

Nottingham City Council

**An award winning
Service.....**

**Chris Keane
Highway Services Manager**

*Highway Services aim to provide a service that reflects our
Communities priorities whilst balancing our statutory requirements*

Service challenges



Nottingham
City Council

Service Background

Service operated under a disjointed traditional client / contractor arrangement and in the past two years have established an integrated service delivery approach.

A radical service move from Development to Communities aligning with operational activities. A full service review then took place which resulted in more streamlined management structure and realignment of core functions with a neighbourhood focus.

Substantial budget reductions of £1.2m balanced with driving service improvement and revising working policies.

A new streamlined structure

**Highway Services
Manager
Chris Keane**

**Highway Maintenance
Lead
Kevin Charnley**

- Highway Safety Inspections aligned with neighbourhood model
- Reactive Maintenance Prioritisation
- Highway Emergency Callout Service
- Winter Service

**Highway Asset
Management Lead
Peter Wells**

- Neighbourhood Consultation aligned with neighbourhood model
- Maintenance Prioritisation
- Highway Project Management
- Asset Inventory Development

**Highway Procurement
Lead
Mark Bradbury**

- Neighbourhood focussed highway maintenance delivery
- LTP Capital Programme
- ACF Programme
- Footway Planned Maintenance
- Road Signing and Lining
- Carriageway Planned Maintenance



What do we do?

Highway Services seek to maintain the City's highway network in a safe and structurally sound condition for our local citizens. We aim to minimise risk to highway and pavement users by monitoring, reviewing, and assessing the condition of our highways.

The main duties of the Highway Services team are

- Highway Inspections
- Planned Schemes
- Highway Emergency Service
- Routine maintenance
- Winter Service
- Drainage Maintenance

Service Priorities / Drivers

- Maintain the City's highway network in a safe condition for our local citizens
- Managing service delivery within budget, continually strive for efficiencies
- Transforming neighbourhoods through maintenance and area capital programmes
- Efficient delivery of quality highway schemes (on time / in budget) in consultation with citizens and partners
- Aligning working arrangements with neighbourhood priorities
- Expand the winter service to support neighbourhoods and local services
- Developing working partnerships with colleagues, local and regional providers
- A framework to deliver a value for money service, effective procurement and achieve surplus target
- Asset Management Plan development / asset life cycle planning



Changes and innovation

Winter Service – efficiency drive

Utilising existing frontline resources from across City Services – collaborating in this way has enabled us to pool over 200 colleagues successfully and reduce operational costs.

Closer financial monitoring on staff and material recharging to reduce the overall expenditure.

Grit bins and are filled with a 1:3 *mixture of salt and sand/grit*. The same provision is available for schools, care homes, and health centres.

Supporting neighbourhoods to assist in keeping streets safe.

Excellent relationship with fleet colleagues to ensure all gritting vehicles are available for use throughout the gritting season.

Working with local communities

Recognising local priorities

- Increase the involvement of local people at neighbourhood level in determining and monitoring local services

Devolved decision making

- This is achieved by area panels including local citizens and ward councillors.

Improved communication

- All work programmes are clearly communicated

Engaging with employees

Large and diverse workforce. Engaging and communicating with our staff is a key priority for all managers and supervisors.

The Staff Communication and Engagement Framework indicates how meetings link together, the scheduling of meetings, and the accountable lead managers.

- **Neighbourhood Services Management Team (NSMT)**
 - Feeding into CSMT
- **City Services Management Team (CSMT)**
 - Feeding into NSMT and Team Meetings)
- **Team Meetings / Weekly huddle**
 - Feeding into CSMT and Toolbox Talks/ Frontline
- **Toolbox Talks / Frontline**
 - Feeding into Team Meetings

New performance appraisals

The new appraisal process is a fundamental part of the Leading Nottingham initiative which is based around competencies and is outcome driven.

