

Lincolnshire County Council

Highways Maintenance Efficiency Programme (HMEP) Strategic Review

3-5 March 2015

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This peer challenge feedback

- The peer team
- The process and themes
- Feedback in key questions format
 - Strengths
 - Areas for consideration
- Your reflections and questions
- Next steps

The peer challenge process

- It is part of the Highways Maintenance Efficiency Programme (HMEP) offer to support sector-led improvement
- Not an inspection – invited in as “critical friends”
- Non attributable information collection
- People have been open and honest
- Very grateful for support – in particular from Brian Thompson, Amanda Manns, Sue Groves and other colleagues
- Our feedback based on the triangulation of what we have read, heard and seen a range of views. These have come from across the political spectrum and throughout the organisation and from some partners.

The Strategic Review process

Pre-onsite

- Agreeing scope
- Document and data analysis

Onsite

- A range of meetings
- Collation of information and triangulation
- Feedback presentation

HMEP Strategic Review-Core Components

1. Context and priority setting: This looks at assessing how the council's delivery takes into account national and local transport policy, corporate vision, stakeholder expectations, legal and financial constraints
2. Planning and performance: This covers the council's strategy, performance, data and information, and lifecycle planning and works programmes
3. Enablers: This component focusses on leadership, risk management, asset management, and performance monitoring
4. Delivery: This considers programme and service delivery and procurement

The team were asked to focus the HMEP Strategic Review for Lincolnshire in five main areas:

Lincolnshire County Council Focus areas

Team's view on:

- The strategy for the highways service and contribution to the council's overall corporate objectives (with respect to moving to a commissioning model) and the Service's ability to contribute to the growth agenda
- How the work done by Cranfield provides additional assurance about their contracting arrangements to ensure potential from all of our arrangements is being maximised.
- Whether the service is doing enough in relation to shifting the balance of delivery from reactive into preventative maintenance and its strategic and operational approach to asset management
- Validating the potential to Lincolnshire from regional consolidation as one of the emerging solutions to the financial challenge. This is also with reference to the emerging outcomes from the HMEP Frontier Benchmarking work
- To recognise and validate improvements and any notable practice whilst also signposting to practice from elsewhere which would be of benefit to Lincolnshire

The Peer Challenge Team

1. Mark Kemp (Oxfordshire County Council)
2. Councillor Mac McGuire (Cambridgeshire County Council)
3. Tom Blackburne-Maze (Cambridgeshire County Council)
4. Andrew Loosemore (Kent County Council)
5. David Walters (Staffordshire County Council)
6. Ernest Opuni (Local Government Support Team, Local Government Association)

Context and Priority Setting - Strengths

1. There is very strong political support for the Highways Service and the Highways Alliance
2. There is strong senior management team support for the Highways Alliance.
3. Recognition that the process Highways followed to develop the Alliance has contributed to the corporate vision for commissioning.
4. External stakeholders and alliance partners value the good relationship with Lincolnshire County Council.
5. The council have done really well in protecting the highways maintenance budget in difficult financial times.

Context and priority setting – areas for consideration

1. Commissioning – clear vision at the top of the organisation but how well is this understood at all levels of LCC, stakeholders and alliance partners?
2. How do you ensure that the Commissioning Strategy does not detract from the delivery of necessary further efficiencies?
3. How do you ensure that the desire to deliver a consistent highways maintenance service and the cultural changes required to deliver that are not confused with the corporate change to a commissioning organisation?
4. Are you taking advantage of the full potential for collaboration with other Highways Authorities?
5. How well do all staff understand and accept the financial pressures ahead?

