

Suffolk County Council

Scrutiny Committee meeting

27TH JULY 2017

INTEGRATION FOR SUFFOLK HIGHWAYS

Mark Stevens

Assistant Director Operational Highways

Presentation coverage

- Highway Transformation Programme framework and aspirations
- Components of integration
- The success of early examples of integrated teams
- The 12-month programme to deliver
- The service delivery centres
- Senior Leadership Team responsibilities

Transformation defined in Dec 2015

Good working was being done with an existing transformation programme but was being inconsistently implemented. A more robust structure to the programme was needed with different governance and levels of engagement.



Five core priorities emerged:

- Contract management (including performance management & QMS)
- Integration (including end-to-end reviews, staff & ICT matters)
- Programme management (including response timescales)
- Finance (including ordering and payments)
- Asset management (including budget allocations & programme generation)

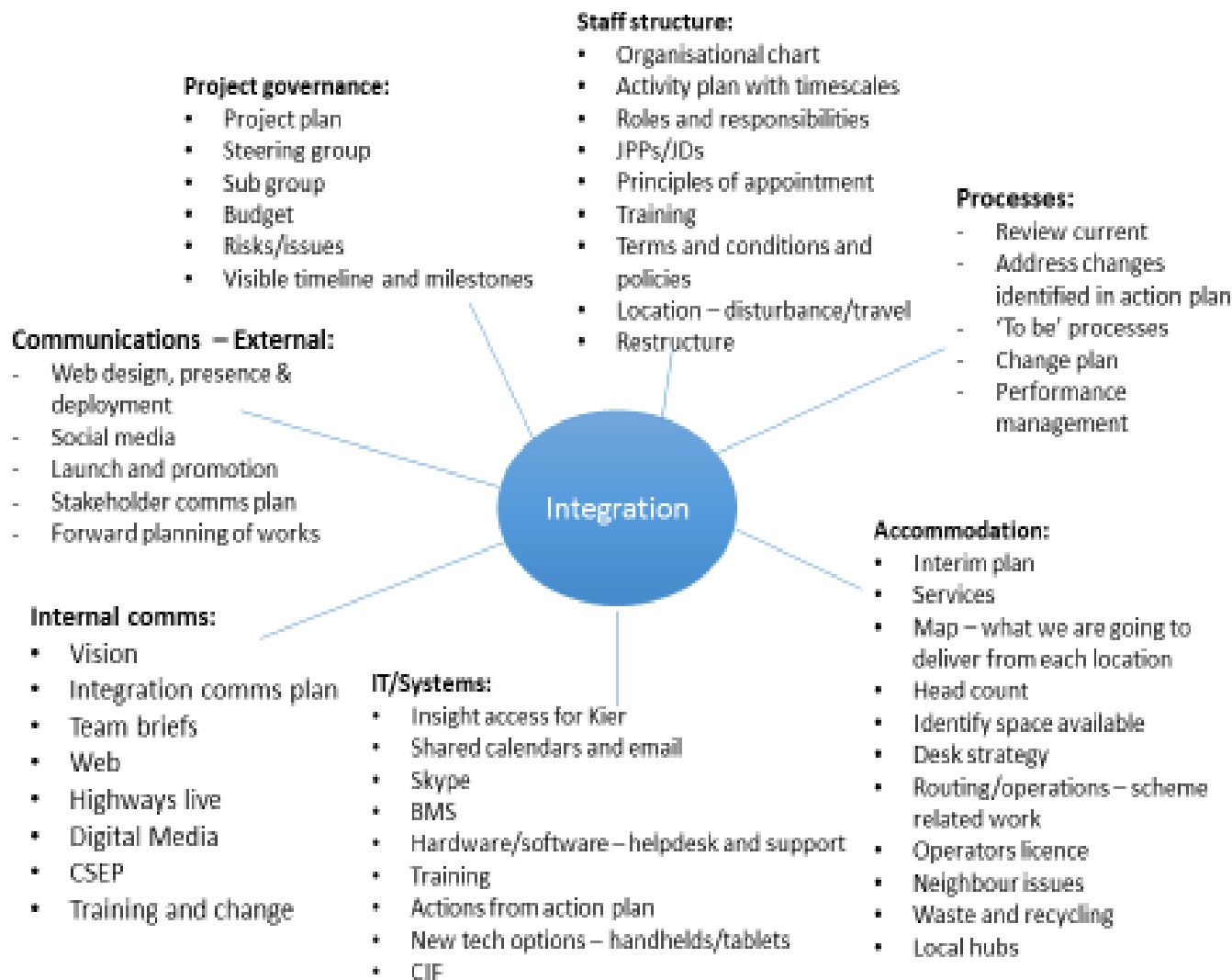
With an overarching need for significant levels of internal and external communication (including completion of the branding exercise).

