


# Asset Management Annual Report 2022/23



**“A Well-Connected Place – that keeps traffic moving and provides well maintained highways and safe and accessible routes for walking and cycling.”**

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## Foreword



**Cllr Paul Prescott  
Portfolio Holder  
for Planning,  
Environmental  
Services and  
Transport**

The highway infrastructure is a key asset that we are actively using to support the delivery

of the Council's vision and strategic priorities by making Wigan borough a Well-Connected place that keeps traffic moving and provides well-maintained highways and safe and accessible routes for walking and cycling. It will also help in realising our ambition of growing the economy and attracting investment into the borough to help create new employment opportunities and homes for our residents and businesses.

As such the Council places a high significance on how it manages and maintains its highway

infrastructure by implementing its Highway Asset Management Policy, Strategy and Plan. This approach ensures we use whole life costing to optimise our investment to realise its long-term benefits and that our highway maintenance services respond to meeting customer's expectations and align to implementing The Deal 2030.

In addition, the Council recognises the importance of using innovation in order to adapt its systems, processes and procedures so that our highway network is maintained to a safe standard, whilst improving our service efficiency and reducing our impact of the environment and helping to achieve Carbon net zero by 2038.

The following report will highlight the key outcomes and the successes that we have achieved over the last year, despite the ongoing impact of the Covid-19 pandemic, along with outlining some of the significant challenges that we will face going forward.

## Introduction

### Purpose of the Annual Report

The purpose of this report is to provide all stakeholders with an update on the implementation of our highway asset management approach to managing the borough's highway infrastructure; to review the performance of our highway services over the last twelve months, identify areas of success, lessons learned and to raise awareness of some of the key issues that we will face going forward.

This report also forms, in part, our response to the Government's national approach through the Department for Transport (DfT), in that local authorities adopt a highway asset management approach to managing its highway infrastructure. The Council's Highways Asset Management Policy and Strategy were reviewed by the Places Scrutiny Committee in March 2015, approved by Cabinet in April 2015 and are currently being reviewed. This report forms a part of our communications plan as per recommendation 2 of the Highway Infrastructure Asset Management Guidance for Communications, which states:

***'Relevant information associated with asset management should be actively communicated through engagement with relevant stakeholders in setting requirements, making decisions and reporting performance.'***

The above recommendation is also included within the Well Managed Highway Infrastructure: A Code of Practise, Recommendation 4. Also, it will be used to support our DfT self-assessment question 2:

***'Has your local authority communicated its approach to highway infrastructure asset management?'***

Furthermore, the Band 3 performance self-assessment requires Councils to have a:

***'communication strategy is in place, its implementation is monitored and lessons learnt are incorporated. Stakeholder consultation information is used to develop levels of service. There is a transparent process for decision-making available to the public.'***

## Key Capital Investment Activities

The Council has been very successful in securing £6.88m to support its highway infrastructure to ensure that we continue to deliver improved **asset condition, performance and resilience and value for money**. The key investment activities comprise of:

- **£2.67m** DfT Highways capital maintenance allocation (Needs Based, Incentive Element) to undertake the delivery of the annual highway infrastructure programme of planned maintenance works.
- **£2.13m** DfT Pothole Action Fund to carry out planned preventative maintenance works or the repairing potholes.
- **£1.68m** Integrated Transport Block funding to carry out planned resurfacing and preventative maintenance works for repairing damage and deterioration caused to the borough's roads following the prolonged wet and cold winter period.
- **£400k** funding from Wigan Housing to carry out planned resurfacing and preventative maintenance works to housing footways and service access roads.

These investments are making a significant difference in ensuring we can implement a maintenance strategy based on the longer-term view and consider the whole life cycle planning of assets. In particular:

- Highway Maintenance – adoption of a prevention is better than cure approach to carriageways and footways.
- Street Lighting – sustainability for the future by reducing our carbon footprint
- Drainage – improving the resilience of the network by improving the accuracy of our asset records and gaining a better understanding of risk from flooding through use of remote sensors.

