

# HIGHWAY SERVICE PLAN (2022 - 2024)



**Place Directorate, Economic Growth and Infrastructure**

**MOVING DORSET AHEAD  
HEALTHY - CONNECTED - SUSTAINABLE**



**Dorset  
Council**



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## Portfolio Holder for Highways Travel and Environment, Cllr. Ray Bryan

This is the third service plan we've produced as part of Dorset Council. The first two helped to set our priorities as a Service, but were both short term. Our new plan provides the link between Dorset Council's Plan and how the Highway service will work as a team to deliver against the corporate objectives. The two plans complement each other and will run in tandem until 2024.

I've been exceptionally proud to represent the Highway Service since the formation of Dorset Council. I've made it clear that I will fight for every penny needed to manage our highways and car parks. While I continue to lobby for fairer funding at a national level, I am very pleased to have led on the successful award of £6.7 million of additional local highway funding each year from 2022 to 2026. I'm confident that guaranteeing this medium-term investment will save us money in the long-term and enable improvements that will lead to us becoming one of the top performing highway authorities in the county.

## Lead Member for Highways, Cllr. Simon Gibson

The service plan has been created using feedback from people within the Service, our Portfolio Holder, Corporate Director, myself and (for the first time) external stakeholders. Beneath this overall service plan will sit individual team plans. These will show the detail of how each part of the Service will deliver against Member agreed policy and the commitments within the plan.

It's important to me that the service plan reflects what we want to achieve as a service, what we prioritise and how we will manage ourselves to successfully deliver against these aspirations.

I hope you enjoy reading the new service plan. The work you'll be doing under this plan will be part of the team effort to deliver a sustainable, safe and value driven service that will enrich the lives of thousands of people. Thank you to all of you who will be helping to Move Dorset Ahead.





**Cllr Simon Gibson**

Cabinet Lead Member for  
Highways



**Jack Wiltshire**

Head of Highways



**Matthew Piles**

Corporate Director  
for Economic Growth and  
Infrastructure



**Cllr Ray Bryan**

Portfolio Holder for  
Environment, Highways and  
Transport

## 2. What we are doing

### Purpose

Dorset Highways discharges Dorset Council's responsibilities as a highway authority for Dorset's network. The service manages over 2,400 miles of roads, as well as being responsible for everything associated with the highway such as bridges & structures (incl. subways), cycleways, footways, drainage, street lighting, bus stops, road signs & markings, traffic lights and speed limits. Within our service we improve road safety, manage the highway network, implement highway improvements, model future demands, facilitate new development, support our customers, manage on and off street parking services, develop sustainable opportunities and provide winter maintenance.

### Delivery Model

There are approximately 285 full-time equivalent posts in the service. This includes office-based employees and operational workforce, but excludes staff employed by our strategic partners.

The Highways service is delivered through a mixed economy delivery model. This involves key strategic partners working collaboratively with our in-house teams. Our main strategic partner is Hanson Contracting, who help deliver programmes of capital work across Dorset's highway network. Other partners include WJ South West, WSP and Enerveo Ltd.

## Our Customers

Dorset Highways customers fall into three main categories:

- Residents
- Businesses
- Visitors – current and potential

In this context however, it is more useful to identify customers as service users, whether intentional (consciously sought out access to a particular service such as infrastructure construction) or unintentional (network users without recognising the exchange of consideration).

## Other Key Stakeholders

The mixed economy delivery model is supported through a number of contracts and frameworks that provide access to the breadth and depth of resources and competencies required for service provision. These sub-contractors include Saanchi Solutions, Pivotal, Joju Solar, Pitney Bowes, Imperial, Just Park, Mi Permit, Bristow Sutor, Jacobs, and Bituchem.

## Team Structure



**Jack Wiltshire**  
Head of Highways



**Mike Westwood**

Service Manager for  
Parking Services

- Parking Enforcement
- Car Park and Machine Maintenance
- Parking Permit Schemes
- Blue Badges
- Parking waivers & exemptions
- Orders and Legal Notices
- PCN appeals



**Neil Turner**

Service Manager for  
Network Operations

- Business Support Unit
- Community Highways
- Construction Delivery
- Sign Shop
- Traffic
- Waste and Recycling



**Kate Tunks**

Service Manager for  
Infrastructure and Assets

- Asset Management
- Bridges and Structures
- Development
- Highways Improvements
- Road Safety
- Street Lighting
- Transport Modelling
- Transport Planning

## Our Values

- We are an advocate for Dorset on a local, national and global stage
- We work together with our communities and our partners to make things happen
- We put people first and design services around their needs now and in future
- We are open, accessible and accountable
- We use time and money wisely
- We value people and build on their strengths

## Our cultural and equity objectives

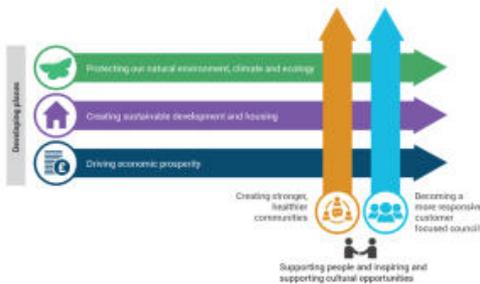
### We will:

- Foster good relations with and within the community
- Developing and supporting a diverse workforce
- Developing, commission and delivering inclusive and responsive services
- Employ a zero - tolerance approach to any form of modern slavery
- remain committed to acting ethically, with integrity and transparency in all that we do

### Our behaviours

Dorset Council behaviours form part of everything we do. Our colleagues will demonstrate them through our attitude and approach when we work with you so that we can help you achieve what you need.