Programme/Workstream Targets

The aspiration in December 2015 was to complete all elements of the Highways Transformation Programme by the end of March 2017 with some interim workstream milestones:

- Contract Management – a new outcomes-focused Performance Management Framework to be in place by the end of March 2016
- Integration – end-to-end (system thinking-driven) reviews completed by June 2016
- Programme Management – revised Highway Maintenance Operational Plan by June 2016
- Finance – closure of contract year 1 & 2 payments by end of March 2016
- Asset Management – Highway Infrastructure Asset Management Plan in place by November 2016, focused on preventative maintenance
- Communications – substantial work completed by June 2016, including the establishment/adoption of consistent branding

The many components to integration



An alliance (Suffolk Highways) is/has...

- A collaborative and integrated team brought together from across partners and owners to deliver a programme or project;
- Shared commercial goals, aligned directly with customer or project outcomes;
- Integrated teams, developed on a best for task basis;
- Underpinned by a commitment to key working principles and trust-based relationships;
- An emphasis on creating the right culture and behaviours, including no blame;
- Strong, collective and unanimous leadership



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HR issues (Future Design Group – 25th April 2016)

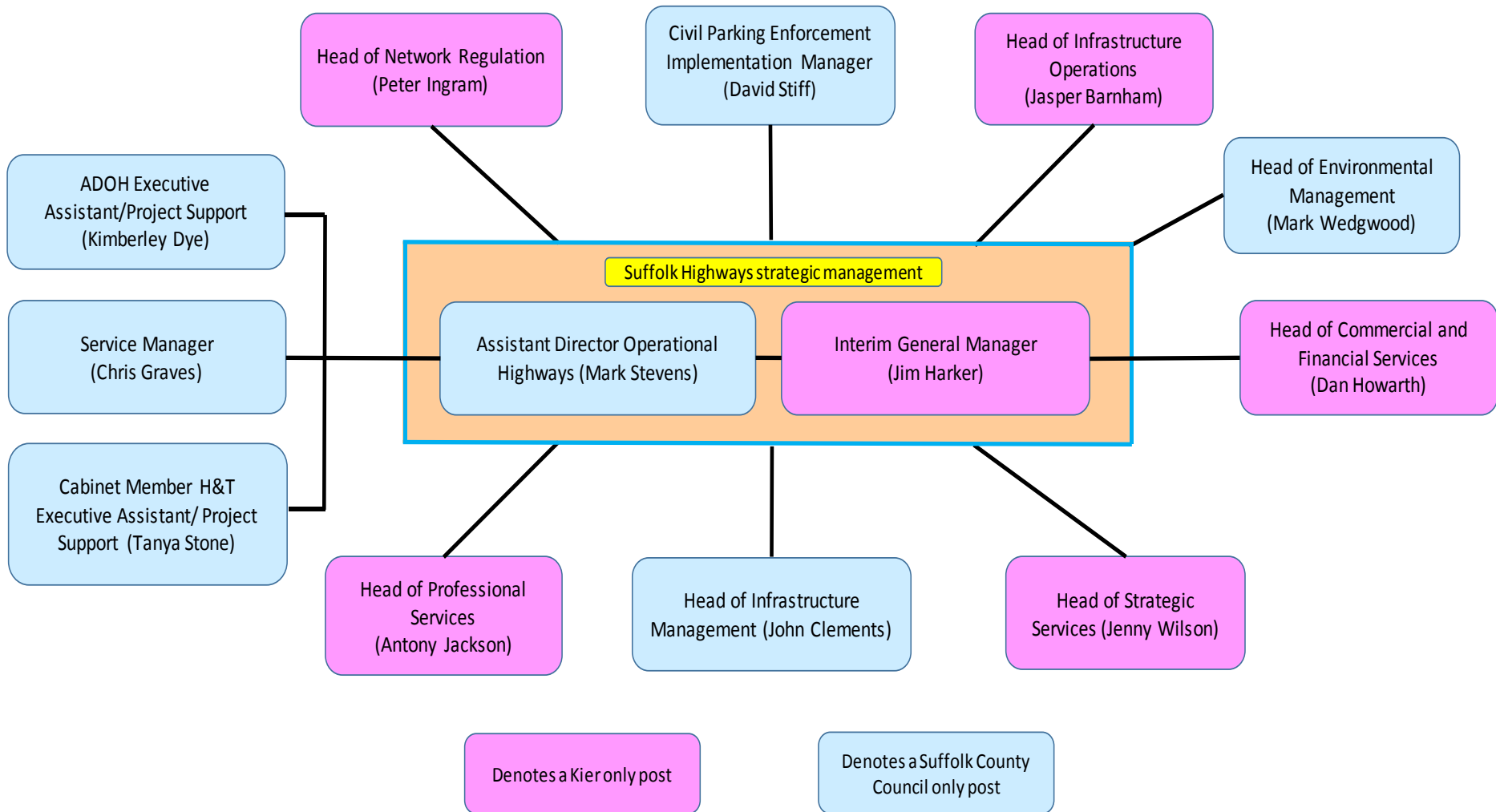
Short/medium term:

- Integrated structure for Suffolk Highways
- Posts being filled by Kier or SCC staff – employer remains the same
- Refresh of old JPPs/creating new JPPs & evaluation of posts
- Relocation of staff from area offices/ reduction in business support
- HR Action Plan – staff savings
- Joint (Suffolk Highways) policies
- ‘Line’ management
- Not just Kier and Operational Highways

