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Strategic Business Plan - Action Plan

	Service Area	Issue	Action	Contract Action Plan Reference	Service Area Lead	Nominated Lead	Target Date	Decision Maker
	Service Wide							
1		There is currently no strategic plan for delivering the Service to the end of the current partnership contract	Develop a Business Plan identifying short (0-5 yrs.), medium (5-10 yrs.) and long (10-15 yrs.) goals		Contract Leadership Team	Steve Smith	Dec 2014	SPB
2		There are areas of financial management and monitoring that require clarification and agreement	These areas have been identified and captured in the Contract Action Plan. Skanska, in conjunction with OCC compliance functions, are undertaking a full review of systems and processes to support this development. Forward plan required. These actions to completed to the identified timescales in the Contract Action Plan	1.0; 4.1; 4.2; 4.3; 4.4; 4.5; 6.1; 6.2; 6.3; 6.4; 6.5; 6.6.; 7.1; 7.2; 7.3; 7.4; 12.2; 12.22	Contracts and Commercial Teams	Jim Daughton	Dec 2014	SPB
3		Current systems do not efficiently support financial capture and reporting	Skanska to review the current 'Inform' financial system as part of the Project Waterfall initiative to identify improvements or recommend a new system Implement improvements or replace with new system		Skanska (Maple Cross)	Jim Daughton	March 2015	SPB
4		Service currently uses a large number of systems which do not effectively work together leading to inefficient Service Delivery in some areas and the inability to use collected information intelligently	OCC to review current systems and propose a system utilising a single source of data to support the whole Service - this is being addressed under the current IT Project Skanska are currently reviewing all their support systems as part of the Project Waterfall initiative The IT Project and Project Waterfall to develop proposals in parallel to identify synergies and areas where a common approach could be achieved	11.1; 11.2; 11.3;11.4; 11.21; 11.22; 11.23; 11.31; 11.32; 11.33; 11.34	Network Team Skanska (Maple Cross) Network Team/Skanska (Maple Cross)	Steve Smith Steve Smith	February 2015 March 2015	CLT CLT
5		Inconsistent approach to engagement of the design and commercial teams when developing schemes and programmes of work (Asset Management and Strategy)	Develop protocols to engage the Design and Commercial Team early when assessing and developing schemes and programmes of work Review of financial estimating throughout a project or programme lifecycle Embed protocols into Business Processes Agree pallet of acceptable materials and street furniture to reduce on-going maintenance costs and communicate throughout the Partnership (including Strategy Teams) Training to provided to ensure requirements are understood	14.1; 14.2; 15.3	Asset, Strategy, Design and Skanska Commercial Teams Steve Smith	Steve Smith Steve Smith	Dec 2014 March 2015	HOB HOB
6		Lack of structure, guidance or process for identifying efficiencies or value for money	Review and agree protocols to capture, measure and report efficiency savings and value for money of Service Delivery Develop appropriate Business Processes and carry out training where required	17	Asset, Strategy, Programme, Design, Skanska Commercial and OCC Contracts Teams	Owen Jenkins	March 2015	HOB
7		Compliance with Change Control process across the Service is inconsistent	Review behaviours driving non-compliance Identify and implement an action plan to ensure compliance	2.0; 2.1; 2.2; 2.3	Programme Office and Design Team	Dave Husband	March 2015	HOB
8		Gateway (milestone) compliance for all areas of scheme development and delivery is poor	Review behaviours driving non-compliance Identify and implement an action plan to ensure compliance	12.10; 12.12; 12.13; 12.21; 12.23; 12.24, 14.2; 15.1; 15.2	Programme Office and Design Team	Dave Husband	March 2015	HOB
9		Risk management across the Service is inconsistent - there is lack of clarity of how to identify, manage and escalate risk	Undertake comprehensive review of risk identification across the Service. Identify protocols for identifying, managing and escalating risk for various elements of Service Delivery(i.e. Contract/Programme/Project/financial) and embed in the Business Processes Undertake a programme of training	5.1; 5.2; 5.3; 5.4; 5.5; 5.6; 5.7; 5.8; 5.9	Contract Leadership Team	Owen Jenkins	March 2015	EELT

