

# Transport Asset Management Innovation in Data Use



## *Application*

<b>Local authority</b>	Blackburn with Darwen B C
<b>Region</b>	North West
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We are making an application for funding in Element 1, and a narrative (maximum two pages) is attached. The narrative states the amount claimed, which does not exceed the maximum for this authority.



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**Applications must be submitted by 5 pm on Friday 19 December 2008.**

Applications should be submitted electronically by emailing them to [highwaysmaintenance@dft.gsi.gov.uk](mailto:highwaysmaintenance@dft.gsi.gov.uk)

## Introduction to Blackburn with Darwen

Blackburn is a large town within East Lancashire, North West England, lying north of the west Pennine Moors. It is bounded to the South by Darwen, with which it forms the unitary authority area of Blackburn with Darwen.

Blackburn with Darwen is characterised by its compact urban areas, set within attractive Pennine countryside. The two towns of Blackburn and Darwen grew very quickly in the nineteenth century with the development of the textile industry. This has left a legacy of Victorian housing and transport infrastructure which brings opportunities as well as real challenges. In particular maintenance of old drainage systems and the need to cater for heavy traffic on existing narrow streets.

## Background to Blackburn with Darwen Borough Council

Blackburn with Darwen is a modern unitary authority with a strong, confident approach to community governance, performance improvement and quality services.

The Council has a reputation for innovation and its ability to deliver ambitious new projects, winning the LGC Council of the Year Award in 2002.

Since inheriting its infrastructure from Lancashire County Council in 1998, the authority has committed significant efforts into improving the condition, maintenance, efficiency and overall management of highways assets within the Borough.

## Blackburn with Darwen in partnership with Capita

In July 2001, Blackburn with Darwen Borough Council outsourced its Highways Management services to Capita as a result of a 15-year strategic private / public sector partnership. One of the longest and most comprehensive to be agreed in the local authority market at that time, this innovative partnership intended to improve council services, create new employment opportunities, deliver a regeneration programme to Blackburn town centre and provide cost savings to be reinvested in the authority.

## Asset management – HAMP

The Council acknowledges that its Highways is its most valuable assets and the maintenance of these is a priority for Blackburn with Darwen, one which goes beyond the legal requirements and seeks to maximise the Highways' contribution to the ongoing regeneration and development of the Borough and to the Councils' and Governments' wider strategic objectives.

In 2006 an initial Highways Asset Management Plan was developed for Blackburn with Darwen by Capita. This was designed to build on existing good practice in order to enhance the Council's approach to asset management. Blackburn with Darwen realised very early the importance of understanding the extent and condition of Asset in order to manage them proactively.

The HAMP outlines our clear objectives of, **Network Safety, serviceability, sustainability and customer service** which provide a basis for highway and asset management;

This formal, structured approach enables the authority to gain a clear picture of the current situation and to develop a long term programme which addresses the existing maintenance backlog and forms a platform from which real progress could be made.

A **working group** was also established to ensure that actions within the **HAMP** were appropriately implemented and continuously monitored to determine the level of improvement.

The HAMP identifies *all* elements of the highways network and aims to approach the management of these in a consistent manner. Considerations are strongly made for the **Community requirements** and the **prioritisation model** is based on these requirements.

## Inventory collection

Blackburn with Darwen prides itself on the collation and management of comprehensive Inventory, Condition and Performance asset data which allows for a highly effective management process in order to inform the decision making process and maximise asset value.

As part of developing the HAMP document in 2006, Blackburn with Darwen undertook an extensive inventory collection process to identify and record the Borough's entire highways asset. The authority recruited additional staff to walk all the Highway Network; photograph and electronically record the highways assets. Touch screen laptops were purchased and specifically formatted for this exercise. Information recorded included, location, dimensions, construction detail, specifications and approximate age.

In addition where available, the history of the asset was also added to the specific inventory data. The data collected to date consists of the following assets

Asset	Detail	Asset	Detail
Highway Gullies	33,725 no	Street Lighting Columns	18,347 no
Highway Channels	3,797 no	All signs	9397 no
Footway length	950 km	Non illuminated Bollards	3043 no
Carriageway length	663.3 km	Yellow Lines	146,383 lm
Pedestrian Guardrail	1836 m	Disabled Parking bays	1210 lm
Pedestrian crossings	276 no	Resident Parking bays	5116 lm

The Inventory data collected was transferred to the data management system, Exor, where it provides an overall view of highways assets. Following this, data can be viewed using the GIS system Mapinfo, visually displaying the assets on the highway network.