Longer term:

- Suffolk Highways a ‘stand-alone’ organisation? Trading capability
- Recruitment and retention
- Career progression/performance-related pay

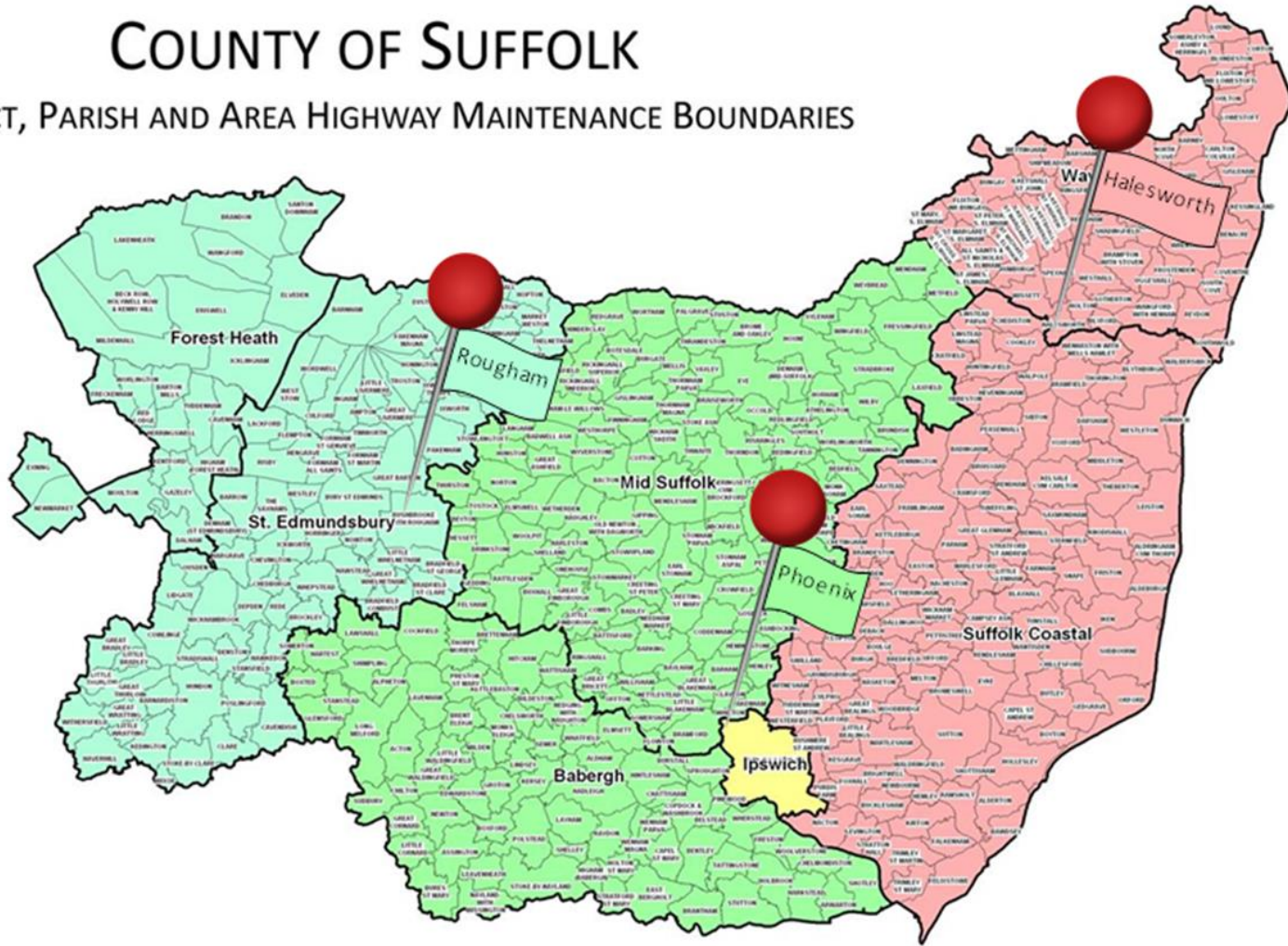
Suffolk Highways Senior Leadership Team



Integrated teams at the right locations

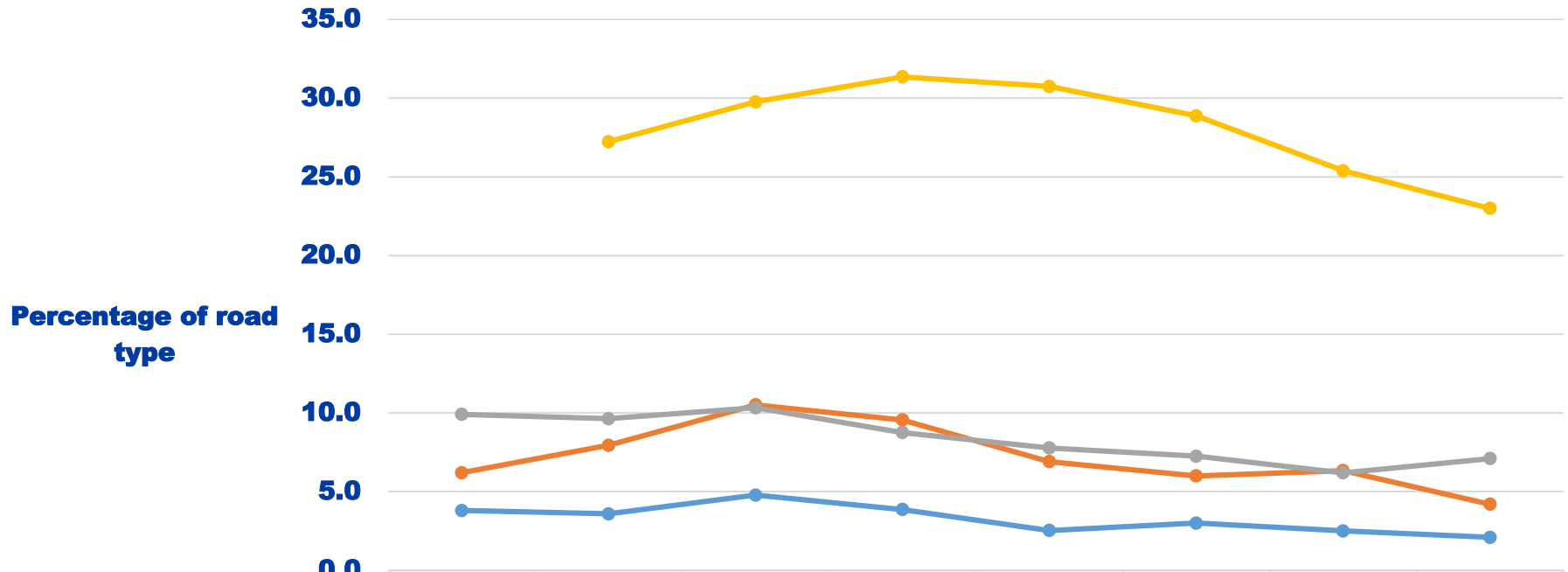
COUNTY OF SUFFOLK

DISTRICT, PARISH AND AREA HIGHWAY MAINTENANCE BOUNDARIES



Surface dressing/surfacing integrated team

