



Date: Tuesday, 2 March 2021

Time: 2.00 pm

Venue: THIS IS A VIRTUAL MEETING - PLEASE USE THE LINK ON THE AGENDA TO LISTEN TO THE MEETING

Contact: Sarah Townsend, Committee Officer
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PLACE OVERVIEW COMMITTEE TO FOLLOW REPORT (S)

3 Minutes of Previous Meetings (Pages 1 - 4)

To consider the minutes of the Place Overview Committee meetings held on 5th November 2020 (Attached) and 9th December 2020 (**To Follow**).

Contact: Sarah Townsend (Tel: 01743 257721)

6 Highways Improvement Plan (Pages 5 - 44)

To scrutinise current highways operational performance and progress in delivering the Highways Improvement Plan. (**Report to Follow**).

Contact: Mark Barrow (Tel: 01743 258919)

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Place Overview Committee	Item
9 December 2020	3
2.00 pm	Public

MINUTES OF THE PLACE OVERVIEW COMMITTEE MEETING HELD ON 9 DECEMBER 2020 2.00 - 3.26 PM

Responsible Officer: Sarah Townsend
Email: sarah.townsend@shropshire.gov.uk Tel: 01743 257721

Present

Councillor (Chairman)

Councillors Andy Boddington, Julian Dean, Rob Gittins, Simon Harris, Pamela Moseley, Paul Wynn, Roy Aldcroft (Substitute) (substitute for Paul Milner), Nicholas Bardsley (Substitute) (substitute for Dan Morris) and Claire Wild (Substitute) (substitute for Joyce Barrow)

85 Apologies for Absence

Apologies for absence were received from Councillors Joyce Barrow (Substitute: Councillor Claire Wild), Paul Milner (Substitute: Councillor Roy Aldcroft) and Dan Morris (Substitute: Councillor Nicholas Bardsley).

In the absence of the Chairman, it was **RESOLVED:** that Councillor Claire Wild be elected as Chairman for the duration of this meeting.

In the absence of the Vice-Chairman, it was **RESOLVED:** that Councillor Paul Wynn be appointed as Vice-Chairman for the duration of this meeting.

86 Disclosable Pecuniary Interests

Members were reminded that they must not participate in the discussion or voting on any matter in which they had a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

With reference to item No. 7, Section 5 (Climate Change appraisal) Councillor Rob Gittins declared that he acted as Councillor Dean Carroll's deputy in such matters.

With reference to item No. 7, Councillor Simon Harris declared that he was the Deputy Portfolio Holder for Railways and the Rail Network and stated that he would remain in the room but take no part in the debate on this matter. (Prior to the consideration of this item and at the request of the Chairman, Councillor Simon Harris left the room and was not present during the consideration of this item.)

87 Minutes of the Meeting held on 5th November 2020

It was noted that the minutes of the meeting held on 5th November 2020 will be presented to the next meeting of the Committee.

88 Public Question Time

Two questions were received from members of the public.

From: Bryan Payling

Mr Payling's questions related to the implementation of the Covid-19 safe arrangements in Shrewsbury and the experimental diversion of traffic in Shrewsbury town centre. A full copy of the questions and responses provided is attached to the web page for the meeting and also attached to the signed minutes.

From: Robin Gough

Mr Gough's question related to the safety of residents living in St John's Hill and Town Walls during the Covid High Street Closure. A full copy of the question and response provided is attached to the web page for the meeting and also attached to the signed minutes.

89 Member Question Time

There were no Member questions.

90 Re-opening our Highstreets safely and social distancing response for COVID-19

The committee received the report of the Head of Transport and Environment which provided an update on the approach, outcomes and activity undertaken to date to facilitate reopening of high streets safely.

Mr Steve Brown (Head of Transport and Environment), was in attendance on behalf of Shropshire Council to present this item and to respond to questions from the Committee.

Mr Seb Slater (Chair and Executive Director of Shrewsbury Business Improvement District [BID]) was in attendance, having been invited as a guest. He provided an update on behalf of the business community and responded to questions from the Committee.

During the discussion and responding to questions from the committee, it was explained as follows:

- A meeting regarding the Low Traffic Scheme for Shrewsbury has been arranged and invites have been circulated; Mr David Parry, Big Town Plan Board, has been invited to act as chair. Shropshire Council is working closely with a consultancy company and Mr Seb Slater to identify any future proposals and designs for the Low Traffic Neighbourhood.
- Further clarification regarding expenditure was provided regarding the "bounce back" grant of which Shropshire Council received £282,194. It was

noted that approximately £40,000 remained of the grant and staff time had not been reimbursed from this grant.

- Updates and further clarification were provided on high street footfall, car parking use, High Street Task Force data, future and current usage of the high streets and town centres, pedestrian safety and active travel.

RESOLVED: that,

- (i) The activity and outcomes to date be noted;
- (ii) Further reports to this Committee on current and post Covid-19 activity will be provided as the reaction to the virus impacts upon our high streets;
- (iii) The further work to be undertaken on capturing data in our wider market towns relating to footfall, anonymous mobile phone data to evidence and inform future responses be a piece of work that carefully needs to be considered and brought forward, be noted;
- (iv) The joint working across the Council particularly with colleagues in Economic Growth and Public Protection and with our Business Improvement Districts, Town Councils and Chamber of Commerce to facilitate this work in our towns, be noted; and
- (v) An email to be sent to staff thanking them for their hard work and commitment during these difficult times.

91 **Local Transport Plan 4 (LTP4)**

The committee received the report of the Head of Transport and Environment which provided an update on the proposed approach for the development of the next Local Transport Plan for Shropshire (LTP4).

Mr Steve Brown (Head of Transport and Environment), was in attendance on behalf of Shropshire Council to present this item and to respond to questions from the Committee.

RESOLVED: that,

- (i) The proposed approach for the development of the next Local Transport Plan (LTP4) for Shropshire be supported;
- (ii) That the outline approach for engagement with stakeholders and the public be supported; and
- (iii) **The progress on the development of the Local Transport Plan (LTP4) be reviewed by this committee again in Spring 2021 in advance of the draft strategy being presented to Cabinet for further approval to consult.**

92 **Place Overview Committee Work Programme**

RESOLVED:

That, in the absence of the Chairman and Vice-Chairman, the proposed topics scheduled to be considered at the next meeting on 28 January be agreed, subject to the Chairman, Councillor Joyce Barrow, being consulted prior to the next meeting for her to suggest any changes to the work programme and/or recommend any other topics for consideration.

93 Date/Time of Next Meeting of the Committee

Members noted that the next meeting of the Place Overview Committee was scheduled for 10.00 am on Thursday, 28 January 2020 at 10.00 am.

<TRAILER_SECTION>

Signed (Chairman)

Date:



<u>Committee and Date</u>
Place Overview Committee
02/03/2021

<u>Item</u>
<u>Public</u>

HIGHWAY IMPROVEMENT PLAN

Responsible Officer Professor Mark Barrow; Executive Director of Place
e-mail: Mark.Barrow@Shropshire.gov.uk Tel: 01743 258676

1. Summary

- 1.1. In 2019, the council appointed a specialist highways consultant to assist the authority in improving its approach to highway maintenance. To better understand the needs of the authority, the consultant facilitated 2 Member workshops in March 2020, as well as similar workshops with senior managers and contractors, to better understand the concerns about the service and where improvements were most urgently needed.
- 1.2. The intelligence that was gathered from these workshops, alongside analysis of key metrics and benchmarking with good practice elsewhere, led to the development of an Improvement Plan for the service to establish some high-level improvements to form a solid foundation for the service.
- 1.3. In July, the Council appointed a new Assistant Director of Infrastructure and Head of Highways, both of whom have continued with the implementation of the improvement plan, but who have also identified other areas for improvement. The outstanding elements of the old plan have therefore been adopted into a new improvement plan to be delivered jointly by council officers and Kier.
- 1.4. This report provides an update on improvements to the highway service.

2. Decisions

The Committee is asked to;

- 2.1. Note the contents of this report;
- 2.2. Identify areas of concern, not already considered within the improvement plan, for consideration into future improvement activity.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1. The highway service is an essential council service that ensures the safe and effective movement of people and goods across the county. Local highways are a key part of infrastructure that enable road users to access essential service, places of employment, education and leisure and it is therefore essential that resources are used effectively to enable optimal outcomes to be achieved.
- 3.2. The work of the highway team is one of the most visible elements of council activity and as such stakeholders satisfaction with the highway service often align with perceptions of the council as a whole.
- 3.3. Nationally, highway authorities are managing a deteriorating asset due to the diminishing levels of real terms funding for highways over many years/decades. A deteriorating asset increases demand for services and stretches the limited resources available for maintenance.

