

Annex B

Officer comments on deep dive recommendations for Cabinet

Cabinet Recommendations	Officer Comments
<p>i. Ensure there is councillor input into the review of the Highways Asset Management Plan, and that this includes consideration of flexibility for local prioritisation.</p>	<p>Previous plans have always been developed with Councillor input and this is good practice that should and will continue. As there is an established transport Cabinet Advisory Group it is suggested this is utilised to achieve this.</p> <p>Local prioritisation is important and needs to be built into programme development, but must be considered and balanced with good asset management using condition data and deterioration modelling.</p>
<p>ii. Ask Cabinet to ensure there is a smarter process for developing a programme of work to utilise the additional capital investment in highways and that a robust capital governance process is in place to help shape this and improve risk management.</p>	<p>The effectiveness and focus of the maintenance programme is influenced by the scale of funding available. With greater investment this year and next, we are able to deliver more effective permanent fixes and carry out preventative work - reducing the need for reactive repairs. The Capital Investment proposal that Cabinet approved has provided a big step forward, but further sustained funding will be required to continue build on what we have started.</p> <p>The approval of the maintenance programme follows county council capital governance process and procedures.</p>
<p>iii. Ensure officers consider the impact on public perception when developing a programme of work and improve opportunities for councillors to influence this based on local priorities.</p>	<p>It is recognised and accepted that local impact and priorities need to be better factored into programme decisions. However, as previously mentioned, this needs to be considered and balanced with good asset management using condition data and deterioration modelling.</p>
<p>iv. Ask officers to work with SKANSKA to explore a business case for greater levels of supervision that will ensure the quality of work remains high, including a consideration of how in-house resources could be</p>	<p>The current partnership and working arrangements with Skanska are working well, with the core arrangement being part of contractual requirements that can't easily or sensibly be altered.</p> <p>Skanska provide the formal supervision, but it is</p>

<p>utilised differently.</p>	<p>accepted that we could and should provide greater on-site support and quality checks on works especially those of sub-contractors, particularly as we move toward doing more walk & talk type maintenance schemes (meaning less time spent on desktop design).</p> <p>The focus for this recommendation should be consideration of how a new highway contract might be structured and operated.</p>
<p>v. Ensure that opportunities to utilise staff in flexible ways are explored further with SKANSKA, so that the maximum benefit of having staff on site can be realised</p>	<p>Covered in response to recommendation iv.</p>
<p>vi. Encourage officers to explore more innovative maintenance methods and tools.</p>	<p>The Dragon Patcher has proved successful, but as we have a varied network this is not the right solution in all situations or locations. Officers are starting to work with Skanska to explore and identify other potential equipment to pilot. Support to do this, accepting the risks around testing new methods, would be welcomed.</p>
<p>vii. Ask Cabinet to ensure an effective approach to publicly publishing and communicating the highways programme of work is in place.</p>	<p>It is accepted and acknowledged that this is a requirement. A good forward programme and ability to publish in a user-friendly format is required. Work to achieve this is currently being undertaken. Additional Communications support has been provided in the short term to help with this.</p>
<p>viii. Ask officers to develop a more robust process for informing councillors of local road improvements in their division, so that they can advise on works that need to be prioritised and support early communication with residents.</p>	<p>The Locality structure and meeting schedules should provide this. It is accepted they probably don't with the current reporting method. Consideration can be given as to how best to achieve this through this existing forum at future meetings. This is also related to recommendation iii and vii.</p>
<p>ix. Ask officers to ensure all responses to highways enquiries / reports through Fix My Street include a named officer contact.</p>	<p>A simple request that can be actioned, but consideration on the broader council direction on aspects like this probably needs to be given and applied. For example, the Transformation programme future ICT solutions will need to be taken into account.</p> <p>In addition, we will need to be careful that</p>

	<p>providing a name doesn't then mean people try to bypass use of fix-my-street.</p>
<p>x. Ensure direct points of contact are communicated and established for key stakeholders (e.g. town and parish councils) to ensure that local highway priorities can be followed up and dealt with more efficiently.</p>	<p>The new operational structure should and was intended to make more frontline staff accessible and visible within local communities. The structure and resource is there to achieve this, but it needs to be better communicated and applied.</p> <p>All County Councillors and Parish Councils should now have a document that explains who does what, and provides email and phone numbers of team leaders. Communication to confirm the local inspector should also have been received by all councillors and parish councils. All issues on the highway that need to be assessed and fixed must continue to be reported through FMS to ensure efficient assessment and prioritisation.</p>
<p>xi. Support the Council's ambition to become a Permitting Authority and request a report on the expected impact of this in mid-2019.</p>	<p>This is a request by DfT and is in progress. Confirmation of support is welcomed though. The process requires a formal consultation and consideration at the appropriate council meeting will be held.</p>
<p>xii. Support the development of a comprehensive out of hours traffic management provision to ensure effective management of the impact of major incidents and network failures at these times.</p>	<p>This was developed as part of the wider Communities, and in particular, Infrastructure Operations reorganisation. Out-of-Hours cover is now happening. Further development of the Council's Network Control Centre is currently underway, enhancing both the way it is operated and the control tools available, to improve management of the network and people using.</p>
<p>xiii. Support the principle of a having greater focus on enforcement.</p>	<p>Greater ability to enforce and to have Oxfordshire known as an authority who enforces would provide many highway maintenance and network management benefits. Many concerns do not relate to highway maintenance, but are associated with developers.</p> <p>Consideration will need to be given to pooling all the enforcement resources to deliver the real benefit of this proposal.</p>

<p>xiv. Ask the Cabinet to instruct officers to explore a case for employing dedicated resource for enforcement across all Highways services/functions.</p>	<p>This will need to be fully considered and business case prepared to understand resource and funding requirements.</p>
<p>xv. Ask the Director of Infrastructure Operations to ensure that a structured and robust approach to managing community engagement is in place.</p>	<p>The Director of Infrastructure Operations can confirm there is specific resource to manage volunteer engagement to ensure those who sign up are trained, have signed an agreement, and have their competency assessed.</p> <p>Information is being collected for any pilots conducted to help refine offer and understand any benefits or burdens.</p>
<p>xvi. Ask officers to report back to Performance Scrutiny in 6-9 months on the impact of a refreshed approach to community engagement, including evidence of the effectiveness of the Fix My Street Superusers pilot project.</p>	<p>This is a recommendation for the Performance Scrutiny Committee</p>