Percentage of roads where maintenance should be considered



	2008-2010	2009-2011	2010-2012	2011-2013	2012-2014	2013-2015	2014-2016	2015-2017
—●— A Roads (NI 168)	3.8	3.6	4.8	3.9	2.5	3.0	2.5	2.1
—●— B Roads (NI 169)	6.2	7.9	10.5	9.6	6.9	6.0	6.3	4.2
—●— C Roads (NI 169)	9.9	9.6	10.3	8.8	7.8	7.3	6.2	7.1
—●— U Class (BV224b)		27.2	29.8	31.4	30.7	28.9	25.4	23.0

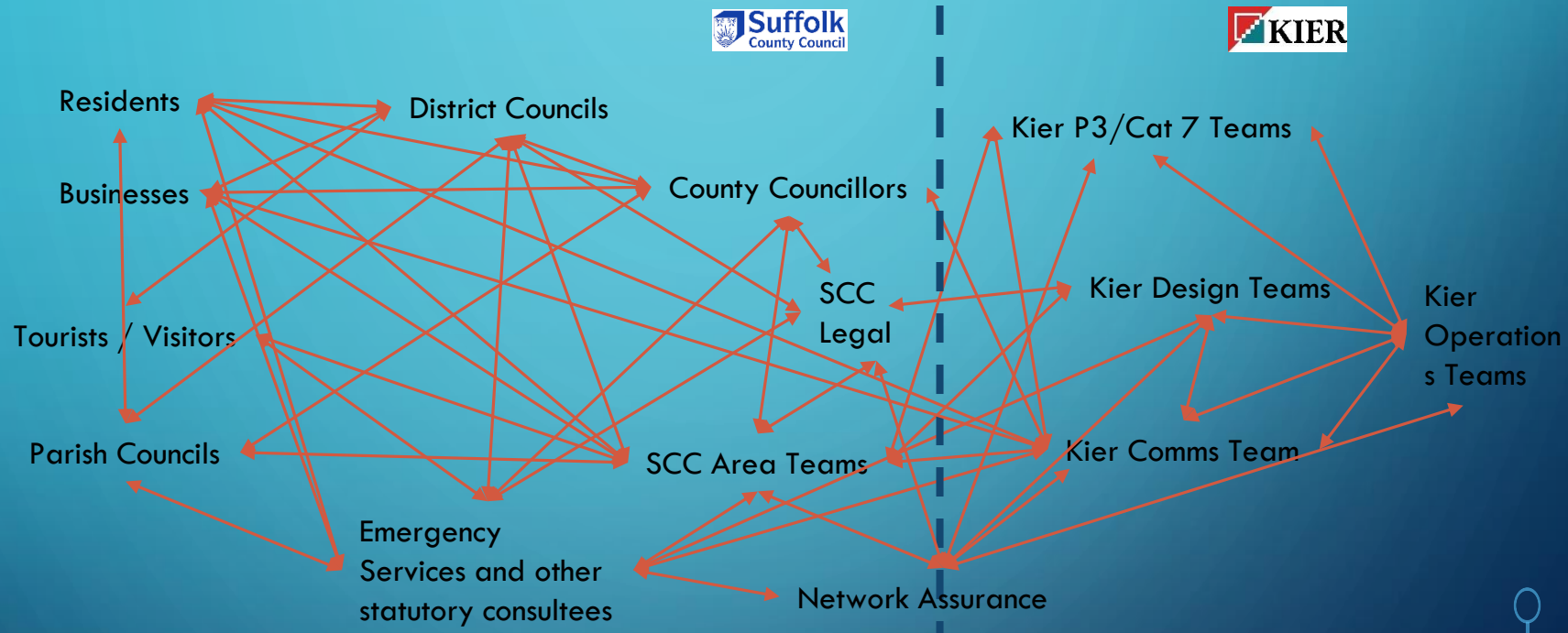
—●— A Roads (NI 168)

