



Highways and Traffic Management – 2016/17 Annual Report

In our [business plan for 2015-2021](#) we stated: “Our service maintains, operates and improves the highway network to enable safe and resilient links for people to connect with their communities, to lead to healthy, prosperous lives...”

Looking back on 2016/17 we have delivered our ‘business as usual’ commitments to maintain and operate the highway network and our performance in key areas is shown in Table 2.

Working collaboratively with our contractors and other stakeholders, we have successfully delivered the £73.5M annual highway work programme to maintain network safety and availability

We have also delivered our commitment to improve the network and the delivery of our service in line with our [business model](#) as set out in Table 1 below.

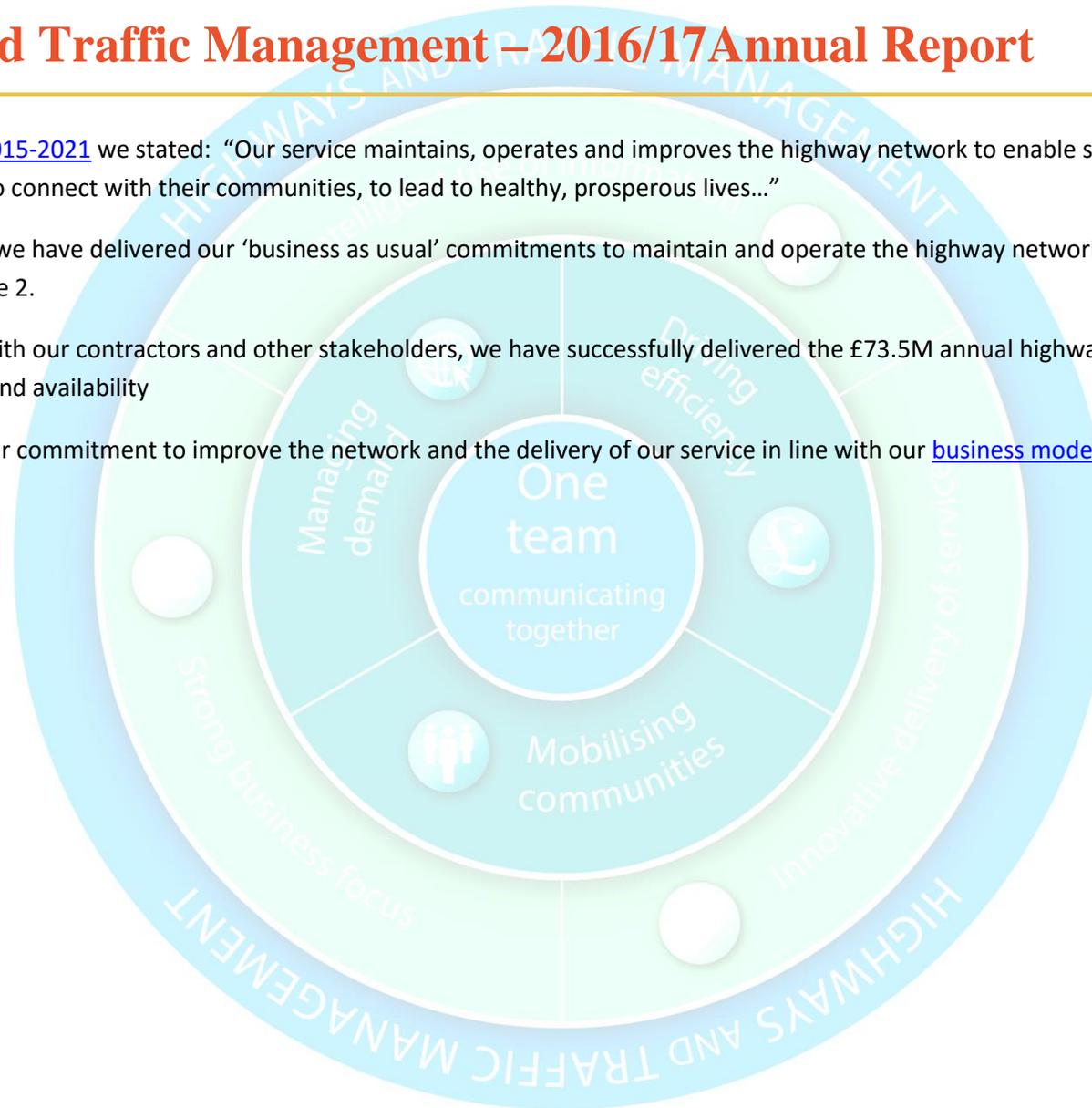


Table 1: 2016/17 Highways and Traffic Management Service – Business Plan Achievements

