

PEER REVIEW WORKSTREAMS

Developing a Vision for Highways

The Highways and Transport Service should develop a service specific vision statement that captures the key strategic outcomes for the service and allow future delivery strategies to be aligned to the service vision statement.

The service vision statement will have corporate buy in and be designed with senior management. It also needs to align with the corporate vision statement. Wiltshire Councils Corporate Vision Statement is “To create stronger and more resilient communities”. This underpins all the work the council undertakes and provides a clear focus on actions taken.

In developing the vision statement consideration is to be given to learning from other authorities, and engage other relevant council services. . The vision statement will provide the context for service objectives and priorities and also underpin the framework for performance management.

Objective:

To have a service vision statement that is clear and succinct which staff can understand and apply to their activities.

Timescale:

To be completed by March 2017.

Develop Performance Management Framework for Highways and for its Contracts

Performance indicators should be developed as part of a Performance Management Framework to support the Wiltshire Highways Asset Management Policy and Strategy. Ensure there is a shared understanding between Members and Officers of contract and performance management

Wiltshire Highways and Transport Services use performance indicators to monitor services. The Department for Transport have introduced the Highways Maintenance Capital Incentive Funding. In order that Wiltshire receives the full share of the funding Wiltshire will have to demonstrate that they can place themselves at Band 3. For this Wiltshire needs to develop a Performance Management Framework that shows the levels of service, performance measures and targets, which supports the implementation of the strategy, forward planning and improvement.

Objective:

Produce a full Performance Management Framework that is reviewed by senior management to assist in funding requirements to demonstrate Band 3 in the self assessment under the Highways Maintenance Capital Incentive Funding.

Timescale:

To be completed by December 2016 to support Self Assessment process

Develop Training and Development Framework to secure required skills set and succession

A Workforce Development Plan should be prepared in order to understand and secure required skills for the future of the service and enable robust succession planning.

Consider the role of the Client organisation and the capabilities needed in the future. Consideration should be given to capacity, succession planning and development needs.

Link to the vision for the service to understand future skills required. Carry out full review of the staff training requirements within the service area, to enable staff to carry out their role now and in the future. Identify skills gaps and succession gaps.

Produce service training plans that capture essential and desirable training requirements and prioritise. Use a single IT system that records and updates training records. Consider possible joint training opportunities with our partners and alignment of skills sets.

Objective:

To have a training programme in place for all staff that meets the requirements of staff roles, which is captured and managed on a single IT system.

Timescale:

To be completed by December 2016 to support Self Assessment process

Review CATG Role

The service areas that Community Area Transport Groups (CATGs) could have potential involvement in should be reviewed.

Consider the delivery strategies that Wiltshire Council needs in the future. Consider how shared learning/alignment with wider Council initiatives can assist the service in its development. Explore what other areas of the highway service can make use of the CATGs for decision making, and in a consultation / information role. Review how the CATGs are run and administered with a view to efficiency of operation, clear focus and decision making.

Objective:

To use the CATGs to assist the highways services in local decision making and informing the communities.

Timescale:

To be completed by March 2017.

Asset Management and Achieving band 3

Review the asset management processes in order to achieve Band 3 in the DfT self assessment.

The Department for Transport have introduced the Highways Maintenance Capital Incentive Funding. In order that Wiltshire Council receives the full share of the funding the Council will have to demonstrate that it can be placed in Band 3 of the self assessment.

For this Wiltshire needs to develop a Performance Management Framework, and progress other asset management processes. The Performance Management Framework will need to

show the levels of service, performance measures and targets, which supports the implementation of the strategy, forward planning and improvement.

Objective:

To demonstrate Band 3 under the Highways Maintenance Capital Incentive Funding self assessment.

Timescale:

To be completed by December 2016 to support Self Assessment submission.

Winter Service Transformation

Transformation to deliver a more efficient winter maintenance service by reviewing the operation of the service.

To deliver a state of the art winter services in accordance with national standards which includes community involvement in a more efficient way, and by using fewer vehicles and depots.

Review fleet requirements and procurement options, and consider using a more modern smaller winter fleet with better use of technology. Encourage community involvement through the Town and Parish Councils and local farmers. Consider the delivery strategies that are needed in the future, including review of gritting routes and depot strategies.

Objective:

To ensure an efficient and effective winter service, including effective precautionary salting and community involvement.

Timescale:

To be completed by March 2017.

Major Infrastructure Pipeline Management

Adequate staffing, expertise and support needs to be available to deliver the future potential pipeline of major schemes and projects.

There are a number of major schemes in development which may need to be delivered in future years. There is a need to adequately resource these in order to ensure delivery and benefit from potential funding opportunities.

Review forward workload, including LEP and developer funded schemes to identify potential resource requirements. Assess current capacity and capability of staff and contractual arrangements for technical support to ensure they are adequate for the anticipated workload. Develop resource plans and staff development proposals to build on existing expertise, and identify skills required. Develop delivery model, including proposals for use of external support where appropriate.

Objective:

To have adequate resources to progress future major schemes and work packages.

Timescale:

To be completed by March 2017.

IT Systems

To review existing highway management IT systems and ensure they are fit for purpose.

A vital part of implementing and maintaining an Asset Management approach is through the use of Asset Management Systems to provide information on location and performance of highway infrastructure assets and support decision making and reporting. Knowledge of the asset, its condition and its performance is vital for making the right investment decisions, as well as for demonstrating to senior decision makers and stakeholders the overall investment requirements.

The highways service uses a number of IT systems to help deliver work, manage the assets and communicate, and in many cases these carry out specialist functions. The use of existing systems is to be reviewed and a business case developed for the procurement of suitable systems to meet future needs.

Objective:

Implement suitable IT systems to meet future highway asset management requirements.

Timescale:

Review to be completed by March 2017 to inform subsequent procurement.

Supply Chain Management

Review the supply chain process on Wiltshire's highways contracts and to develop an effective performance monitoring system for these contracts.

The application of the right procurement and contract governance to purchasing services and goods is important. It is necessary to fully understand the benefits and cost of each stage in the delivery process, e.g. the balance between detailed scheme design vs. 'walk, talk and build'.

Consider whether supply chain management is effective and the Client's role in managing new model. Ensure contract performance management is aligned with the service performance management framework and stakeholder expectations and that the potential in the supply chain and further utilisation of early contractor involvement are realised.

Objective:

To have a performance management process in place that sets out how Wiltshire works with its contractors in monitoring performance and outputs to ensure best value and working practices.

Timescale:

To be completed by March 2017.

Innovation

Develop process for improved innovation and collaboration within the highways service and its supply chain.

It is important to be able to make use of new materials, processes and innovations in order to make best use of existing funding and opportunities. In order to do this it is necessary to ensure that processes are in place to identify and exploit appropriate opportunities across the supply chain.

Innovation in new processes and technologies are emerging all the time and these need to be identified. Consideration for further innovation in technology, such as exploring again a transition to LEDs, gang scheduling efficiency, design processes need to be reviewed.

Improved collaboration and co-ordination of work on the network could be achieved through the use of better communications, and making use of GIS and IT systems.

Objective:

Embed innovation and collaboration in the highway service and its supply chain.

Timescale:

To be completed by March 2017.