The Traffic signal inventory collection was slightly more complicated. We were far less confident in the accuracy of the data we had relating to the traffic signals. We decided in early 2008 to source a specialist company to undertake the asset inventory survey. So in the summer of 2008 Pell Frischmann was appointed to undertake the survey which was completed in November 2008.

Blackburn with Darwen now hold a comprehensive inventory data of the highways assets which allows for detailed analysis of the asset condition, also providing a foundation to provide a true valuation of the asset in the future.

This provides a bench mark for which future valuations will be based upon, in order to determine our performance in relation to varying highways asset valuation. Whilst we do not currently make use of this valuation process, we intend to do so in the future.

The authority continues to adapt these highways assets to meet the changing needs and challenges of its communities and our team of experienced highways inspectors ensure the most up to date data is available through the continuous monitoring and updating of the existing inventory data.

The available data is being used in many different ways, providing a highly beneficial and effective service. Some examples of this practice have been described below, which also demonstrate how **measurable benefits** can be achieved by implementing an **asset**.

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Secured funding will enable us to better manage the public realm within this legacy of poor infrastructure.

Blackburn is well served by main road and rail corridors providing good high level accessibility. However Darwen's accessibility is comparatively limited. This is exemplified by the strategic A666 corridor which links the two town centres and runs at the bottom of a heavily built up valley. There are few alternative routes.

In 1998 the M65 motorway was built through the Borough, on a line between the two towns, improving access and attracting investment and jobs.

The borough has a diverse population (as per the 2001 Government census) of 137,470, with 69.22% White British (compared to a national average for England 89.99%) and significant Indian (14.31%) and Pakistani (11.45%) ethnic minorities. As a consequence of this diversity, projects implemented within the Borough are designed to meet the specific needs of these groups.

Funding will allow the provision of more tailored highways assets recognising the character and particular needs of our diverse communities.

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## **Blackburn with Darwen's Highways Team**

Blackburn with Darwen's Highway Team is based within the purpose built Capita Blackburn Business Centre in the heart of Blackburn town centre only two minutes walk from the Council's core offices.

From here the team of over 90 Highways staff deliver a range of services including:

Network Management	Specialist Maintenance
Highways Defects	General Highways Maintenance
Street Lighting	Casualty Reduction / Road Safety
Winter Maintenance	Parking Services
Traffic Management	Civil Engineering and Highways Design

The management and maintenance delivery teams are in the process of being integrated to form HAMIS (Highways Asset Management Integrated Services) which provides a true, end to end, efficient Highways Asset Management process.

The creation and implementation of Blackburn with Darwen's Highways Asset Management Integrated Service actively improves service delivery. This will establish better use of highways assets in order to generate efficiencies and provide added value through improved community engagement.

### **Asset Management – HAMP**

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A **working group** was also established to ensure that actions within the **HAMP** were appropriately implemented and continuously monitored to determine the level of improvement.

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### **Inventory collection**

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In addition where available, the history of the asset was also added to the specific inventory data. The data collected to date consists of the following assets

- Highway drainage
- Footway information
- Carriageway information
- All Signs
- Street lighting
- Traffic signals
- Bridges and Structures
- Safety fencing
- Other street furniture

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## Safety Inspections

In early 2002 the Council was facing an annual cost just over £1M, in litigation claims. Using our inventory we established in which areas there was a density of claims, from trips and falls. We developed and implemented a scheduled inspection of all footways, which was made possible by using our available data on 950 Km of footway. The frequency of these safety inspections are carried out based on the condition of footway and volume of footfall in the area. Information that is held on our database for the 1897 streets is regularly updated following all inspections.

The inspections raise defects to be repaired and ultimately lead to elimination of hazardous conditions on the network. The introduction of robust systems of asset management was successful in achieving a 75% reduction in the cost of litigation claims to the Council.

## Road Safety Schemes

Working closely with Police and emergency services, We maintain data on all Killed Seriously Injured on our Highways.

