



MANCHESTER
CITY COUNCIL

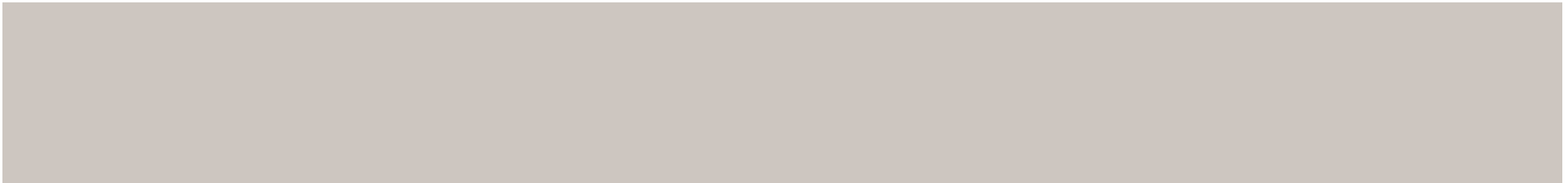
Highways Service Review Progress Update

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Interim Director of Highways

Existing Structure

Manchester City Council's Highways function has, for a number of years, been reporting through a number of different directorates; City Treasurer, Growth and Neighbourhoods and Strategic Development.

A review was commissioned to identify how improvements and efficiencies could be made to the service provided by highways. This review was carried out by Turner and Townsend supported by MCC.



Key Findings from the Review

The review identified the following key aims:-

- A clearer vision and strategy for the service;
- A more clearly defined Client role to more effectively define and deliver client requirements
- Improved new management arrangements to improve performance and enhance in-house technical competencies
- Improved commercial management of maintenance and project delivery
- A reduction on a reliance on consultants through external recruitment, developing the existing staff base and looking at succession planning through apprentices and graduates;
- Effective and appropriate governance arrangements at a programme and project level.
- Performance management data being used to ensure that efficiency and VfM was being achieved for highway repairs.

Identified Improvements Undertaken to Date

The review identified that the following service improvements undertaken by Highways in last 2 years can be built upon, these include the implementation of:-

- The adoption of the Development Management Framework, has lead to greater knowledge about costs resulting in a considerable reduction in the numbers of consultants and some scheme cost reduction (this now needs to be fully implemented for forward managing the highways programme)
- A comprehensive condition survey of the highway asset enables more accurate determination of the investment needed in the asset. (This will be used to provide a new forward investment plan to identify levels of funding required to maintain/improve the asset.)
- Success in bidding for funding for highway resurfacing of major works eg Stockport Road and Hyde Road (this needs to be further developed to ensure we are using best in class value for money treatments).
- A mobile working solution for ordering of repair work which enables real time performance management (this data now needs to be used to drive service improvement). This allows road users to view traffic and roadworks information on-line and in real-time (but the quality and timeliness of data input by teams needs to be improved to derive the true value of this system)
- Collaborative working and greater integration with Salford Council around streetworks and work permit activities to overcome capacity and skills gaps.

Summary of the Actions Identified by the Review (1)

Organisation

- Create and recruit to new role of Director of Highways Services;
- Confirm and implement future single directorate operating model including detailed roles and responsibilities and resource requirements; and
- Procure professional services support to assist in development of strategy and internal resource.

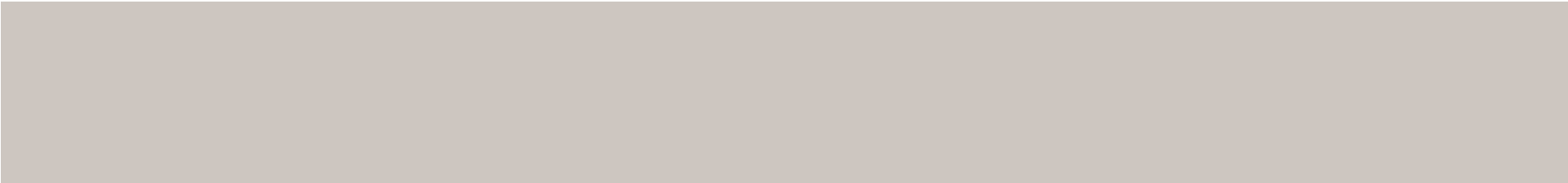
Summary of the Actions Identified by the Review (2)

Strategy

- Develop a highways strategy with supporting investment and operational delivery plans.
- Ensure strategy fully complements longer term growth and development strategies.

