

Appendix 1: Highways Improvement Action Plan

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
1	Improved Customer, Contract and Asset Management Systems	Procurement and implementation of replacement a new management system	<p>Procurement to be completed in August 2023.</p> <p>Phased Implementation by Module will start from September 2023.</p>	<p>Fit for purpose highways asset management system</p> <p>Support commercial resilience and effective contract management</p> <p>Management of daily transactions;</p> <p>Improved customer experience and access to accurate and timely information for councillors, residents and Parish Councils</p> <p>Support performance management and inform strategic decision making</p> <p>Improved Customer Satisfaction</p> <p>Improved response times</p> <p>Improved service quality</p>	<p>Contract Management System in place Dec 2023</p> <p>Customer and Asset Management Systems Dec 2024</p>

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
2	Review of complaints handling and customer engagement	<p>Review of process alongside corporate protocols</p> <p>Development of customer engagement and communication plans</p>	<p>Initial review of process identifying opportunities for development</p> <p>Process mapping with clear responsibilities and refresh training</p> <p>Build in review of trends to identify opportunities for service improvements, communication messages etc</p>	<p>Prompt and meaningful responses to complaints and enquiries</p> <p>Lessons learnt and on-going service improvement</p> <p>Improved Customer Satisfaction</p> <p>Improved response times</p> <p>Improved service quality</p>	Oct 2023

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
3	Member Engagement	Develop and implement improved channels of communication with County Councillors	<p>Tracking of Member Enquiries to ensure responses are provided and understand demand levels and resource implications to inform service development/Business planning</p> <p>Regular Service Update circulated to all County Councillors</p> <p>Support for Local Highway Officer function and integration of stronger focus on Councillor and Parish Council support through restructure (Action 11)</p> <p>Establish programme of regular County Councillor briefing sessions</p>	<p>Consistent level of support for Councillors, meeting needs for information and management of case work</p> <p>Timely and meaningful responses to enquiries</p> <p>Effective briefing and engagement re policy and decision making</p> <p>Improved Customer Satisfaction</p> <p>Improved response times</p> <p>Improved service quality</p>	Oct 2023

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
4	Communication and Engagement Plan	Holistic plan for communications and engagement	<p>Development of a long term engagement and communications plan</p> <p>Role and responsibilities for engagement established through restructure</p> <p>Development of content on the County Council's website relating to highways which provides clear information and how customers can contact the council</p>	<p>Proactive communication on delivery, policy and strategy</p> <p>Timely provision of meaningful information to support partners, stakeholders and residents</p> <p>Publication of accurate and timely information</p> <p>Improved Customer Satisfaction</p> <p>Improved response times</p> <p>Improved service quality</p>	Sept 2023
5	Relationships with public sector partners	Continued development of working relationships with Greater Cambridgeshire Partnership (GCP) and Cambridgeshire and Peterborough Combined Authority (CPCA)	<p>Multi agency project programme</p> <p>Shared project management system</p> <p>Shared communications</p> <p>Funding and investment opportunities</p> <p>Strategy and policy development</p>	<p>Effective co-ordination, efficiencies in delivery and the management of impacts on the network</p> <p>Greater public awareness and understanding of shared outcomes, roles and responsibilities</p> <p>Improved Customer satisfaction</p> <p>Condition of the highway improved</p> <p>Demonstration that the Council delivers Value for money</p> <p>Culture and workforce</p>	Dec 2023 and on-going

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
6	Establishing Clear Operational Standards and Policies	Revision and updating of Highways Operational Standards Policy for maintenance for active travel	Development of operational standards policy and active travel maintenance hierarchy	Clear performance standards Clear service standards Management of the network to support active travel	April 2024
7	Client Team	Development of commercial resilience and intelligent client functions	Cambridgeshire Highways collaborative improvement workstreams and Contract procurement strategies. - single end to end processes across Cambridgeshire Highways Procurement of contract management system and asset management system Building a commercial progression Scheme and commercial resilience across Highways and Transport Review and update District Maintenance Agreements Training and Development to further enhance skills and behaviours in project and contract management. Digital by Design	Full integration of functions across Cambridgeshire Highways (CCC and Term Service Contractor, Milestone) delivering quality outcomes Robust and resilient client team across Highways and Transport Systems based contract management Commercial assurance Assurance of Value for Money and quality Service excellence Staff development Improved condition of the highway	Dec 2023