Principles

- Clear expectations about what high performance looks like
- Two-way feedback
- Focus on discussion and development.
- Helping colleagues understand how their day to day work connects with broader service.
- Provide flexibility within a consistent framework
- Provide greater development opportunities – at all levels
- Introduce a stronger focus on career planning and recognition

Attendance Management

Attendance Management Policy (2010)

- Managing employees on a one to one basis.
- Managers are expected to keep in touch with absent employees to ensure that contact with work is maintained and so that they can do all they can to help absent employees to return to work.

Staff training –

- Internal attendance management training for all managers.
- Managers are responsible for conducting risk assessments where necessary and reviewing them, to reduce the level of risk and to maintain health and wellbeing at work.

Corporate Absence Monitoring System (CARS)

- Enabling regular performance monitoring of data.

Our communication strategy



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City Council

What do our citizens think?

Service Element	Customer
Overall Service	10.00
Accessibility to Services	9.26
Accessibility to Work	7.36
Air Quality	
Highway Maintenance	8.64
Bridges	
Road Condition	8.42
Street Lighting	4.40
Winter Service	7.48
Public Transport, buses	10.00
Public Transport, other	8.88
Public Transport, overall	10.00
Road Safety	7.56
Road Safety Education	5.77
Congestion	5.43
Traffic Management	9.81
Walking/Cycling	7.02

Overall survey results from the 2010 NHT Survey would suggest that local citizens feel we are performing well in this area.

Survey results also demonstrate that the condition of highways (roads and pavements) is one of the **most important** services the Council provides.

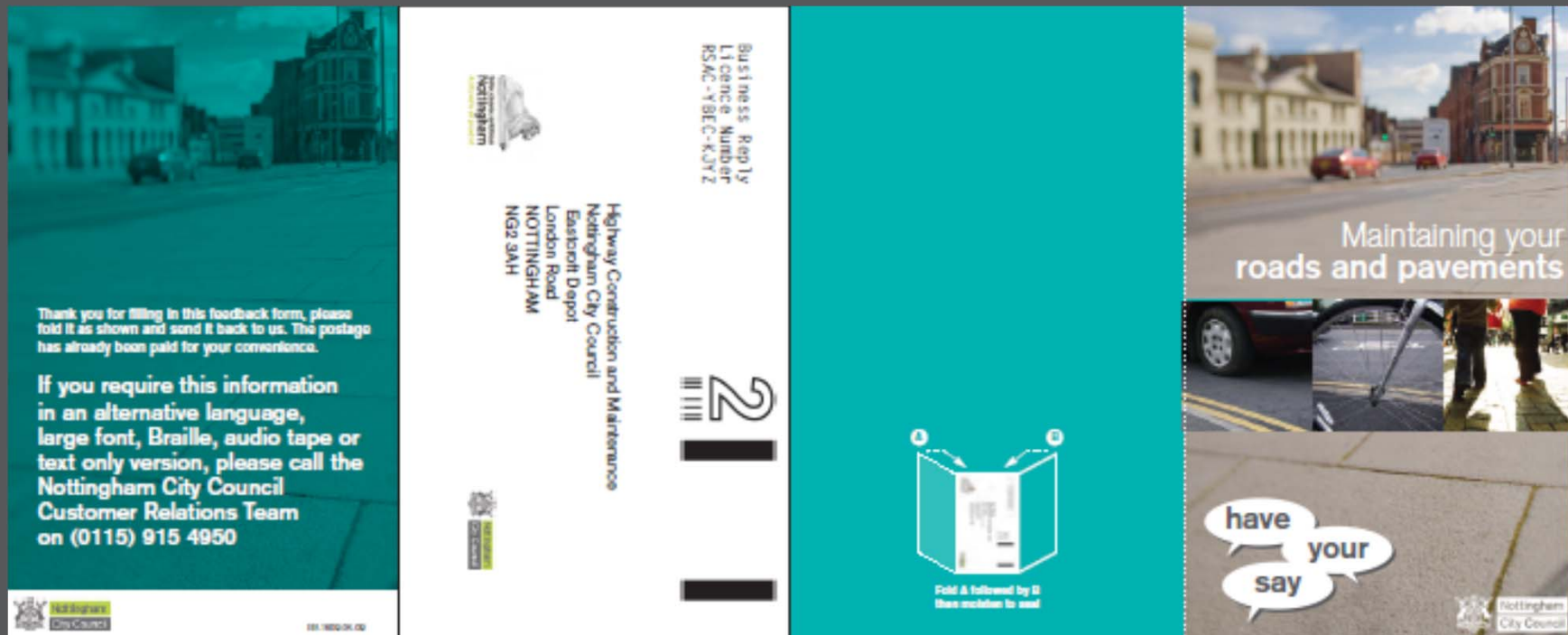
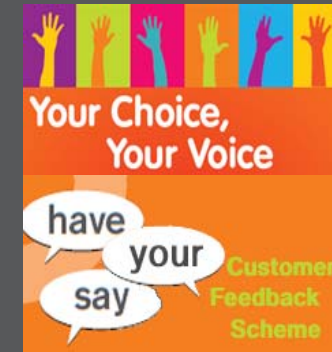
The two least satisfactory aspects of the Highway Service area were