Summary of the Actions Identified by the Review (3)

Delivery and performance

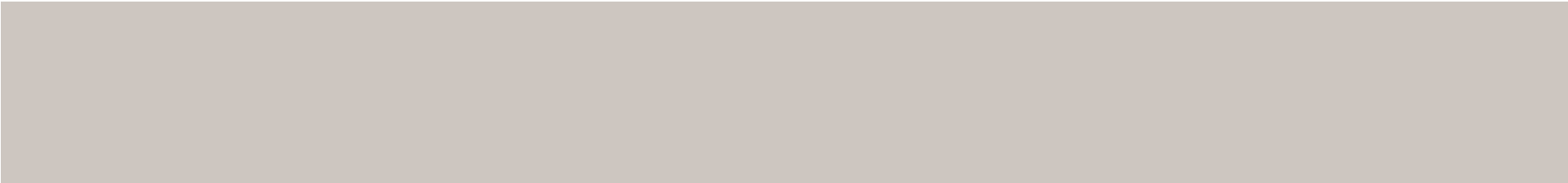
- Prioritised review of existing capital projects. Identify risks to delivery for each project and develop and implement action plans;
 - Introduce defined sponsor, project manager, commercial and technical delivery roles for capital projects with clear separation of functions, defined roles and responsibilities and mobilise the appropriate resources;
 - Develop a best practice, capital gateways and governance process. As an interim measure, all new projects should be subject to detailed, independent review to verify budget, deliverability and benefits before the existing gateway approval process commences;
 - Revise systems, tools and processes required to support optimised ways of working; and
 - Develop improved detailed performance metrics.
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Key Priorities for Improvement