—●— B Roads (NI 169)

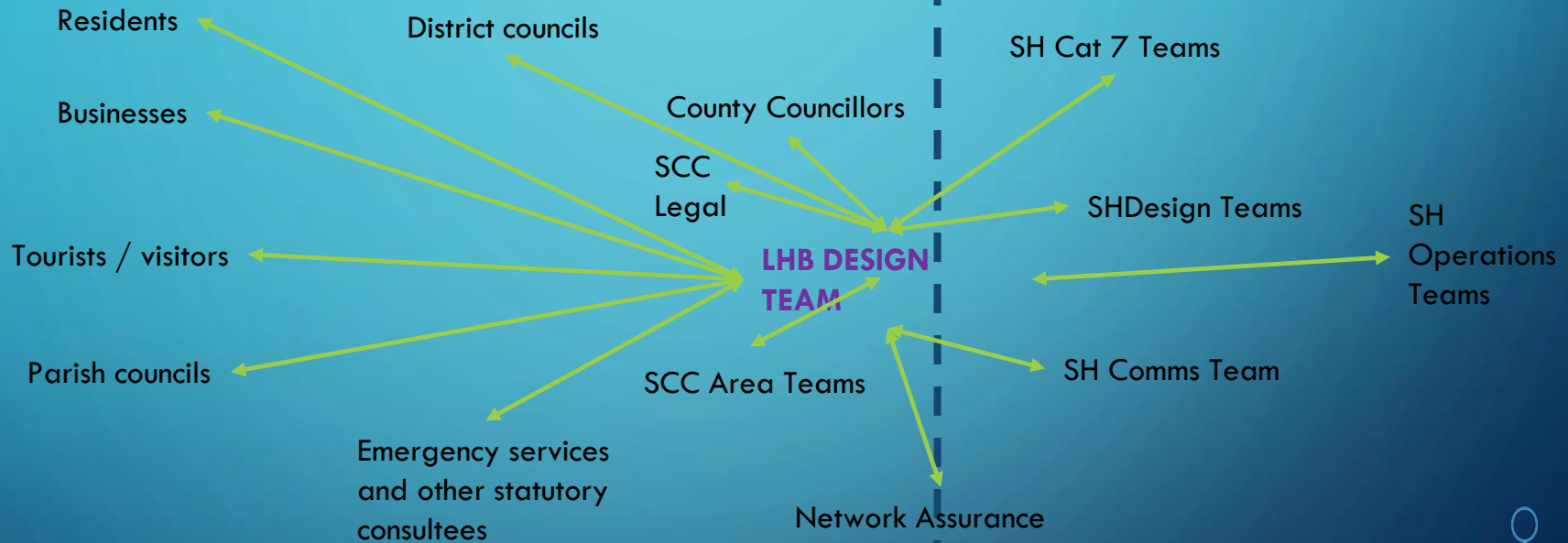
—●— C Roads (NI 169)

—●— U Class (BV224b)

LOCAL HIGHWAY BUDGET STAKEHOLDER LINKS



INTEGRATION OF THE LHB TEAM



Continuing progress with LHB/speed schemes

Project Status	May	June	Aug	Sept	Oct	Nov	Jan	Feb	May
	2016	2016	2016	2016	2016	2016	2016	2017	2017
Design Ordered / Ongoing	52	42	36	43	43	39	48	49	50
Design Complete / Ordered for Construction	51	46	30	40	37	46	48	58	69
Construction Complete	0	37	72	82	101	120	145	146	192
Scheme Cancelled	0	14	15	15	16	15	16	16	16
Grand Total	103	139	153	180	197	220	257	269	327

Speed Limit Assessment Analysis

Speed limit request	Requests received but no further action	Request received and initial assessment conducted - doesn't meet criteria	With Councillor to consider estimate	Meets criteria and report prepared for Speed Limit Cases Panel	Presented to SLCP and rejected	Presented to SLCP, approved and yet to go to Cabinet Member	Presented to SLCP but referred to Rights of Way Committee	Awaiting preparation / publication of permanent TRO	All preparatory work completed and ordered	Works programmed but not yet implemented	Implemented and operational	Total
20	11		5					5			9	30
30	25		1	4	1			6			1	38
40	10	1		4				4			3	22
50	1										1	2
Totals	47	1	6	8	1	0	0	15	0	0	14	92