In addition, we will be working as a part of the Greater Manchester Combined Authorities to submit bids for capital investment in both the Key Route Network and Local Roads covering highway carriageways, drainage, footways, and structures, which if successful we would deploy in 2022-26.

**Key Message:** Successful bidding for capital funding is essential to enable significant levels of planned maintenance works on our highway infrastructure.

## Service Performance

By adopting the principles of asset management, the Council will be able to maintain its highway infrastructure so that it is fit to serve current and future highway user's needs; and provide levels of service that can meet stakeholder's expectations for a given budget allocation. Our strategy outlines that our highway maintenance services are organised into three distinct approaches, comprising of **Reactive, Planned and Preventative** maintenance activities.

As part of our asset management system, a range of key performance indicators have been developed that will enable us to measure the performance of our assets and the delivery of our services. By using this approach, we will be able to identify critical areas regarding performance, develop improvement action plans and review our systems and processes to effectively demonstrate 'lessons learnt'. A range of the key measures are shown in the following tables.

### Asset Data

PI Description	Target	2019/20	2020/21	2021/22	Performance
% of principal roads needing planned maintenance soon	N/A	3	2	2	Good
% of other classified roads needing planned maintenance soon	N/A	2	2	2	Good
% of unclassified roads needing planned maintenance soon	N/A	10	15	15	Average
Number of reported highway defects such as pot holes	N/A	10,603	8,707	8,545	Good
% of highway gullies not working as planned	N/A	3.75	0.43	0.46	Good
Current average stock bridge condition indicators	N/A	89.54	90.90	89.92	Good
% of Street Lights that are LED	N/A	99.25	99.9	99.9	Good
Kwh of street lighting electricity consumed	N/A	5,369,407	5,366,528	5,422,681	Good
Tonnes of CO2 emissions from street lighting electricity	N/A	2,885	2,880	2,914	Good

**Key Message:** The Council's highway infrastructure is currently being maintained in a steady state.

## Asset Growth – New housing development

PI description	Target	2019/20	2020/21	2021/22
Length of new carriageway adopted (m)	NA	740	1,832	1,532
Length of new footways adopted (m)	NA	1,480	3,664	3,064
Number of new gullies	N/A	50	122	102
Number of street lights adopted	N/A	25	61	51
Number of private streets	N/A	653	653	653

**Key Message:** The Council's highway infrastructure is continuing to grow in length, size and quantity which will increase maintenance costs by approximately £50k per annum, based on the last three years growth.

## Service Delivery

PI description	Target	2019/20	2020/21	2021/22	Performance
% general bridge inspections completed on time	100	100	100	100	Good
% of Planned highway carriageways schemes completed	100	100	100	93	Average
% of Planned highway footway schemes completed	100	100	100	97	Average
% of highway safety inspections completed on time	100	98	100	100	Good
Number of highway claims notified within the year	N/A	195	85	129	Average
% of Emergency minor highway repairs completed on time (2 hours)	100	93	99	97	Average
% Standard response minor highway repairs completed on time	90	67	87	87	Average
% of planned highway gulley cleaning complete	95	90.3	65.43	64.19%	Average

PI description	Target	2019/20	2020/21	2021/22	Performance
% highway gulley reactive cleans complete within 14 calendar days	90	78.34	90.70	97%	Good
% highway gulley reactive cleans complete within 28 calendar days	90	93.46	92.70	92%	Good
% of street lighting faults attended in 5 working days	92.5	98.96	99.84	90.29%	Average
% street lighting faults repaired at first visit	90	83.6	86.97	83.50%	Average
Journey time reliability congestion/measure (mph)	N/A	18.3	20	21	Good
Number of Streetworks subject to GMRAP's	N/A	14,424	13,690	15,553	Good
Total duration of street works (days)	N/A	53,105	45,040	50,547	Good
Average duration of street works (days)	N/A	3.7	3.3	3.3	Good

**Key Message:** Covid-19 has continued to have a significant impact on the delivery of the council's highway services, in particular through supply chain issues. However, our staff and contractors have demonstrated true BeWigan behaviours and spirit by adapting to the necessary safe systems of work, agile working and being flexible in supporting critical services.

