

# National Transport Awards 2017 Transport Local Authority of the Year

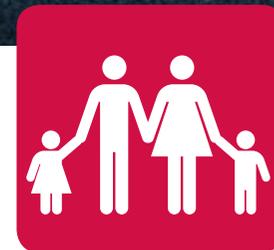
Essex  
Highways

RINGWAY  
JACOBS  
integrated expertise

Essex County Council



*Transforming our  
transport network*



## WE ARE PROUD OF OUR SUCCESSES

Like all councils, we are facing huge budget challenges, cuts to our services and increasing demands on our resources. It's a difficult time, but we realised that by making a few changes in the way we worked we could meet these challenges head on and keep delivering the best possible services to our residents. We've embraced change and behaved differently, introducing new ways of working across Essex.

We are immensely proud of all that we have achieved this year, accomplishing this by collaborating and partnering with our residents and supply chain. Our successes have confirmed that change is actually good!

**Our Essex highway network is vast, being the 7th largest network in the country**



**Over 5,000 miles of roads**



**4,000 miles of footways**



**4,000 miles of other Public Rights of Way**

## What we have achieved



Securing £200M of South East Local Enterprise Partnership funding



Receiving accreditation to BS55001 Asset Management in March 2017 - a unique achievement for any Local Authority



Shortlisting of our Growth and Infrastructure Framework (GIF) for a Planning 2017 Partnership Working Award



Re-securing our accreditation to BS11000 – Collaborative Partnerships



Successfully investing in our Essex Highways Integrated Contract, growing it from £40M to £140M in 5 years



Re-launching our customer service web platform, Service Information Centre (SIC)



Investing in **4 major improvement schemes** to keep our economy growing to its full potential



Making savings of **£14.7M** due to efficiencies of working



Introducing LED & smart lighting, reducing maintenance costs and our carbon footprint



Significantly improving our bus passenger satisfaction levels (a rise of **7%** since 2015)



Improving Access to Basildon Hospital, reducing waiting times by an enormous

**83%!**



## OUR STRATEGIC VISION

Clearly major interventions are needed to support high levels of growth. We have been successful in securing funding of **£200M** in Rounds 1 to 3 of the South East Local Enterprise Partnership Awards. To achieve this delivery target, we have committed **£5M pa** from our capital budget, to progress with advance scheme feasibilities and designs.



- Boost economic growth
- Enable people to live independently
- Improve journey reliability & network resilience
- Help create great places to live, work and visit

### WELCOME TO ESSEX

- Population of 1.4M people
- Home to 650,000 jobs
- 8th largest economy in the UK (exc. London)
- Contributes in excess of £30bn to the national economy

**Ambitious growth plans; 130,000 new homes and 80,000 new jobs over the next 15 years**



To articulate the scale of our challenges, we developed our **Growth and Infrastructure Framework (GIF)**, published in February 2017, which highlights our infrastructure needs to enable us to drive economic growth.

Our GIF has been shortlisted for the **Planning 2017 Awards** under **Partnership Working**.



 *Costs estimated to meet our future needs: £10.4bn*

To support our GIF, we have further defined our vision for transportation for Essex, see below.



**Essential Infrastructure to Support Growth**

**Our Priorities**

- Prioritise effective use of the current transport network and focus on more efficient investment of profits and services
- Invest in strategic growth corridors to improve access to the International Gateway and enhance connectivity between key Urban Centres
- Boost economic growth
- Enable people to live independently
- Improve journey reliability and network resilience across Essex, and
- To help create great places to live, work and visit.

**Our Track Record**

Greater Essex has an excellent track record of funded transport scheme delivery and leading economic growth. It is a net contributor to the national economy and can do more. Highlights of notable economic and can-do items. Highlights of notable economic schemes include:

- A130 300 Carles Farm major scheme comprising the long lease for bus and the Thames Gateway (ES01) (2012)
- Procurement schemes on A14 in Harlow linked to the Harlow Enterprise Zone with ERM
- New northern approaches route into Colchester to support major growth in Colchester including a new A12 junction and northern approaches dual route and Harlow Park and DCC A14 to the north (ES11) Park and DCC A14 to the north (ES11)
- Proactive approach in planning of major infrastructure through collaboration. Examples include joint working the M11 and with Network Rail for Ipswich and New Station

**Essex Gateway to Global Growth**

**Our vision for Essex ...**

“A transport system that supports sustainable economic growth and helps deliver the best quality of life for the residents of Essex.”