A clearer picture on flooding

The situation in September 2016:

- 27 internal property flooding schemes identified by the Area Highway Offices
- An integrated drainage team being established and investigations started
- 140 schemes were all to be properly prioritised, assessed and delivered – suggesting that there was 4 to 5 years of work that lay ahead

The situation in July 2017:

- Actually 32 internal property flooding schemes – 22 are complete or no further action needed
- 74 schemes in 2016/17 programme – 52 complete or no further action needed
- 94 schemes in 2017/18 programme – 15 complete or no further action needed
- There were **392** schemes to be tackled rather than the 140 schemes initially identified

Scheme Status	Number of Schemes
Babergh	78
Forest Heath	20
Ipswich	19
Mid Suffolk	68
St Edmundsbury	56
Suffolk Coastal	116
Waveney	35
Grand Total	392

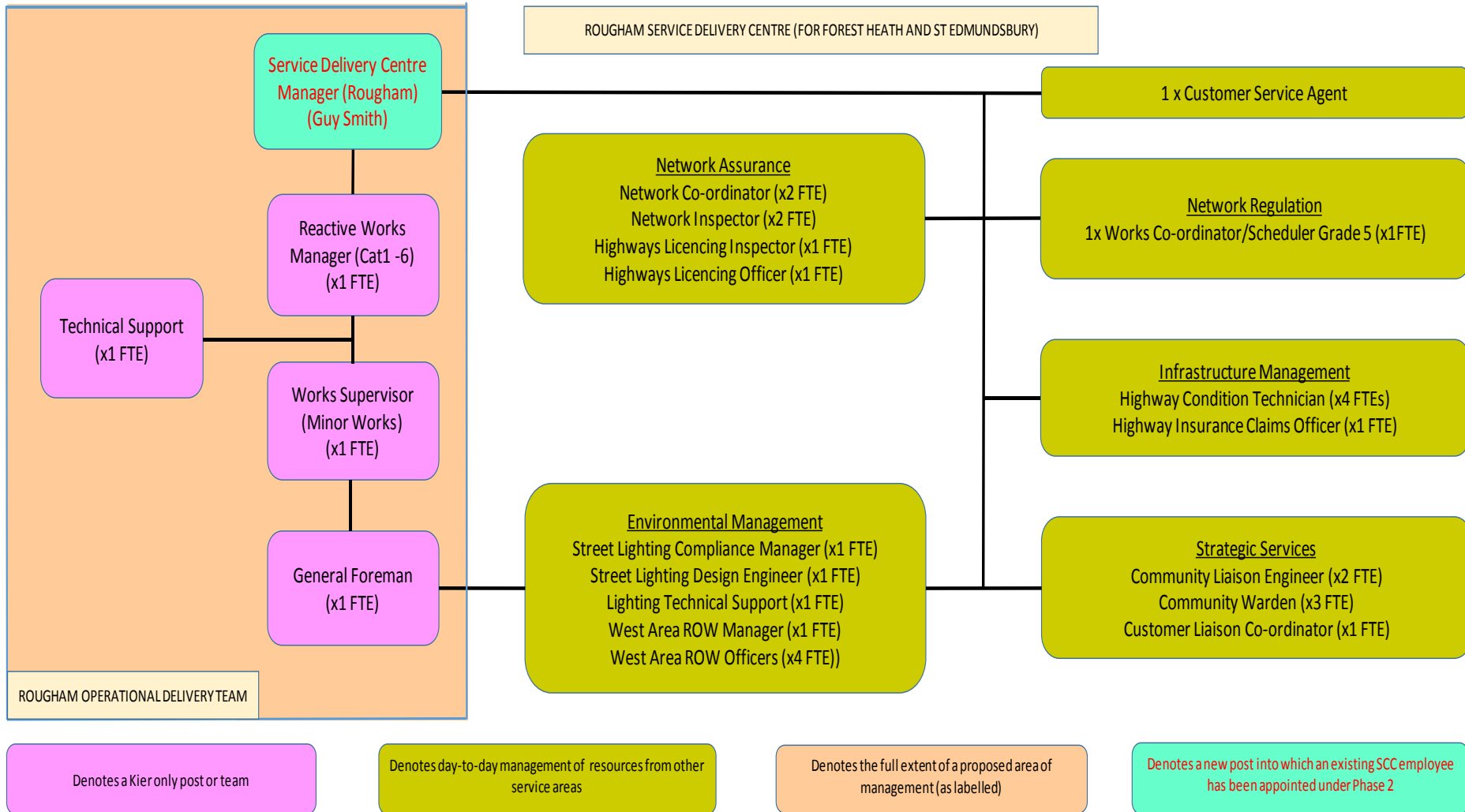
The organisational change programme

- a) Identifying senior management structure – Phase 1 – October 2016
- b) Identifying indicative underlying structure – October to December 2016
- c) Drafting 8no. (4-page) job & person profiles (JPPs) and supplementary supporting evaluation forms or ‘SSEFs’ (each being 7-8 pages of detail) for Phase 1 – early January 2017
- d) Job evaluation of ‘Suffolk Highways’ Phase 1 JPPs with new values, behaviours & 21st Century Manager roles – 12th January 2017
- e) Start of Phase 1 consultation (two weeks) on 16th January 2017
- f) Progression of consultation, selection and appointments to roles
- g) Appointments made to Phase 1 posts with effect from 6th March 2017
- h) Senior Leadership Team undertook further work on the proposed underlying structure – 6th March to 24th March 2017