- Speed of repair to damaged pavements
- The condition of paved Surfaces



Feedback forms

We are committed to providing the best possible service. Our 'Have Your Say' and 'Your Choice, Your Voice' initiatives give citizens in Nottingham the chance to tell us what they think of the services we provide.



Supporting Manifesto Commitments

Blacktop Transport News

A monthly online bulletin which summarising transport news and key road schemes taking place in Nottingham.

BLACKTOP
 NEWSLETTER OF ROADWORKS and MAJOR SCHEMES
 Issue 66 | September 09

Investing in Alfreton Road
 A piece in the Western Gateway jigsaw

From the 6th September, Nottingham City Council will be laying new paving, removing street clutter, and making other environmental improvements on Alfreton Road as part of the City Council's Western Gateway project.

Totally transforming Sneinton

Sneinton Market is set to get a £6.8 million transformation after plans to create a new public space have been given the go ahead.

The scheme, which is being funded by money from Central Government, the Greater Regional Development Fund (GRDF) and some Single Regeneration, will see a new high quality public space created for the marketplace as well as improvements to the nearby area.

It's hoped that a public consultation of what the new square could look like will take place in spring, with work starting in winter 2010 and being finished a year later.

As part of the scheme, the pedestrian connections between the city centre and Sneinton and St Ann's will be improved by creating new or improved pedestrian crossings along new lateral pavements.

There will also be improved transport links for cyclists in the area and traffic along Harington Street and Laine Park Street, which will be turned into a two-way route from the Southern Road junction, just opposite the railway ice Centre.

The project involves widespread improvements to the public environment helping to regenerate the area and encourage further investment. Other schemes completed as part of the Western Gateway project include the improvements to; Darning Circus, Swanton Road and the Alfreton Road / Gedling Road Junction.

BLACKTOP
 THE SITE

BLACKTOP
 NEWSLETTER OF ROADWORKS and MAJOR SCHEMES
 Issue 67 | December 2009/Jan 2010

Connecting Eastside

Investigating Streetlights
 Local Parliament Street area
 19th January 2010 – Spring 2011

An part of the Connecting Eastside scheme, the investigation will start on the 19th January 2010 and will be completed by the end of the month. The investigation will start on the 19th January 2010 and will be completed by the end of the month.

Santa wants a new square for Sneinton

On Saturday 19th December the people of Sneinton will be treated to an extra special market at Sneinton marketplace. This is part of the plans to transform Sneinton Square into a new high quality public space which will help to bring new life to the area.

Sneinton Square is part of the £20 million Connecting Eastside scheme which will radically enhance pedestrian connections between the city centre, Sneinton and St Ann's and improve transport links for cyclists and traffic in the nearby area.

The Christmas Market will take place between 10am - 5pm and people will be able to see Santa get to town and receive requests for presents. Big Christmas balls being from the market, later part in local games, big seasonal presents from some of the local shops and they will be able to get the Christmas Square from what they want for their own squares which will help the children to design the new square.

