

Cheshire East Highways

Gaining Stakeholder Trust as we Invest to Improve

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APSE Conference, 13th May 2015

Introduction

- Cheshire East, background
- Deteriorating network
- Securing finance
- Objectives and strategy
- Communication and engagement
- Progress to date

Cheshire East

- Unitary authority, formed 2009
- New highway contract 2011
- Diverse Borough
 - 395,000 residents
 - 81 Elected Members
 - 96 Parish, 15 Town Councils

Cheshire East

- 2,700 km highway network
- 1,900 km footways
- 40,000 lighting units + 4,500 illuminated signs/bollards
- 1,300 bridges + retaining walls
- 90,000 road gullies

- Significant desire to improve!

Introducing Cheshire East

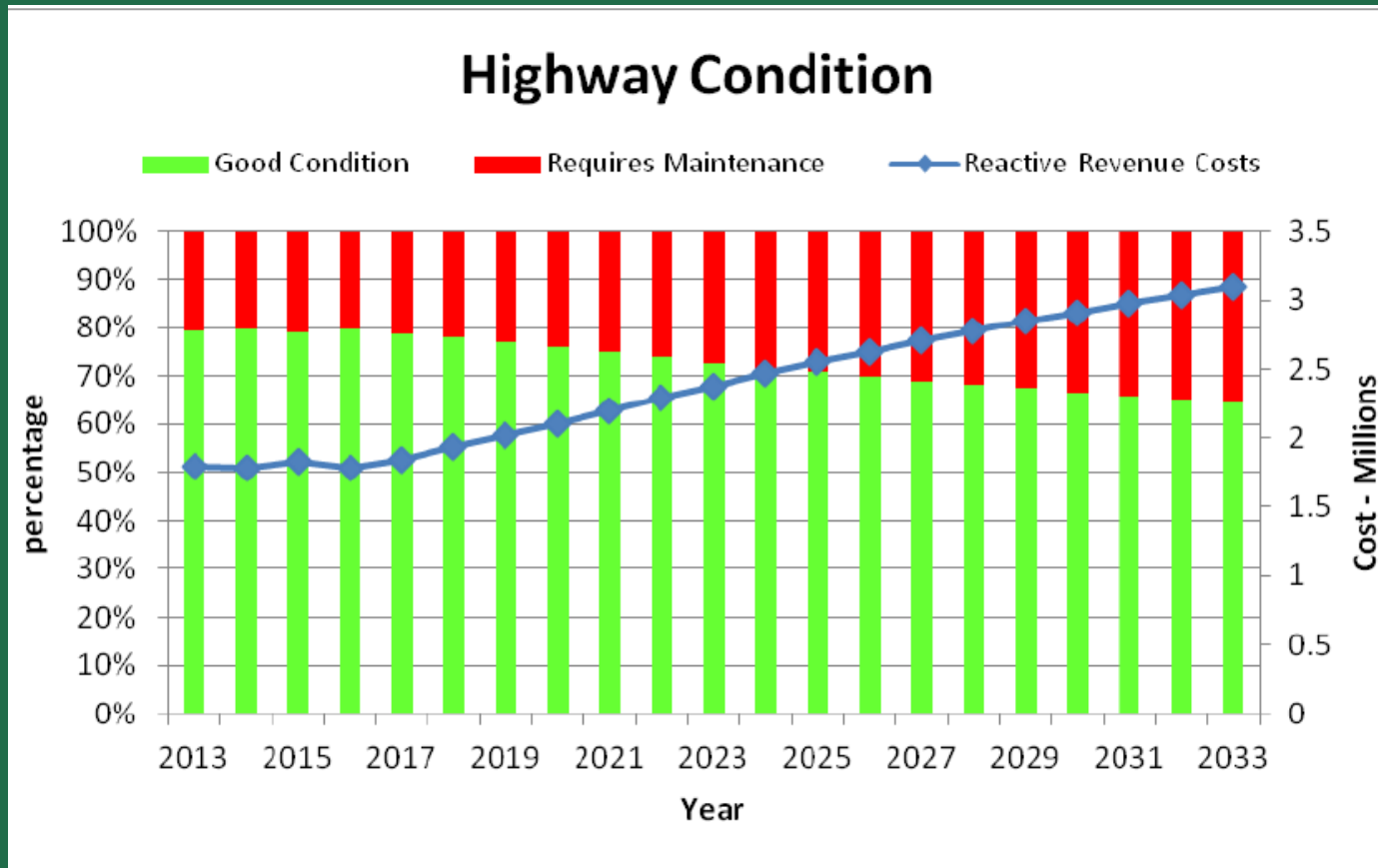


- Cheshire East Council highlight the importance of ensuring stakeholders remain informed and engaged
- Putting Residents First

Network Condition

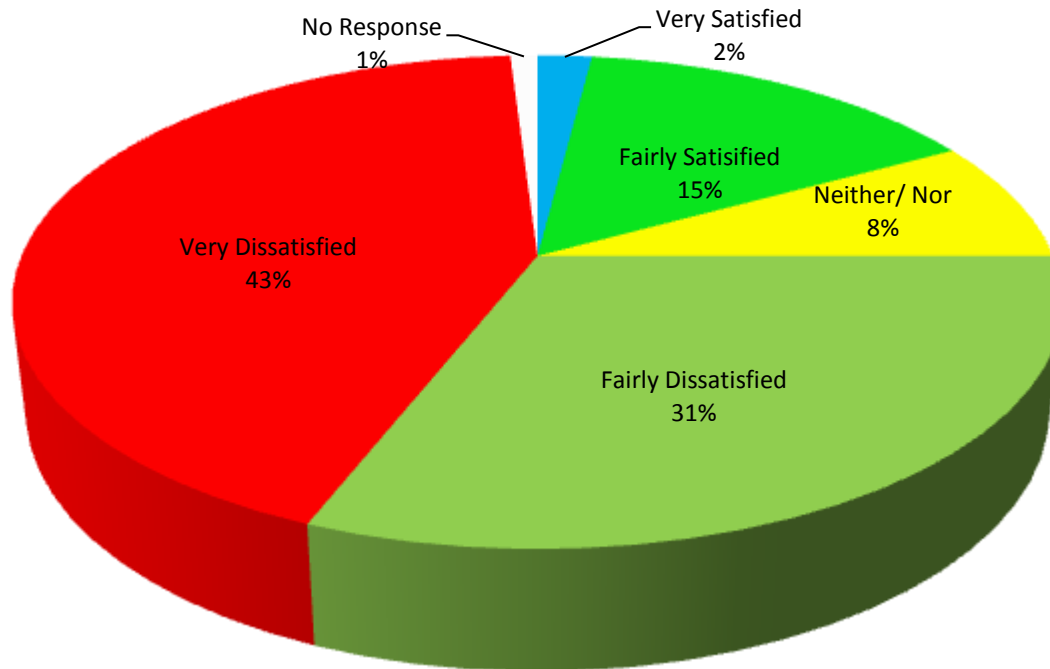
- 2011 potholes hit headlines
- Member / public satisfaction falling
- Third party claims rising
- Enquiries and complaints increasing
 - 3,000 pothole enquiries in January 2012