The programme continued

- i) Drafting JPPs and SSEFs for Phase 2 – February/March 2017
- j) Job evaluation of 47 new and 16 revised Phase 2 JPPs – 9th March and 15th March 2017
- k) Completion of conversion of 43 existing SCC JPPs into new Suffolk Highways Phase 2 JPPs – 24th March 2017
- l) Start of Phase 2 consultation (30 days) on 28th March 2017
- m) End of Phase 2 consultation on 28th April 2017
- n) Consultation feedback to all staff (93 slides) – 19th May 2017
- o) Submission of staff preference forms – by 5th June 2017
- p) Progression of consultation, selection and appointments to roles
- q) Staff notified of appointments made to Phase 2 posts on Friday 7th July 2017
- r) The new structure will take effect from 4th September 2017

Service delivery centre resource (1)

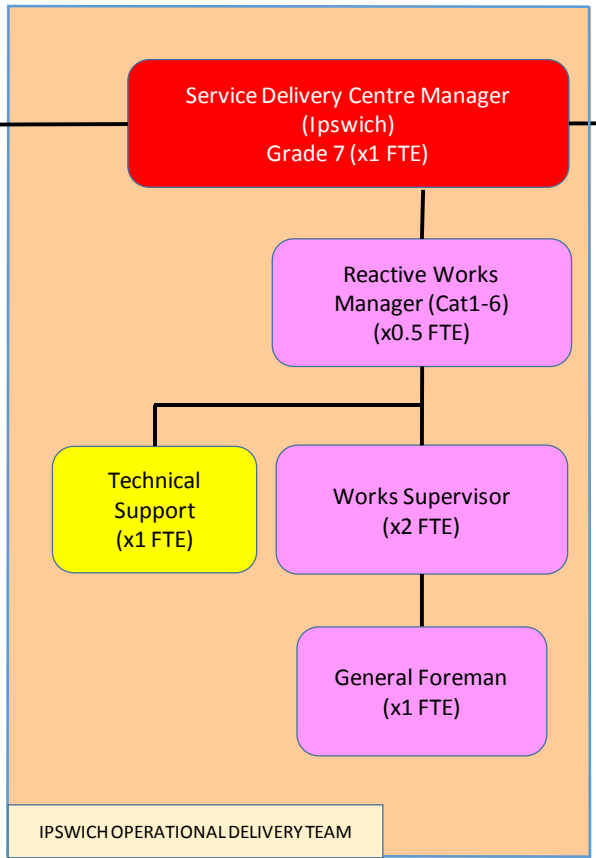


Service delivery centre resource (2)

IPSWICH SERVICE DELIVERY CENTRE (FOR BABERGH AND IPSWICH)

Infrastructure Operations
 Traffic Management Manager (x1 FTE)
 Traffic Management Supervisor (Schemes) (x1 FTE)
 Drainage Works Manager (x1 FTE)
 Signs & Lines Works Manager (x1 FTE)
 Depot Foreman (x1 FTE)
 Carriageway & Surface Treatments Manager (x1 FTE)
 Schemes Supervisor (x1 FTE)
 Structures Works Manager (x1 FTE)
 Construction Manager (x1 FTE)

Infrastructure Operations
 Traffic Management Designer (Surfacing) (x1 FTE)
 Footways & Street Furniture Works Manager (x1 FTE)
 Surface Dressing Supervisor (x1 FTE)



SERVICE DELIVERY CENTRE LINKAGETO:

Network Regulation
 1x Works Co-ordinator/Scheduler

Infrastructure Management
 4x Highway Condition Technician
 1x Technical Support Officer

Strategic Services
 2x Community Liaison Engineer
 3x Community Warden
 2x Customer Liaison Co-ordinator

1 x Customer Service Agent

Denotes day-to-day management of resources from other service areas

Denotes the full extent of a proposed area of management (as labelled)

