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MEETING:	Overview and Scrutiny Committee
DATE:	Tuesday, 9 October 2018
TIME:	2.00 pm
VENUE:	Council Chamber, Barnsley Town Hall

AGENDA

Administrative and Governance Issues for the Committee

1 Apologies for Absence - Parent Governor Representatives

To receive apologies for absence in accordance with Regulation 7 (6) of the Parent Governor Representatives (England) Regulations 2001.

2 Declarations of Pecuniary and Non-Pecuniary Interest

To invite Members of the Committee to make any declarations of pecuniary and non-pecuniary interest in connection with the items on this agenda.

3 Minutes of the Previous Meeting (*Pages 3 - 10*)

To approve the minutes of the previous meeting of the Committee held on 11th September, 2018 (Item 3 attached).

Overview and Scrutiny Issues for the Committee

4 Highways & Engineering Services Future Council Improvement Review (*Pages 11 - 18*)

To consider a cover report of the Executive Director Core Services (Item 4a attached) in respect of the Future Council Improvement Review – Highways & Engineering Services (Item 4b attached)

Enquiries to Anna Marshall, Scrutiny Officer

Email scrutiny@barnsley.gov.uk

To: Chair and Members of Overview and Scrutiny Committee:-

Councillors Ennis OBE (Chair), Bowler, G. Carr, Charlesworth, Clarke, Clements, Franklin, Frost, Gollick, Daniel Griffin, Hampson, Hand-Davis, Hayward, W. Johnson, Makinson, Mitchell, Murray, Phillips, Pickering, Pourali, Sheard, Sixsmith MBE, Tattersall, Williams, Wilson and Wright together with co-opted Members Ms P. Gould and Statutory Co-opted Member Ms K. Morritt (Parent Governor Representative)

Electronic Copies Circulated for Information

Diana Terris, Chief Executive

Andrew Frostdick, Executive Director Core Services

Rob Winter, Head of Internal Audit and Risk Management

Michael Potter, Service Director, Business Improvement and Communications

Ian Turner, Service Director, Council Governance

Press

Witnesses

Item 4 (2:00pm)

Matt Gladstone, Executive Director – Place

Paul Castle, Service Director – Environment & Transport, Place Directorate

Matt Bell, Head of Highways, Engineering & Transportation, Place Directorate

Rachel Tyas, Head of Transformation, Environment & Transport, Place Directorate

Cllr Robert Frost, Cabinet Support Member for the Place Directorate

MEETING:	Overview and Scrutiny Committee
DATE:	Tuesday, 11 September 2018
TIME:	1.00 pm
VENUE:	Council Chamber, Barnsley Town Hall

MINUTES

Present

Councillors Ennis OBE (Chair), Bowler, G. Carr, Charlesworth, Clarke, Clements, Frost, Gollick, Daniel Griffin, Hampson, Hand-Davis, Hayward, W. Johnson, Makinson, Murray, Phillips, Pickering, Sheard, Sixsmith MBE, Tattersall, Wilson and Wright together with co-opted members Ms P. Gould and Ms K. Morrill.

In attendance

Councillors Barnard, C. Johnson, Millner, Riggs, C. Wraith.

17 Apologies for Absence - Parent Governor Representatives

No apologies for absence were received in accordance with Regulation 7(6) of the Parent Governor Representatives (England) Regulations 2001.

18 Declarations of Pecuniary and Non-Pecuniary Interest

Councillors Carr, C. Johnson, Sixsmith MBE, Tattersall and Wilson declared non-pecuniary interests in minute numbers 20, 21 and 23 due to their positions on the Corporate Parenting Panel.

19 Minutes of the Previous Meeting

The minutes of the meeting held on 10th July, 2018 were approved as a true and accurate record.

Councillor Carr made Members aware of the current situation in relation to Worsbrough Dale Park Pavillion and the suggestion that the building was not fit for purpose. The Parks Department had been identified as the customer in the case in question

In relation to issues with heating systems, Councillor Carr said that she had been made aware that a number of residents had been told that there would be no further investment at this time. It was suggested that this issue feeds in to the Overview and Scrutiny Task and Finish Group on Social Housing.