Despite these challenges, all of our highway services were maintained throughout the year and most services achieved their service standards.

Whilst the planned highway gulley cleans was lower than the service target, due to resources being re-allocated to other critical council services, all of the highway gullies located on the key route network and known flood risk hot spots were prioritised and cleaned as planned and the service provided a full response in dealing with a number of storm events through January and February 2022.

## Public Satisfaction

As such we recognise the importance of engaging with the public to understand their levels of satisfaction and obtain their views on the condition of our highway infrastructure, service standards and levels of performance. Therefore, in order to better understand resident's views, we have commissioned the National Highways and Transport (NHT) Public Satisfaction Survey.

In addition, we have worked internally with our Customer Services and Media and Communications teams to transform public access to our services through technology to enable residents to digitally access self-service information and to empower them to make enquiries and report issues. A key part of this

has been the development and of the Report It App to cover highway services.

Consequently, many of our service policies, standards and annual programmes are now accessible directly by the public via the Council's [website](#).

Analysis of customer feedback data is used to measure and benchmark our performance and used to develop and improve services from 'lessons learnt'. The table below shows an overview of the customer enquiries that the Council received relating to highway services, which shows that despite Covid-19, the overall contact for Highways services remained consistent with previous years.

PI description	2019/20	2020/21	2021/22	Direction of travel
Overall number of highway public enquiries	4,931	5,314	5,318	Up
Highways carriageway public enquiries	1,916	1,771	1,445	Down
Highways footway public enquiries	613	620	633	Up
Highways drainage public enquiries	906	1,135	885	Down
Number of Councillor highway enquiries	672	585	607	Up
Overall number of street lighting public enquiries	675	497	464	Down
Number of Councillor street lighting enquiries	60	71	84	Up

**Key Message:** We will continue to develop our digital communications offer to actively promote residents building self-reliance through self-service and provide on-line reporting systems such as the Report It App. This will promote digital shift to reduce higher cost mediums of contact such as face to face, telephone, letter and e-mail, to lower cost and modern alternatives.



In order to better understand the views of our residents we use the national standard NHT Public Satisfaction Survey. The survey is carried out by IPSOS/MORI and allows comparison on

performance at a local, regional and national level. A summary of the key findings of the survey are summarised below.

Key Benchmark Indicator (KBI)	Wigan 2020	Wigan 2021	National Average	Performance
Condition of road surfaces	39	31	32	Average
Condition of road markings	58	53	51	Good
Provision of street lighting	65	61	60	Good
Speed of repair of street lights	61	57	56	Good
Speed of repair to damaged pavements	41	38	37	Good
Quality of repair to damaged pavements	49	44	44	Good
Speed of repair to damaged roads	32	30	27	Good
Quality of repair to damaged roads	43	35	34	Good
Provision of drains	49	50	48	Good
Keeping drains clear and working	46	47	44	Good
Deals with potholes and damaged roads	38	33	31	Good
Undertakes cold weather gritting	60	54	55	Average
Provides information on gritting	46	42	42	Good
Action to repair local roads	44	33	32	Average

**Key Message:** The data from this year's survey shows that the overall level of satisfaction that our residents have with the Council's highway services compares very well with the national average. However, we recognise the need to improve the areas of service associated with highways, street-lighting and drainage maintenance services.

## Value for money

We recognise the need to ensure that our services are delivered in a cost effective and efficient manner. As such we have implemented our 'Fresh Look' service review procedure which has also enabled us to contribute financial savings towards the corporate efficiency targets. To aid this approach we have accessed the resources made available through the Highways Maintenance Efficiency Programme (HMEP) and Local Council Roads Innovation Group (LCRIG) which have been established to support the sector on its journey to transform the delivery of highway services. The Council also undertook

an external HMEP Peer review for its highway services.