4. Financial Implications

- 4.1. There are no financial implications as a result of this report
- 4.2. Any financial implications arising from future improvement or investment plans will be submitted to appropriate decision making boards with a business case for approval.
- 4.3. There is a need for investment in the highway network, and officers and members are lobbying government to increase the available funding to Shropshire.

5. Climate Change Appraisal

- 5.1. There are no climate change implications as a result of this report.
- 5.2. The service recognises the carbon impact its activities have and are actively looking at steps to reduce the level of this impact over the medium term.

6. Background

- 6.1. In March 2020, an Improvement Plan for Highways was developed to ensure that better services were able to be delivered to the people of Shropshire at better value.
- 6.2. The Improvement Plan focussed on 10 key themes. Reactive Maintenance, Customer Service, Resources, Strategic Transport Planning, Asset

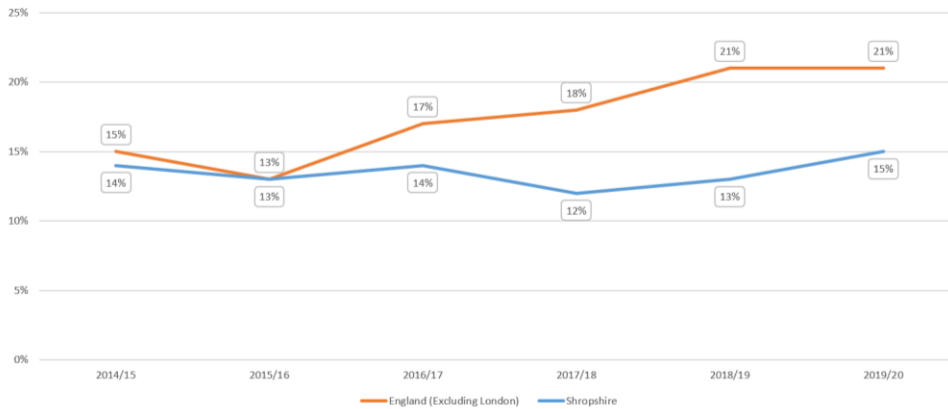
Management, Governance, Capital Works, Streetworks, Contract Management and Service Providers.

- 6.3. By September 2020, a vast majority of the proposed improvements had been implemented, the exceptions being those around restructure and resources. These have taken longer than anticipated due to the additional workload demands arising from Covid, unexpected windfall funding from DfT and the severe winter weather. Those improvements not yet completed within the initial plan are included in Appendix A.
- 6.4. The original plan focussed just on activity of the council. The current management team have identified however that in many cases improvements are needed between the flow of information and work between the council and its providers. A new plan to develop upon some of the initial improvements and introduce new initiatives has been produced jointly with our partners Kier and WSP and is being jointly delivered across the partnership to ensure that partners are enabling each other to deliver an optimum service. A copy of this latest plan is included as Appendix B.
- 6.5. To ensure continuous improvement, the service has set up monthly meetings across the partnership to allow staff to identify areas where service is perceived to be not meeting expectations, poor value for money or not aligning with good practice elsewhere so that issues can be properly investigated and where appropriate included as an additional improvement so that the improvement plan remains a dynamic document. The group similarly shares innovation opportunities and develops proposals to trial new technologies aimed at improving value for money or customer convenience and many trials of such technologies have taken place over the last few months.
- 6.6. Whilst there are tangible improvements which can be demonstrated from the implementation of improvement plan to date, the full benefits are unlikely to be realised until later this year due to the need of the full cycle of annual activity to take place (i.e. forward programmes submitted to the contractor for more effective planning will not start delivery until April and therefore the benefits of improved communications, increased value for money, improved quality of work, less disruptive traffic management etc. will not become apparent until these schemes begin delivery).
- 6.7. Some of the improvements that have been realised to date for each of these themes are set out in the following sections.

Reactive Maintenance

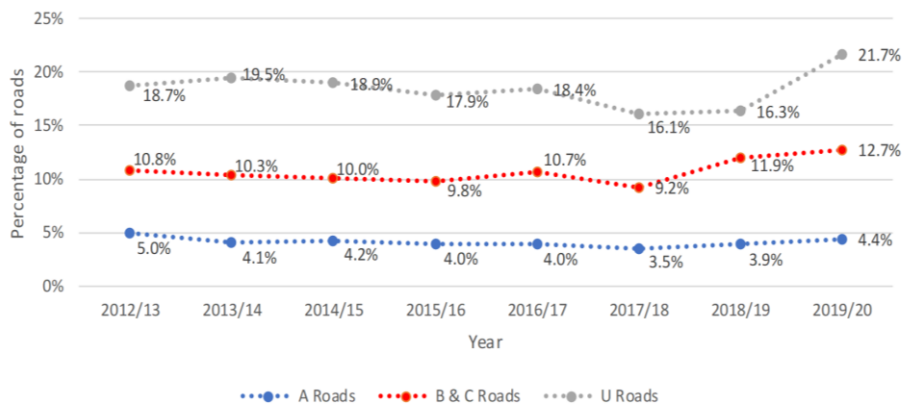
- 6.8. It is recognised that pot holes have been one of the biggest concerns of road users and seeking to improve the council approach to these has been a key focus of the service.
- 6.9. Shropshire, as is the case with a vast majority of highway authorities, is seeing a network in deterioration. Surveys show that approximately 21% of

local authority roads considered to be in poor condition and in need of major repair, an increase from 13% in 2015. Whilst the situation in Shropshire is somewhat better with only 15% of the network in poor condition, the situation has deteriorated rapidly since the Beast from East storm in 2018/19.



Network condition values by year
 (Percentage of network with a life expectancy below 5 years)
 (source: Annual Local Authority Road Maintenance Survey)

6.10. This is becoming a significant problem on the county's more rural routes which saw a deterioration in from 16.1% to 21.7% of unclassified roads considered to be in poor condition.



6.11. This deterioration in condition is reflected in the number of potholes that are forming on the network with almost 16,000 being reported on the network between November and January alone compared to 11,000 during the same period last year.

6.12. Preventative maintenance is largely funded by government and current funding is widely acknowledged to be significantly below the levels needed to maintain highway networks in a good condition. Funding varies from authority to authority to reflect the formula base on which allocations are derived. The total budget available to Shropshire Highways in recent years has been

£3,603 per mile less than the national average. Local authorities across the country are lobbying government to increase funding to allow improved maintenance of local roads and Shropshire officers and members have been active in supporting this lobbying.

- 6.13. Over recent years the revenue and capital budget available to the highways team has been
- 6.14. Despite this increasing demand the highways service has made improvements in the way in which it is maintaining pot holes. The teams have repaired 16,227 potholes to the end of January compared to almost 13,000 in each of the whole of the previous two years.
- 6.15. Of these only 25% were completed with a temporary repair to maintain safety compared to almost 75% last year. The vast majority therefore are fixed first time without need for a subsequent visit.
- 6.16. The unit cost of the activity has also fallen steeply with 45% more work being completed for £1.45m less than the same work would have cost last year.
- 6.17. The teams cleaned an average of 2,000 gullies per week compared to 2,000 per month the previous year.
- 6.18. Much of these improvements have been achieved through improving the collaboration between the council and its contractors, enabling Kier to specify the right solutions at an earlier stage.
- 6.19. The council has also developed its own in-house works team to supplement the Kier workforce. This team primarily undertakes more simple repairs on the rural network to allow Kier to focus their resources on the more complex issues. The team also undertake repairs on the drainage systems connecting gullies, many of which have fallen into disrepair, another common problem across the country.
- 6.20. Over the last 10 month the councils in house team have undertaken the following level of activity to supplement the work of Kier.

In-house Find & Fix Gangs	
Pothole repairs	5,090
Kerb works	14
Signs cleaned	1,496
Signs re-set	65
Vegetation cut back around sign	42
Cleaned off gully/dug grip into ditch	773
Total	7,480

In-house Drainage Teams	

Attending to flooding/complete drainage cleansing	482
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Customer Service

- 6.21. The highways teams have developed programmes of work for the coming year and these have been shared with Kier to enable the planning of their delivery at a significantly earlier stage than previous years.
- 6.22. This earlier planning means that traffic management and engagement strategies can be built into the works programme to ensure that communication with stakeholders takes place in a timely manner and feedback properly considered.
- 6.23. From the end of March, Kier will be adopting the councils Confirm system for its own use. This will enable far better transfer of information between the councils systems and Kiers systems. The Councils My Shropshire system draws information from the Confirm system and this should result in improved information being available through My Shropshire in the future.

