

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

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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

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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

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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

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					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

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					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

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				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

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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

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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