We continuously monitor our data to identify accident hotspots and introduce location specific solutions. These could be traffic calming measures, pedestrian awareness,

**KSI casualties: 1994-1998 average, 2006 and 2007 – best and worst performing local authorities**

County/Unitary Authority	1994-1998 average	2006	2007	2007 % change on baseline
Halton	157	50	44	-72
Coventry	322	131	107	-67
Telford & Wrekin	140	52	51	-64
Blackpool	197	94	75	-62
Reading	99	47	38	-62
Blackburn with Darwen	159	84	62	-61
Kingston-upon-Thames	127	77	49	-61
Hartlepool	46	41	43	-7

Local Transport Today 507/ 14 November – 27 November 08

road safety schemes, driver training or speed awareness training in communities. One of the non technical solutions, which we introduced was the award winning Mosque Marshalling scheme. This scheme managed the safe crossing of roads by children, going to mosques after school hours.

The new data from the Dft breaking down traffic accident casualties by local authority area in England reveal that Blackburn with Darwen has reduced the number of people Killed Seriously Injured by 62% on our roads in the past decade. Table above from *Local Transport Today 14 Nov -17 Nov 08*, shows Blackburn to be the 6<sup>th</sup> best performing authority in England.

### **Additional one off funding**

It was highlighted through data analysis that in rural areas we have carried out substantial reactive maintenance over the years and not dealt with the root cause of deterioration due to funding constraints. This had led to a cycle of similar repairs at the same locations or "Trouble Spots". These Trouble Spots were a drain on the resources and conveyed a negative image of the Authority. Two of the main causes of Trouble Spots in rural areas are unresolved drainage problems and over running of carriageways edges.

A strategy, to invest and resolve these issues, was presented to the Executive Member based on the findings from our data. Subsequent to which a substantial one off allocation was made available to address the maintenance issues at these Trouble spots.

### **Management of utilities working on the network**

Annually, the Council process over 3500 notices from utility companies for excavation in the highway. To ensure that the utility companies are reinstating the asset to the agreed standard and complying with notified Network occupancy time, we have an excellent monitoring regime. Monitoring is carried out through our Electronic Transfer of Notices system supported by our Inventory database.

We inspect 100 % of the reinstatements within the two year guaranteed period, currently 23% of these reinstatements are failing to meet the required standards and defect notices are being served on the utility companies who then carry out the remedial works required by them. This proactive management of utilities through our data has minimised network defects caused by poor reinstatements.

Due to the popularity of our success, we have assisted Salford Urban Vision implementing this system and are also providing Guidance to Manchester City Council.

### **Development of the Special Maintenance Programme**

A Special Maintenance Programme is developed to deliver specific highway maintenance schemes. These schemes are prioritised and developed, based on an analysis of various data streams and inputs to include; structural survey data, information logged by safety inspectors against inventory, members and stakeholders requests for service, accident statistics, police input, and community inputs.

The Authority recognises the importance of using asset data to implement community improvements in order to better the use of highways assets, and believe that active and structured engagement is a fundamental and primary stage to this process.

### **Link to Communities**

As a forward thinking authority, Blackburn with Darwen has long understood the importance of consultation when identifying successful and sustainable service delivery and empowering members of the community to contribute to the decision making process.

The authority is committed to sharing and embracing best practice and refers to valuable guidance documents such as The Local Government White Paper, Strong and Prosperous Communities (2006) when working with communities.

This commitment is demonstrated by the implementation of a **Neighbourhood Engagement strategy** which was developed in line with policy and other resources delivered by 'Communities and Local' and the 'Institute of Community Cohesion'.

The authority has an advanced model of community engagement and participation in service delivery, design and accountability through its neighbourhood structures developed by the Lancashire Strategic Partnership.

This approach is replicated throughout the authority - The development of the Local Transport Plan (version 1 and 2) saw an extensive community consultation process from inception to completion. The document itself, which directly influences the HAMP, also places a strong emphasis on the need for stakeholder involvement.

In 2002 the Borough was divided into five neighbourhood co-ordination areas which enabled more integrated community consultation providing further clear lines of communication with stakeholders.