In order to better understand how our service's compare in terms of value for money, we have performed a detailed benchmarking survey through the Association of Public Service Excellence (APSE) Performance networks annual survey.

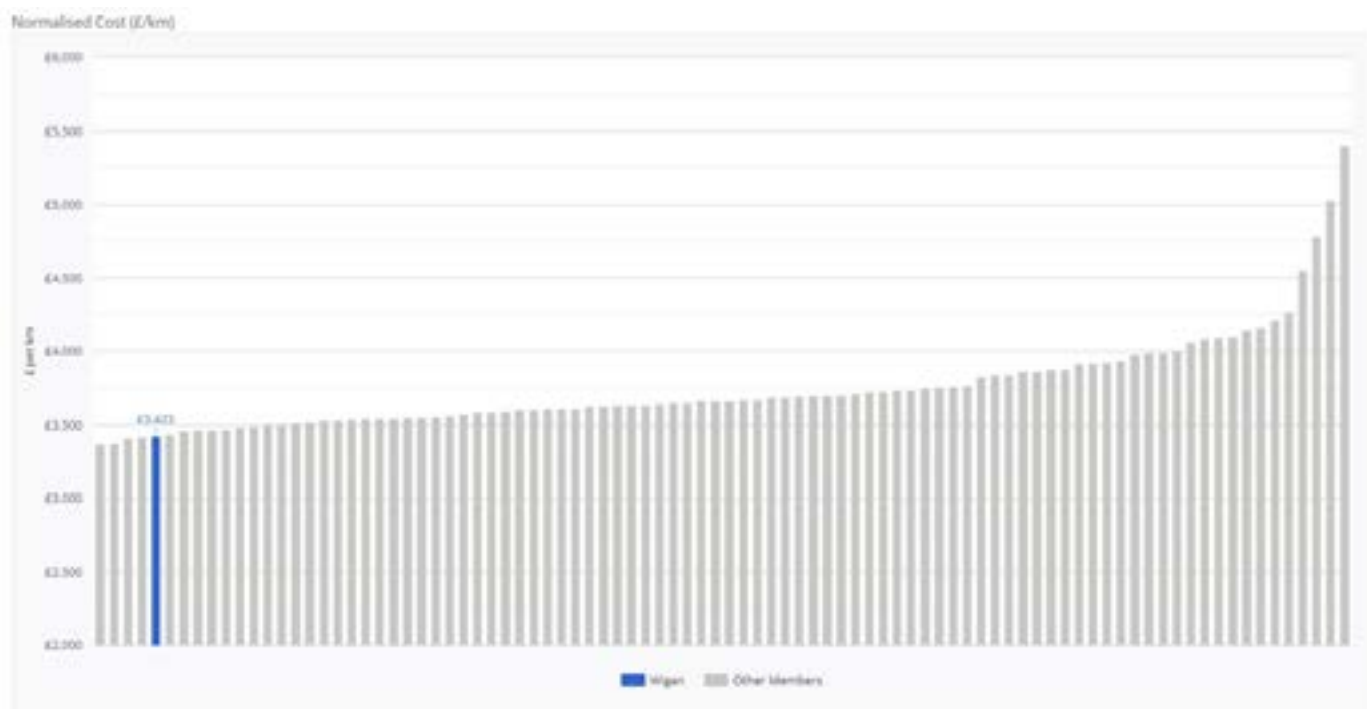
The table below shows a summary of key highway service costs for comparison:

Service	Wigan	Family Average	Performance
Service Cost per gulley	£9.20	£15.22	<b>Good</b>
km inspected per Safety Inspector (carriageway and footways)	2,039.54	1,176.88	<b>Good</b>
Ratio of annual footway claims costs to structural expenditure (p/£)	0.53	1.66	<b>Good</b>
Total Carriageway Maintenance Expenditure by sq.m of area treated	£21.88	£36.43	<b>Good</b>
Total cost for carriageway winter maintenance treatment over the entire winter period divided by the total carriageway network length	£6777.70	£957.23	<b>Good</b>
Average cost per routine street lighting repair	£99.15	£163.74	<b>Good</b>
Average cost of maintaining a street-light	£20.07	£56.21	<b>Good</b>
Energy Cost per street-lamp	£23.81	£34.36	<b>Good</b>

In addition, a range of service cost benchmarking comparisons have been undertaken through the National Highways & Transportation (NHT) Customer, Quality and Cost (CQC) Efficiency Network. This network provides members with an annual assessment of their efficiency, using CQC methodology, focusing on key areas of high maintenance expenditure.