**Our Ambition**

Greater Essex is a significant driver in the UK economy and a source of opportunity. We are well placed to spearhead a global revival of local regional economies, both by enabling our own economy to ERM billion by 2025 and then to the rest of the UK. Currently some 1.8 million people, the potential for significant economic growth to 2025 and beyond can be realised through Government support to unlock £20 billion in investment in Greater Essex's transport infrastructure by 2026. This potential includes:

- 300,000 more jobs living in the area
- 180,000 new houses
- 78,000 additional jobs
- £4.5bn GVA per annum

**CONTACT**

www.essex.gov.uk/majorprojects  
0345 603 7811

**Growth Opportunities and Challenges**

The Greater Essex economy builds on its position in close proximity to London and economic locations such as Cambridge. Greater Essex also provides the Gateway to a Global Britain through its international ports (Harwich and Southend) and Port of Tilbury. Much of the Greater Essex economy is focused along six key transport corridors.

**Corridor Data:**

- A10/A131 CORRIDOR:** 27,800 jobs, 49,000 jobs, 204,000 sqm
- A12 & GREAT EASTERN MAINLINE CORRIDOR:** 32,000 jobs, 47,300 jobs, 197,000 sqm
- A120 HAVEN GATEWAY CORRIDOR:** 22,100 jobs, 58,300 jobs, 243,000 sqm
- THAMES GATEWAY CORRIDOR:** 33,000 jobs, 76,800 jobs, 320,000 sqm
- A44 CORRIDOR:** 17,000 jobs, 32,000 jobs, 132,000 sqm
- LONDON STANSTED CAMBRIDGE CORRIDOR:** 5,100 jobs, 27,000 jobs, 113,000 sqm

**Challenges:**

- East-ward rural roads: connectivity by all modes of transport
- Public transport reliability and options
- Access to strategic Road Network
- Investment in broadband power stations
- Connectivity to Harlow
- Delivering sustainable growth through the Green Climate Community





## DELIVERING A CHALLENGING AGENDA

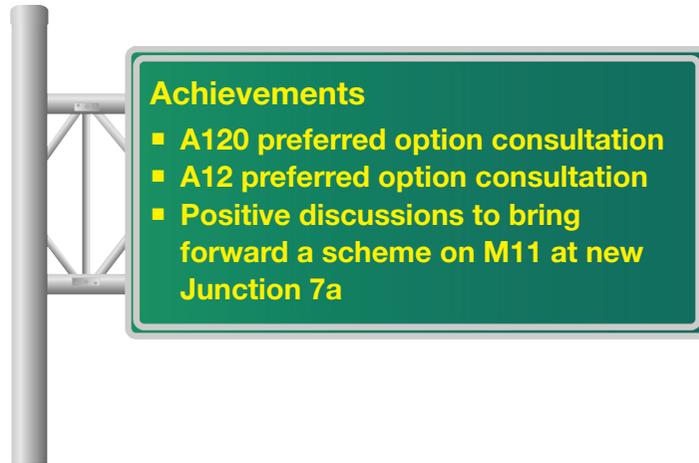
We understand that delivering our strategic vision will be challenging. We will achieve this by collaborating, successfully delivering across our corridors and listening to our residents.

### PARTNERSHIP WORKING

Our Highways and Transportation service has grown from strength to strength, since its inception in April 2012.

It has been further enhanced by our Essex Strategic Highways Group, which formed in April 2016.

Overall, our partnership is the largest single transportation contract in the country.



*Our collaborative approach has already saved almost £2.2M on the M11 J7a scheme.*

## ROAD SAFETY AND THE SERP



Our Safer Essex Roads Partnership (SERP) was formed in 2015 with the sole aim of reducing the number of deaths or accidents on our roads to zero.

- SERP
- Essex County Council
- Southend-on-Sea Borough Council
- Thurrock Council
- Essex Police
- Essex Fire and Rescue Service
- Highways England
- Essex and Herts Air Ambulance Trust
- East of England Ambulance Trust
- The Safer Roads Foundation

Our partnership recently won the gold award in the national 'First Car' Young Driver Awards 2017 in the 'Young Driver Campaign' category, for its 'My small change' campaign. The silver award for the campaign in the 'New Scheme' award category was also brought back to Essex.