Network Condition

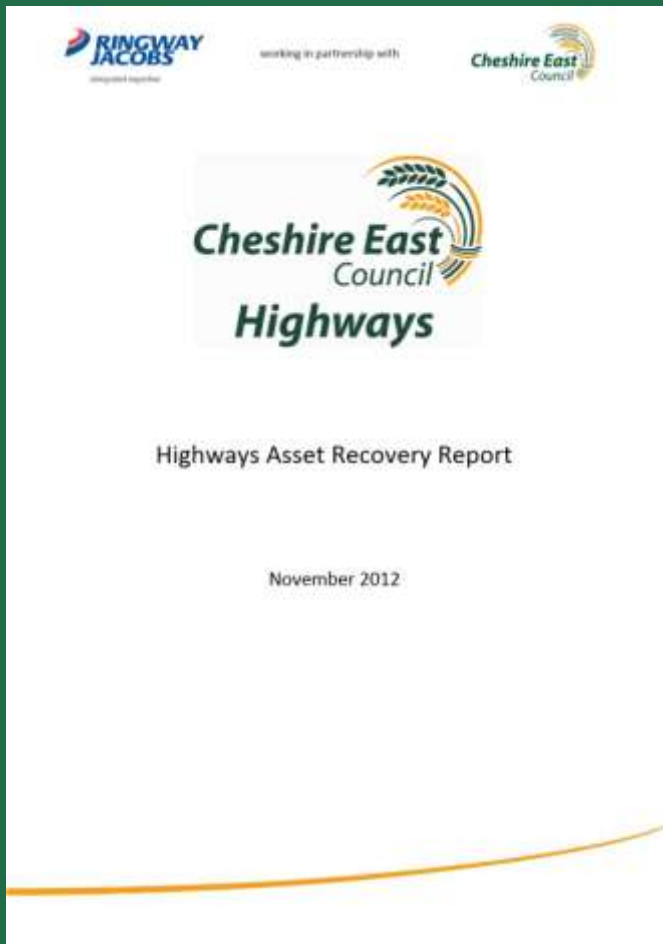


Network Condition

Satisfaction with Condition of Road Surfaces



Solution and Finance



- Paper prepared
- Various funding options considered
- Presented to Cabinet
- Resulted in £25m additional investment over 2½ years

Solution and Finance

- £25m secured – relatively easy
- Aspirations from announcement well beyond what we could achieve
- Communication strategy required

Programme Strategy

- Solving some immediate concerns
 - Claims
 - Complaints
 - Safety
- Develop programmes
- Understand and develop our
- communications



Communication Strategy – 3 key messages

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Delivering a safe and serviceable road network



“Delivering a safe and serviceable network”



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Communication Strategy – 3 key messages

“Managing and protecting the road network”

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Managing and protecting the road network



The collage consists of five circular images arranged in a vertical column. From top to bottom: 1. Two workers in high-visibility yellow and orange gear standing on a road surface. 2. A close-up of a road surface showing a transition or joint. 3. A worker in high-visibility gear operating a small yellow machine on a road surface. 4. A close-up of a road surface showing a transition or joint. 5. A worker in high-visibility gear standing on a road surface next to a red car.




Communication Strategy – 3 key messages

“Investing to improve the road network”

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Investing to improve the road network



The collage consists of five circular images arranged in a vertical column. From top to bottom: 1. A white truck with a long boom on a road. 2. A road with traffic and a truck. 3. A road with a truck and a worker. 4. A road with a truck and a worker. 5. A road with a truck and a worker.



Communication Strategy

- **Level 1** – Vital to let officers do what is required
- **Level 2** – Allows some flexibility of programme
- **Level 3** – Key to achieving value

Gaining Support and Trust

- Making our inspection and defect repair programme robust
- Placing stakeholder and perception at the heart of programme (engineers find difficult)
- Trust us – can't evidence for at least 12 months