The CQC approach is unique in that it also

takes into consideration factors outside of the council's control that are affecting its cost, so that it can be compared with other authorities on a like-for-like basis. It does this by normalising each Authorities actual costs (£ per km) using statistical analysis of their size, traffic volume, road condition, wages, and public satisfaction. The graph below shows the council's normalised cost ranking against the other authorities in the Network (the smaller the bar the better the ranking).



The table below summarises the comparison of costs:

	Wigan Council	Lowest Cost	Average Cost	Highest Cost
Normalised Cost (£/km)	£3,423	£3,366	£3,753	£5,397

Using the CQC approach, we have also been able to measure the council's efficiency savings in monetary terms, by measuring our performance against the minimum normalised costs for all Authorities across the whole Network. The results are summarised below, which cover the period up to the last available full financial year.

#### Last available full financial year (2020-21)

Efficiency Savings  
£255,843

#### Cumulative savings (since 2013-14)

Cumulative Efficiency Savings  
£2,740,566

**Key Message:** Benchmarking shows that our highway services are being delivered cost effectively and generating continual efficiencies through both using best practise and developing new or innovative methods of service delivery.

## Key Successes

One of the key outcomes of this report is to recognise the areas where we have been successful so that we learn from the good practises and use this learning to improve in other areas that may not have performed as well as planned. In broad terms our successes are outlined in the following categories:

### Financial:

- Used life cycle planning to secure £3m of additional capital funding from the Leader of the Council to carry out planned and preventative maintenance works to adopted highways over the 2021-23 financial years.
- Achieved DfT self-assessment Band 3 performance and rewarded with £533k Incentive element funding.
- Delivered the equivalent of £255k of efficiency savings, as measured by the National Highways and Transportation Customer, Quality and Cost metrics.

### Service Delivery:

- Substantially delivered the annual planned highway maintenance carriageway programme of works, despite the continuing impacts of Covid-19 on the supply chain.
- Substantially delivered the annual planned highway maintenance footway programme of works, despite the continuing impacts of Covid-19 on the supply chain.
- Delivered this year's Wigan Housing planned resurfacing and preventative maintenance works to housing footways and service access roads.
- Delivered a range of major remedial works to the borough's highway drainage infrastructure.

### Service Performance

- Winner of the APSE Roads, Highways and Winter Maintenance Most Improved Performer award 2021.
- Winner of the APSE Roads, Highways and

Winter Maintenance Best Performer award 2021.

- Winner of the APSE Street Lighting Best Performer award 2021.
- Winner of APSE Innovation Award for Solar Powered Street Lighting initiative
- Received a Special Recognition from APSE for Highway Maintenance Apprentices

### Service Development - Strategic

- Continued to collaborate with the University of Birmingham / Campbell Scientific to further develop and implement a trial of roadside 'ice sensors' to help drive improvement in our future winter maintenance service delivery model.
- Collaborated with 'In Touch' to develop and implement a trial of 'Smartwater' sensors to help drive improvement in our future flood risk management service delivery model.
- Supporting the Council's response to Climate Change by playing a lead role on the delivering the Our Adaptation and Resilience action plan.
- Commenced the mapping of maintenance CO2 baseline savings realised from using recycled products/materials.
- Implemented 4 School Street Schemes, the first in GM, where residential streets adjacent to schools are closed at school drop off and pick up times. Enables more walking and cycling to school, reduces congestion and helps improve air quality.
- Engaged a specialist consultant to undertake a condition survey of the Council's major drainage infrastructure, that will build our asset data and mapping.