### STRONG COLLABORATION

Our strategic partnership prides itself on working openly and collaboratively, **building trust** to create solutions to deliver the needs of our residents, workers and visitors. Clear leadership in each party helps embed this collegiate relationship.



*Our Highways Essex partnership has achieved third part certification to BS11000 – Collaborative Business Relationships, one of the first to achieve this in the sector.*



The success of our partnership was acknowledged in 2015 when it gained third part certification to BS11000 – Collaborative Business Relationships, **one of the first to achieve this in the sector.**

To facilitate growth, we used our strong collaboration with Highways England to transfer funding in 2016 from the M11 J7 scheme to an entirely new junction, 7a. This partnership and collaborative working won **the CIHT Effective Partnerships Award** in 2015.

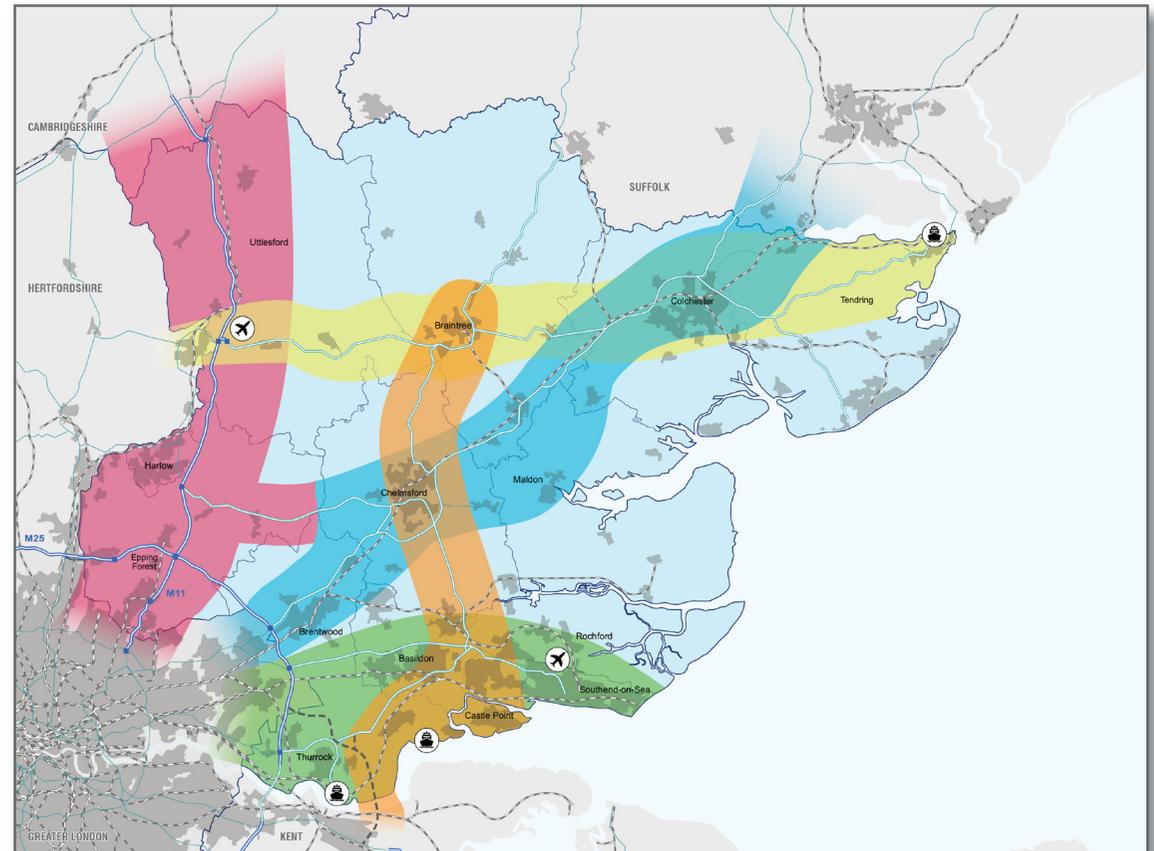
### MAJOR SCHEME DELIVERY

To achieve sustainable economic growth, we are also promoting 4 large/strategic major schemes, to be delivered by a team with a proven track record in delivering similar scale schemes for the Department for Transport and Highways England.