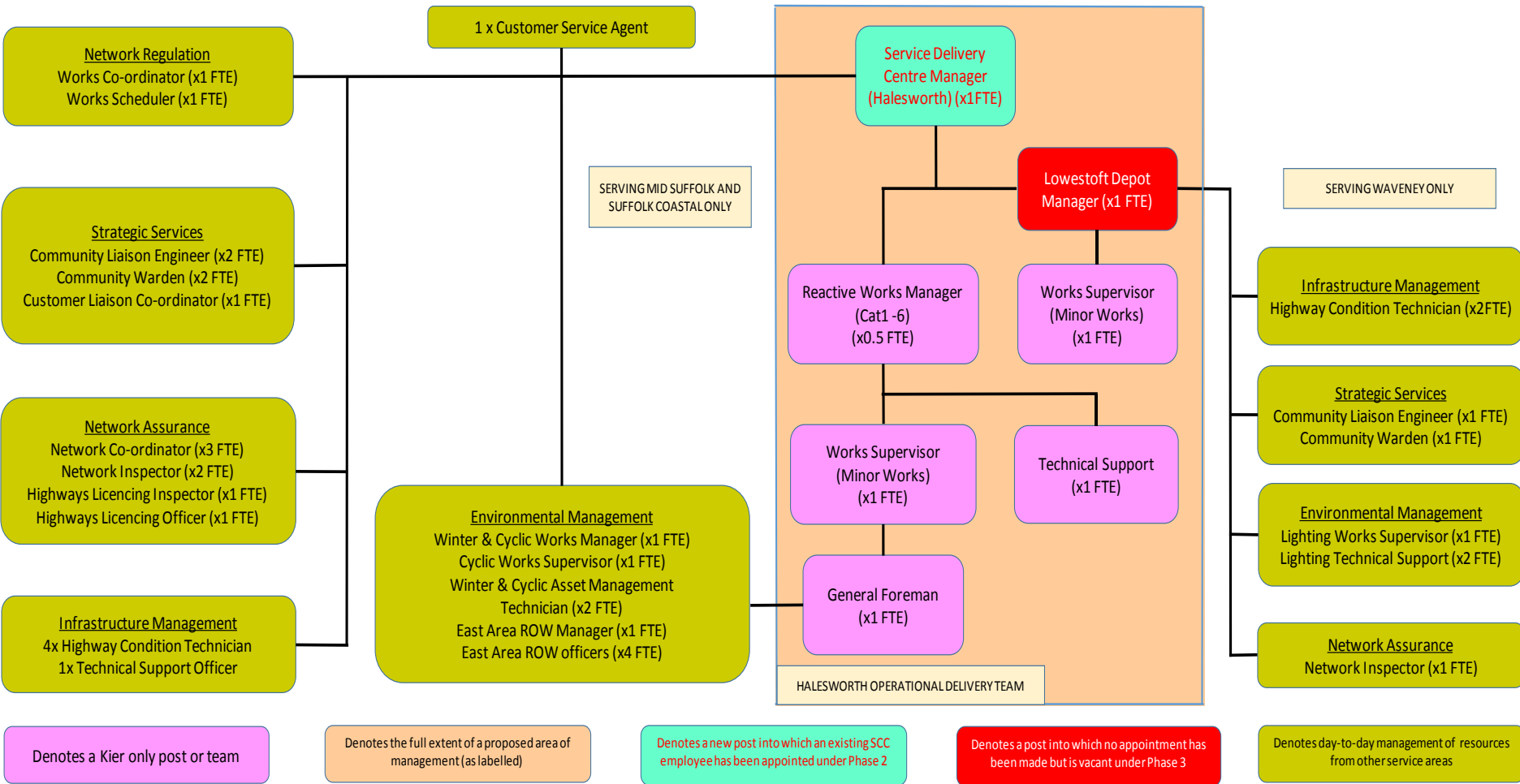
IPSWICH OPERATIONAL DELIVERY TEAM

Denotes a Kier only post or team

Denotes a Kier only post into which no existing Kier post-holders can be slotted in but can be appointed to

Denotes a post into which no appointment has been made but is vacant under Phase 3

Service delivery centre resource (3)



Senior Leadership Team responsibilities (1)

Mark Stevens – Assistant Director Operational Highways & **Jim Harker** – Interim General Manager provide the oversight/management of and strategic direction for the Suffolk Highways Services Contract

Antony Jackson – Head of Professional Services provides leadership for improvement scheme feasibility, technical design/works preparation, drainage & Local Highway Budget schemes design

Chris Graves – Service Manager is responsible for the adherence to the contract by Suffolk Highways, including financial control and the Network Assurance function (which includes use of Suffolk's roads by public utilities)

Dan Howarth – Head of Commercial and Financial Services manages works estimation, expenditure control and financial profiling

David Stiff – Civil Parking Enforcement Implementation Manager is heading up the delivery of civil parking enforcement by Suffolk's district and borough councils by April 2019

Senior Leadership Team responsibilities (2)

Jasper Barnham – Head of Infrastructure Operations is responsible for works delivery management, including surface dressing, surfacing, footway works and structural repairs and provision of winter maintenance resources

Jenny Wilson – Head of Strategic Services leads communications, customer services (including councillor and community liaison) performance monitoring, quality assurance, business development and highways ICT

John Clements – Head of Infrastructure Management leads the prioritisation and apportionment of revenue budgets/capital allocations, safety inspections, bridge/structures maintenance and improvement, asset data management and asset condition assessment

Mark Wedgwood – Head of Environmental Management looks after grass cutting, weed spraying & general soft estate management, gully cleansing, public rights of way, street lighting and winter maintenance response

Peter Ingram – Head of Network Regulation is the lead for general highway repairs/major works, traffic signals, road safety, speed and traffic management

Any questions?