We said we will ...	We did ...	The project	Relevant aspects of our Business Model	The project has made a difference to our service by ...	We learned that ...
<p>...work with other authorities to deliver shared solutions to shared challenges</p>	<p>... work with Somerset County Council and Plymouth City Council in a shared procurement process for our Term Maintenance Contracts</p>	<p>Tender, Evaluation, Award and Mobilisation of Term Maintenance Contract (TMC) for 1 April 2017</p>	<p>The TMC enables delivery of work to maintain, operate and improve the highway network.</p> <p>The procurement exercise followed our guiding principles. The contract document design reflects all aspects of our business operating model.</p>	<p>... encouraging innovative thinking, collaboration with other authorities and capture of business processes.</p> <p>... achieving savings through a shared procurement exercise with Plymouth City Council and Somerset County Council.</p>	<p>... agreeing and delivering common objectives through collaboration is challenging but worthwhile.</p> <p>... a significant amount of staff resource, time and expertise is required to deliver a successful tender exercise on this scale.</p>

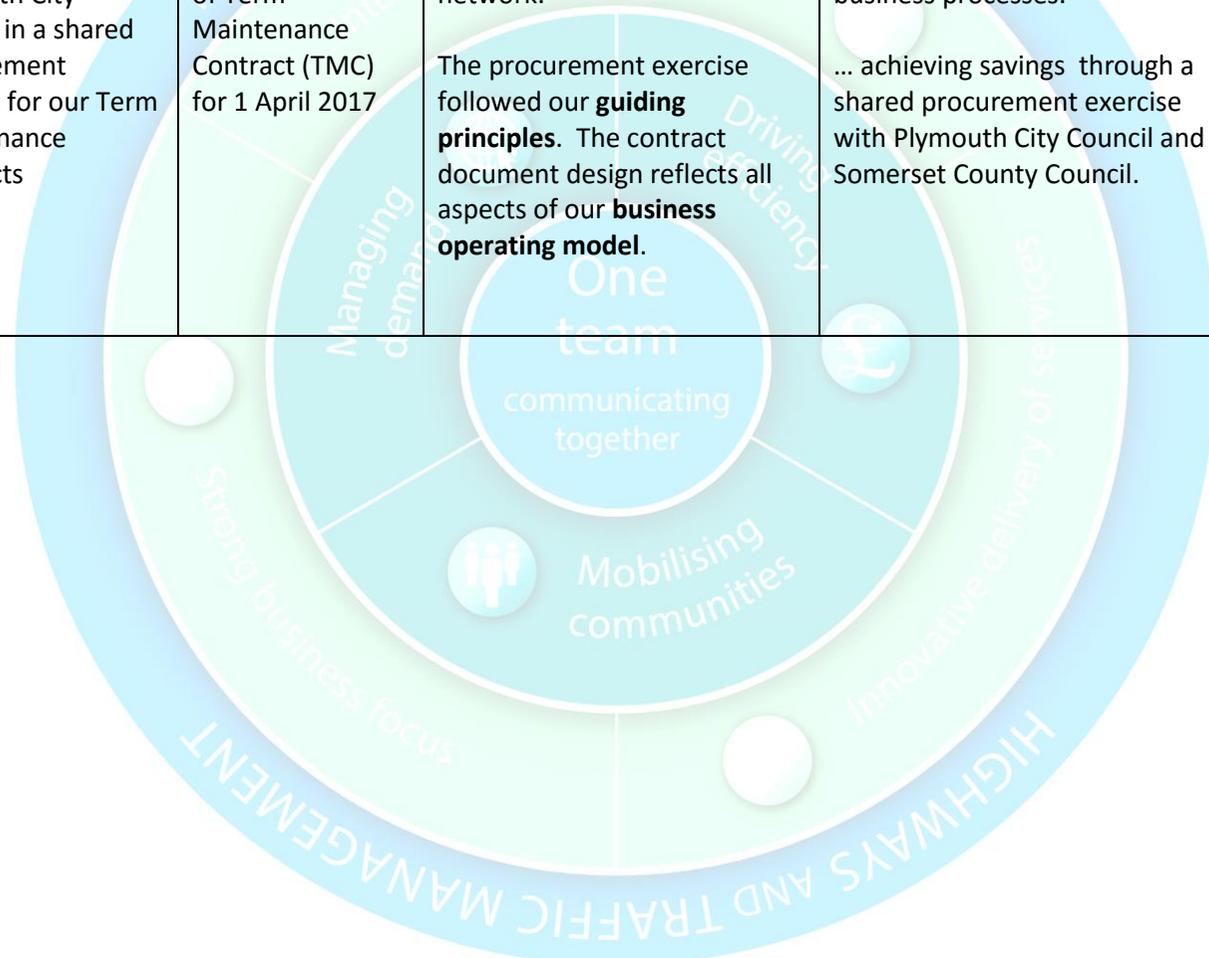


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We said we will ...	We did ...	The project	Relevant aspects of our Business Model	The project has made a difference to our service by ...	We learned that ...
<p>... have active involvement at national level with industry groups</p> <p>... think differently and challenge existing working methods</p>	<p>... keep up to date with the development of the Code of Practice for “Well Managed Highway Infrastructure” and considered how emerging guidance could reshape aspects of our service</p> <p>Staff are very active in ADEPT and a number of sub-groups/Boards including UK Bridges Board and the NRWSG holding key positions.</p>	<p>Introduction of a risk based approach to managing highway defects</p>	<p>The safety inspection regime is core work to deliver our purpose to maintain the highway network and the development of the risk based approach supports our strategic objective to manage demand and to be innovative in the delivery of our services</p>	<p>... taking a pragmatic and easy to understand approach to routine inspections, which targets our resources to the areas most needed, whilst prioritising user safety.</p> <p>... significant savings in service delivery.</p>	<p>... a trial phase, as was the case for this project, prior to full implementation of this scale of change is beneficial.</p> <p>... the risk based approach enables effective targeting of our resources and is therefore being expanded to other work areas, such as gully cleaning.</p>
<p>... use modern technology to reduce costs</p>	<p>... implement the first phase of converting street lighting on main roads to LED</p>	<p>Challenge fund project to install LED street lighting on all main roads</p>	<p>Introduction of LED street lighting is a key improvement to our highway infrastructure, using evolving technology, which will deliver efficiencies for the future and reduce demand on our budget</p>	<p>... providing more reliable and efficient street lights which will cost less to run and reduce carbon emissions.</p>	<p>... it is beneficial to have early contractor involvement in delivery of this type of project.</p>

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We said we will ...	We did ...	The project	Relevant aspects of our Business Model	The project has made a difference to our service by ...	We learned that ...
... monitor traffic and congestion on major routes	... a comprehensive review of the traffic sensitive routes in Devon.	Traffic Sensitive Streets review	Fundamental to our purpose to operate the highway network and enable the flow of traffic is understanding traffic use. This project supports our objective to manage demand in terms of minimising congestion and disruption arising from road works and it used data and local knowledge intelligently to shape the new traffic sensitive network.	The implementation work is ongoing, but it is anticipated the result will be less disruption at busy times to our key routes. A comprehensive review was last done in 1994, with some minor amendments in 2003, so clearly the volume of traffic and use of roads has changed considerably in that time.	... having robust data plus involvement from local teams gives a comprehensive picture that enables sound decision making.