Resources

- 6.24. A new Assistant Director for Infrastructure (Steve Smith) and Head of Highways (Andy Wilde) were recruited and began their roles in July 2020. Both have an extensive background in highway management and has enabled further new ways of working to be considered and improved engagement with the broader industry to identify established best practice and emerging innovation.
- 6.25. The service has developed restructure proposals and worked closely with Kier to ensure that their own proposed staffing changes are synonymous with this plan to ensure a more joined up approach and better engagement between teams. The proposals have received all necessary approvals and the consultation process with staff will begin in the coming weeks. Additional temporary staff have been appointed in the meantime to ensure that the momentum for change is maintained.

Strategic Planning

- 6.26. The service has improved the way in which it captures and manages data associated with the service to ensure that there is a better understanding of the asset need and enable modelling to ascertain future resource requirements and optimise budget spend over a 5-year programme.
- 6.27. This modelling will enable the council to be better placed to leverage funding as and when it becomes available as the service can effectively demonstrate the impact that investment can have in various scenario strategies.

Asset Management

- 6.28. The highway asset is deteriorating, and as with the case with all highway authorities there is insufficient funding to be able to address all of the roads in need of repair in the medium term.
- 6.29. Undertaking surface dressing at a timely stage (i.e. when cracks begin to appear in the surface of the road) can stop the deterioration of the road and remove the need for significantly more costly repairs (up to thirty times the cost of surface dressing) at a later date. The service is therefore seeking to balance funding between preventing roads currently in a reasonable state of repair deteriorating further and repairing roads that are already in poor condition.
- 6.30. Modelling shows that were this investment in preventative measures not taken then the overall condition of the network would deteriorate significantly over the next decade.
- 6.31. Whilst the service is seeking to be more data led in its decision making, it is recognised that this is only part of the need to inform programmes of work. Each road has a community value and therefore it is important that investment decisions take account of roads that have higher community value. With improved data available, the council will be able to better engage with councillors and Town/Parish councils to help inform future maintenance programmes to ensure that budget spend and community outcomes can be optimised.
- 6.32. Teams have developed forward programmes based on asset need and will begin engaging with stakeholders over the coming months to ensure that they align with local needs and take account of local issues which may need mitigation to ensure that works are not unnecessarily disruptive to the local area.
- 6.33. The stopping of water ingress into cracks in the carriageway is essential to maintaining the network in good condition. The service has therefore significantly increased the amount of activity being undertaken on drainage and is now cleaning considerably more gullies each month than in recent years. This has been complimented by the reintroduction of a ditch clearing programme for the rural road network and an increase in the repair and jetting of the drainage network connecting the roadside gullies. It is hoped that this programme will be increased further next year should budgets suffice.
- 6.34. It is recognised that highway maintenance activity has a significant carbon impact. To seek to identify how this impact can be reduced the service has worked closely with Kier, WSP and another local provider Miles Macadam, in developing a programme of works that is carbon neutral. This £1m programme of large patching works is being delivered this quarter and achieved within similar budgetary and quality thresholds as previous programmes of work. This is a significant milestone and the first of its kind in the country and as a result is receiving a lot of industry interest.

- 6.35. Last year the government allocated an unexpected windfall payment to highway authorities. The service were able to undertake an additional 276km of surfacing across the county within a matter of weeks of the announcement being made and therefore were able to ensure that a significant proportion of the network was sealed and water ingress prevented over the recent winter.

Streetworks

- 6.36. The streetworks team have been more actively involved in the day to day delivery of the councils works programmes to ensure that traffic management arrangements are appropriate and reduces disruption as much as practicable. The team also ensure that the councils work coordinate with that of third parties to make diversionary routes clear of conflicting works.
- 6.37. The team continue to increase their supervision of third party works and have this year significantly increased the income the council receives as a result of poor third party workmanship or failure to notify the council of works taking place. This increase in funding has been able to be reinvested into highway maintenance whilst also ensuring that third parties make good poor workmanship that may otherwise may have led to defects in the carriageway in the future.

Governance and Contract Management

- 6.38. The service has introduced a full suite of governance meetings with the councils contractors WSP and Kier. This has enabled significant improvement in resolving contractual issues at an early stage and has ensured that there is joint ownership of the improvement programme, with both partners being proactive in identifying opportunities to improve the service.
- 6.39. A new suite of Key Performance Indicators has been agreed with Kier and these have been being tested over the past few months to ensure that there is clear agreement in the way in which they are interpreted and measured to ensure that both parties are in agreement of performance levels. It is intended to formally integrate these measures into the contract with Kier. A threshold of stretch targets have been set, which if Kier were to meet them, would enable bonus payments to be made. Conversely, should performance consistently fall short of expected levels there are mechanisms in place to allow the council to take action, including the ability for the council to terminate the contract if performance is consistently below expectations.
- 6.40. The list of KPI's and Kiers current performance against them is shown below;

KPI	Description	Target Performance Level	Current KPI Score
KPI 1a	Reactive & Routine Highway and Environmental Maintenance tasks completed in time. Reactive Highways Works	70.00%	72.0%
KPI 1b	Reactive & Routine Highway and Environmental Maintenance tasks completed in time. Street Lighting	98.00%	100.0%
KPI 1c	Reactive & Routine Highway and Environmental Maintenance tasks completed in time. Emergency Response	98.00%	100.0%
KPI 2	Reactive, Routine Highway and Environmental Maintenance tasks to required quality	98.00%	99.7%
KPI 3	Highway Project and scheme works completed on time and without defects	98.00%	85.0%
KPI 4	Up to date financial management information is provided on time and +/-10% of final cost	98.00%	100.0%
KPI 5	Provision of all forward works plans received on time and to correct quality	98.00%	100.0%
KPI 6	Monthly Performance Figures provided on time without errors	100.00%	100.0%
KPI 7	Applications for payment submitted on time correctly without errors. (5%)	95.00%	99.0%
KPI 8	Customers satisfied with the performance of Kier and its supply chain (MeasureTBC)	0.00%	0.0%
KPI 9	Winter Maintenance - service completed on time	98.00%	98.5%

6.41. Kier are implementing the Councils Confirm system to manage their work processes. This will enable before and after photographs of each defect repair to be available for analysis. This will significantly reduce the need for staff to travel to site to check on works and will increase the sample size used to undertake quality checks to ensure that the council is receiving the service that it has asked for from its providers and provide greater protection to the council when managing insurance claims.

7. Additional Information

- 7.1. Whilst there have been many tangible improvements over the last year, there are still significant areas where it is recognised that further improvements are required these include.
- 7.2. Communication – the service needs to better communicate the activity it is undertaking to ensure that there is an awareness of what residents can expect to happen and when and ensure that their ability to engage with the service is improved. The service also needs to be more open with the information available to members of the public with regards to the work it undertakes to ensure that it can be appropriately scrutinised and challenged on the value for money that is provided.
- 7.3. Engagement – It is recognised that in order to better understand the needs of road users the council needs to engage better with key stakeholders. The restructure is seeking to increase the number of highway technicians to

provide capacity for proactive engagement to better understand areas of concern or priority.

- 7.4. Minor works – whilst a lot of activity has been undertaken in improving the delivery of defect repairs, and will continue to do so, it is recognised that minor works (i.e. new signs, fencing repair etc.) can still have unacceptably long delay times between the team committing to undertaking the works and them being completed.
- 7.5. Schemes – The council has for a long time had a limited budget for road safety, active travel, road improvement schemes. These budgets have increased in the last year however and are expected to increase still further as more government funding is released to support active travel. The service is therefore setting out its plans for future need as part of its Local Transport Plan 4 development and will enable stakeholders to influence proposals and inform future programmes of work. Workflow processes will be reviewed to ensure that the time scale between decisions and implementation can be reduced.
- 7.6. Winter Maintenance – the winter maintenance service has not been fundamentally reviewed for some time. Recent poor winters have identified some weaknesses in the current approach and national best practice has evolved since the last plan. A review is therefore proposed ahead of the next winter.
- 7.7. Drainage – whilst the service has improved its productivity in drainage maintenance the service are not currently utilising technologies to derive better value and understanding of its drainage asset. Good practice elsewhere has enabled authorities to reduce costs of maintenance significantly whilst improving service outcomes by developing gulley emptying programmes that better reflect actual need rather than a once size fits all approach. This may result in gulley's that are regularly blocked being cleansed more frequently and ones where the little waste is retrieved cleansed less frequently. This approach should also assist in identifying issues on the connecting drainage systems.
- 7.8. Streetlighting – the service will seek to being implementation of a programme to replace existing lanterns with LED to significantly reduce energy costs and increase the longevity of bulb life. This should ensure that street lights are lit for a higher proportion of time than at present.

8. Conclusions

- 8.1. The highway service has made significant and tangible steps in improving its service delivery over the last year.
- 8.2. The continuing deterioration of the road network and the resultant increased demand for requests for service does however significantly stretch existing resources. These operational improvements aren't necessarily visible to

members of the public who understandably associate highway condition with council performance.