10		Inconsistent approach 'end of scheme' evaluation to identify lessons learnt and facilitate a continuous improvement	Review most appropriate way of undertaking end of scheme or programme completion reviews. Identify most appropriate method of feeding back lessons leant through the Service Identify structured procedure for undertaking Continuous improvement reviews and introducing initiatives back into the Service		Programme Office, Design, Asset and Strategy Teams	Dave Husband	August 2015	HOB
11		There are a number of issues relating to the existing Business Processes: -Missing processes, -Processes not fit for purpose, -Overly complicated Processes -Lack of clear links to other relevance processes The above issues are also affecting effective communication through Scheme/Programme Delivery	Undertake a comprehensive review of the existing processes Implement a programme to update the Business Process to ensure they are LEAN and fit for purpose Implement a structured training programme Identify structured protocols for future maintenance, management and auditing of the Business Processes	18	Service Manager (Network and Asset Management)	Steve Smith Steve Smith Steve Smith Steve Smith	March 2015 December 2015 January 2015 March 2015	HOB
12		Need to develop Long Term Programmes of work to enable long term planning leading to greater effective planning, efficiencies and value for money	Asset and Strategy Teams to develop protocols for developing Long Term Programmes of work (5+ years) along with timescales for providing this information Agree protocols to review long term programmes to identify opportunities and risks to ensure effective and efficient Service Delivery		Asset Management, Strategy & Infrastructure and Programme Office	Steve Smith Dave Husband	March 2015 July 2015	
13		Lack of coordinated approach to scheme identification and development across disciplines and Service Areas (i.e. Asset & Strategy)	Develop a structured approach of capturing and reviewing the long term programmes of work (i.e. 5+ years) identified by the Asset and Strategy Teams Develop protocols to feedback output from these reviews to : -Identify opportunities and risks in future programmes -Identify areas where there will be a need for the Asset and Strategy Teams to work together on joint bids -Identify additions to the asset data base due to proposed schemes -Identify where early involvement is required by the design and commercial teams		Programme Office, Asset and Strategy Teams	Dave Husband	July 2015	
14		Current Programme and financial profiling data base are held on to different systems leading to inefficient updating of programme information. There is also a lack of effective means of capturing and reviewing resource utilisation across the service which will enable more effective planning and service delivery	Introduce a 'single source' programming tool which can capture progress, financial profiling and resource. Roll out appropriate training		Programme Office	Dave Husband	December 2015	SPB
15		Service to be structured to enable flexibility and adaptability to meet future demands	Undertake a review of the Service Structure against future needs of the Service to build in flexibility and resilience against change Implement proposals for the new structure Develop protocols to facilitate rotational opportunities for staff to experience other areas of the Service to build up a wider experience base (to also include rotation across organisations) Undertake a more structured approach to training. Areas of the business to broaden staff exposure across the Service and target training based on future needs and challenges Develop protocols for introducing 'Agile' working across the Service		Contract Leadership Team	Yim Kong	March 2015	CLT
16		There needs to be a greater understanding of customer needs and concerns. The way customer feedback is collected is inconsistent.	Review how customer satisfaction is captured and whether the information captured is relative to the public's concerns Develop guidance for capturing and reporting customer satisfaction and embed into Business processes		Contract Leadership Team	Owen Jenkins	March 2015	HOB