... work with communities and partners to identify and deliver local priorities for improvement schemes	... develop and launch a new method for dealing with requests for waiting restrictions	HATOC (Highways and Traffic Orders Committee) Waiting Restrictions project	Waiting restrictions are put in place by Traffic Regulation Orders which is a lengthy and costly process. Appropriate waiting restrictions support operation of the network ; traffic flows balanced with local service and business needs. This project aimed to improve the network, whilst working with the community more effectively to manage demand on the service to meet local needs	... introducing a consistent and efficient method to deal with requests for waiting restrictions from communities and a means to ensure waiting restrictions subsequently put in place reflect community needs	... we need to keep accurate records of incoming requests from the community. ... it is beneficial to manage local expectations regarding timescales for any change and take an area based approach to changes to Traffic Regulations.

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We said we will ...	We did ...	The project	Relevant aspects of our Business Model	The project has made a difference to our service by ...	We learned that ...
<p>... manage and enforce parking restrictions ...drive efficiency in delivery of our service</p>	<p>...manage the Civil Parking Enforcement service to continue to achieve efficiency in delivery</p>	<p>Civil Parking Enforcement service</p>	<p>Managing parking is essential in operation of the network to enable the flow of traffic. The CPE service uses data intelligently to increase efficiency and effectiveness.</p>	<p>... reducing the impact within the service of cuts to the revenue budget. The contribution from the CPE service can be seen on our 2016/17 funding pages</p>	<p>... we need early engagement with corporate services, such as HR and IT, in delivering large business improvement projects</p>
<p>... make data available for sharing, with the community and industry, through our Open Data Portal</p>	<p>... publish highway drainage inventory data, road works information and street information</p>	<p>Open Data project to provide our data for sharing on the Devon County Council website</p>	<p>Transparency of information and sharing data supports our objective to manage demand and principle of using information intelligently.</p>	<p>...provision of open and transparent self-serve data, with the potential to reduce Freedom of Information and other data requests</p>	<p>... it is acceptable to share the data we have, rather than wait for 'perfect' data. ... we need to continue working to improve data governance.</p>
<p>...(have) robust strategies for management of highway assets</p>	<p>...finalise and publish our Highway Infrastructure Asset Management Policy, Strategy and Plan (HIAMP)</p>	<p>Highway Infrastructure Asset Management Strategy, Policy and Plan (HIAMP)</p>	<p>The HIAMP is the framework for our maintenance approach to the highway infrastructure and the principles of the HIAMP support the principles of our business model; to engage with communities to understand their needs; to innovate; to take a life cycle planning approach to achieve efficient use of resources; to use data intelligently to continue to the shape the service.</p>	<p>... providing transparency in how we maintain our network, the decision making that shapes future programmes of work and how we measure the performance and effectiveness of our approach</p>	<p>... in a rapidly changing world it is important to regular review our approach to service delivery</p>