## 3. Why we are doing it: delivering the council plan



## Dorset Council's Plan - Priorities

### Protecting our natural environment, climate and ecology

We will reduce our internal carbon footprint by switching to more sustainable alternatives. We will make it safer and easier for Dorset's residents, businesses and visitors to make more sustainable travel choices.

We design, construct and maintain our car parks and the transport network to withstand the potential impacts of extreme weather events, flooding and rising sea levels arising from climate change. We will reallocate road space to encourage alternative modes to the car by building high quality walking, cycling and bus infrastructure. We will improve air quality and encourage the decarbonisation of our transport through the provision of an electric vehicle charging network.

### Driving economic prosperity

We aim to support a more productive and prosperous economy by improving the reliability, efficiency and connectivity of our transport networks. We provide strategic infrastructure improvements to strengthen connections and support regeneration and growth. We want to reduce congestion through efficient management and maintenance of the network, providing alternative sustainable travel options and investing in capacity improvements in key areas.

### Creating sustainable development and housing

We work across Dorset Council as 'One Team' to ensure that the planning of new housing, employment and other development gives opportunities to reduce travel and promotes opportunities to travel without reliance on the car. We will work with partners and stakeholders to contribute to the Local Plan and influence housing and other development proposals. Key to this service plan round will be the delivery of Gillingham Principal Street, allowing the construction of 1800 homes.

### Creating stronger, healthier communities

We will provide sustainable travel links. This will be achieved by encouraging homes, employment, health and education opportunities to be planned and delivered with measures that promote safe, active travel patterns. We'll provide infrastructure to increase the number of people using active travel safely, to support healthy lifestyles. We aim to reduce all transport related casualties and improve safety for all users of our network by using engineering, education and enforcement solutions to create safer travelling environments.

### Becoming a more responsive customer focused council

We will do this through a culture of continual improvement. We'll keep up to date with what our customers want and make changes to achieve these outcomes.

## Cross-cutting Priorities

### Being more commercial

Performance management, comparing ourselves to others and learning how we can improve will be key to how we can maximise our commercial effectiveness.

### Putting our customers first

Focusing on our customers' needs, based on risk and impact. Always committing to get it right first time and being brave enough to take responsibility for our continual improvement when we can't.

### Delivering climate and ecological priorities

We want to reduce the overall level of emissions of carbon dioxide and other greenhouse gases from travel and transport and ensure the transport network is resilient. Our continual drive is to reduce emissions to ensure our Highways activities are carbon neutral before 2040.

We provide people with a greater choice of alternatives to the car and give increased priority to low carbon travel modes such as walking and cycling, especially for shorter distance journeys. Parking provision and other transport planning measures are used in town centres to encourage long stay commuters to use public transport alternatives.

### Making the best use of our assets and leading economic growth

It is important that we can generate and unlock sustainable economic growth by supporting our communities' social and economic recovery. The strategic focus and our long-term aim continues to be to create better connected, healthier and more sustainable communities.

### Implementing a digital, intelligent data led approach

We will continue to develop our people to create a modern and efficient workforce and a workplace where we can all thrive. This will be achieved through the Highways Personal Development Programme, Service Design Champions, Digital Champions, an ongoing commitment to apprenticeship training and through supporting each other through professional training schemes. We'll use our performance management system to learn how we can improve in the future.

### Working with the Integrated Care System

We support our ageing population and their associated service needs, particularly in rural areas. This ensures access for people of all ages, abilities and localities to employment, education, healthcare, shopping, leisure, cultural and community facilities. We work with partners to improve the affordability, accessibility, convenience and coverage of public transport.



## 4. How we are doing it: service priorities

### Employee Wellbeing

We are committed to providing a healthy working environment and improving the quality of our working lives. This will be achieved by providing the necessary skills, resources and opportunities to support ourselves and each other.

### Environmental Responsibility

Taking responsibility for the environmental impact of our service provision and aligning with Dorset Council's ambitions to reduce carbon and increase biodiversity in the context of Dorset's climate and ecological emergency. Considering the environmental impact of our decisions is the first step in everything we do.

### Service Delivery

Focusing on our customers' needs, based on risk and impact. Always committing to get it right first time and being brave enough to take responsibility for our continual improvement when we can't.

### Service Culture

Maintaining a culture of continual improvement. We will strengthen connections across our organisation and make changes that result in better outcomes for our customers.