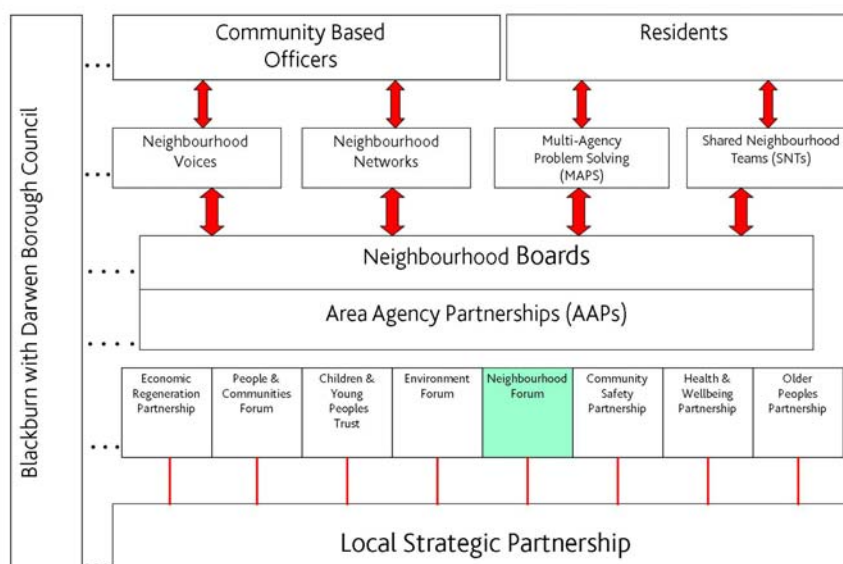


Figure 1.1: BwD Neighbourhood Structure

Each area also benefits from a Neighbourhood Co-ordinator; responsible for bringing citizens to the heart of service delivery. This was the catalyst for the development of the much broader neighbourhood structure which currently exists – see Figure 1.1.

The neighbourhood structure is designed to encourage involvement from representative groups throughout the Borough and to provide flexible channels of communication in order to gather specific thoughts, concerns and issues relating to individual areas.

This information is reported to Council Officers through the **Neighbourhood Boards** and **Area Agency Partnerships** and following that, the appropriate decision makers within the **Local Strategic Partnership**. The information is transferred into priority actions within the community and services are refined in order to attend to the issues highlighted.

The attached table - Figure 1.2 demonstrates some specific examples of how the groups illustrated within Figure 1.1 have achieved innovative service delivery and their ability to meet the criteria of this funding.