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<p>... identify and maximise opportunities to acquire funding</p>	<p>... achieve DfT assessment as a Band 3 Highway Authority, securing maximum DfT incentive funding for 2017/18</p>	<p>DfT Incentive Fund assessment</p>	<p>The DfT Incentive Fund requires local highway authorities to meet criteria in order to secure funding. The highest level of funding is Band 3. To evidence the criteria we used the strategy and guiding principles of our business model to demonstrate how we meet the criteria to achieve Band 3.</p>	<p>... recognising Devon County Council as a top performing Highway authority</p> <p>... securing an additional £3.5M of highway maintenance funding for 2017/18</p>	<p>... applying a timely and structured approach to the assessment, to identify key areas for action and improvement in asset management, resilience, collaboration and customer focus, enabled achievement of the required outcome for the service</p>
<p>... communicate our business clearly and consistently</p> <p>... communicate our policies, plans, priorities</p>	<p>... introduce our communication plan and communication standards</p>	<p>Communication plan and communication standards</p>	<p>The communication plan and the communication standard recognise the importance of clear, consistent and timely communication, which is at the heart of our business model, and that effective communication supports management of demand, efficiency and engagement with communities.</p>	<p>... providing a clear expectation of customer management and encouraging active engagement with people</p>	<p>... considerable time and resource is required to ensure that we do, and continue to, engage with people affected by our service</p>

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<p>... work with communities to look for ways for them to undertake the work themselves (where we are unable to do so)</p>	<p>... develop and implement our self-help pothole filling scheme</p> <p>...continue to engage volunteers in the management of their local paths enabling active and healthy lifestyles for residents and visitors alike</p>	<p>Community self-help pothole filling scheme</p> <p>Parish Path partnership</p>	<p>These projects listened to community priorities and worked with them to find an innovative way to support them to do work locally and so manage demand on our service</p>	<p>... enabling communities to take action on local priorities where potholes are below our intervention levels</p> <p>...enabling communities to maintain and improve the condition and availability of public rights of way ...training a further 30 volunteers in strimming...undertaking annual workshops</p>	<p>... engaging community representatives in a trial prior to further rollout ensured success</p>
<p>... work with communities to identify and deliver local priorities</p>	<p>... design the programme of work for the Pothole Action Fund in liaison with local Members</p>	<p>Pothole Action Fund programme of work</p>	<p>We used our data intelligently and worked with community representatives to enable network maintenance that would help manage demand at a local level</p>	<p>... delivering local road maintenance priorities to meet community priorities which would not have been delivered under our asset strategy</p>	<p>... combining our data with local community intelligence is a suitable method to prioritise the local need and allocate this funding</p>

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<p>... aim to communicate our policies, plans, priorities and programmes of work effectively</p> <p>... when we cannot meet the expectations of the communities we serve, we will explain why not</p>	<p>... hold our annual conference events for Parish and Town Councils</p>	<p>Parish and Town Council events</p>	<p>These events are a great opportunity for us to exchange information and ideas with local community representatives in order to improve how we work with communities, communicate our key strategies and decisions and listen to local concerns that may enable us to find alternative and innovative ways to get things done in collaboration with local people.</p>	<p>... giving us greater understanding of local concerns and providing the opportunity to explain our policies and approach to management of our highway infrastructure face to face with local representatives</p>	<p>... listening to feedback from previous events and adapting our approach to these events resulted in higher attendance and greater engagement</p>