### Our Vision for the Future

- New J7A on the M11, north of Harlow
- Upgraded A127 Fairglens junction
- Chelmsford NE Bypass
- A120 dualling between Braintree and the A12





### WEST ESSEX (M11 CORRIDOR )

West Essex is a significant economic contributor to the rest of the County, being home to Stansted airport. Harlow is at the heart of West Essex, with a population over **80,000**.



We'd identified issues with congestion and traffic flows at the Clocktower roundabout within Harlow; a significant interchange with major flows on the A414 and Second Avenue. We added a filter lane to allow traffic to flow more readily. This upgrade provides a key link to significant areas of growth, including the Harlow Enterprise Zone.



## West Essex News

### Clocktower Roundabout Harlow

**Scheme completed in August 2015 on time  
and within budget**

**Expected Improvements in the Base Year:**

**Over 12 hours in a single AM peak hour**

**Over 9 vehicle hours in the PM peak hour**



### SOUTH ESSEX (A127 AND A13 CORRIDOR)

South Essex is of strategic importance to our growth plans. With a population of over **650,000**, it is home to the A13/A127 transport arteries.



Access to Basildon Hospital was problematic, taking some users up to 1.5 hours to leave the site. Our improvements provided enhanced and more efficient capacity to exit the site, resulting in a reduction in waiting times by an enormous **83%**!



Before



After

## South Essex News

### Access to Basildon Hospital

**Scheme completed in on time and within budget**

**Reductions in waiting times from 90 to 15 minutes**

**Happier road users!**



### HEART OF ESSEX (A12/GEML CORRIDOR)

The A414 is a key artery linking Maldon with Chelmsford. In support of the development of over **4,000** new homes in the area, we launched a route based strategy, resulting in the implementation of a number of successful enabling schemes.



## Heart of Essex News

### Maldon to Chelmsford Enabling Schemes

**Schemes well received, improving congestion**

**Completed ahead of schedule and below the approved budget**

**Supports growth , opening up development land within Maldon**





### HAVEN GATEWAY (A12 AND A120 CORRIDOR)

Thanks to an investment of over **£8M**, we opened our third park and ride service within Colchester in April 2015. It has been an enormous success since opening and helps to support and enhance public transport provision in our key towns.



## Haven Gateway News

### Colchester Park and Ride

**Services operate every 15 mins  
(Monday – Saturday)**

**First two months saw 20,000 passengers  
using it**

**Supports significant growth within Colchester**

**Reduces town centre congestion**

**Peak passenger counts of 1,221 people**



Colchester Park and Ride; High Quality Vehicles



Colchester Park and Ride; High Quality Facilities



## IMPROVING OUR LOCAL COMMUNITIES

Following detailed consultation with the residents of Jaywick, the most deprived ward in the country, we spent **£5M** delivering a significant programme of improvements via our Highways partnership.



Jaywick's story is famous, having featured on the BBC's One Show and in Channel 5's Benefits by the Sea.



Before



After



## MANAGEMENT OF OUR NETWORK

### AN INDUSTRY FIRST!

Our asset-led approach to maintaining our County's highways network is delivered using an industry-leading model by Essex Highways. Our collaborative approach is unique to Essex and is currently the largest highway services partnership in the UK.



We received certification to British Standard 55001:2014, Asset Management in March 2017. We are very proud of this achievement – it is a first for a Local authority, made even more remarkable that it was awarded with no non-conformances, something the auditors confirmed was probably unique.



*'During the close-out meeting the auditors complimented us, noting that they struggled to find areas for improvement and with no Non Conformance Reports raised. To put this into perspective, the lead auditor who has assessed over 60 organisations could not reference any other exemplary audit.'*

**Andy Denman, Operations Director**

### CAPITAL MAINTENANCE

Our network must be fit for purpose. Over the last financial year, our partnership has delivered an unprecedented level of maintenance works totalling over **4.4M m<sup>2</sup>**, equivalent to nearly 620 football pitches!



We can also demonstrate our progress on our journey to increased efficiencies via the DfT's Local Highways Maintenance Incentive Fund process, improving from Level 2 in 2015/16, to demonstrably securing the highest level of achievement, Level 3, in 2017/18. Not only did we achieve Level 3 status, but it has been attained across 90% of the 22 individual elements.





## ENHANCING OUR CUSTOMER EXPERIENCE

We live in a digital world and, as a result, how we are engaging with our residents has had to change.