A public consultation of the design will take place in spring with work starting in winter 2010 and being finished in late 2011.

The scheme is being funded by money from the Greater Regional Development Fund, East Midlands Development Agency and Central Government.

For more details about the Sneinton Square Christmas Market visit: www.sneintonmarket.gov.uk/sneintonmarket or call: 0115 955 6006

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Raising awareness through publicity

Supplying residents and businesses with advanced notices on road and footway resurfacing schemes

London Road April 1 2010 Page 1

We apologise for any inconvenience that this work may cause you, and assure you that we will do all that we can to keep any disruption to a minimum.

If you need any further information, please call Jamie MacArthur on: (0115) 915 2294.

A smooth new road surface for London Road

Cattle Market Road to Canal Street
20th July for up to seven weeks

If you require this information in an alternative language, large font, Braille, audio tape or text only version, please call the Nottingham City Council Customer Relations Team on (0115) 915 4950

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 Image: © Otoperspective 2009

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Winter Service

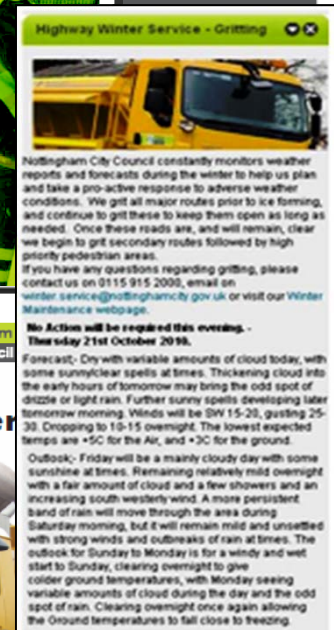
Increased focus on engaging with citizens a local level.

Weather forecast bulletin –

Providing comprehensive daily information to other service areas and external parties.

Assistance for Schools – At the start of the season bagged salt is offered to all schools.

‘We’re ready for the winter...Are you? Winter leaflet with the aim of providing help and practical advice to local citizens and partners.



Projects and initiatives

Leading on the Area Capital programme

The area capital programme was established in 2004 to improve the environment of neighbourhoods and to create a sense of place for citizens in order to improve the quality of life of local people.

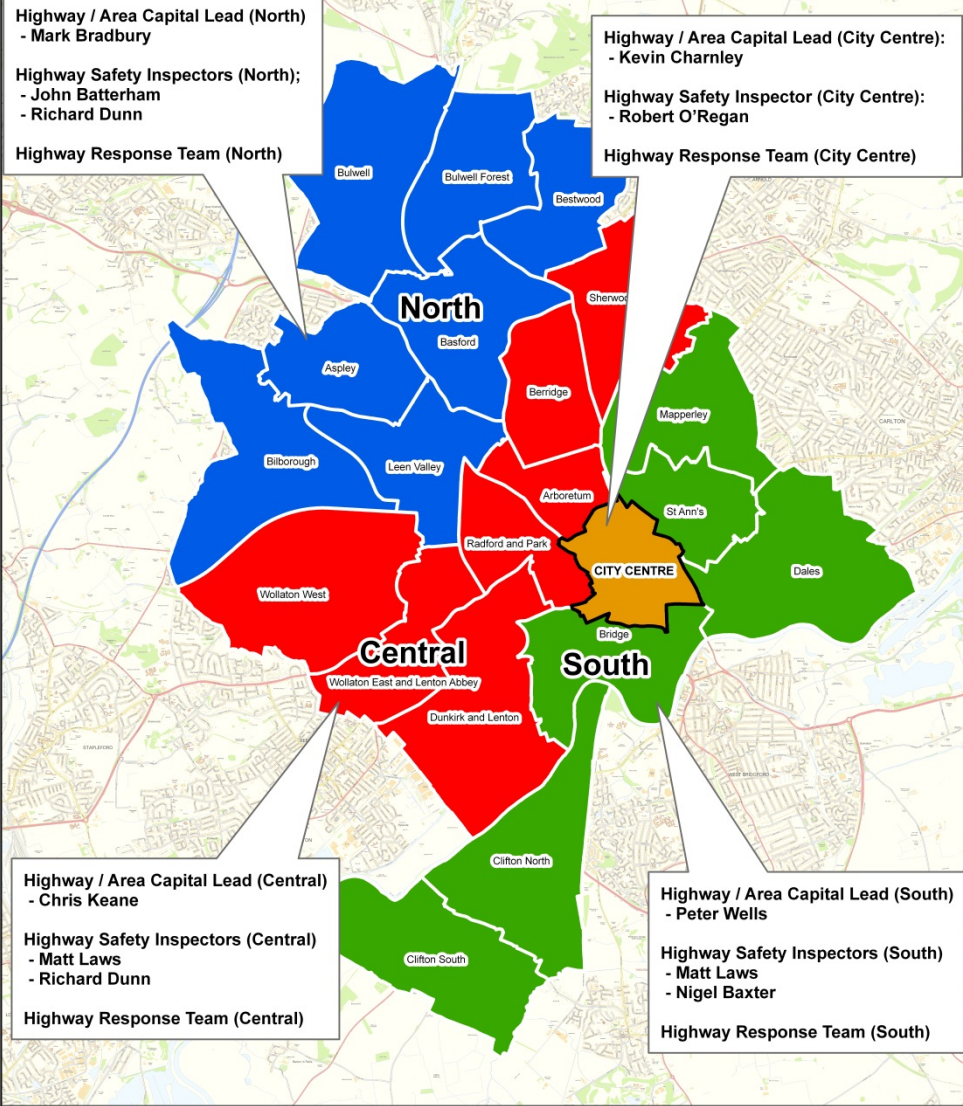
Highways Services are a key component to its success - cross service collaboration, prioritisation, citizen/councillor engagement, procurement and delivery – creating brand Nottingham.