### Changing Demands

Realise opportunities for safe, sustainable, low carbon transport and reliable journey times. Everyone will have a role in understanding and delivering these aspirations in a way that influences our customers' behaviour.

### Active Travel

Embed active travel in all that we do to make it easier for people to walk and cycle, particularly in our urban areas. We will put the needs of pedestrians and cyclists first in all our improvement and maintenance projects to create better connected, healthier, more sustainable communities.

### Communication

Communicate in the way that people want to find out about what we're doing, including exploring new technology to improve internal and external communications as set out in our Dorset Highways Communication Strategy.

### Social and Economic Recovery

Generate and unlock sustainable economic growth by supporting our communities' social and economic development. Balancing the needs of Dorset's residents, businesses and visitors.

### Looking Ahead

Always retaining a future focus while engaging with the challenges of today. Developing our people to create a modern and efficient workforce and a workplace where we can all thrive.



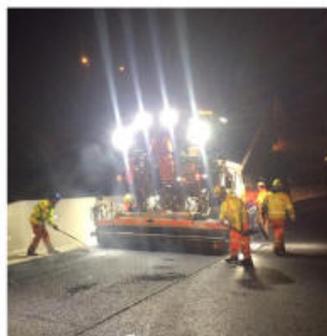
## 5. Performance

Our Performance Management Framework outlines how the service is delivered and how we monitor delivery of service outcomes, including some strategic activities and performance measures. Further information regarding this framework and specific performance measures is available on request, or via our benchmarking and annual performance review reports, as well as our usual performance reports circulated throughout the year. Some of this information can be found online, either via the SharePoint page for Councillors or on:

[www.dorsetcouncil.gov.uk/roads-highways-maintenance/maintenance/maintenance](http://www.dorsetcouncil.gov.uk/roads-highways-maintenance/maintenance/maintenance)

### 2022-23 Performance Highlights

- Highway Defects: 98.94 % of category 1 (emergency) defects made safe on time and 93.2 % of category 2 defects repaired on time. This shows a sustained improvement compared to 2020 data. For the second year in a row, it took on average 14 days to repair a cat 2 defect (policy timescale is 28 days). 22,417 jobs were raised over the course of the financial year (excluding March 22 data).
- Delivery of improvement schemes that have made it easier for residents, visitors and businesses to access and enjoy Dorset. Delivery of improvements to Custom House Quay in Weymouth have transformed the area and stimulated the local economy. The transforming cities fund works in south east Dorset have helped enable sustainable travel choices, with people feeling they can now walk or cycle in a safe environment. Gillingham Principal Street (£6.3million) once completed will allow sustainable housing to be developed, providing 1800 extra homes in Dorset.
- Killed or Seriously Injured Casualties: 175 during 2021 (1.7% rise on 2020 data when the full lockdown reduced the number of journeys made). 2021 figures show a 9% decrease against pre-pandemic data.
- Transformation of parking in Dorset. New on and off-street parking charges developed and a simplified parking permit system offered that provides a fair and consistent parking strategy.
- Highway Condition: In line with central government Department for Transport (DfT) strategy, we have continued to see a decline in our condition data. 2.09% of Principal roads and 6.58% of non-principal roads are in need of maintenance. The key factor behind this has been the historic underfunding and short-term commitment to funding from the DfT. This year's 3-year funding announcement from the DfT and the 5-year commitment from Dorset Council to top up structural maintenance funding by £6.7 million will now mean we can hold the condition of our carriageway network.



## 6. How we will pay for delivery under the new serviceplan

Overall annual budget (capital and revenue)	Circa £50 Million (awaiting external funding announcements)
Overall revenue budget (gross)	£25.7 Million
Revenue Income	£24.9 Million
Revenue budget (net)	£811 k
Capital Funding streams, bids and grants	<p>£18.4 Million per year DfT block allocation and pothole fund.</p> <p>Transforming Cities Fund (TCF) £14M (over 3 years)</p> <p>Housing Infrastructure Fund (HIF) £6.3M Community Infrastructure Levy (CIL) £730k</p> <p>Active Travel Fund (ATF) £566k</p> <p>Corporate funds – Maintenance £6.7M</p>
Key areas of expenditure	Active, low carbon travel and infrastructure to support the growth of communities.



## 7. Key Links and Information

Further details on all highways service provision can be found at:

[www.dorsetcouncil.gov.uk/roads-highways-maintenance/maintenance/road-maintenance](http://www.dorsetcouncil.gov.uk/roads-highways-maintenance/maintenance/road-maintenance)

Further details on Dorset Highways network management and performance can be found at:

[www.dorsetcouncil.gov.uk/roads-highways-maintenance/maintenance/road-maintenance/dorset-highways-management-and-performance](http://www.dorsetcouncil.gov.uk/roads-highways-maintenance/maintenance/road-maintenance/dorset-highways-management-and-performance)

Our current Local Transport Plan can be found at:

[Local Transport Plan 3 - Dorset Council](#)

## 8. Contacting us



[dorsetcouncil.gov.uk/roads-highways-maintenance](http://dorsetcouncil.gov.uk/roads-highways-maintenance)



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