<b>Project Title</b>	<b>Intervention</b>	<b>Strategic Aims / Local Area Agreement</b>	<b>Value for Money</b>	<b>Handling of Change</b>	<b>Benefits accrued</b>	<b>Sustainability</b>
Multi Agency Problem Solving (MAPS)	Moveable, interactive speed signs	Building stronger and safer communities	Many neighbourhood areas request traffic calming, however, without an acceptable first year rate of return these schemes cannot be funded. An alternative to this is the use of interactive speed signs which residents' groups can apply to have erected in their local streets to highlight the issue of speed to passing drivers. The cost of these signs is considerable cheaper than physical measures.	Residents are extremely supportive of these devices and it promotes a neighbourhood approach which encourages them to become involved in other projects to address issues in their areas. Since the first installation of this type of sign, received an increased number of requests for the same types of signs to be installed in their localities.	Most collisions happen within a one mile radius of a persons home and by encouraging drivers to slow down the neighbourhood is made safer for all residents.	Neighbourhood boards have funding available to address local issues to allow signs to be purchased. The signs are also moved around the area on a two-monthly basis so a not to encourage complacency, this also enables the benefits to be spread across a wider area.
Darwen Town Centre partnership board (incorporating a representative sample of the local community)	Traffic management system	Improve health and well-being Building stronger and safer communities	The Partnership Board were instrumental in developing the concept for the new traffic management system for Darwen Town centre. Their involvement from the outset meant the board were supportive of the scheme therefore little alteration was required once designs were implemented	The long term vision for Darwen is 'six towns in one'; a living town, a working market town, a thriving historic town, a town set in the countryside and an inclusive town. The boards' input ensured commitment and buy in from the community as they felt a sense of ownership.	The partnership Boards' involvement ensured that the needs of the community were captured and met. Reduction in casualties achieved, Improved access to shops and reduced congestion around the town centre.	The traffic management system was designed as a sustainable option which requires minimal ongoing management. Air quality improvements were made.
Neighbourhood Networks	Walking Bus	Improve health & Wellbeing Building stronger and safer communities	Congestion around the Borough's schools is a particular problem making it difficult and dangerous for children crossing the road and also increasing CO2 emissions. Schools are encouraged to establish walking buses which not only alleviate the above issues but are also a great health benefit to our children.	One area wished to establish a walking bus, however, part of their route would involve children walking on the carriageway. Due to the surrounding environment there was no scope to introduce a footway. Consultation was undertaken to develop an appropriate alternative to inform drivers that children were crossing the road.	Two interactive signs were developed that enabled the parents of the walking bus to remotely operate the signs when the children were in the road. Increased pedestrian skills amongst children, increased child alertness and encouraging healthy living by walking.	The scheme requires minimal ongoing management and running costs, providing a highly successful solution to an existing problem that can be easily replicated. The mobility of the sign also enables the scheme to be transferred to another area should the current walking bus scheme be deemed no longer necessary.
Shared Neighbourhood Teams (SNT's) Bastwell area. Operational delivery of the actions within the area plans. Co-ordinated responses to significant local issues as they arise	Mosque Marshalling, Winner of the international Prince Michael Award in 2006. In the area in questions children were crossing main arterial routes out of the town centre and spike in casualties was identified at specific times which coincided with young people attending Mosque. The scheme also incorporated educational inputs delivered within the mosque.	Building stronger and safer communities Improve Health and well being	The project addresses the 31 child casualties in this areas at cost of £2.7M over a two year period. Since the implementation of this scheme, we have measured a substantial reduction in child casualties.	The project enabled the group to access the required training and resources to provide volunteer marshals who are responsible for assisting children in crossing the road at specific marshalled points. Blackburn with Darwen also engaged with local businesses in order to access sponsorship and the provision of high visibility vests.	Reduction in child casualties, improved communities cohesion and increased voluntary opportunities.	Operated by the community, for the community after initial input and training from officers to establish this scheme.
Area Agency Partnership (AAPs). Responsible for the strategic co-ordination of the multi agency resources.	A Fire and rescue officer is on free secondment to BwDBC Casualty Reduction team to assist in the delivery of educational inputs to young people using the our developed award winning 'Missing Matthew' resource.	Improve health & Wellbeing Building stronger and safer communities	Reducing the number of young driver casualties, with an average cost of £88K. Substantial reductions in young driver casualties have been achieved.	Raising awareness of consequence of speeding, Influencing young drivers to drive more safely.	Reduction in speeding and casualties. Improved community cohesion	This project is linked with Lancashire partnership for road safety, funded by the safety cameras.

In addition to this, we have formed significant relationships with members through the introduction of **Member Liaison Officers (MLO's)** - It was recognised that members were experiencing difficulty in establishing and locating the appropriate officer to deal with their queries resulting in delayed responses and frustration. In response to this, Capita Symonds in partnership with Blackburn with Darwen Borough Council introduced MLO's. The officers are of high calibre and motivated, with a proven track record of exhibiting excellent communication skills and dealing with problems in an efficient and courteous manner. The Primary role of the MLO's is to accurately understanding Members issues, directing their queries to the appropriate person to ensure a swift response. The MLO will also monitor and accelerate progress if required.

## **HAMP and the Local Area Agreements**

The implementation of our Highways Asset Management Plan is intended to contribute to the Council's wider strategic goals and associated Local Area Agreements, as demonstrated below.

### **Building Stronger and Safer Communities**

#### **Improving community cohesion**

Increased and improved street lighting promotes safer communities and enables residents to access areas which may otherwise demonstrate potential risk.

Community consultation is encouraging participation and engagement between all residents in order to share concerns and identify common solutions.

#### **Reduce the number of people killed or seriously injured in road traffic accidents**

Our Highways maintenance and Casualty Reduction Teams have designed solutions by understanding the core causes of accidents within the Borough, making Blackburn with Darwen currently the sixth best performing Authority in England.

Highway assets serve the needs of the community, particularly the safety of residents, and the identification of improper use of highways assets is key. For example, Identification of a pedestrian guard rail which young people are jumping over to access a road allow Highways Inspectors to establish the value: risk of the asset and make the decision to remove it and replace with a safe crossing point in order to prevent injury. These issues are also informed through our community interface and help us serve the asset better for the communities.

#### **Improve street and environmental cleanliness**

The Borough contains 82.7km of back streets and majority of these are used by Bin collection wagons. It is a challenge to maintain these old Victorian back streets for heavy vehicles and effective drainage. All of which are managed through active community engagement, supported by the effective use of our inventory database.