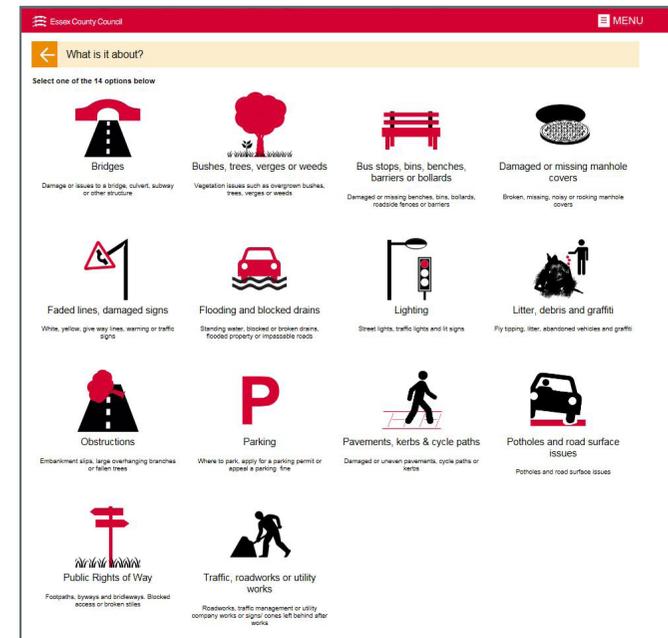
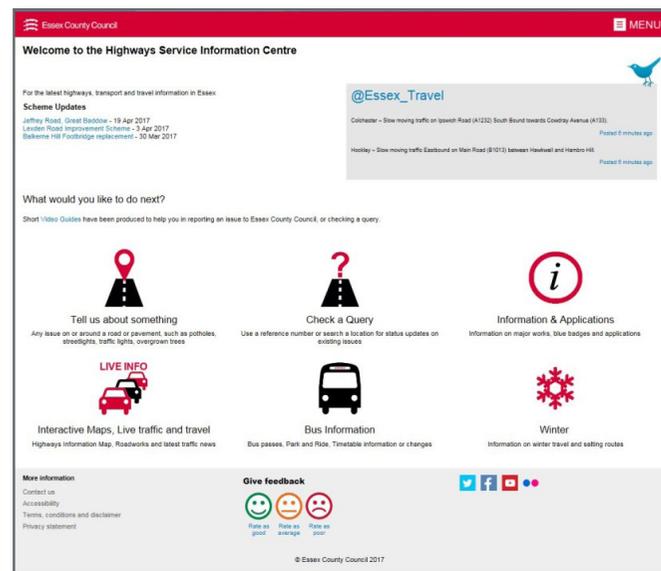
During 2017 we upgraded our customer service web platform, the Service Information Centre (SIC), to support our 'digital first strategy', encouraging our users to find solutions on-line first.

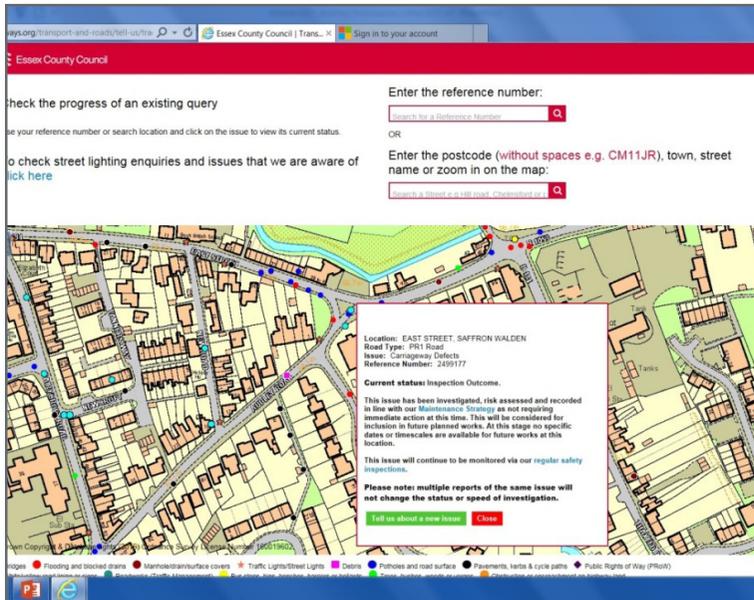
Link to

<http://www.essexhighways.org/transport-and-roads.aspx>



Our campaign to roll out the reinvigorated SIC was a great success, we've reported a move of almost 30% from telephone enquiries to web.