#		Issue	Action		Owner	Responsible	Date	Code
17		Appears to be a lack of collective Service identity and understanding of the aims and vision of the Partnership	Develop the three main actions out of the HMEP peer review (Process, culture and Structure). This should also align with establishing and reinforcing Trust within the Partnership and ensuring an ethical approach to Service delivery is followed Undertake a 'Re-launch' of the Contract to re-enforce the aims and vision of the Partnership to deliver the Service Set up a forum for regular staff engagement communication relating to Service aims and objectives		Contract Leadership Team	Yim Kong (structure) Steve Smith (process) Jim Daughton (culture)	March 2015 December 2015 March 2016	SPB
18		There is a need to raise awareness of the way the Service operates with Members and the Public to ensure successes and achievements are communicated and celebrated	Develop a structured approach to Member engagement and decision making embed in the Business processes Develop a forum which identifies potential opportunities to raise the profile of the service (i.e. National Publications, Industry Press and Industry Awards) and pro-actively purse these opportunities		Contract Leadership Team	Mark Kemp Owen Jenkins	March 2015 March 2016	CLT SPB
19		Given the reduction of staffing the service has the potential for several single points of failure should key staff leave and as such would suffer the loss of corporate knowledge/ memory.	Develop better measures to record essential information that enables greater accessibility by all staff. Develop a development strategy for staff to enable greater resilience.		Contract Leadership Team	All Managers Mark Kemp	July 2015 March 2015	CLT CLT
20		Lack of strategic approach to meet Contract aims and vision to deliver an efficient and high quality service and to be a leading Transport Authority	Develop a strategy for developing the Service to meet the aspiration of becoming a Leading Highway Authority by developing exemplar areas within the Service Introduce a defined plan with targets and identify method of reporting progress against agreed targets		Contract Leadership Team	Owen Jenkins Owen Jenkins	March 2015 March 2015	CLT SPB
21		Current office and depot arrangements will need to be adapted to meet the demands of Service re-structure, financial pressures and to maximise more efficient ways of delivering the Service	Undertake a review of the current office based property portfolio against proposed Service structure and agile working proposals. Identify a structured property portfolio strategy with clearly defined targets for implementation Undertake a Depot review and develop a strategic approach to more efficient working practices. Identify a programme of proposal implementation.		Contract Leadership Team	Yim Kong Owen Jenkins Jim Daughton Owen Jenkins	December 2015 March 2015 September 2015 December 2015	CLT CLT CLT EELT
22		To promote a more integrated Service, build up a flexibility of our skill base and identify and support talented staff a more structured approach to staff development is required	Promote the mobility of staff around the Service to facilitate exposure to a range of development and delivery areas to broaden staff skill base (including cross organisation) Implement a performance and development approach through the appraisal process and succession planning Review, develop and implement recruitment and retention policies (including talent spotting)		Contract Leadership Team	Mark Kemp	March 2016	CLT
23		Innovation is not targeted, identified or captured in a structured way	Develop protocols for regularly reviewing, identifying and implementing potential innovation within the Service		Contract Leadership Team	Owen Jenkins	March 2015	SPB
24		There is ambition within the Service to reduce current level H&S accident figures . There is a need to develop a culture of greater H&S awareness and compliance (e.g. reporting of 'Near Misses')	Review behaviours which are driving accidents within the Service Identify and implement measures to change behaviours and reduce accidents - target should be Injury Free Environment, which should be rolled out across all partnership staff.		Contract Leadership Team	Jim Daughton Jim Daughton	March 2015 March 2016	HOB SPB
	Highway Maintenance							
25		Need to ensure that Highway Maintenance and Improvements are undertaken as efficiently as possible and decisions based on sound reasoning.	Develop and Implement Highway Asset Management Plan Implement principles of Building Information Management (BIM) into processes and ways of working to better inform strategies, programmes and projects.		Contract Leadership Team	Steve Smith Steve Smith (asset)/Jim Daughton (delivery)	October 2014 December 2015	CLT SPB

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#		Issue	Action	Ref	Team	Owner	Date	Code
26		A new approach will be required in future when bidding for additional funding taking into account social and economic benefits as well as technical requirements	Develop protocols for compiling bids based on future requirements - (e.g. there will be a greater emphasis on the economic and social benefits of a proposal for future bids to be successful)		Asset and Strategy Teams, Programme Office	Tom Flanagan (Strategy & Infrastructure) Steve Smith (commercial)	March 2015	EELT
27		Asset Inventory collection does not yet extend to all assets - further inventory information needs to be captured enable a fully informed asset led approach Asset led approach	Asset Management Team to review the recently completed asset inventory and identify and additional information that is required

Arrange for additional asset information to be collected and added to the asset data base | 3.0; 3.1 | Asset Management | Steve Smith

Steve Smith | March 2015

March 2016 | HOB

CLT |
| 28 | | There is a need to move away form the current reactive approach to Asset Management to a more Asset led preventative approach (i.e. through the application of BIM) | Identify how the Asset data base will be used to capture future maintenance information

For each asset group, identify how this data will be used to introduce an asset led proactive approach

Embed protocols into the Business Processes

Undertake appropriate training and communication | | Asset Management | Steve Smith

Steve Smith

Steve Smith

Steve Smith | December 2014

March 2015

July 2015

December 2015 | HOB

HOB

HOB

HOB |
| 29 | | Lack of structured approach to coordinate planned and routine maintenance work between the Asset, Areas Stewards and Operations Teams | Review how Area Steward work is identified and develop protocols to provide identified work to the Programme Office

Develop protocols based upon the Annual Plan to review and identify opportunities to combine Capital works and Routine activities

Embed protocols into Business Processes | | Programme Office, Asset, Design, Area Stewards and Operations Teams | Owen Jenkins

Dave Husband

Dave Husband | December 2014

March 2015

July 2015 | HOB

HOB

HOB |
| 30 | | Greater use of the Annual Plan could be used to coordinate/incorporate routine maintenance works with Highway Improvement schemes | Set up protocols for reviewing the Annual Plan and planned routine works to identify opportunities to coordinate works | | Programme Office and Operations Team | Dave Husband | July 2015 | HOB |
| 31 | | A number of Asset Management Policies are now out of date and require review and amendment | Review existing Polices and identify a programme of updates

Identify and undertake any training required as a result of Policy updates | | Asset Management | Steve Smith | October 2015 | HOB |
| 32 | | Current Bridges data base requires review and update - this issue is compounded by the lack of a robust Bridge Management system | Carry out an exercise to review content of Bridges data base and identify programme of updating data.