### **Improve Health & Well Being**

#### **Reduce CO2 emissions from Local Authority operations**

Blackburn with Darwen's Casualty Reduction Team have implemented a range of road safety and pedestrian schemes designed to encourage children and parents to walk to school, making use of improved highways asset also highlighted where there was a need for safer footways. This in turn reduces CO2 emissions through a reduction in car use.

Blackburn with Darwen takes a sustainable approach to Highways Asset Management and has implemented a range of innovative schemes designed to improve efficiency – please refer to enclosed table - Figure 1.2 for further details.

## Improve the Local Economy

### Increase participation in regular volunteering

Associated schemes such as Mosque Marshalling and Pedestrian training provide volunteer opportunities whilst enhancing skills and experience within the community. Other examples include the walking bus and practical pedestrian training schemes.

### The Vision

Any secured funding from Element two of this application will be used to further enhance our Asset management abilities. The projects we plan to deliver with secured funding are briefly described below.

### IT solutions for community engagement

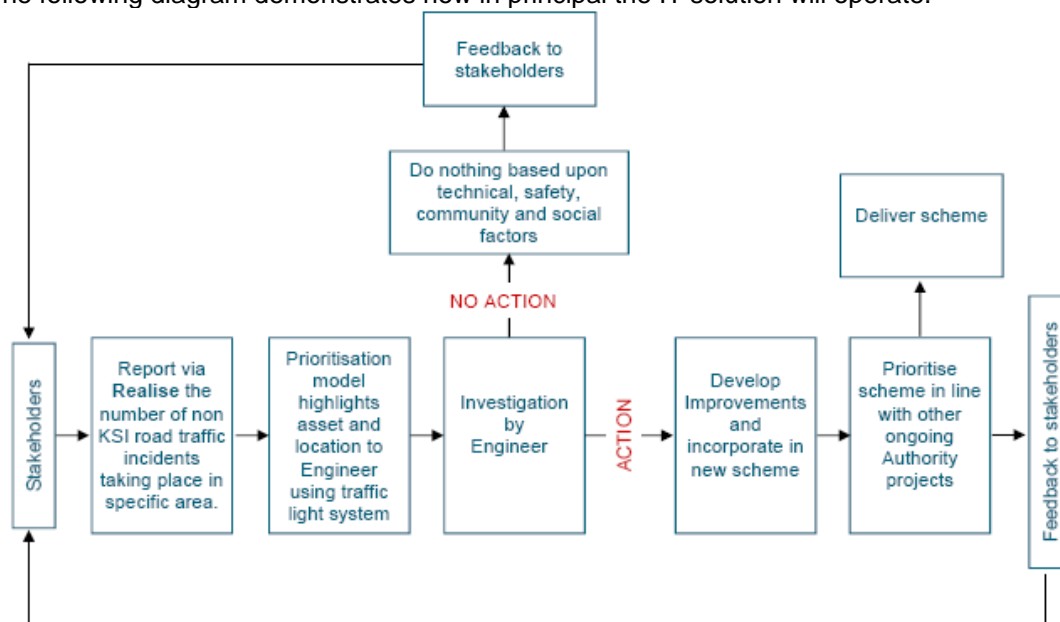
As we have earlier demonstrated, the Authority is already operating with a very advanced model of community engagement. We are always searching and open to how we can further develop this system to ensure we are proactively delivering to the communities needs.

To support further advancement of this current community engagement system we have identified an IT solution, which will further accelerate our aspirations to 'serving the asset to the Communities needs'.

The introduction of a web-portal accessible by key stake holders, providing them with the facility to access the Highways Asset Inventory and to report issues specific to the assets within their community.

Once raised, these issues will be highlighted to the appropriate engineer and prioritised based upon technical, safety, community and social factors. The stake holder will be automatically updated on progress and outcomes of the query.

The following diagram demonstrates how in principal the IT solution will operate.



This will move towards prioritisation of Asset Management based upon technical **and** valuable community considerations, allowing issues to be addressed prior to them becoming a hazard to residents.

Focused investment decisions (short, medium and long term) for Highways works, investment and management can take place on the basis of “prioritisation” which recognises the role of the highway in promoting community safety and an enhanced public realm

We anticipate that this process will empower people to become further involved in their community and allow the Council to provide a flexible solution designed to meet the specific needs of individual neighbourhoods.