- 8.3. There is a need for Government to increase funding to enable improvement of the overall condition of the highway network to assist in managing demand for service.
- 8.4. There is an ongoing need for dynamic and continuous improvement programmes to be in place to ensure that the service derives as much value from its budgets as possible and continues to reflect the contemporary needs of road users.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

None

Cabinet Member (Portfolio Holder) - Cllr Steve Davenport

Local Member - All

Appendices

A – Highways Improvement Plan - July 2020

B – Improvement & Collaboration Plan – December 2020

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Appendix A

Highways Improvement Plan

V16.0 Scrutiny 8 July 2020

The Highways Improvement Plan explains how **we** will align ourselves to the Council’s Corporate Plan and make crucial improvements to our Highway service;

Action Point	Key Issue	Corporate Plan Priority	Focus	Desired Outcome	Activity	Who will lead this	Decisions Required	Costs	When we’ll start	When we aim to finish
1	Reactive Maintenance	A Healthy Environment	Highway Inspections (highway, lighting, car parks, etc)	Safety and service inspections are efficient and effective	Update highway inspection manual and identify required resources	AM	HIB to review any resource changes	TBC	Apr 20	July 20
2			Interventions	Interventions are made at the optimum time to maintain serviceability	Update highway inspection manual	AM	HIB to review any financial changes	TBC	Apr 20	Jun 20
3			Ordering of Works	Works are ordered efficiently	Improve works ordering processes for reactive and minor works	AM	HIB to review any resource or process changes	TBC	Feb 20	Jun 20
4			Timeliness and Quality of works	Works are delivered at the right time to the correct quality	Improve timeliness and quality of works ordered	AM	HIB to review any resource or process changes	TBC	Feb 20	Jun 20
5			Performance Management	The performance of the Contractor is effectively monitored and acted upon	Improve performance and contract management arrangements	TBM	HIB to review any resource or process changes	TBC	Feb 20	Jun 20
6			Potholes	Surface defects upon the network are significantly and visibly reduced quickly	Allocate dedicated resource to focus on driving improvements and monitoring performance of contractor	AM	Ensure existing responsibilities are backfilled effectively	TBC	Feb 20	Jun 20

Action Point	Key Issue	Corporate Plan Priority	Focus	Desired Outcome	Activity	Who will lead this	Decisions Required	Costs	When we'll start	When we aim to finish
7	Customer Service	Sustainable Places and Communities	Members	Members are properly informed and responded to in a timely manner	Improve effectiveness of communications to and from Members including development of Members Portal	TBM/ CW/A B	HIB to review any resource changes	TBC	Feb 20	May 20
8			Parish & Town Councils/SALC	Parish and Town Councils are effectively engaged with	Improve proactive engagement with local Councils through SALC. Link into Place Plans	TBM	HIB to review any resource changes	TBC	Feb 20	Jun 20
9			MP's	MP's enquiries are responded to in a timely manner	Transfer MP enquiries to the CSC	CW	HIB to review any resource changes	TBC	Feb 20	Jun 20
10			CSC	Customer service to residents is effective	Transfer the service front face to CSC	CW	HIB to review any resource changes	£22k pa	Feb 20	May 20
11			Communications	Residents are aware of forthcoming and completed works	Ensure the right information is communicated to residents and media including website visibility to reduce enquiries	TBM/ AB	HIB to review any resource changes	TBC	Mar 20	July 20
12			Marketing/PR	Residents are aware of positive outcomes of forthcoming and completed works	Deliver a proactive media campaign to improve the perception of the service	TBM/ AB	HIB to review any resource changes	TBC	Mar 20	July 20
13			Website	The Website is the preferred choice for residents to engage with the Service	Improve the contents and usability of the website to encourage channel shift	AB	HIB to review any resource changes	TBC	Apr 20	Oct 20

Action Point	Key Issue	Corporate Plan Priority	Focus	Desired Outcome	Activity	Who will lead this	Decisions Required	Costs	When we'll start	When we aim to finish
14			Staff Training	Staff are skilled in customer services	Implement a programme of effective customer service training for staff	AB	HIB to review any resource changes	TBC	Apr 20	July 20
56			Customer Engagement & Liaison Strategy	Customer Service to all stakeholders is effective	Develop & Implement new strategy to put customers at the heart of the service	TBM	HIB to review any resource changes	TBC	May 20	Jun 20
15	Resources	A Healthy Environment	Highways Structure	Service is restructured to focus on delivering the Corporate Plan with highly motivated and skilled staff	Restructure service with staff to focus on Council priorities of Operations, Commissioning and Business	TBM	HIB to review any resource changes	TBC	Feb 20	July 20
16			Highways Leadership	Effective leaders are in place to lead the service forward	Appointment of new AD Infrastructure and Head of Highways	MB	Appointment	N/A	Feb 20	Apr 20
17			Highways Vision	Service works to a Vision to deliver the Corporate plan	Establishing an agreed Vision for the service	TBM	Agreement by Service	N/A	Mar 20	Mar 20
18			Staff Forum	Staff are engaged with the service	Undertake staff forums consisting of Staff representatives	TBM	N/A	N/A	Feb 20	Jun 20
19			Team Leaders Forum	Middle managers are engaged in developing service improvements	Undertake manager forums consisting of middle managers	TBM	N/A	N/A	Feb 20	Jun 20
20			Recruitment	Strong Client service	Permanently recruit colleagues to critical posts	AM	HIB to review any resource changes	TBC	Feb 20	July 20

Action Point	Key Issue	Corporate Plan Priority	Focus	Desired Outcome	Activity	Who will lead this	Decisions Required	Costs	When we'll start	When we aim to finish
21			Training and Development	Staff are provided with the skills and development opportunities fit for the future	Develop Service Training and Development Plan	TBM/AM	HIB to review any resource changes	TBC	Mar 20	July 20
22	Strategic Transport Planning	Sustainable Places and Communities	Highways Structure	Strong Client service able to plan for the future and bring in external funding to support the delivery of the Corporate Plan	Develop Strategic Transport Planning Team	TBM	HIB to review any resource changes	TBC	Feb 20	Jun 20
23	Asset Management	A Healthy Environment	Customers	Service has Residents at the heart of the service	Update Asset Management Strategy to ensure customer's needs are used to help influence programmes and actions	TBM	Agree new strategy	N/A	Mar 20	July 20
24			Value for Money	Service delivers good value for money	Undertake Value for Money Assessment and Improvement Plan	TBM	Review VfM assessment	N/A	Feb 20	Apr 20
25			Reputational Risk	Service recognises Reputational Risk importance	Reputational risk is built into decision making processes for service	TBM	Agree new strategy	N/A	Mar 20	June 20
26			Data/Information	Data is used as information to inform choices	Identify critical data to be used to inform decision making choice	TBM	Financial implication for data not collected	TBC	Mar 20	June 20
27			Systems	The systems are correct and optimised for use	Review systems and provide recommendations	TBM	Any financial implications	TBC	Mar 20	Jun 20

Action Point	Key Issue	Corporate Plan Priority	Focus	Desired Outcome	Activity	Who will lead this	Decisions Required	Costs	When we'll start	When we aim to finish
					for improvements					
28			Hierarchies	Hierarchies of different assets are appropriate	Review existing hierarchies and make recommendations for changes	AM	Update County hierarchies	N/A	Jan 20	Jul 20
29			Forward Programme	The forward programme is available for everyone to see	Prepare 5 year forward programme and place on website	TBM	N/A	N/A	Mar 20	Aug 20
30			Severe Weather	The Council is able to respond effectively and efficiently to severe weather events	Develop and prepare a Severe Weather Plan	TBM/AM	Agreement and Adoption of Plan	TBC	Mar 20	July 20
31			Winter	Winter service is both efficient and effective	Review winter service provision and make recommendations for improvement	TBM/AM	Update service policy and agree changes	TBC	Feb 20	Jun 20
32			Drainage	Drainage is recognised as a critical asset.	Effective preventative drainage maintenance works are planned and delivered	AM	Drainage improvements are prioritised within highway budget allocations	N/A	Feb 20	Jun 20
33			Budget Allocations	The financial allocations between different asset groups is appropriate	Review existing allocations and make recommendations to improve effectiveness	TBM	Review and Update allocation model	N/A	Mar 20	Jun 20
34	Governance	Sustainable Places and Communities	Boards and Meetings	Boards and meetings are appropriate	Review current schedule of meetings to identify any gaps	TBM	Adoption of new meetings, disbanding of mtgs not	N/A	Apr 20	Jun 20