Tie into the current IT Review Project to ensure the needs of the Bridge Team will be addressed by the outcomes of this project | | Asset Management (Bridges team) | Steve Smith

Steve Smith | December 2014

March 2016 | CLT

CLT |
| 33 | | There is a significant backlog of Bridge inspections resulting in a lack of clarity of future work requirements and funding | Identify a structured approach, with clear performance metrics, to managing the backlog of Bridge Inspections clearing identifying timescales and resource requirements

Implement agreed proposals | | Asset Management (Bridges team) | Steve Smith | March 2015 | HOB |
| 34 | | There is a need to review where the existing Highway Design Standards are too onerous for the County Network and where local standards could be developed and adopted | Undertake a review of existing standards to identify areas which are being 'over designed'

Develop and agree local design standards

Communicate revised approach | | Asset and Design Teams | Steve Smith | March 2015 | CLT |
| 35 | | There are potential inefficiencies in the way the Winter Service is delivered | Undertake a review of Winter Service to identify effective and efficient service delivery

Build review actions into the Business Processes | 16.1; 16.2 | Operations Team | Jim Daughton | September 2015 | HOB |
| | **Highway Improvements** | | | | | | | |

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#		Issue	Action		Teams	Owner	Date	Approval
36		There is a greater need to work much closer with Asset management to develop bids to obtain funding for future schemes and establish more robust strategies for longer term planning	Develop protocols to ensure greater coordination with the Asset team for long term planning and compiling bids based on future requirements (e.g. there will be a greater emphasis on the economic and social benefits on a proposal for future bids to be successful)		Strategy, Asset and Programme Office	Steve Smith	March 2015	HOB
37		Future schemes bids will need to align with the Thriving Oxfordshire Plan and Growth Agenda (i.e. current SEP bid)	The identification and development of schemes should be coordinated with the Asset Team utilising their asset led approach This requirement should be embedded into the Business Processes		Strategy and Asset Teams	Steve Smith	March 2015	HOB
38		With the increase in Major Projects there is a need to establish defined links with the Commercial Major Projects teams particularly with regard to procurement options	Review and agree protocols for engaging the Major Project Team when identifying and developing schemes Embed in Business Processes		Strategy and Major Projects Team	Yim Kong	December 2015	HOB
39		Establish closer links with Skanska Major Projects Team to understand how the efficiencies brought by the partnership could lead to more effective scheme delivery	Establish formal links with Skanska major projects teams at scheme development stage to ensure all efficiency opportunities are captured		Strategy, Skanska Commercial, Programme, Skanska Major Project Team	Jim Daughton	December 2015	HOB
40		Scheme handover process from Strategy to Commercial needs to be finalised and rolled out including any relevant training	Identify and roll out Training to support the developed handover process		Contract Leadership Team	Steve Smith	December 2015	EELT
	Highway Management							
41		There is a lack of structured coordination between the Network, programme, Asset Management and Strategy Teams	Undertake a review of the current systems for communicating Network information (particularly the coordination with the Asset and Strategy Teams) Identify amendments and embed in Business Processes		Network, Asset, Strategy, Delivery and Programme Teams	Steve Smith	March 2015	HOB
42		There is a need to develop an overall strategy to manage the Network more effectively	Set up a project to develop a coordinated Network Management strategy Develop protocols to implement the agreed strategy		Network Management Team	Steve Smith	September 2015	Cabinet
43		There is a need to develop a structured and consistent way of communicating information about the Network to the public	Set up a project to develop a structured and consistent way of communicating information about the Network Implement the agreed actions from the project		Network Management Team	Steve Smith	September 2015	CLT
44		There is a disconnect between Land and Records data bases and Network records - digitisation of L&R is not reconciled with Network records leading to inconsistent information	Complete the digitisation of Land & Records data base Undertake review to establish the most effective way to manage data and records to ensure consistent and up to date information is available to both teams Embed protocols into Business Processes		Network Management Team	Steve Smith	September 2015	CLT
45		The new Statutory requirements for Noticing need to be communicated and training provided	Review the new Statutory requirements for Noticing and identify changes Update existing Business Processes to reflect the identified changes Roll out training as required		Network Management Team	Steve Smith	September 2015	HOB
46		Existing Exor defects data base needs to be cleansed of incorrect and out of date data	Initiate project to cleanse data base of incorrect and out of date data		Network Management Team	Steve Smith	March 2015	HOB