Gaining Support and Trust

- Sell the strategy
 - Members
 - Public
 - Staff
 - Supply chain

Communication Lines

Key stakeholders

Elected Members
Customers
Local Highway Officers
Staff
Contact Centre

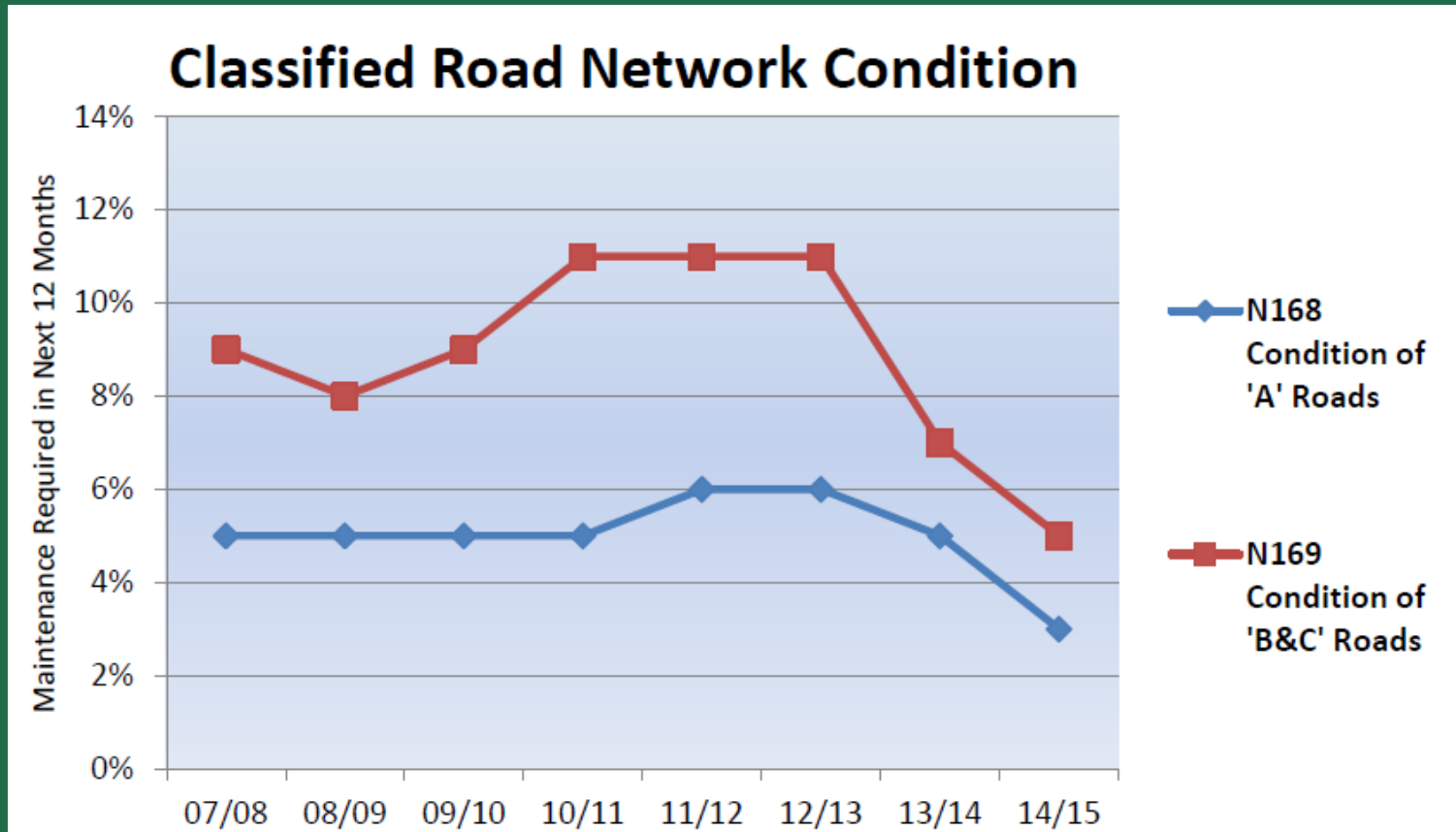
Communication Tools