Action Point	Key Issue	Corporate Plan Priority	Focus	Desired Outcome	Activity	Who will lead this	Decisions Required	Costs	When we'll start	When we aim to finish
					and duplications and make recommendations		required			
35			Scrutiny and Cabinet	Papers and Reports are prepared to the highest quality and timeliness	Implement improved quality checks and approval gates for reports	TBM	N/A	N/A	Feb 20	July 20
36			Financial and Budget Management	Effective financial management is in place	Identify any gaps in current working practices and provide recommendations for improvements	TBM	HIB to review any resource or process changes	TBC	Mar 20	July 20
37			Target Operating Model, TOM	To deliver the Service Vision	Develop new ways of working to deliver the service vision.	SS	HIB to review any resource or process changes.	TBC	July 20	Sept 20
38			Service Plan	How the Vision will be delivered	Describes what a high-quality highway service means to everyone, what it looks like and how we all play a part in achieving it.	SS	N/A	N/A	July 20	Sept 20
39	Capital Works	A Healthy Environment	Place Based Programmes	Programmes of works are planned with communities at their heart	Develop forward programme with focus on place.	AM	N/A	N/A	Feb 20	May 20
40			Minor Works	Minor Works are delivered effectively	Develop alternative delivery mechanisms	AM	HIB to review any resource changes	TBC	Feb 20	Jun 20
41			Development & Design	Programmes of work are produced and disseminated	Determine programme and resources required	AM	HIB to review any resource changes	TBC	Feb 20	July 20

Action Point	Key Issue	Corporate Plan Priority	Focus	Desired Outcome	Activity	Who will lead this	Decisions Required	Costs	When we'll start	When we aim to finish
				at the right time	to deliver forward programme at optimum time					
42			Streetlighting	Efficient and effective lighting is provided	Update full business case for the LED upgrade to include expected column and cable replacement	AM	HIB to review any resource changes	TBC	Feb 20	July 20
43			CIL Programme	Programmes are delivered effectively	Determine programme and resources required to deliver forward programme at optimum time	SB	HIB to review any resource changes	TBC	Feb 20	July 20
44	Streetworks	A good place to do business	Permitting	Service is delivered appropriately and fairly for all stakeholders and users	Review current practices and provide recommendations for any improvements	TBM	HIB to review any resource changes	TBC	Feb 20	July 20
45	Contract Management	A Healthy Environment	Performance management	Effective Performance management is undertaken across the service	Review current performance management and provide recommendations for improvements	TBM	HIB to review any resource changes	TBC	Feb 20	July 20
46			Supervision	Effective supervision and checking of works is undertaken across the service	Review current supervision and provide recommendations for improvements	AM	HIB to review any resource changes	TBC	Feb 20	Mar 20
47			Financial Management	Effective Financial management is undertaken across the service	Review current financial management and provide recommendations for improvements	TBM	HIB to review any resource changes	TBC	Feb 20	July 20

Action Point	Key Issue	Corporate Plan Priority	Focus	Desired Outcome	Activity	Who will lead this	Decisions Required	Costs	When we'll start	When we aim to finish
48			Insurance	Effective management of third-party claims is undertaken across the service	Review process and resources to identify if any improvements can be undertaken whilst delivering the same high repudiation rates	AM	HIB to review any resource changes	TBC	Feb 20	July 20
49			Third Party Claims recovery	The Council maximises recovered income to repair damaged assets by third parties	Review current recovery and provide recommendations for improvements	AM	HIB to review any resource changes	TBC	Feb 20	July 20
50			Audits	Effective action plans are delivered to improve the service	Review existing action plans and make recommendations to ensure actions and improvements are embedded	TBM	N/A	N/A	Feb 20	May 20
57			Commercial Income	Maximise Commercial Income Opportunities	Review opportunities and develop Plan to develop new income opportunities	AM	HIB to review recommendations	TBC	May	Aug 20
51	Service Providers	A good place to do business	Term Maintenance Provider	Provider delivers an excellent service to the Council and communities of Shropshire	Review ways in which we can obtain the best from Kier and make recommendations for any changes or improvements	TBM	HIB to review any resource changes	TBC	Feb 20	Jun 20

Action Point	Key Issue	Corporate Plan Priority	Focus	Desired Outcome	Activity	Who will lead this	Decisions Required	Costs	When we'll start	When we aim to finish
52			Term Maintenance Provider	Previous contract arrangements were closed effectively	Review resolution of retained monies from previous contract with Ringway	TBM	TBC	N/A	Feb 20	May 20
53			Frameworks / Alternative Works	Develop a mixed and local works economy to maximise effectiveness and efficiency	Set up alternative works providers and mechanisms to manage effectively	AM	HIB to review any resource changes	TBC	Feb 20	Jun 20
54			Professional Services provider	Provider delivers an excellent service to the Council and communities of Shropshire	Review ways in which we can obtain the best from WSP and make recommendations for any changes or improvements following Audit	TBM	HIB to review any resource changes	TBC	Feb 20	Jun 20
55			Midland Highway Alliance	Provide alternatives to existing works provision and fill capacity and capability gaps in teams	Engage with Alliance providers to identify alternative resource solutions	TBM/AM	HIB to review any resource changes	TBC	Feb 20	July 20

Key;

	Completed
	On Target to Complete on time
	Moderate Progress made
	Behind target



Improvement & Collaboration Plan

Project Brief

Version 1.2

Date 04.12.20

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1 Introduction

1.1 Purpose of the Project Brief

The Project Brief is a key document in managing successful projects. It forms the basis of Project Initiation, which gives the direction and scope of the project and forms the 'contract' between the project team and senior management. It provides a clear, concise, and measurable statement of the business outcomes the project is expected to achieve so that the constituent parts of the Project can be resourced and authorised.

1.2 Background

The Shropshire Highways contract commenced in April 2018 and is now in its 30th month of operation. In the first year Kier provided a strong focus on the internal integration of the employees whilst embedding processes in relation to the requirements of the contract and tender submission. The joint system development group made numerous updates to both client and Kier systems and the interface between them to ensure quality and accurate data flow.

Earlier this year Shropshire Highways provided cultural leadership workshops to help build a sustainable working environment where the alliance can evolve in relation to, the contract aspirations, measures of effectiveness, and newly defined collaborative ways of working. At the time it was perceived that relationships had taken a step backward, there was a lack of trust between the organisations and actions were not being completed. Following the workshops, a working group was established to implement the workshop recommendations.

Although there has recently been some good progress in specific areas with several service improvements having been made, it is recognised that there is still further work to do to take the next steps and ensure that we jointly oversee and manage the changes required so that Shropshire Highways aspirations are sustained and maintained.

There is now a clear and collaborative emphasis on working together to improve the performance of the service and a mutual desire to continue to work to improve the effectiveness of the Alliance. In July 2020 the Shropshire Highways strategic Board mandated the formation of a mutual improvement project to develop and deliver these objectives. This improvement project is a vehicle that will help support Shropshire Highways' contract aspirations.

2 Project Objectives

2.1 (A) Communication

Update our communication plans to set out the processes that we will use when we interact with our customers, employees, stakeholders and those affected by our works. This will involve the distribution of information and how we use feedback on the services we provide and the products we deliver. The plan will ensure recognition for all parties through shared communication initiatives.

The revised communications plan will:

- Provide all employees and stakeholders with regular updates
- Inform customers concisely, consistently and clearly
- Get feedback from our customers and stakeholders which we will use to improve our service
- Determine the channels for celebrating success
- Define the ways we will recognise our people for accomplishments in the workplace

Leads To be determined

2.2 (B) Programme & Performance Management

The measuring of, reporting of, and managing progress of the 'highways programme' in order to improve performance, at an individual, service and corporate level, to ensure the deliverables are aligned to those priority areas that are not achieving the required/ target performance.

Ensuring that there is one agreed source of information and that this information reaches the right people at the right time to inform decision making, prioritise actions and improvements to be undertaken and that plans are in place for supporting performance target achievement.

Enabling people within Shropshire Highways, with an interest in specific services and areas to see, participate and contribute to improvements in performance.

Leads Claire McCabe & John Beddell

2.3 Operational Service Reviews & Development

The aim of the 3 operational workstreams is to create sustained delivery and a transparent service that meets the needs of the customers by making the most efficient use of available funds and resources to invest in and maintain the network.

The focus will be to provide exceptional service performance within the regulated areas we operate in by doing more with the available resources. There will be a programme of operational supporting initiatives and a range of mutual commercialisation options to reduce costs.

2.3.1 (C) Reactive Maintenance

To provide a reduction in operating costs and resources which can be transferred to other priority service areas to increase the sustainability of the network by:

- Increasing productivity
- Reducing costs
- the accurate capturing of defects,

- better planning and permitting
- incorporating more effective innovations into the operation delivery model

Leads Jason Sapsford & Mike Griffiths

2.3.2 (D) Routine Maintenance/ Minor Works

Streamline the scoping process to improve the timeliness of schedule, quoting and pricing of the works, and making the best use of available delivery models to ensure quality and cost effectiveness are achieved.