In the last five years the council estimate that £22m have been invested on planned footway schemes.

Supporting Manifesto Commitments

Highway Services: Neighbourhood Operating Model



0 355 710 1,420 2,130 2,840 Meters

Scale: 1:70,000

■ Central
 ■ North
 ■ South
 City Centre Boundary

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Aligning our Service with clear leadership



Neighbourhood Response Team

- Highway Services is implementing a pilot neighbourhood focussed response team
- The pilot will include mobile working and enable routine activities like footpath, road repairs, street furniture and gully cleaning to be delivered by focussed teams in the north, central, south and city centre localities
- The new structure will facilitate close working with Highway Inspectors and the Public Realm Team as part of the integration into the neighbourhood operating model
- Local employment opportunities are proposed including apprentices and social enterprise placements



Highway Services: Neighbourhood Operating Model - Response Services

NORTH	CENTRAL	SOUTH
Steve Walker - Engineer - CITY WIDE		
Tony Thacker - Site Engineer - City Wide		
PATCH REPAIR - North Area Mark Coxon (Lead) Richard Brailsford Vacant	PATCH REPAIR - Central Area Mark Slater (Lead) Vacant Sean Slater	PATCH REPAIR - South Area Dean Tyers (Lead) Vacant Vacant
PATCH REPAIR - Classified Roads (Hot Role) - City Wide Mick More (Lead) Terry Wilson Terry Hind Jordan Ward		
REACTIVE RESPONSE - City Wide Ian White Geoffrey Rolfe		
EMERGENCY REPAIRS/POTHoles - City Wide Steve Hutchinson		
CITY CENTRE		
PATCH REPAIR - City Center + Rolling Pete Spencer (Lead) Vacant Vacant		
PATCH REPAIR - Central Area Dave Elliot (Lead) Stephen Beardsall		
ROUTINE GULLY MAINTENANCE - North/Central Area Danny Horan Areas - 1,2,3,5 and 7		ROUTINE GULLY MAINTENANCE - South/Central Area Sean Horan Areas - 4,6,8,9 and City Centre
GULLY MAINTENANCE RESPONSE SERVICE - City Wide Andy Walker		
STRUCTURAL DRAINAGE - City Wide Andy Kennedy (Lead) William Goffin		
STREET FURNITURE DE-CLUTTER - City Wide Alan Hibbitt Adam Braddow		
WINTER SERVICE PLANNED - City Wide Martin Sturridge - Seasonal Maintenance Engineer		
WINTER SERVICE - EXTENDED SUPPORT - North, Central, South & City Center Highway Services Cross Section Working With Street Services		
24 HOUR RESPONSE SERVICE - City Wide Mark Slater Gary Yates Dean Tyers		