Planning and Performance - strengths

1. Quality of data and a strong evidence base has had a positive influence on protecting budgets/maintaining resourcing levels for Highways
 2. There are good examples of an Asset Management approach to service delivery.
 3. LCC recognise the different skills and competencies required by Commissioners and Business Units for the new approach to delivery.
 4. The Commissioning approach provides opportunities for breaking down silos and encouraging greater collaboration across different parts of the council and partners in delivering corporate priorities.
 5. Commissioners are clear that the move to the Commissioning model is not simply about outsourcing but is rather a means of finding the right delivery model to achieve the best outcomes for Lincolnshire.
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Planning and Performance – areas for consideration

1. How do LCC ensure that the programme developed in the autumn is sufficiently robust to allow efficient planning and delivery by partners?
2. Is all data captured to ensure you have a sufficiently clear picture for a comprehensive, consistent asset management approach across all of the Service's functions?
3. There is more still to do to communicate the value of an effective asset management approach to some external stakeholders (for example Town Councils, Parish Councils and the wider public). This is important for management of expectations as the service becomes more proactive.
4. Is there a risk to public perception of the Service as a result of the system changes (such as LAGAN and Agresso) and organisational change if these are not implemented properly?
5. The value and philosophy of the commissioning approach needs to be 'sold' to staff below the level of the senior management team.

Enablers - strengths

- 1.The new leadership team have a clear vision of the future.
- 2.There is strong political leadership to the service.
- 3.There is effective scrutiny of the service.
- 4.There are good examples of effective asset management practice in the service.
- 5.We have identified examples of good joint performance and a framework which drives improvement within the alliance.

Enablers – areas for consideration

1. How effectively is the data collected about the network being used as a tool to deliver the best outcomes?
2. How fully are the opportunities and risks associated with the delivery of the service identified and apportioned (outputs v outcomes)?
3. There would be clear benefits from developing a Highway Asset Management Strategy and Highways Infrastructure Asset Management Plan (HIAMP) aligned with the new LCC's commissioning outcomes.
4. Do your current performance frameworks align with the Authority's new Commissioning framework outcomes?

Delivery - strengths

1. Clear commitment from staff and a desire to deliver the best for the communities of Lincolnshire. Clear pride and passion in delivering to a high quality.
2. There are good, open relationships within the Alliance. These are evidenced by the openness and honesty demonstrated in the shared approach to addressing challenges and problems.
3. There are examples where centralised programming works well and gives visibility
4. There is recognition of the benefits of an asset management approach with a focus on preventative treatments moving from reactive to proactive delivery.
5. The TSP partnership demonstrates a commitment to sharing best practice and delivers effectively on the principle of a 'one brand', seamless model

Delivery – areas for consideration

1. How do you gain support from organisational development to achieve a consistent culture and behaviours across the alliance?
2. How well are the various teams across a large organisation aligned to a consistent and better coordinated Business Unit approach to service delivery?
3. How will you ensure that innovation can thrive and contribute positively to your aspirations for a continuously improving delivery of the service?
4. How effectively are you closing the customer journey/engagement loop? “You said/we did and how did that feel for you” is a critical element of the commissioning journey.
5. Do the Alliance contract arrangements and mechanisms frustrate efficiency of delivery and financial management and control?

Headline messages

- You are on a very ambitious change programme both corporately and within the highways maintenance service (supported by the Cranfield work).
- The commissioning approach will present opportunities to work across the wider organisation to deliver highways outcomes and for highways maintenance to contribute to other corporate objectives.
- Reappraise the asset management approach in the context of the new commissioning strategies.
- There are opportunities to deliver efficiencies to support the financial challenges that the organisation face.
- Consider whether a dedicated resource is needed to support the highways maintenance change programme.

Headline messages

- There appears to be limited appetite for regional consolidation and a difficulty given the size and geographic location of the County. However there is positive engagement with the MHA and further consideration could be given to relationships with neighbouring authorities.
- The significant change journey will take time.
- Overall the service has strong political and officer leadership and staff with a pride in and passion for the service they deliver. This prepares you well for the change journey you are on.

Your reflections & questions?

Next steps

- We will give you time to reflect on the messages from today and give some thought to how you wish to take this forward
- A follow-up Action Planning Day is planned for **31 March 2015**. This will allow you take turn some of these reflections into action.
- You determine the shape and outcomes you want for the day and the team has made itself available to support this as you see fit.
- We will stay in touch with you between now and the Action Planning to agree the input you would find most valuable from the team.

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