Leads Jason Sapsford & Andy Keyland

2.4 (E) Providing Value to Winter Maintenance

To be implemented in 2 stages;

Stage 1 (2020) - Develop a process for involving Kier in winter maintenance decision making, resulting in feedback from the operational functions to inform the decision-making process and maximise available resources with minimum disruption to other services.

Stage 2 (2021) -Review the current service to Develop & seek approval for a revised winter maintenance plan to reduce duplication and cost and which devolves a pre-approved range of activities to Kier

Leads Peter Woodhead & Graham Downes

2.5 (F) Added Social Value

Establish a scrutiny group which includes the portfolio owner to develop a social value strategy with the aim of improving the communication channels and decision making so that there is more effective formal meetings, forums, or mechanisms between the council and the communities and more integration on highway related matters which affect the public realm and their communities

Leads Peter Woodhead & Andy Wilde

2.6 (G) Innovation

Driving innovation in Shropshire will include new ideas, devices, methods or products with the aim of improving quality, performance or/ and cost savings. Launching new and improved products or services, making an existing process more efficient, or solving current problems.

Shropshire Highways will draw on the innovation experiences of the alliance to establish an innovation group to identify innovation opportunities and consider those innovations already successfully implemented the highway sector .

Leads Ben Collins, Darren Merrill & Tom Tideswell

2.7 (H) Service Efficiencies

Create a culture of continuous improvement, through high quality people engagement and partner collaboration. The determination of specific initiatives in terms of new ways of working, ideas and innovations and then managing the initiatives through to the realisation of mutual benefits.

Leads Peter Woodhead & Andy Wilde

2.8 (J) Kier Migration from Causeway to Confirm

Develop a business case outlining the mutual benefits and dis-benefits for Kier to migrate to Confirm for work order management (all works), permitting and mobiles. Causeway Financial Accounting (CFA) and Enterprise Content Management (ECM) would not be affected.

Leads Den Percy & Simon Eastwood

2.9 (K) 7 Year Shropshire Alliance Business Plan

Develop a 7-year business plan articulating the Shropshire Alliance vision and overall path in achieving long-term performance ensuring all employees and stakeholders are aligned and informed of what the Alliance is doing and why and sharing the same understanding of long-term objectives.

Leads James Birch & Steve Smith

2.10 (L) Co-location and Depot Consolidation

Co-location

Integrate the 'Alliance' office based, operational delivery and support personnel in the same facility to positively influence their way of working, encourage collaboration and improve relationships which will contribute to improvements in service performance

Depot Consolidation

A review of the depots, their footprint and geographical boundaries with a view to consolidation by scaling up the residual depots whilst ensuring local accountability and service performance.

Leads Pete Woodhead & Andy Wilde

3 Outcomes and Benefits

3.1 Tangible and Intangible Benefits

The project outcomes will consist of tangible benefits, which are quantifiable and measurable or intangible benefits, which are much harder to measure because of their subjectivity. Therefore, to ensure the all benefits are realised, KPI measures will be provided for each benefit. The KPI will be baselined at the commencement of the initiative and a target measure will be agreed. These measures will be compiled at the discovery stage of each workstream.

The steering group or executive may decide to take a tangible benefit as a mutual cost saving or to be reinvested back into the service. For example; with the aim of improving network sustainability. Where required, performance crosschecks will be used to demonstrate the service, or an appropriate element of it, has remained at least the same as before any change was made.

3.2 Key Success Measures

The key performance measures below provide the ability to measure success against the improvements and therefore provide surety of the benefit realisation. Each measure will be baselined against the current performance position and then the targets will be established. The measures and targets will be balanced, realistic and achievable. Some Key measures will require an assessment and completed actions to provide a baseline and enable a target to be set. The complete determination of the measures will be a priority at the commencement of the project.

Figure 3. Key Success Measures – Table

Project Ref	Schedule 3 Ref	Description	Method of calculation	Baseline	Baseline Date	Target	Target Date
MoS 01	CS 1	% of public satisfied with highway maintenance	KBI 24 by NHT Survey				
MoS 02	PS 3	Contractor's employees proud to be working for Shropshire Highways	% staff measured by annual survey				
MoS 03	ES 3	Number of implementable innovations submitted to Strategic Board for consideration	Number submitted				
MoS 04	RW 1	% of instructed highway repairs that are completed without Defects within the specified response time	TBD				
MoS 05	N/A	Reduction in the number of reactive gang days per annum	Total No of gang days Kier applied for				
MoS 06	N/A	planned preventative maintenance budget increase financed through savings in reactive maintenance	% increase in available budget				
MoS 07	N/A	Reduction in the timescale for pricing/ quoting minor works	Average number of days to price/ quote MW works				
MoS 08	N/A	Improvement in the Cultural Alignment Scorecard	Comparison of 2019 & 2021 cultural scorecards				

4 Scope

4.1 Organisation

- Interfaces both manual and electronic between all entities and functions
- Shropshire Highways wide Communication
- The Contract Performance Management Framework
- People Development

4.2 Services

- Reactive and Routine maintenance service including front-line and back office functions, including but not restricted to the following areas:
 - Inspections
 - Specification
 - Permitting
 - Administration
 - Planning and programming
 - Operational delivery
 - Supply chain
 - Resources
- Winter Maintenance

4.3 Systems

- System migration, development and configuration
- Confirm (Client Asset Management)
- Causeway Enterprise Managed Systems (EMS)
- Causeway Finance Accounting (CFA)
- Causeway Project Accounting (CPA)
- Causeway Mobile

4.4 Communication

- Internal
- External
- Alliance

4.5 Specific exclusions

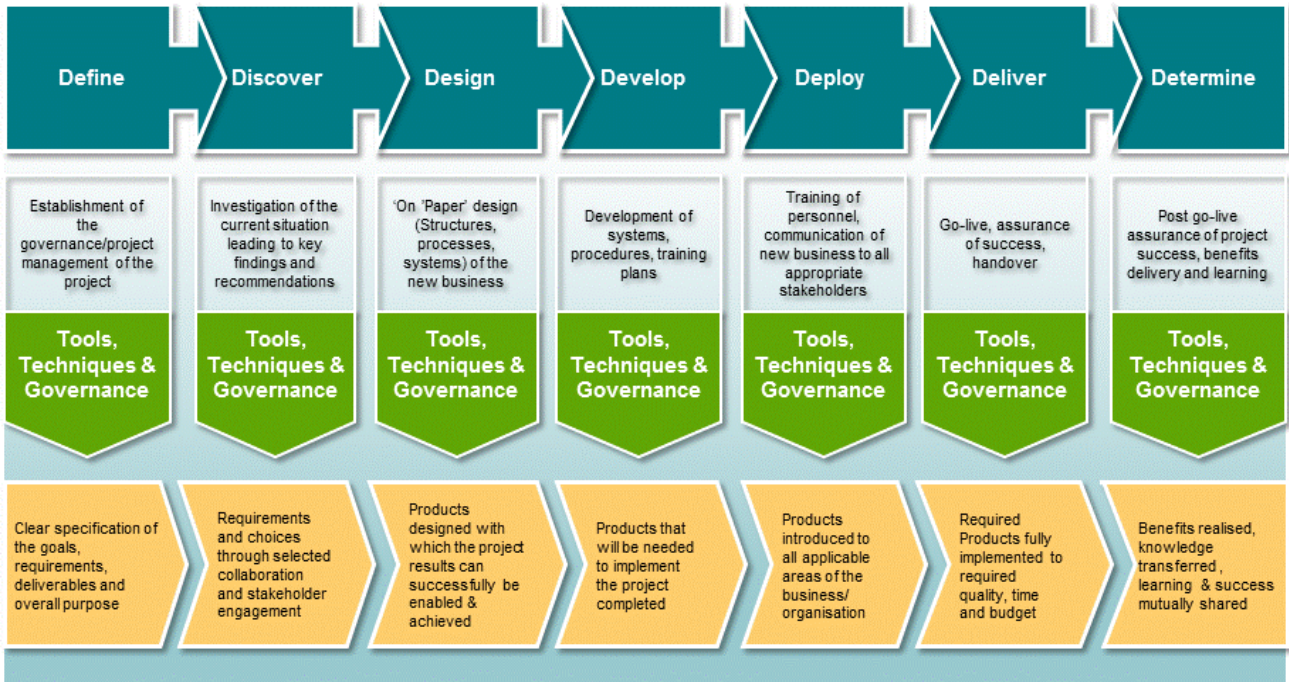
- Non urgent/ priority functions undertaken by WSP
- Operational services other than reactive and routine maintenance and winter maintenance

5 Approach

5.1 Kier Project Operating Model

Project workstreams will adopt the Kier project operating model where required, particularly on service improvements and innovations. The model divides the workstream or project into modular phases making it easier to successfully manage, monitor, and deliver improvements and ensures control of the improvement as it progresses. This enables resources to be managed, quick wins to be quickly delivered, and clear and effective communication adopted.