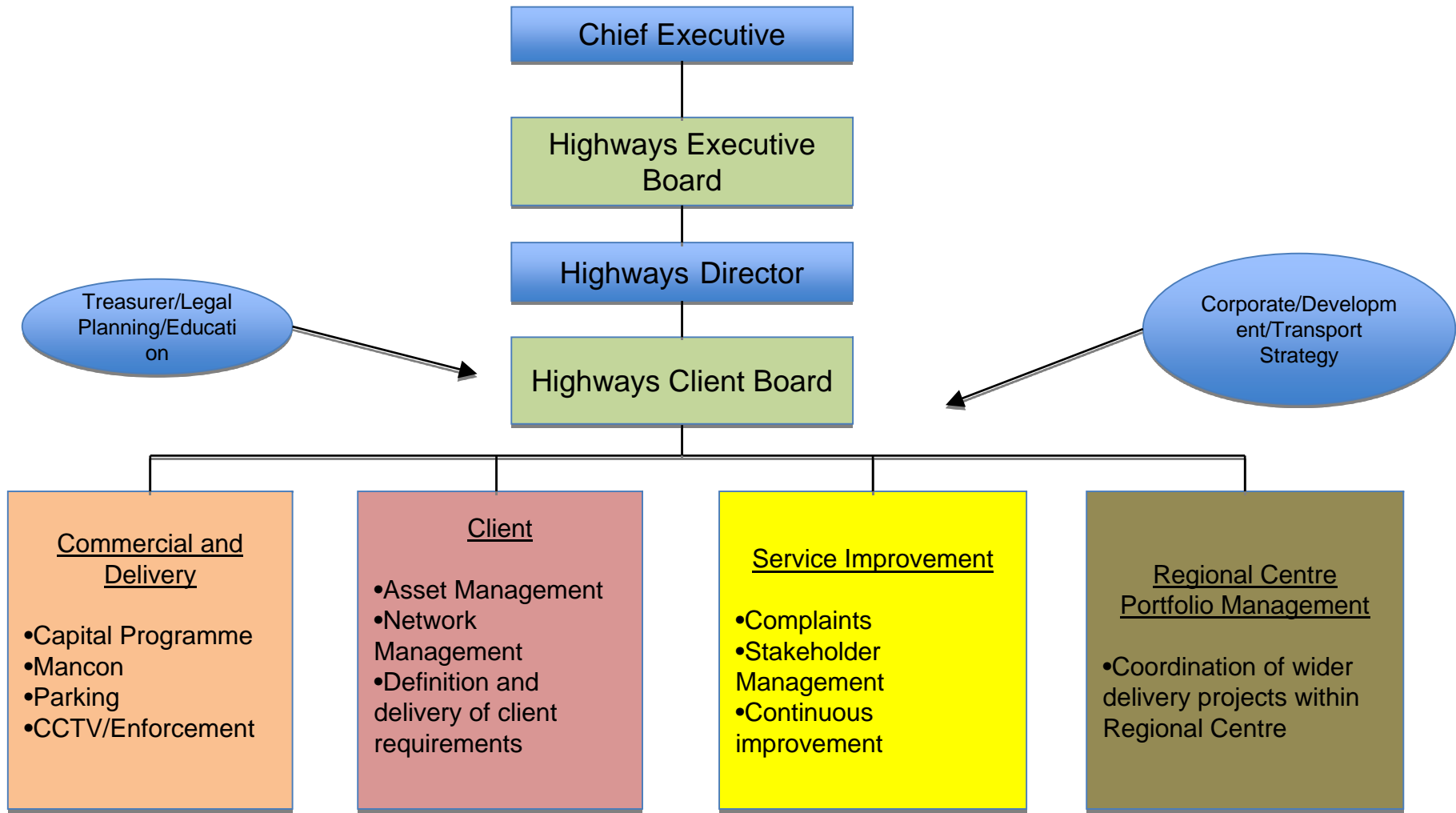
Road Map for 12 Months from May 2016

- Implement a senior management structure to provide a robust client function, commercial and organisational leadership and address capacity and skills gaps in the short/medium term
- More clearly define client management role across projects, offering simplified, centrally managed approach and more efficient delivery in an integrated team environment
- Embed the Development Management Framework as the key programme management and capital programme reporting tool across the Council helping to embed a new performance management culture within Capital Programmes
- Complete the review of the pothole, gulley cleansing and general asset management process and implement a service improvement plan to ensure value for money and a more timely and responsive service
- Implement a structures inspection programme based on an evaluation of risk
- Undertake a financial review of the new directorate to identify budgets available to achieve the key priorities, creating a single highways budget, centrally managed
- Embed Highways – related Business Units (Mancon, Parking and CCTV) into the new Highways Directorate to foster “one team” approach

Progress to Date

- Highways Director Role defined and filled on interim basis.
 - A high level senior management and governance structure has been drafted.
 - Development Management Framework is being used to track schemes with more work is being undertaken to ensure that information is updated in a timely and accurate way
 - Client Board and Highways Steering group implemented
 - All Highways Staff briefed on structure and function of new directorate
 - Lessons learned process commenced within CPP to review Wilmslow Rd project to drive improvements
 - Enhanced commercial reviews of existing projects implemented
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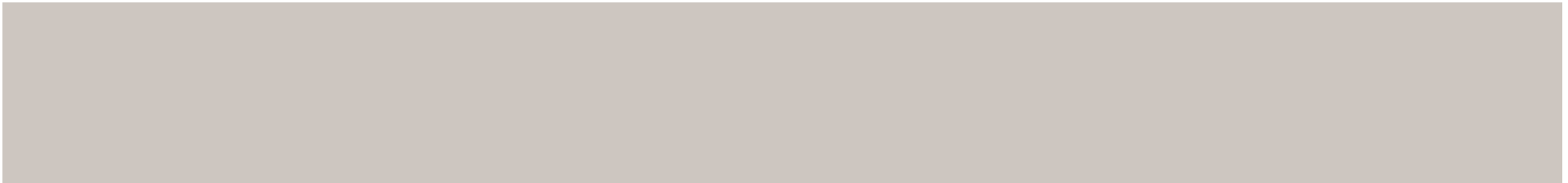
Highways Directorate Proposed Structure (Officer Level)



Pot Hole and Gulley Cleansing Review Progress

- Pothole Review has provided us with a better understanding of the issues we face, an implementation plan is being drafted and will include:-
- Better use of ICT works scheduling software
- Additional Gully cleansing capacity
- Investigate the use of new more cost effective repair materials and methods
- Photo records of potholes to help speed up works planning
- Smarter use of sub-contractors to backfill resource gaps and to overcome backlogs

The implementation plan will include a timeline for delivery



Next Steps

- Detailed structure chart to be completed
- “Road Map” for the next year to be completed
- Pot Hole/Gullies Review implementation plan to be fully developed
- Proposals for a revised structures inspection programme to be completed
- Financial and Asset Review to be undertaken to define Highways investment options, to feed into comprehensive review of the Council's capital investment priorities and finalised in line with overall budget strategies later this year