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
8	Investment Strategy	The collection and application of data and evidence to deliver a planned long-term programme of work which delivers council priorities, aligned to the budget of the County Council and Government/Combined Authority funding.	<p>Integration of high-definition video data and analyses (Gaist)</p> <p>Development of three-year rolling capital programme</p> <p>Development of Active Travel Hierarchy</p> <p>Development of Decarbonisation Strategy</p> <p>Research and strategy development for Peat affected roads</p> <p>Asset Management Policy and Strategy Update</p>	<p>Increased level of certainty of delivery programmes</p> <p>Access to alternative funding opportunities based on long term strategy</p> <p>Assurance of appropriate treatment processes to provide early preventative maintenance</p> <p>Reduction in requirement for reactive maintenance</p> <p>Integration with wider project delivery including Greater Cambridgeshire Partnership and Cambridgeshire and Peterborough Combined Authority</p> <p>Improved customer satisfaction</p> <p>Improved condition of the highway</p>	Oct 2023

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
9	Performance Management and Quality Monitoring	Ongoing development of meaningful Key Performance Indicators (KPIs) and operational performance management	<p>Development and agreement of Strategic KPIs as part of the Council Performance Framework.</p> <p>Integration of National Highways and Transportation Performance Management Framework</p> <p>Review of contract management KPIs</p> <p>Focus on performance and quality monitoring, initial focus on pothole and defect response</p> <p>Review of Highway Operational Standards (HOS)</p>	<p>Effective performance management</p> <p>Ability to identify and address performance issues early and effectively with appropriate intervention</p> <p>Build assurance of service delivery</p> <p>HOS aligned with Council ambitions and priorities</p> <p>Customer satisfaction</p> <p>Improved condition of the highway</p>	Ongoing
10	Value for Money Review	Review of current arrangements and assessing all options to improve value for money	Undertake a review of current arrangements and make recommendations to improve value for money and effectiveness	Effective contract management and delivery	April 2024

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
11	Highways Maintenance Restructure	Review and restructure of Highway Maintenance service	Restructure implemented May 2023 and internal appointments made. Recruitment underway for external appointments	<p>Add capacity and capability linked to management of the highway assets</p> <p>Strong focus on councillor, customer, and community engagement</p> <p>Improved Customer Satisfaction</p> <p>Improved response times</p> <p>Improved service quality</p> <p>Improved condition of the highway</p> <p>Demonstrating that the Council delivers Value for money.</p> <p>Staff development and engagement</p>	<p>Implementation May 2023</p> <p>External appointments from July 2023</p> <p>Evaluation Oct 2023</p>
12	Culture and Workforce	Engagement and development of the workforce and positive culture across Highways and Transport and aligned with the Council's People Strategy.	<p>Training and development programme designed.</p> <p>Implementation of progression schemes</p> <p>Programme of refreshed Health, Safety and Wellbeing practices and procedures throughout Cambridgeshire Highways</p>	<p>Shared service outcomes</p> <p>Improved retention and recruitment, and increased opportunities for development and progression</p> <p>Less reliance on interim and consultancy resources</p> <p>People are valued and respected</p> <p>Safety and wellbeing of CCC staff, Contractors, residents and everyone who meets our works and services</p>	Started Sept 2022 and ongoing

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
13	Climate Crisis	Highways and Transport response to Climate Emergency	<p>Implementation of Recycled First for highway maintenance – recycling highway materials</p> <p>Highways vegetation Policy review inc. Tree Strategy</p> <p>Identification of opportunities to deliver CCC Biodiversity and Tree Strategy outcomes Decarbonisation Strategy and action plan</p>	<p>Achievement of Council Net Zero Ambition</p> <p>Achievement of increased biodiversity and enhanced natural environment</p> <p>Alignment across corporate services</p>	2024/2025

	Project/Action	Description	Work Done to Date and Next Steps	Benefits to be achieved	Target Completion Date
14	Digital by Design	Adoption of digital solutions and opportunities	<p>Digitalising the way we work consistently across Highways and Transport and linking across partner organisations.</p> <p>Enabling customer engagement via digital means</p>	<p>Operational efficiencies</p> <p>Greater access to accurate and consistent data and information</p> <p>Greater understanding of project and programme status across partner organisations</p> <p>Consistency of data, processes and procedures</p> <p>Improved Customer Satisfaction</p> <p>Improved response times</p> <p>Improved service quality</p>	Dec 2023