	Broadened online reporting of more types of issues
	Provided clearer signposting, directing customers to the appropriate organisation responsible for problem resolution where it is not the County Council
	Created a more transparent response where a reported highways problem does not meet current intervention levels
	Ensures ease of use when accessing via mobile devices, helping people using the network to access information there and then

### REACHING A WIDER AUDIENCE

We have launched our own 'You Tube' channel with a series of informative videos about our services:

Link to <https://www.youtube.com/playlist?list=PL09tfl-IkZRmw4D-maoi75-huRGDdcKEU>

We want our customers to have access to up to date information, to help them make better transport choices within our County.

### INCREASING PASSENGER SATISFACTION

Re-designing our bus network resulted in better provision at less cost to our taxpayers.

Consulting with our users brought about the Route 88 Partnership, which links different bus operators across our network in North Essex, which brings improvements in routing and scheduling and facilitates easier travel between operators.





### SUSTAINABLE TRAVEL PLANNING

We are helping Essex to plan their travel better. Our **Travel Plan Accreditation Scheme** is an annual programme, offering support to our residents in making more sustainable choices.



### LEAVE THE CAR BEHIND

The benefits in cycling are huge, from reducing congestion to improving health and wellbeing. We want to get more people cycling around Essex, more often, more safely.

Our **Cycling Strategy**, launched in June 2016, confirms our long-term plan to lead us to a significant and sustained increase in cycling within our County. It is built on three key elements.



#### ENABLE

a focus on leadership that will drive the strategy forward



#### PROMOTE

a targeted increase in the promotion of cycling



#### PROVIDE

a step change in the extent and quality of cycling infrastructure



We have appointed a **Cycling Advocate**, **Strategy Leader** and **Everyday Cycling Ambassadors** to help us promote cycling. A combination of this leadership, along with significant improvements to our cycling infrastructure will put us on the cycle path to success!



### ANGLIA RUSKIN UNIVERSITY Accreditation Standard: GOLD

#### Outcomes Achieved:

- Staff drive alone rate fell from 34% in 2015 to 32% in 2016
- Staff Park and Ride increased from 7% to 10%
- Staff walking increased from 21% to 23%
- The Chelmsford Park and Ride service now serves the University from both Sandon and Chelmer Valley sites which has led to this increase in travel mode



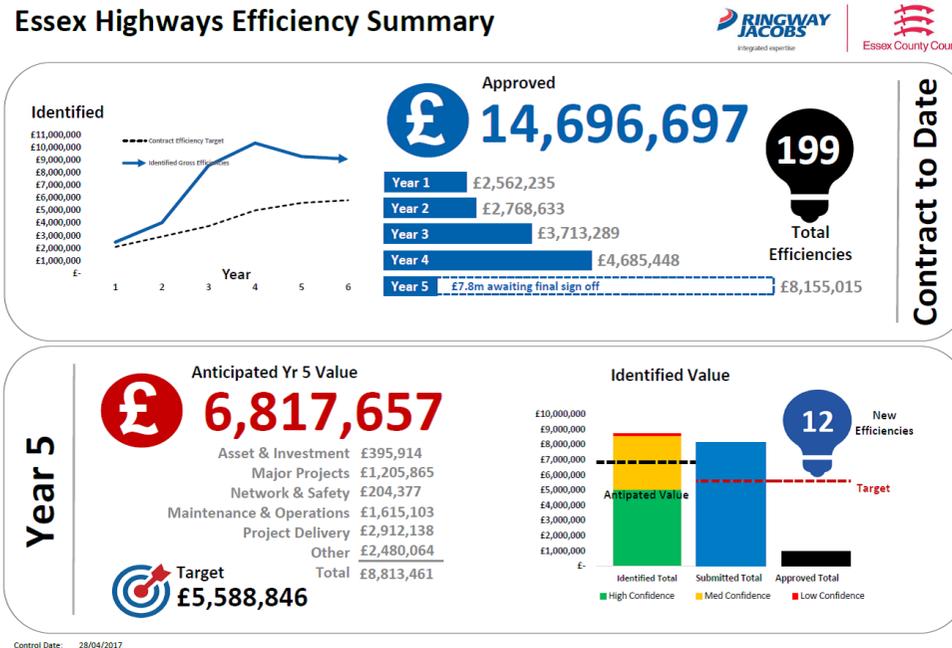


## INNOVATION & EFFICIENCY

Driving innovation and efficiency savings are at the heart of what we do. We need both deliver our challenging agenda.

