systems <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	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 Our staff will have the right skills and training to maximise use of digital technology.		<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.