Tell Dave Campaign
Bulletins
Press Releases
Social Media
Website

Events and Meetings

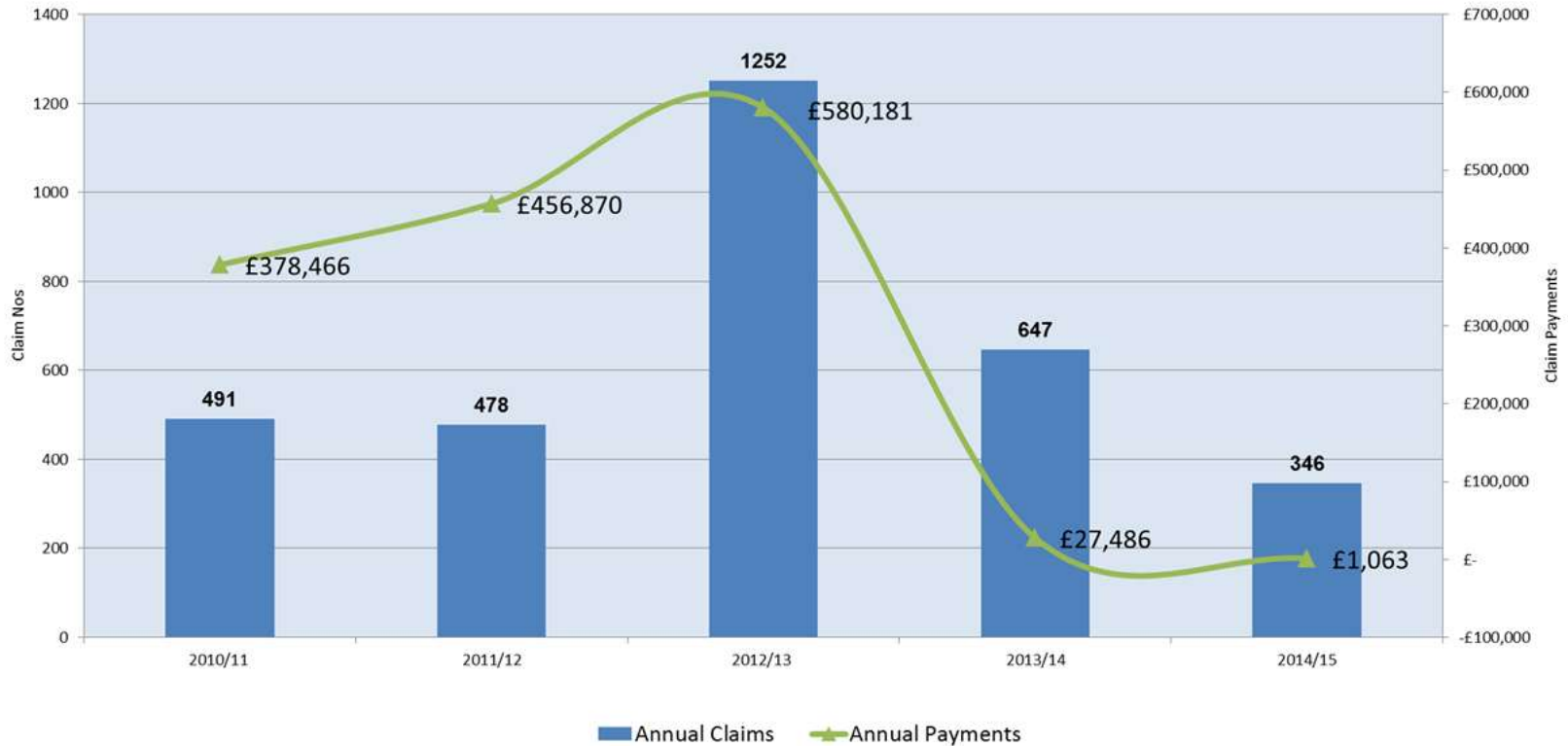
Members Briefings
Open Days
Presentations
Road shows
Town and Parish Conference
Supply Chain Events
Town and Parish Meetings