### EFFICIENCY SAVINGS

Our Essex Highways Strategic Partnership is no stranger to making efficiencies, as is shown below. There have been year on year improvements in Years 3 and 4 (2015 and 2016) of the contract, with all the signs showing that Year 5 looking will also follow suit.



### PERFORMANCE MEASURES

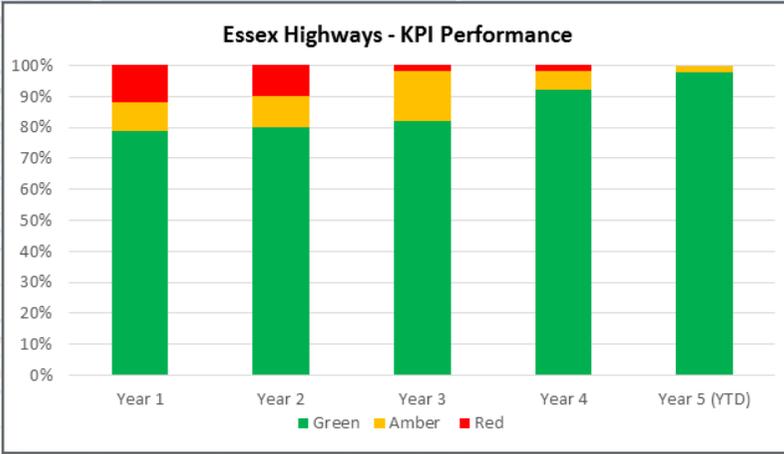
As well as efficiencies, large contracts also demand rigorous performance measures. A comprehensive set of performance measures were developed in Year 1 of the contact and at Year 5, our partnership is performing extremely well.



Reporting against Year 5 Targets and framework from July

Indicator Number	Frequency	Data Provider	Business Unit	Indicator Title	YEAR 5 TARGETS	Profit satisfaction	Reduction in fire incidents	Reduction in low target	Q1			Q2			Q3			Q4			YTD	Corporate Reported OI or KPM		
									Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar				
AC01	A	Jo Heynes	Asset Management	Condition of PR1 Network																	2%	OI		
AC02	A	Jo Heynes	Asset Management	Condition of PR2 Network																		2%	OI	
AC03	A	Jo Heynes	Asset Management	Condition of Local Roads																		12%	OI	
AC04	A	Jo Heynes	Asset Management	SCANNER RCI, PR1 Mid Bands																		0.0%		
AC05	A	Jo Heynes	Asset Management	SCANNER RCI, PR2 Mid Bands	2%	>=	1%	0.5%	P	-3%	-2%												-0.1%	
AC06	A	Jo Heynes	Asset Management	Condition of heavily used Footways	28%	>=	34%	19%	P	-3%	-2%													OI
AC07	A	Jo Heynes	Asset Management	Condition of lightly used Footways																				OI
AC08	M	David Fortin	Operations	Street lighting defects																				
AC09	A	Jo Heynes	Asset Management	Bridge Condition Score Improvement																				
AC10	Q	Chris Davis	Finance	Reputation rate of Highway Agency																				
AC11	Q	Jo Heynes	Asset Management	Timeliness of asset adoptions																				
AC12	M	David Fortin	Operations	% P2 defects repaired / major businesses																				
AC14	M	David Fortin	Operations	Routine cleansing of drainage																				
BM01	Q	Mark Godson	Communications	Scheme satisfaction surveys																				
BM08	A	Mike Thompson	Commercial	Supply Chain 360 Reviews																				
BM10	M	Nanci Sherman	Finance	% recovered vs. Invoiced Credits																				
BM12	M	David Fortin	Operations	% defects repaired right first time																				
BM14	M	David Poie	Commercial	Final Accounting in Time																				
BM15	M	Chris Davis	Finance	Accuracy of Invoicing																				
BM17	Q	Erwin Despe	Major Projects	Quality of Transportation Studies	70%	>=	80%	90%	P	-2%	-1%													
BM19	A	Nanci Sherman	Finance	Task Order satisfaction survey																				
BM20	M	Chris Davis	Finance	Accuracy of application																				
BM21	M	Nanci Sherman	Finance	Contract Process Compliance																				
BM22	M	Nanci Sherman	Contract	Quality of Data in Confirm - O																				
CP02	A	Vicky Presland	Design Services	Development Management satisfaction survey	50%	>=	75%	90%	P	-2%	-1%													
CP07	May & Nov	Jo Heynes	PROW	Public rights of way that are easy to use	50%	>=	55.0%	62%	P	-3%	-2%													
CP08	A	Mark Godson	Contract	Surface of roads in good condition- survey	42%	>=	48%	53%	P	-2%	-1%													
CP09	A	Mark Godson	Contract	Surface of footways in good condition- survey	45%	>=	50%	55%	P	-2%	-1%													

