

HMEP Action Plan

Ref	What would success look like for Lincolnshire?	Action(s)	Lead person	Timescale
C1	Commissioning – there is clear vision at the top of the organisation and it is well understood at all levels of LCC, stakeholders and alliance partners Links to C2, C3, P3 and P5	Communication plan produced that will allow a consistent message on commissioning to be given. Different language and channels will be needed for different groups. Vision will need to be realistic.	Andy Gutherson / Paul Rusted	High
		Link to appraisals	Highways Management Team	Medium
		Sell vision at team briefings	Highways Management Team	Medium
		Need to inform partners of wider corporate agenda	Steve Willis	High
C2	The Commissioning Strategy does not detract from the delivery of necessary further efficiencies Links to C1, C3, P3 and P5	As in C1 above Need to set budgets linked to commissioning strategies	Paul Rusted	High
C3	The desire to deliver a consistent highways maintenance service and the cultural changes required to deliver are not confused with the corporate change to a commissioning organisation Links to C1, C2, P3 and P5	Use ongoing work with Cranfield University to build a delivery model which will drive consistency and efficiency	Paul Rusted	High
		Ensure delivery model is then put into place as part of restructuring work	Highways Management Team	Medium
C4	The advantages of the full potential for collaboration with other Highways Authorities are considered (as well as for other functions).	Political priorities need to be considered when looking at collaboration with other authorities. Lincolnshire is one of the largest highway authorities. So working with smaller authorities may not help Lincolnshire but a watching brief via National Working Groups will advise	Paul Rusted	Low

C5	All staff understand and accept the financial pressures ahead	Staff Briefings	Highways Management Team	Medium
		Produce a clear Asset Management Policy linked to Corporate Commissioning Outcomes	Mike Coates / Paul Rusted	High
		Refresh the Asset Management Strategy	Mike Coates / Paul Rusted	Medium
		Refresh Asset Management Plan (Highway Maintenance Plan)	Richard Fenwick / Paul Rusted	High
		Hold workshops to engage all staff	Mike Coates / Paul Rusted	Medium
P1	The programme developed in the autumn is sufficiently robust to allow efficient planning and delivery by partners	Programming tool implemented and management protocols produced and complied with	Paul Rusted / Alan Aistrup / Paul Little / Satish Shah	High
		Introduce incident response vehicle to improve impact on programme	Satish Shah / Paul Little	High
		Introduce medium term planning into budget round	Richard Davies / Steve Willis	Medium
		Develop 5 year programme for strategic network	Mike Coates	High
		Develop 2 year programme for remaining network	Paul Little / Satish Shah	Medium
		Actively bid into capital pot	Richard Davies / Steve Willis	Ongoing
P2	Data captured to ensure there is a sufficiently clear picture for a comprehensive, consistent asset management approach across all of the Service's functions Links to P3, E1, E3 and D3	Current Asset Management Plan revised to produce Highway Asset Management Strategy and Highways Asset Management Plan. BS 5750 to be used.	Mike Coates / Paul Rusted	High
		Adopt Horizons asset management tool	Mike Coates and Highways Management Team	Medium
		Identify a small network of Horizons/data owners to drive a consistent approach to Horizons	Mike Coates	Medium

P3	<p>External stakeholders (Town Councils, Parish Councils and the wider public) understand the value of an effective asset management approach. This will include the management of expectations as the service becomes more proactive. Consider using LALC to help deliver message.</p> <p>Links to C1, C2, C3, P2, P5, E1, E3 and D3</p>	<p>Part of communication strategy (see context and priority setting). Link to communications team.</p> <p>Use a case study to describe this approach</p> <p>FAQ'S link on website explaining why not doing worst roads first</p> <p>Share condition maps on website and programmes</p> <p>Put article in next newsletter</p> <p>Have £/km for repairing roads at various times i.e. red/amber</p>	Satish Shah	Medium
P4	<p>System changes such as LAGAN and Agresso and organisational change are implemented successfully</p>	<p>Continue to influence roll out of Agresso and LAGAN. Manage restructure.</p> <p>Work with LAGAN Implementation Team to align with the highways service and customer needs</p> <p>Communicate to all staff about LAGAN, HMEP Review, Asset Management, Commissioning</p>	<p>Satish Shah</p> <p>Satish Shah / Zoe Butler</p> <p>Highways Management Team</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p>
P5	<p>The value and philosophy of the commissioning approach is 'sold' to staff below the level of the senior management team</p> <p>Links to C1, C2, C3 and P3</p>	<p>Part of communication strategy (see context and priority setting)</p>	<p>Andy Gutherson / Paul Rusted</p>	High
E1	<p>The data collected about the network is being used as a tool to deliver the best outcomes</p> <p>Links to P2, P3, E3 and D3</p>	<p>Current Asset Management Plan revised to produce Highway Asset Management Strategy and Highways Asset Management Plan. BS 5750 to be used.</p>	<p>Mike Coates / Paul Rusted</p>	High
E2	<p>The opportunities and risks associated with the delivery of the service are identified and apportioned (outputs v outcomes)?</p>	<p>Current risk register reviewed</p>	<p>Highways Management Team</p>	High

E3	The benefits from developing a Highway Asset Management Strategy and Highways Asset Management Plan aligned with the new LCC commissioning outcomes are realised Links to P2, P3, E1 and D3	Highway Asset Management Policy, Strategy and Highways Asset Management Plan align with corporate commissioning outcomes. BS5750 to be used.	Mike Coates / Paul Rusted	High
E4	Performance frameworks align with the Authority's new Commissioning framework outcomes	Ensure the new performance framework links to the Commissioning Framework	Charles Ferrar / Andy Gutherson	High
D1	Consistent culture and behaviours across the alliance are achieved	Continue to work with Cranfield Introduce BS11000 into the Alliance to enhance collaborative working (co-location will help). Create joint programming hub Create task and finish group on Alliance scores Next Alliance 60 to be a themed workshop Article in future newsletter Service manager to be source of consistent messages and news	Paul Rusted Paul Rusted Paul Rusted Charles Ferrar Paul Rusted Charles Ferrar Paul Rusted	High High High High Medium Medium Medium
D2	All of the various teams across the organisation are aligned to a consistent and better coordinated Business Unit approach to service delivery	Create business plans that reflect the new business unit approach Gather data to enable business units to be set up	Steve Willis Steve Willis	Medium Medium
D3	Innovation can thrive and contribute positively to the aspirations for a continuously improving delivery of the service Links to P2, P3, E1 and E3	Promote the work of Alliance Innovation Group. Ensure innovations are communicated to all through Alliance Management Groups.	Charles Ferrar	High
D4	The customer journey/engagement loop is closed. "You said/we did and how did that feel for you" is a critical element of the commissioning journey	The communication strategy is reviewed Create a jigsaw story that pulls all the elements together	Satish Shah Satish Shah / Zoe Butler	High High

		Implement new initiatives at next member days in May	Satish Shah / Paul Little	High
		Give monthly updates to Councillors and Parishes	Satish Shah / Paul Little	High
		Implement Kier Customer Excellence Action Plan at Alliance Board	Alliance Board	Medium
D5	Alliance contract arrangements and mechanisms aid the efficient delivery of work and allow proper financial management and control	Contract development group to recommend changes to HNAG. Consideration of Lean processes and BS1100. Set up task and finish group to look at reviewing processes and contractual arrangements.	Alliance Board	Medium
		Implement AMT review and incident response vehicle	Satish Shah / Paul Little	High

Key:

High – 3 months

Medium – 3-6 months

Low – within 12 months

This page is intentionally left blank