This multi-functioning database and web-portal will be utilised by a range of stakeholders and provide many benefits:

- Councillors and community workers and all officers will be able to access and report on information relevant to their communities and view service delivery.
- The community will be able to log ‘real-time’ issues that will enter a traffic light system allowing them to view the priority given to each action and to follow its progress.
- We will increase accessibility to Highways Services by being more responsive to the consumer and our Shared Neighbourhood Teams.
  - o This includes providing the citizen/partners with up to date information which is easily accessible
  - o Providing information on progress on road works, latest updates and reasons for any delays
- Improve the transparency of prioritisation and incorporate engineering judgment and theory with financial, economic and engineering benefits.
- Produce high quality asset valuation and financial reports
- We can manage our principal routes and neighbourhood residential areas as separate assets which require different asset management strategies
- The current Stat 19 accident reports only include injury accidents and therefore the true level of accidents is not recorded. Capturing data from the community will provide engineers with a better understanding of the true nature of traffic incidents affecting certain areas and will assist in maintaining the asset and developing more appropriate traffic calming schemes and highway improvements

The web-portal will provide a sustainable solution which will enable the Council to understand the true valuation and capacity of its assets, promoting a more proactive approach to the management and replacement of existing assets. We anticipate that this will increase the life-span of assets and prevent a sudden and rapid decline in our current asset.

### **Highways Asset Management Integrated Services**

In order to create end to end service excellence, BwDBC is creating an Integrated Highways delivery team which will manage and maintain the highway network by replicating a Managing Agent Contractor style structure.

This will create efficiencies by eliminating duplication in processing and promote shared focus in delivering to the Neighbourhoods’ needs.

### **Exor upgrade and GIS module**

The Exor upgrade will provide further support in eliminating duplication in processing and further integration of our IT systems.

GIS module will provide a firm base for all stakeholders to view the asset inventory on GIS layers. The viewing of this data is currently restricted to Map info users only.

## Mobile working equipment solutions

To provide a swift and efficient service to our stakeholders, all inspectors and key stakeholders will be provided with mobile technology. Supported with live data, a substantial acceleration in reactive maintenance time will be achieved.

## Ongoing projects

In addition to the new projects identified above, we aspire to fund some of the highly successful projects for which funding will soon be discontinued.

### Road Safety Partnership: Child Pedestrian Training

This project incorporates the delivery of child pedestrian training to Year 1 pupils (age 5- 7) in and around the school environment in order to equip them with essential road safety skills at an early age, whilst also providing valuable volunteer opportunities to wider community members.

The 12 week training programme incorporates the following three main elements:

- Finding a safe place to cross
- Crossing safely between parked cars
- Crossing safely at junctions

### Young Driver Project

Blackburn with Darwen Casualty Reduction Team will deliver pre driver training for 15 and 16 olds who do not hold a driving licence. This will cover general aspects of driving, such as consequences of speeding, drink and drug driving and hazard perception. This will be followed with an afternoon of driving practice with a qualified driving instructor.

## Regional Championing

Blackburn with Darwen is rated as 'excellent' (audit commission). This 'excellent' rating has been achieved not just through hard work but by learning and sharing experiences with a huge range of agencies, groups and individuals. From other Local Authorities and government agencies to local voluntary workers, co-operation, listening and learning are at the heart of an excellent Local Authority.

The Mosque Marshalling Scheme, illustrated within the enclosed table, was originally established as part of the Neighbourhood Road Safety Initiative and has been used as an exemplar model since winning a Prince Michael Road Safety Award.

"The programme's holistic, integrated approach has enabled it to reach all age groups and all parts of the community, ensuring that children throughout the Borough are crossing the road more safely than before"

*Public Servant. November 2008*

The project concept was presented to all authorities based within the North West and following this Burnley BC and Bury MBC have adopted the scheme.

We have also developed a successful partnership with Lancashire County Council on the Pennine Reach scheme which aims to implement a dynamic, new bus service designed to improve the area's public transport network.

Our partnership with Capita Symonds provides further opportunity to harness existing skills and experience from one of the UK's leading consultancies in private/public sector partnerships. Capita Symonds are currently in partnership with a number of local authorities within the UK including Sefton MBC and Cumbria CC, and engage in many more strong working relationships with a range of public sector clients. Each of these is based upon an ethos of mutual trust and understanding and an open communications culture which promotes the sharing of best practice.