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We said we will ...	We did ...	The project	Relevant aspects of our Business Model	The project has made a difference to our service by ...	We learned that ...
... focus on developing our digital information	... continue the project to capture Highway Maintainable at Public Expense (HMPE) in digitised format	Digitisation of land charges maps for HMPE	The record of HMPE was historically paper based maps. In the past these paper maps were scanned to preserve the record. It has long been an aim to update these records and capture in modern digitised format. A strong business case was made in 2014 to secure the resources to start this painstaking work. Achieving accurate digitised records supports our ability to manage the network and enable future sharing of this information with partners.	... having the information in a format that can be shared and accessed easily. It is noted that further painstaking work is continuing to improve the accuracy of these records now that the original base mapping has been captured.	... to prove land is HMPE requires evidence of our having maintained the area. ... large scale data capture projects require dedicated resource and a methodical approach over significant time to achieve
... work with communities to look for ways for them to undertake the work themselves (where we are unable to do so)	... introduce the Highway Community Enhancement Fund	Highway Community Enhancement Fund	This innovative scheme enables local communities to bid for small amounts of highway funding to maintain and improve their local area where we are unable to do so, which in turn manages demand on our service	... enabling communities to bid for funding to achieve local maintenance and improvement work that we are unable to otherwise deliver	... listening to communities to understand their differing needs first and then acting as an enabler to those needs, through funding and knowledge sharing, is a sound approach to engage communities in appropriate maintenance activities

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... identify the best ways to deliver our services...using emerging technology... and highway maintenance equipment, materials and maintenance treatment	...delivered a programme of spray-injection patching	Spray-injection patching	Spray-injection patching is a method of road maintenance to repair deteriorating road surfaces. We trialled it last year and having identified it to be a cost effective and efficient method of treating roads in certain circumstances, introduced a larger programme of work in 2016/17.	... providing a cost effective means of surface repair to minor rural roads which meet the criteria for this treatment which will prolong their life	... trialling new materials and methods of maintenance prior to larger scale programme development is beneficial ... when using specialist equipment a focussed area based programme is required for efficiency
... undertake work on the Grand Western Canal to limit the impact of flooding	Install two emergency sluice outlets at Snakeswood and Burlescombe	Additional flood control infrastructure on the Grand Western Canal	Using our data intelligently to increase the resilience of the canal to limit damage from flood events	... improving efficiency of the management of water levels and safety for staff and volunteers	Sophisticated tilting weirs are not the only solution; simple gate sluices and pipes at Snakeswood proved very effective and cost efficient

Table 2: Highways and Traffic Management: Strategic Key Performance Indicators Summary 2016/17

Our Purpose	KPI Ref	Key Business Question	Our Strategy	Our Principles	Excellent	Good	Fair	Poor	2016/17 Performance	
KPI Group 1: To maintain, operate and improve the highway network	1.1	How well are we controlling our budget?	Driving Efficiency	Strong business focus: Financial Control	>80	50-80	33-50	<33	50%	Good
	1.2	How well supported are our people to do their best?	Driving Efficiency	Strong Business Focus: Management	>80	50-80	33-50	<33	50%	Good
	1.3	How well are we communicating with citizens?	Managing Demand	One team - Communicating together	>80	50-80	33-50	<33	25%	Poor
KPI Group 2: To maintain the highway network	2.1	Are we doing what we say we will do?	Driving Efficiency	Intelligent Use of Information: Effectiveness of Systems	>80	50-80	33-50	<33	87%	Excellent
	2.2	How effectively are we managing the highway asset infrastructure?	Managing Demand	Intelligent use of Information: Effectiveness of Policy	>80	50-80	33-50	<33	80%	Good
Group 3: To operate the highway network	3.1	How safe is it to use our network?	Managing Demand	Intelligent use of Information: Customer feedback	>80	50-80	33-50	<33	58%	Good
	3,2	How well are we managing the use of the highway network?	Managing Demand	Intelligent Use of Information: Effectiveness of Systems	>80	50-80	33-50	<33	47%	Fair

Table 2: Highways and Traffic Management: Strategic Key Performance Indicators Summary 2016/17

Our Purpose	KPI Ref	Key Business Question	Our Strategy	Our Principles	Excellent	Good	Fair	Poor	2016/17 Performance		
Group 4: To improve the highway network	4.1	How well are our contractors delivering the work?	Driving Efficiency	Intelligent Use of Information: Effectiveness of treatments	>80	50-80	33-50	<33	56%	Good	
	4.2	How have we enabled and supported communities?	Community mobilisation	Innovative delivery of services	>80	50-80	33-50	<33	67%	Good	
	4.3	How innovative and collaborative are we?	Driving Efficiency	Innovative delivery of services	>80	50-80	33-50	<33	67%	Good	
									Overall level for 2016/17	59%	Good