Figure 2. Kier Improvement Operating Model



A summary of each stage as follows:

Define

Development of a set of inputs and outputs required to achieve goals, described and delegated by a project board/ executive. This captures the expectations and objectives with emphasis on a project team, costs, estimated benefits, and dependencies for executing the project in a timely manner, and within a given timescale.

Discovery

The discovery stage is used to determine current performance, costs, strengths and weaknesses with a comparison of the present (as-is) vs expected (to-be). At the end of the discovery stage, opportunities are identified which can help underpin the goals and objectives.

Design

The strategic organisation of ideas, materials and processes for the purpose of achieving the project objectives. The design stage will help the project avoid pitfalls and provide parameters to maintain crucial aspects of the project, like the schedule and the outcomes.

Develop

Where the systems requirement is translated into detailed functional specifications based on the process solutions. Clarification of the technical estimates for development and assignment of development resources. Conduct end to end testing of the process and systems to ensure it functions according to the end user requirements

Deploy

To ensure all staff and stakeholders are trained to utilise the new process/system by providing effective training and development, particularly to end-users, and to help promote the solutions to all stakeholders.

Deliver

Implementing the solutions(s) and making them available to your end users. Agreed timescales to support and maintain the process & systems after release into the live environment.


Determine

To assess whether the project objectives have been fulfilled, recommendations implemented and expected benefits have been realised and to assess satisfaction through extensive end user feedback

5.2 Programme Plan

The plan is divided into specific workstreams. Priority will be given to those workstreams that are strategically important to Shropshire Highways. The plan is agile and will therefore have tasks that can be delivered swiftly and effectively and others that are planned for the longer term. New opportunities or requirements can be added to the plan as and when required.

Figure 3. Snapshot of the Plan

Shropshire Improvement Plan									
Date: 1/9/20									
Shropshire Highways 									
Action:	Workstream/ Actions	Description/ Objective	Owner 1	Owner 2	Forecast Completion Date	Revised Finish Date	Status:	Status/ Progress	
								<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
A	Communications		TBD	TBD					
A.1								<input checked="" type="checkbox"/>	
A.2								<input checked="" type="checkbox"/>	
A.3								<input checked="" type="checkbox"/>	
A.4								<input checked="" type="checkbox"/>	
B	Performance Framework		TBD	TBD					
B.1								<input checked="" type="checkbox"/>	
B.2								<input checked="" type="checkbox"/>	
B.3								<input checked="" type="checkbox"/>	
B.4								<input checked="" type="checkbox"/>	
C	REACTIVE Maintenance Service Review		TBD	TBD					
C.1								<input checked="" type="checkbox"/>	

5.3 Interfaces

There are several ongoing initiatives within Shropshire Highways. These initiatives are significantly related to this project in that they can underpin and can reinforce the workstreams with the experience and knowledge gained over the past year. These initiatives are:

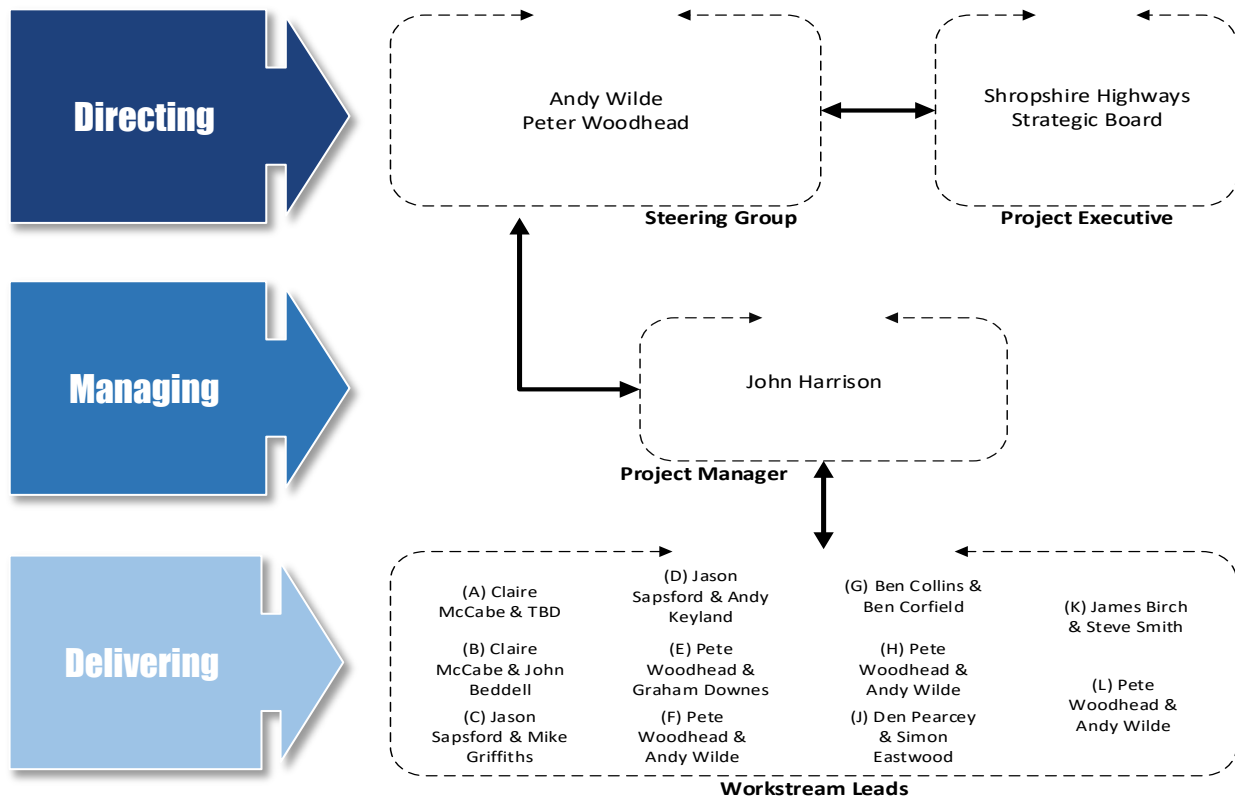
- **Task & Finish Groups (Reactive and Routine maintenance)**
Will be a key technical resource in actively guiding and supporting this project, primarily in the operational service reviews having previously identified many improvements and initiatives over the past 12 months.
- **Subgroups – Cultural Toolkits**
Being a key lead in the aims of the cultural leadership workshops to work together in active collaboration as one team to deliver the integrated ethos of Shropshire Highways. Andy Wilde will provide direction and guidance.
- **Systems & Process Working Group**
The working group has successfully provided many system improvements over the past 2 years and will be a key contributor to the project. The project manager will communicate systems requirements to the working group, and they will provide guidance and advise as well as providing systems development or configuration as required.

6 Project Management

6.1 Structure

The project structure will facilitate the strategic direction, coordination, and implementation of the project. Its main objective is to create an environment that encourages interactions among the team members and workstreams whilst ensuring a minimum amount of disruption, overlaps, and conflict occur.

Figure 4: Project Organisation



For clarity, please see below a brief outline of the members and groups within the project and what roles they play are:

- Project Executive**
 Responsible for the strategic management and direction of the project, controlling its realisation at the strategic level.
- Steering Group**
 Overall owners of the project and has the ultimate responsibility for ensuring its aims are met within both cost and budget.
- Project Manager**
 In overall charge of the planning and execution of the project and communication between the workstream leads and steering group to ensure key milestones are achieved on time
- Work Stream Leads**
 Owners of the individual work streams with responsibility for ensuring that solutions are fit for purpose and delivered on time as well as raising any issue or risks to the project manager

- **Key Contributors**

Providers of knowledge, expertise, and resource as required, proving a valuable input into the opportunities and initiatives and championing its implementation into the organisation.

6.2 Project Reporting

The project consists of actions, tasks and workstreams. The workstreams are mini-projects and will have specific progress reports produced on an agreed frequency basis. The project manager or workstream leads will be responsible for compiling the reports.