### Service Development – The Deal

- Further developed self-help information to support our residents and communities to build self-reliance in dealing with speeding and on-street parking and enforcement issues.

- Used social values as a key part of our tendering processes to engage contractors in engaging with our local businesses and giving back to our communities.
- Supported the borough's communities to respond to the Covid-19 pandemic, in particular our staff have assisted in the council's four vaccination centres. In addition, our winter maintenance teams have ensured they are accessible by gritting accesses.
- Successfully delivered the Our Town programme, to improve the appearance of the street scene and town centre environments in 12 of the boroughs district centres, to encourage communities to use local businesses and take pride in their local area.

### Service Development – Lessons Learnt

- Continue to use councillor and customer feedback to improve our communications such as notifying residents in advance of highway and streetworks.
- Further developed contractor engagement meetings, including Meet the Buyer events, to improve the opportunity to engage with our supply chain and potential contractors at an early stage.
- Continued to develop practical social values within our contract procurement process to engage our contractors into delivering The Deal.
- Carried out a mini LEAN review of the highway drainage service to improve the planned maintenance for gulley cleaning and data capture.

### Staff Development

- Recruited a further 3 Roadworker apprentices within the Highway Operations service who will undertake a Highway Maintenance training course.
- Recruited two Business and Finance apprentices who will undertake an NVQ Level

3 & Diploma in Business Administration.

- Two Business and Finance apprentices have passed their NVQ Level 3 & Diploma in Business Administration and gained full time employment.
- One Electrical Engineering apprentice is undertaking NVQ 3 Electrical Installation training course at Wigan and Leigh College.
- Four Highways Operatives achieved their LANTRA Highways Safety Inspections Qualification.
- One Highways Inspector is currently undertaking a Level 3 apprenticeship in Leadership
- Our Business Services Manager successfully completed their Project Management Qualification.
- A Technical Supervisor who successfully completed their Chartered Management Institute, Level 5 Diploma in Management and Leadership.
- Street Lighting Operative passed an HGV Class 2 driving test.
- Two Business and Finance apprentices gained full time employment following completion of their apprenticeship.

### Other

- Invited to promote the Council success via APSE Direct publication (April/May 20/21) with article 'Paving the Way in Best Practice' [here](#).
- Invited to showcase Wigan Council's Highway Service Performance and Innovations at APSE Seminars in December 2021 and March 2022.

## Climate Change and Sustainability

In July 2019, Wigan Council declared a Climate Emergency and subsequently developed its Outline Climate-Change Strategy, which committed the Council to reach the target of net-zero carbon by 2038; and also sets out how the council will work collaboratively to protect the future of the borough and its residents. In addition, our corporate strategy The Deal 2030, outlines the desire of our residents to live in a cleaner, greener borough with environments and greenspaces they can be proud of and for a borough that is climate resilient to the risks of flooding, extreme heat and cold.

### **The council's Highways and Network Management Group services will play a key role in the delivery of this vision by:**

- taking actions to adapt the borough's highway infrastructure and services so that they become more resilient to the impacts of climate change and mitigate the risk of harm to our people and place from extreme weather.
- supporting the creation, protection, enhancement, and accessibility of sustainable green-grey infrastructure that also improves connectivity across the borough.
- use community wealth building by identifying local business and innovation opportunities that will arise from the move towards a low carbon future.
- embedding climate considerations into our policy, service planning and investment priorities.