 Our County's roads with Primary classification 1 and 2 are either on target or at an exceptional level above target for condition.



Our KPIs under the contract continue to improve year on year.



### ORCHARD FOOTBRIDGE PROTECTION

Our Structures Maintenance Team used an innovative combination of materials to protect the abutment of Orchard footbridge spanning the Roman River in Colchester. We believe this is the first time two environmentally friendly and resource efficient technologies - recycled PVC plastic sheet piling and Guadua Bamboo culms - have been used to produce a better engineering solution.



This is a fine example of how innovation can benefit the Council, local residents, Essex taxpayers and the wider world community and environment. I encourage other engineers and all our staff to use similar approaches to innovation to the very wide benefit of all of us."

**Cllr Eddie Johnson, ECC Cabinet Member for Highways and Transport Delivery**



Before



After



## OUR LIGHTING JUST GOT SMARTER!

Efficient lighting helps us to achieve safe and efficient speeds and traffic flow around our County, but this comes at a price.



### Spend

*£240,000 pa on revenue maintenance*

*£3.9M on energy costs*



We recognised that this is not sustainable, so introduced a pilot in 2015/16 to replace traditional light fittings with LED lights. The LED Light Capital Investment seeks to install **40,000** new lanterns over a three year programme with an annual savings efficiency of **£1M** per annum. To date, 9,500 have been installed.

Smart lighting is also coming to Essex! 8,000 of our new LED lanterns will be smart, with the potential to connect to Internet of Things (IoT) technologies. Future proofing our assets is key in helping to achieve our vision.





### MINIMISING DISRUPTIONS

Our asset management approach uses road condition surveys to identify our priorities for surfacing treatments. Surface dressing our roads at the right time prevents defects occurring, avoiding expensive reactive repairs.



We trialled Eurovia's new 'Etnyre' chipping spreading machine on the A129, between Wickford and Rayleigh, in June 2016. This new machine spreads a greater capacity of chippings, to a width of 6m, a span not reached using conventional spreaders. A 'one-pass' coverage of the surface was achieved, allowing 30,000 m of new surface to be laid in just one day! We are always on the look out for new equipment/processes/innovation to help make us more efficient.





## PARTNERSHIP APPROACH

We received the President's Award for Resilience 2016 from the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) in January 2017, due to our Multi-Agency Partnership approach to the Canvey Island flood alleviation project.



## CANVEY ISLAND PARTNERS



We increased awareness and enhanced resilience in flood risk management by developing a 6-Point Plan, to be delivered over the next ten years.



*In November 2015, Water Minister, Rory Stewart, voiced clear commitment and identified up to £3.4M in contribution from Defra to this critical infrastructure. He said:*

*“This is an impressive example of people working together. The 6-point plan looks amazing. This is a high priority. I am an advocate. We’d like to take this model around the country.”*



## RISING TO THE CHALLENGES



### **Our partnerships are stronger**

'Highways England has an excellent working relationship with Essex County Council. There are a number of large infrastructure projects in Essex on both the strategic and local highway network which will deliver growth across the region. We are collaborating closely on the delivery of those projects and there is a real sense of joint ownership to deliver those projects successfully and ensure objectives are realised'.

Simon Amor, Asset Development Manager  
Highways England

**Our challenges are more challenging than ever** but we have an unwavering commitment to transform our transport network to strive to make Essex better connected.

**Our future is bright and getting brighter** even with our roll out of Smart LED lighting!