Figure 5. Project Highlight Report

Project Name:				Project Manager:	John Harrison	Workstream Lead:		Overall Status:	G
Project Board:									
Project Brief:							Benefits	• TBD	
Executive Summary :	Required							Reporting Date:	
Key Achievements over last reporting Period					Key Activities planned for next reporting period				
• TBD					• TBD				
#	Key Milestones	Baseline	Forecast	RAG	Commentary				
1				G					

6.3 Project Team Communication

Project Executive

The steering group will report to the executive through the monthly operational board

Steering Group

The Project Steering Group will convene on a bi-weekly basis. An agenda and status reports will be provided. All agreements and actions of the meetings will be noted and circulated to participants.

Project Team

The Project team (workstream leads) will meet regularly to review and update progress against the project plans The progress meeting will record progress, commission new actions and collate decisions required by the Steering Group. The frequency of meetings will be determined by each workstream but will be at least fortnightly.

Shropshire Highways Employees/ Stakeholders

The internal stakeholders (employees) will receive communication and updates on an ad-hoc basis when required. This may take the form of a newsletter, email or verbal communication. The steering group will be responsible for all employee and stakeholder communication.

6.4 Acceptance Criteria

Acceptance criteria are essentially performance requirements and conditions, which must be met before completed project deliverables/ products are accepted. They set out the specific circumstances under which the user will accept the final output of the project. They are criteria against which we can measure, achieve, and demonstrate that the product is complete. The following acceptance criteria will apply:

- **Quality Management Systems**
Documents, processes, procedures, and responsibilities for achieving quality policies and objectives will conform to either/ both Kier and 'Shropshire Highways' QMS guidelines and procedures as directed.
- **Business Processes**
Business Process Modelling Notation (also known as BPMN 2.0) is an ISO ratified and standard for developing business process. It is a way of measuring and optimising the activities and transactions across an organisation, especially when there is a focus on continuous improvement. Therefore, all process modelling provided as part of this project will be completed using this standard. *Please refer to Appendix A*
- **Business Systems**
All systems changes are properly UAT and approved by Business Systems and IT departments within Shropshire CC and Kier.
- **Performance**
The contractual performance measures will not be negatively impacted by the project deliverables.
- **People**
All end-users have been adequately engaged and where available, the opportunity is provided to actively participate in identifying solutions. All end users will be adequately trained and provided with a sustainable level of development to enable them to discharge their role.
- **Contract**
Any updates/ changes to the contract specification must be approved by the Shropshire Highways Operational Board.

6.5 Constraints

- The proposed Shropshire Council highways restructure
- People availability across the organisations
- Systems developments, if required
- Buy-in and desire to participate in the improvement programme due to historic confidence and trust issues

6.6 Dependencies

- Work stream leads and any other additional identified support will be made available throughout project as and when required.
- Technical expertise and resources to support Confirm, will be provided by Shropshire County Council
- Technical expertise and resources to support Kier systems, primarily CPA, ECM and mobile devices will be provided by Kier
- Where available or where required a project lead from Kier and Shropshire CC will jointly share responsibility for their specific workstream/ task.
- Further constraints & dependencies to be determined

6.7 Preliminary Risks & Mitigation Measures

The prelim risk assessment is primarily a desk top study to determine initial risks that are critical to the success of the improvement plan.

Figure 6 – Prelim Risks

Category	Risk	Impact Description	Impact	Probability	Reduction Method
People	Lack of organisational buy-in after Shropshire restructure	Project at high risk of failure			Senior management sponsorship and accountability
People	Low participation rates in the project	Project delays			Enable employees to participate in key aspects of the project
Systems	System developments not prioritised	Project delays or low-quality workarounds in place			Engage with the 'systems & process' working group prior to and during the project
People	Not enough resources in Shropshire Highways to support the project	Project delays			Leverage the skills in Kier corporate and operations sectors
Strategic	Too many initiatives running concurrently in the short term due to high expectations	Reduction in the quality of the deliverables/ products			Effective prioritisation and planning of the projects based on resource availability and available timescales

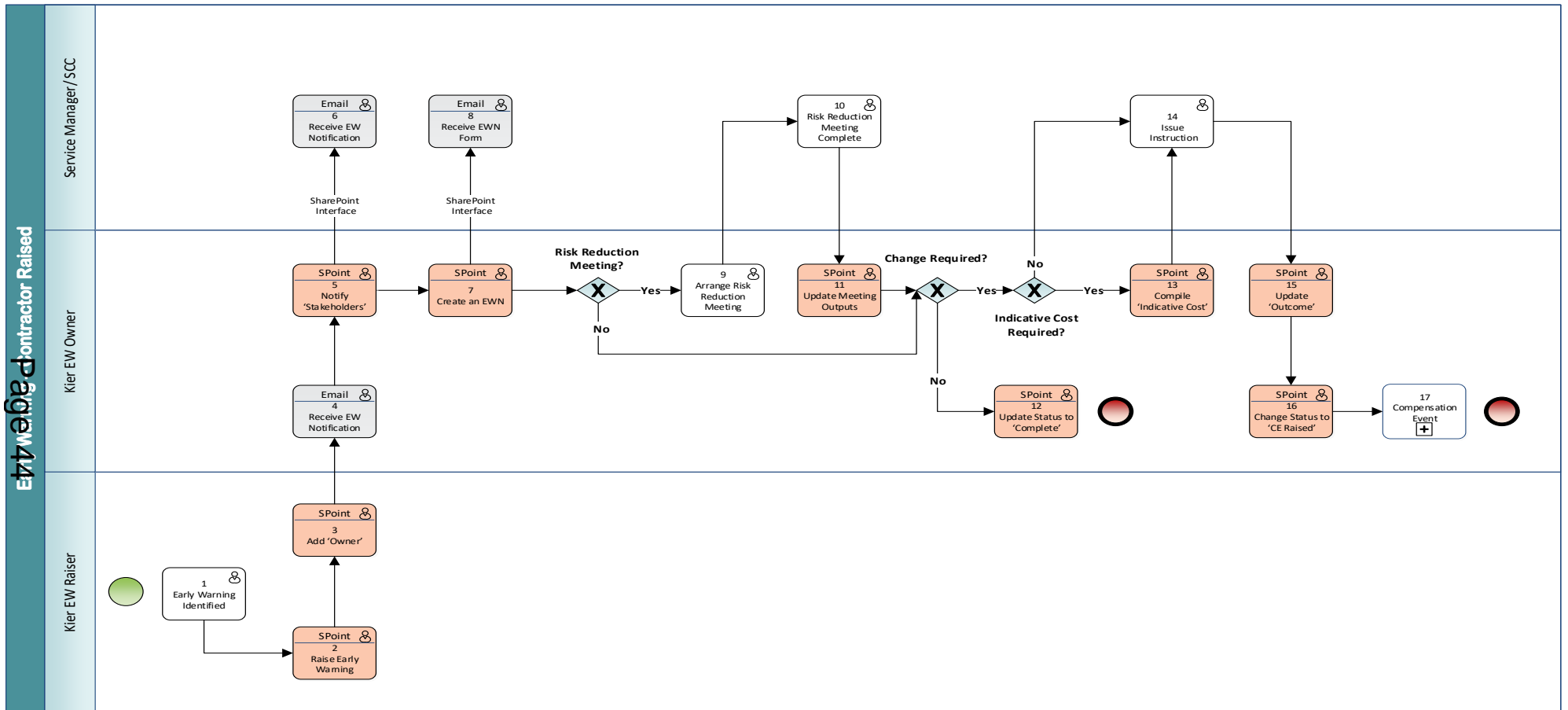
6.8 Budget and funding

- It is anticipated that all activities associated with the project will be delivered using Kier and Shropshire Council resources, therefore is no requirement for the use of either external consultants or system consultancy at this stage.
- System development or/ and licensing costs may arise. Decisions on system costs will be taken by the Steering group or Strategic Board.
- If the requirement arises, resources may be sourced from Kier Corporate or other Kier Contracts. If the circumstance arises, re-allocation of their costs may be required. Decisions on costs will be taken by the Steering group or Strategic Board.
- Time sheeting of project resources will not be required.

Appendix B

Figure 8 – BPM 2.0 Process Map

Process No:	EW/CE 01	Business Unit:	Highways	Team:	Commercial	Owner:	Andrew Bradshaw	Revision No:	V0.2	Revision Date:	06.09.2019
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Inputs	Early Warning Identified
Outputs	Compensation Event Instructed or Early Warning Closed Out as Complete
Training Material	
BI Reporting	
Policy & Procedure	
Key	Symbol for task carried out in Highways Procurement Portal Symbol for task carried out in Enterprise Content Management System Symbol for task carried out in Causeway Project Accounting Symbol for task carried out in Causeway Financial Accounting Symbol for Sub-process. Click on + sign to hyperlink to sub-process Symbol for task not carried out in a Business System Symbol for decision Symbol for process end. Click on symbol to be returned to Main end-to-end process diagram