### **Several positive actions have already been taken by the services in developing our services in reducing their impact on the environment and reducing our carbon footprint, including:**

- Highways teams recycle nearly 100% of all the excavated materials associated with highway carriageway and footway resurfacing schemes and minor repairs.
- Highways used nearly 100% of recycled materials in imported granular material and foam binders for sub-base construction of

highway footway schemes

- Highways are trialling the use of low temperature bituminous materials for highway resurfacing schemes.
- The above initiatives have realised the following environmental benefits:
  - Avoided 52,794t of waste materials going to landfill
  - Reduced CO2 impact by 193t, which is the equivalent of 1,158 mature trees
  - Highway drainage service recycles 100% of waste arisings from highway gully cleaning.
  - The street lighting LED project has significantly reduced the council's energy consumption and carbon emissions for this service.
  - The street lighting service recycles all its electrical waste through the WEEE scheme.
  - The street lighting service recycle 100% of its metal columns, traffic sign poles and faces that are being replaced.
  - All traffic signs have been retrofitted with LED lighting units where they need to be illuminated or de-illuminated as appropriate.
  - All traffic sign bollards have been retrofitted with solar powered LED lighting units where they need to be illuminated or de-illuminated as appropriate.
  - Winter Maintenance service has carried out a route optimisation exercise to minimise the total number of miles having to be driven to carry out the preventative gritting treatment.
  - Winter Maintenance service has adopted the use of 'coated' salting products which reduces the overall amount of grit salt being used and reduces impact of salt run-off into adjacent water courses.
  - Digitised most of our business operating processes to significantly reduce or eliminate the use of paper and printing.

**The highway services have also used innovation and new technology to assess the opportunity to make further environmental improvements, including:**

- Winter Maintenance service continues to trial remote sensor technology to better understand temperatures across the whole of our highway network. This is expected to enable our teams to interpret weather forecasts and the effects on individual routes as well as the whole network.
- As a part of the Challenge Funded drainage remediation works, the Highways Drainage team have installed 52 smart sensors in highway gullies across the borough. This trial is enabling our teams to monitor the silt levels building up in highway gullies and where severe rain is forecast, the gullies can be cleaned in advance of those events to reduce the risk of highway and surface water flooding.
- The street lighting service is trialling the use of solar powered LED streetlights, activated by movement sensors, as a part of a Safer Streets Initiative in the Leigh area of the borough. These lights only consume electricity that is generated from solar power and switch on only for the times that residents are using the area to be lit. The project won an APSE Innovation award.

**In the future we will be reviewing the current highway maintenance specifications, design arrangements for new developments and procurement contracts for suppliers and contractors that will include:**

- Ensuring the palette of materials used on

new developments are sustainable and responsibly sourced.

- Optimising the use of Sustainable Urban Drainage systems on new schemes and developments.
- Using an approach that fully utilises a grey-green approach, particularly the maintenance and installation of highway verges and trees.
- Exploring the use of new and innovative techniques for carrying out highway works such as lower temperature bituminous products.
- Reviewing and updating the highway operations plant and equipment in line with low carbon emissions or electric powered, where practicable.
- Improving the asset data held on the highway drainage infrastructure that will be used to shape future investment priorities and developing funding bids.
- Challenging our key suppliers and contractors to demonstrate their commitment to achieving environmental sustainability and carbon neutrality.
- Ensuring our services align to the Council's Outline Climate Change Strategy and the Our Adaptation and Resilience action plan.
- Support the development of the borough's highway infrastructure to facilitate future planned growth in sustainable transport, in particular the use of walking, cycling, buses and electric vehicle charging infrastructure.

**Key Message:** Climate change has been identified as the most substantial threat to our highway infrastructure. By taking actions now, we will ensure that are safeguarding the future of the borough's highway infrastructure and optimising the economic benefits from a cleaner environment and a green circular economy that comes with this approach.

## Looking forward

The Council and its Highway and Network Management Group have faced significant challenges from the Covid-19 pandemic, in delivering its highway services. Combined with current global uncertainties along with significantly rising fuel and energy costs, it is expected that the financial year 2022-23 will continue to be a challenging year for our communities, workforce, contractors, and suppliers.

At a local level, our residents told us from the Council's Big Listening Project, that the safety and condition of the borough's roads and town centre environments are important contributors to their quality of life and satisfaction with the Council as a service provider.

