

Annex 1 – Highways Deep Dive

Theme	Lead	Main Workstreams	Original Report Recommendation	Completed to Date	To Do
Member engagement	Sean Rooney	Highway Maintenance Programme Shaping & Influence HAMP Development and adoption	<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>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>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>vi. Encourage officers to explore more innovative maintenance methods and tools.</p>	<p>The development of the HAMP is being supported by Hyperion, a consultant with industry expertise and reputation for delivery of key policy and development documents. A programme of delivery includes the documentation being reviewed and challenged by CAG and elected members. A timeline has been produced to deliver revised, approved version of the HAMP in the Autumn of this year.</p> <p>Elected members were asked to submit their suggestions for additional schemes for inclusion in the current year's programme. The list was assessed by asset and area teams to determine where the suggestions fitted onto the priority programme. A number of schemes have also been included in plans for 2019/20 programme and some for future year's programme. A specific budget line has been created to accommodate some of the works that has been identified through this process.</p> <p>A model of prioritisation has been produced to ensure that all aspects of need, including elected member requests, defects and customer needs, technical and safety are all considered in order to create a forward-looking programme. A series of collaborative working workshops have taken place to ensure that all works consider the impact on all programme of works to ensure joint working across the service is achieved where possible.</p> <p>Area and asset teams have been exploring different options for not only surfacing but also to consider different materials such as plastic kerbs and differing lining materials. An innovation register has been set up and is beginning to track the benefits of such ideas as low temp surfacing and introduction of differing fuel for vehicles.</p> <p>A trial utilising the Graphene as an additive is also planned for November 2019. This will be a long-term trial with Skanska and industry expertise including.</p>	<p>Final approval of the revised HAMP and supporting documentation.</p> <p>Finalise the prioritisation matrix for future programme to include elected member and customer needs. Contacts made with Cambridgeshire colleagues who are in similar position.</p> <p>Continue to work with Skanska and industry colleagues to explore further innovative techniques and processes.</p> <p>Collaborative working with LCRIG and industry will allow best practice and case studies to be shared and understood.</p>
Communication	Sean Rooney	Publication of programme on website Better information at Locality meetings Greater Officer engagement with Parishes and local members	<p>vii. Ask Cabinet to ensure an effective approach to publicly publishing and communicating the highways programme of work is in place.</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>ix. Ask officers to ensure all responses to highways enquiries / reports through Fix My Street include a named officer contact.</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>A programme of works has been developed for 2019/20. A GIS layer has been developed to include these sites to allow all to visualise where works will be undertaken. Some of the programmes (surface dressing) has been published and is available on the web.</p> <p>Work continues with Asset and asset information teams to make this available in a format that will be published on the web site. A five-year program for the major asset groups has been developed with a view to have it in place by Autumn 2019.</p> <p>A model of prioritisation has been produced to ensure that all aspects of need, including elected member requests, defects and customer needs, technical and safety are all considered in order to create a forward-looking programme.</p> <p>Front line officers to meet regularly with parish and town councillors. A performance indicator has been introduced for area teams to ensure we capture all contacts and ensure this is maintained through the year on a regular basis. Continued attendance at locality meetings by GM and Service Lead where needed.</p> <p>All elected members have been provided with a key contact fact sheet, basically a who does what with their contact details available.</p> <p>Open days have now been held at both Drayton and Eddington depot where parish, town and elected members were invited to attend. Good turnout and generally positive feedback received following the events.</p>	<p>Make the visibility of the programme and updated weekly whereabouts available on the web page and inform elected members on a regular basis of the works being completed in their area.</p> <p>Work with network management team to ensure not only utility works are published but also all OCC highways works.</p> <p>Work with IT colleagues to make web more friendly and full programme more accessible and informative.</p> <p>Working with Network management , collate programme and whereabouts information to provide weekly updates to members and parishes alike.</p> <p>Working with corporate colleagues in Governance and customer services, develop a more relevant approach and level of responses in terms of timeliness and quality , to make sure all responses meet the expectations of the Service Lead and AD.</p>
Supervision and Contract Control	Sean Rooney / Steve Smith	Ensuring levels of supervision are within contract requirements Exploring opportunities for greater quality control within existing contract constraints New contract model considerations to enable greater direct supervision by OCC	<p>vii. Ask Cabinet to ensure an effective approach to publicly publishing and communicating the highways programme of work is in place.</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>ix. Ask officers to ensure all responses to highways enquiries / reports through Fix My Street include a named officer contact.</p>	<p>Levels of supervision on the contract were reviewed against known requirements. Issues with supervision have been exacerbated in the past with programme uncertainty and so further work has begun in getting longer term visibility of works programme to enable a consistency of supervision levels throughout the year</p> <p>Reviews of processes for Walk, Talk and Build are being undertaken to ensure greater clarity in roles and responsibilities. Quality issues are now a regular agenda item on contract governance meetings and progress against remedial action against remediation of the works and ways of working to prevent future issues is a standing agenda item.</p> <p>Additional support has been brought into the contract team to lead on quality and compliance checking. Key areas of work will form the initial work on this and working with area and asset GM, further areas will be identified with a view to develop a further improvement action plan to improve quality and reporting processes through the service delivery.</p>	<p>The Skanska contract potentially has another 5 years remaining, if two further years extension are given.</p> <p>Improvement action plan following additional quality review work from Contract team will be developed.</p> <p>Resources allowing look to introduce additional, (or reallocated) resource to focus on the quality assurance aspect of the work required to check on the quality of works undertaken by the supply chain.</p>
Increased Enforcement	Keith Stenning	Permitting Traffic Control Centre Development Enforcement	<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>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>Cabinet approved the implementation of the Oxfordshire Permit Scheme in September 2019. DfT informed. Software (ICT) procurement has been completed for the new Permit "bolt-on" and development is in progress.</p> <p>We now operate two shift system week days (0630 to 1900 hours) and Saturdays (0900 to 1700 hours). Sundays are covered as and when special events take place. In December, Sundays will be covered as Saturdays in the run up to Christmas.</p>	<p>Implement Permitting scheme December 2019/February 2020. Recruitment of new staff started.</p> <p>Ensure strong Planning Conditions placed on developments to support improved enforcement.</p> <p>Consider if business case exists for increasing enforcement action and action to recover costs.</p>

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			<p>xiii. Support the principle of a having greater focus on enforcement.</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>Collection of data related to; enforcement letters issued, success rate and works undertaken by third part, and volume and cost of when OCC intervenes and undertakes work.</p> <p>.</p>	
Community Engagement	Hugh Potter	<p>Monitoring & management of volunteer activity.</p> <p>Structured assessment of success and value for money of initiatives.</p> <p>Clear and simple Guidance Document to explain all options available.</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>Dedicated support recruited to increase capacity to support & develop this area</p> <p>Parish survey completed to guide priorities to follow up</p> <p>35 FMS SU's trained & operational covering 23 parishes. A further 20+ Parish/Towns interested in taking up offer</p> <p>Revised OxTog2 documentation to outline scope of programme prepared with parishes/towns</p> <p>Enhanced record keeping and discipline to ensure performance management of initiatives can be carried out.</p>	<p>Undertake assessment of new activities under OxTog, in particular FMS Superusers. Planned for Feb19</p>