Frontline transformation to the neighbourhood model



Jobs in the field

Confirm Mobile 08:09

Committed Job 5065832 (Jobs In The Field)
Fletcher Gate, Nottingham, City of Nottingham
Whole Site Feature [99999999.99]

Start: [] End: 07/10/11

Status: Work Sent to Highway Team

Revised Status: [] >>

Officer: []

Notes: [] ...

Location: In King john Chambers ...

Desc: Rake out & point up old york Slabs (HW - FW) ...

Priority: HW - 10 Days

Job | Items

Menu View OK

All highway 'gangs' will soon be able to receive the job instruction remotely.

It is anticipated that these new processes will:

- remove our dependency on paper ordering systems/ back office functions;
- increase our reporting capabilities;
- build up a history of problem areas and;
- improve response times to citizen enquiries.

Improving how we interact with citizens

Gritting Routes & Grit bins

How to use

- Type in an address or postcode to zoom the map to a particular location
- Use the tick boxes to switch map information on or off
- Click on the map to leave comments for a particular location

Searching

Type an address or postcode here...

Search for an address

Map Layers

Grit Bins
 Gritting Routes

Legend

Map Features

Transport & Streets
Grit Bins

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REVELSTOKE WAY
HOLSTON CLOSE
BLANTYRE AVENUE
BARRHEAD CLOSE
RISE PARK

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Grit bins are issued across neighbourhoods to help citizens on roads and footways roads, these are prioritised based on risk.

We plan to include a means of ward based prioritisation for grit bins and this will be incorporated into the risk matrix

The location of grit bins can be found on our website.

Developing our first Asset Management Plan

The highway infrastructure is hugely significant and provides a vital contribution to the economic health of this city and its citizens. The highway network includes:

- 804 km Carriageways;
- 1,442 km Footways;
- 401 km Footpaths;
- 37,349 Road gullies;
- 4,161 km Road markings;
- 156 Traffic junctions;
- 424 Pedestrian crossings;
- 210 Bridges

The approximate value of the highway network or the cost of replacing all elements of it (Gross Replacement Cost), has been calculated at 2012 prices as £1.4bn.

Contribution by carriageways and footways to the total Gross Replacement Cost is around 75%.

Building up our Asset Register



Asset Collection – Differential GPS sub-metre handheld equipment will be used for surveying / inspection purposes. Devices will be used to accurately record information on assets under our care.

Asset Maintenance – GPS handheld equipment will be used to update existing asset attribute information and for operational purposes

For this project we have worked closely with our GIS and IT colleagues

The 3 Cities Urban Drainage Project

Nottingham were successful in procuring asset management funding from the DfT in 2009

Nottingham, Derby and Leicester City Council's all had similar problems with urban flooding and inadequate knowledge of their highway drainage systems and of other watercourses.



The project aims to share expertise, pool costs, collect drainage inventory, and improve the identification of flooding hotspots.

Service Opportunities



Nottingham
City Council

What does a winning service do next?

- Neighbourhood Operating Model alignment (top to bottom)
- Service branding
- Supporting the Manifesto
- Cross pollination with other services - City Services integration, Neighbourhood Management & Traffic Services collaboration
- Shared Services opportunities (internal & external) including procurement
- Cross cutting priorities
- Implementing operational policy changes to generate savings
- Income generators – S278s, winter service, surplus recovery
- Asset Management development
- Procurement opportunities through Midland Highway Alliance
- Funding streams – transport bids
- Continuing to improve our claims repudiation (currently 87%)
- Capital investment options to improve the highway network
e.g. prudential borrowing