The Governments recently completed its Comprehensive Spending Review which has set the future capital highway maintenance budgets for the coming 5 year period of 2022-2027 and the Council will be developing and delivering its investment aligned to whole life cycle planning and costings.

We also recognise that this year will challenge our services in helping the Council and our borough to continue to emerge from the Covid-19 pandemic and by building back better. Therefore, our priorities will focus on:

- further developing our services to deal with the future impacts of climate change, through adaptation and resilience
- further improving our sustainability and reducing our carbon footprint, aligned to the Council's Outline Climate Change Strategy.

- supporting our communities through Community Wealth Building and by creating and promoting a safe environment for local travel and businesses, particularly in Our Towns as our economy reopens.
- working in partnership with Transport for Greater Manchester to deliver targeted investment in carriageway maintenance on the borough's sections of the Greater Manchester Key Route Network.

The use of data and data sensor technology is becoming a key part of our future decision making for investment, service prioritisations and the deployment of services using a risk-based approach. Therefore, we will be continuing to use the council's Transforming Through Technology that will improve on our current data management process.

In addition, we will be working collaboratively with the Local Council Roads Innovation Group to identify opportunities to partner with key highway industry innovators, to identify and secure the opportunity to trial new or innovative materials, products and services that will offer efficiencies in how we deliver services or reduce our environmental impact when we deliver our services.

As a part of safeguarding our planned service delivery and future service succession planning, we will continue to invest in our staff training and development scheme. Moreover, we will continue with our apprenticeship programme to recruit and grow the next generation of highway operational staff within the highway maintenance operations services.



## Contractor Deal

using 'Social Values' in our contracts, to 'give something back to our communities, such as improving car parks at one of our key open spaces in Leigh Pennington Park



## School Streets

the first Council in Greater Manchester to introduce school streets, that will support improving road safety and air quality around schools, encourage healthier modes of travel from a young age and reduce congestion and inconsiderate parking.



## Valuing Our Staff

through investing in our young people by recruiting apprentices within our highway operations, street lighting and business administration teams.



## Customer Feedback

Customer Feedback – whilst we like to celebrate our successes and use a ‘lessons learnt’ approach to improve our services, a simple ‘Thank You’ always makes our day.

I’m sorry there has been a delay in sending this email but I just wanted to say thanks to you and the teams that made The Walk possible on the 31 October 2021.

We were given 20 days to be part of an international arts festival, showcasing what Wigan can do and it wouldn’t have been possible without the teams in your department. They were all great and made the event happen!

A wide variety of Team Wigan members pulled together to ensure that all of the ‘behind the scenes’ jobs are completed around Trencherfield and the route to the Edge. Highways and Network Management along with Streetscene to name a few coordinated to jet wash, weed, cut back, fix block paving, create traffic management plans and much, much more.

Thanks again to all involved!

Below is just a quick email to give feedback on a Network Management Technician, Nicola Robinson.

Nicola conducted a site visit in Ashton yesterday with a resident. Purpose was to look at making the shop access at Stubshaw shops more accessible for wheelchair users. The resident spoke extremely highly of Nicola and was



delighted with the outcome. In particular, the resident spoke of Nicola’s understanding and professional approach. Please note this feedback in any supervision or appraisal that Rebecca undertakes.

It’s reassuring to know you have such a positive workforce representing the council. It is by chance that the only other positive feedback email I’ve sent was to you was relating to John Aspinall, so clearly, you’re doing something right at Network Management!

**Thanks also to Mr. Williams and his staff for taking the time to discuss the problem on the spot with me. Because of my hearing problems, especially on mobile, a ‘face to face’ discussion is the only solution. Although we do our best, the majority of my generation are not too familiar with ‘apps’, ‘www’, i-phones, communicating through a robot, and the like, on top of the ageing aspects. Until my generation has passed on, a ‘Face to Face’ discussion is both vital and essential.**

## Innovation

through partnerships with private sector companies, we are developing new and innovative solutions that will offer service efficiencies, improved decision making and adaptation and resilience to climate change.

