

**13<sup>th</sup> September 2012****Agenda Item: 11****REPORT OF  
SERVICE DIRECTOR, HIGHWAYS****Changes to Staff Structure of the Highways Division****Purpose of the Report**

1. To seek approval for the addition of two permanent posts to the staff structure of the Highways Division as an initial phase of the Highways Divisional Review.

**Review of Highways Division**

2. A review of the operation and organisation of the highways division is underway. To start the review an independent assessment of the current highways service was undertaken including consultation with staff and Councillors, customer satisfaction indicators and operation of the existing organisation has been completed in March 2012. The strategic objectives which service improvement were defined as
  - a. improving customer service
  - b. ensuring capital programme delivery to time and budget
  - c. improved contract management and management of new highways contract
  - d. providing better support for transport planning and development control.
3. A new proposed operating model for the Highways Division has been designed to meet these strategic objectives and improve the process efficiency by bringing together the following activities
  - a. forward planning
    - Local Transport Plan, Asset and Flood Risk Management, Rights of Way, Highways Development Control
    - *commissioning annual works programmes*
  - b. customer contact, highway and network management
    - customer enquiries, customer information, inspections, works coordination, parking enforcement, controlling access to the network
    - *designing and ordering routine repairs/seasonal maintenance, minor traffic improvements*
    - *revenue budget control for highway maintenance/traffic management*

- c. contract management
    - new highways works contract
    - professional services contract
    - support for various specialist contracts
    - development of service level agreement with in-house operations
  - d. highway safety, street lighting and traffic control
    - highway safety education and engineering, data analyses, independent safety audit
    - street lighting and traffic signal inspections and control
    - *designing and ordering minor repairs and renewals*
    - *revenue and capital budget control for these specialist areas*
  - e. capital programme design and delivery
    - *designing and ordering capital maintenance and improvement schemes*
    - *capital budget control for maintenance and improvement schemes*
  - f. highways operations
    - *in-house contractor delivering revenue and capital works*
4. Detailed staff briefings have been delivered to all highways non-operational staff in June 2012. A project board has now been established to deliver three work-streams – key business process re-engineering by 30<sup>th</sup> September 2012, organisational changes underway by 31<sup>st</sup> December 2012, and programme of continuous improvement for customer focus.

## **Proposed Phase 1 Changes to Organisation**

5. A need has been identified to introduce two new posts into the organisation slightly ahead of the planned changes in December for the following reasons:
- a. The early appointment of a new Group Manager to lead the capital programme design and delivery group will assist the early preparation and effective delivery of the 2013/14 highways capital programme for which a provisional programme is being considered by this Committee today. It will also enable the new group manager to have the earliest possible involvement in the development of that group structure.
  - b. The early appointment of a new Team Manager to lead the Contract Management team, within the Highway Management group is essential to support the mobilisation of the new highways contract due to be awarded around Christmas this year to start on 1<sup>st</sup> April 2013. Again this will allow the new team manager to have the earliest possible involvement in the development of that team structure.
6. Both of these posts will be subject to the Council's job evaluation process to determine the appropriate grade and comply with the equal pay legislation. The Group Manager post will be advertised internally initially. As the Team Manager post will require specialist contract management skills and experience to avoid undue delay this post will be advertised externally but available to internal applicants.

7. The funding for these posts will be contained within the current Highways Division staff budget through the current vacancy management process and through the staff cost reductions to be identified in phase 2 of the organisational change planned to be underway by December 2012.
8. A further report will be brought to this Committee detailing the phase 2 organisational changes.

## **Other Options Considered**

9. Deferral of the creation of these two new posts until the phase 2 organisational changes have been identified was considered but this would introduce additional risk to the delivery of the future highways capital programme and of works through the new highways contract.
10. Making no organisational changes was considered but the need for change was widely agreed by staff and Councillors during the assessment of the current service delivery at the start of the review process.

## **Reason/s for Recommendation/s**

11. The recommendations are proposed to deliver the first phase of the organisational change in time to support delivery of the future highways capital programme and of works through the new highways contract.

## **Statutory and Policy Implications**

12. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION/S**

13. It is recommended that the new permanent posts of

Group Manager Programme Design and Delivery  
and  
Team Manager Contract Management

are created in the organisational structure of the Highways Division and are recruited to at the earliest opportunity.

**Andrew Warrington**  
**Service Director, Highways**

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## **HR Comments**

14. Both posts will be evaluated through the County Council job evaluation procedure. Recruitment of the post will be in accordance with the County Councils policies and procedures, including the vacancy protocol. [JD - 15/8/12].

### **Financial Comments [MA 15/08/12]**

15. The costs of the two new posts, estimated at £135,000 (top of scale including on-costs), will be contained within the existing overall Highways employee budget.

### **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

### **Electoral Division(s) and Member(s) Affected**

All divisions