Progress to Date



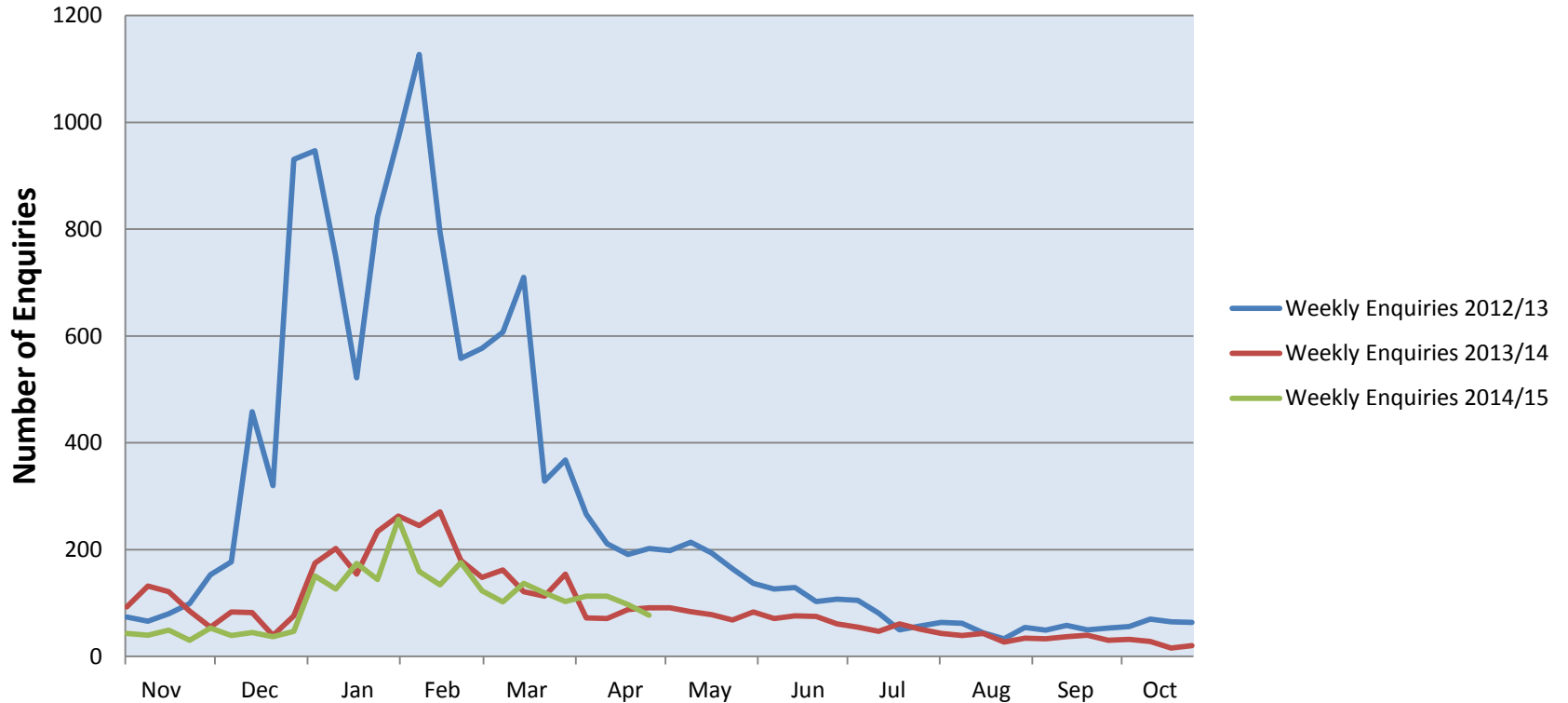
Progress to Date

Annual Third Party Claims

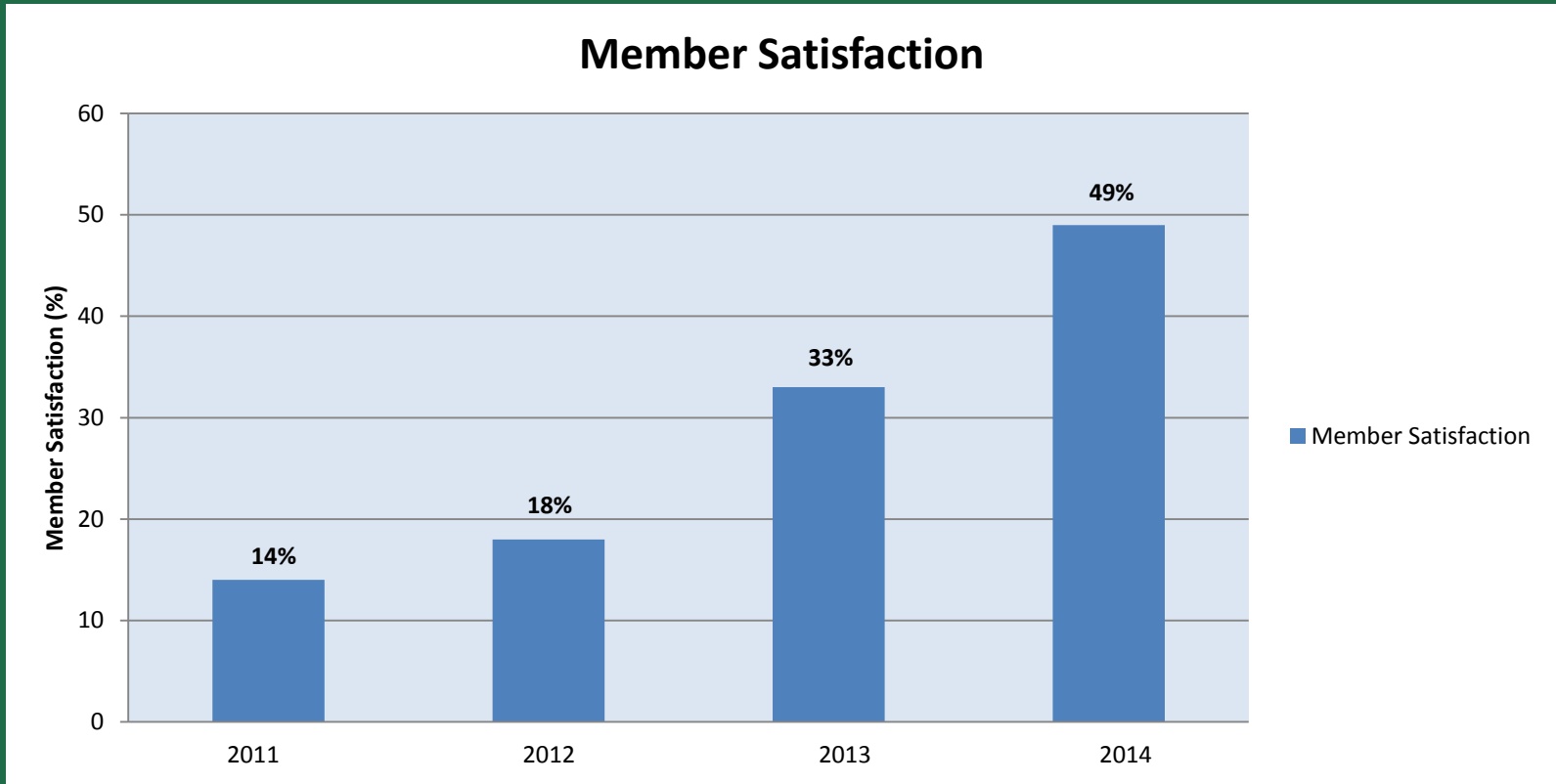


Progress to Date

Number of Pothole Enquiries



Progress to Date



Reflection / Lessons Learnt

- Under estimated amount of work
- Missed some key groups early
- Photos and tours – Crucial
- Be flexible and patient
- Spin off improvements