

10th January 2013

Agenda Item:13

**REPORT OF
SERVICE DIRECTOR HIGHWAYS
Organisational Transformation of the Highways Division**

Purpose of the Report

1. The County Council is undertaking a transformation of the staff organisation of the Highways Division to support delivery of improvements to:
 - a. Customer Focus of the highway service
 - b. Customer contact and information
 - c. Delivery of highways works programmes
 - d. Effective contract management
 - e. Support for transport planning and highways development control
 - f. Facilitate further efficiencies and savings
2. Committee approved on 22nd November 2012 a new group structure for the Highway Division at a cost within the existing staff budget. These proposals provide a staff budget saving in the order of £200,000 likely to be achieved without any compulsory redundancies.
3. Consultations with staff and trade unions have now been undertaken on the detailed staff structure for the division. Responses have been given to all staff enquiries raised during the initial consultation period from 17th September to 12th October 2012. There have been no new staff enquiries formally raised during the section 188 notice consultation period which is due to end 28th January 2012
4. This report therefore seeks approval of the staff structure at Appendix A to enable completion of the enabling process immediately following 28th January to minimise uncertainty for staff and achieve the above benefits at the earliest opportunity.

Review of Highways Division

5. A review of the operation and organisation of the highways division has been undertaken. 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*
6. Detailed staff briefings regarding the review were delivered to all highways non-operational staff in June 2012.

Other Options Considered

7. 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

8. The recommendations are proposed to deliver 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

9. 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

10. It is recommended that

The staff structure shown at Appendix A is approved

Andrew Warrington
Service Director Highways

For any enquiries about this report please contact: Andrew Warrington ext. 74681

HR Comments

11. Recruitment of the post will be in accordance with the County Council's policies and procedures.

Financial Comments

12. The cost of the new staff structure will be contained within the overall Highways employee budget, with a potential saving in the order of £200,000.

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.

Transport and Highways Committee 13th September 2012 and 22nd November 2012 reports "Changes to Staff Structure of the Highways Division"

Electoral Division(s) and Member(s) Affected

All divisions