20 Barnsley Safeguarding Adults Board (BSAB) Annual Report 2017-18

The following witnesses were invited to the meeting:-

Bob Dyson - Independent Chair, BSAB

Rachel Dickinson, Executive Director – People, BMBC

Chief Superintendent Scott Green, Barnsley District Commander, SYP

Lennie Sahota, Service Director, Adult Assessment and Care Management, BMBC

Cath Erine, Barnsley Safeguarding Adults Board Manager

Monica Green, Head of Service – Safeguarding and Quality Assurance, BMBC
Sarah MacGillivray, Designated Nurse For Safeguarding Adults, BCCG – Chair of the Pathways and Partnership Subgroup
Councillor Margaret Bruff, Cabinet Spokesperson – People (Safeguarding)
Michael Potter – Service Director, Organisation and Workforce Improvement, BMBC
Will Boyes - Business Improvement Advisor, Performance Improvement Team, BMBC

Members heard how the annual report had been designed to be brief and more public friendly and inclusion of case studies, supplemented by videos on the website. Questions were invited from Members and the following lines of enquiry were challenged and pursued:-

With regards to the types of vulnerable adults dealt with by the Police, Members heard that there was a wide range of vulnerabilities seen which may impact on individuals capacity to make decisions, each was dealt with on their own merit. Within the past year increases in domestic violence and abuse had been seen, and there had also been increased evidence of hoarding and self neglect, though there were no current areas of concern.

When dealing with victims of crime that were vulnerable, Members heard how vulnerability would be assessed and referrals made appropriately. Assurances were given that the Police and Adult Social Care worked in partnership at all levels, and this was bolstered by an escalation policy, which highlighted issues to a more senior level should partner organisations not be in agreement.

With regards to performance against previous years and that of neighbours, Members heard how the previous 12 months had generally been positive, especially in areas such as removal of risk following intervention, and in reducing the numbers of cases with risks remaining. Members also heard how the Adult Social Care Users Survey showed that greater proportions felt safe in Barnsley than nationally and compared to neighbours. Members heard how improvements had been made in collecting performance information, with a move to considering more multi-agency data, with increased narrative, and a programme of audit for quality assurance.

When Members questioned what they could do to assist, it was suggested that it was important that awareness was raised for Members to identify issues when working with the public, and be able to signpost appropriately.

With regards to the effectiveness of the board, the committee heard how BSAB board members held each other to account, and an annual self-assessment was completed in addition to regular performance data being provided to each Board meeting. Board members were of a senior level, who had authority to take responsibility, and be held to account.

Members noted the Safeguarding Adult Review requests and the decision to commission one independent review. Learning from all the cases is monitored via the sub groups and Board and will be published on the website.. Also noted were the peer reviews undertaken to provide feedback and identify any areas for improvement.

In relation to partnership working it was noted that sharing of information worked well between all partners. The reintroduction of a neighbourhood model for community safety did assist in providing local knowledge, including knowledge of those potentially vulnerable in the area, and helped to ensure positive partnership working at a local level.

The committee discussed the prevalence of neglect, and it was acknowledged that the issue of self-neglect was high on the agenda of the board. Much work had been undertaken to develop the self-neglect and hoarding policy, including the development of tools and programme of multi-agency training for staff in both the statutory, private and voluntary/community sector.

Discussion turned to the vulnerable individuals who had issues, but the capacity to make decisions, and refused assistance. It was acknowledged that this presented a challenge and can limit the support agencies can provide. Members heard how a person centred approach is adopted and often the relationship between a certain member of staff or family can help to remove barriers so support can be accessed. Members were assured that in cases such as these, perseverance and a commitment to providing support were important.

The meeting discussed how agencies supported elderly and vulnerable residents, who may be victims of anti-social behaviour, and how this may change depending on the nature of the situation and of the victim. However, it was recognised that if referrals were made from Elected Members, then feedback on the situation to them could be improved. It was noted that if the individuals in question were Berneslai Homes residents, then tenancy support and mental health support workers were available, and that they worked closely with other partners.

Members stressed the importance of appropriate transition arrangements when young people became adults and it was noted that transition protocols and policies were in place. Support for vulnerable young people in the form of targeted information, advice and guidance and through the targeted youth support service was noted.

Members questioned whether members of the public were aware of how to report concerns, and the work undertaken as part of Safeguarding Awareness Week was highlighted. This was held across the county, and was featured in many parts of the media. In addition websites had been revamped to be more user friendly, and the pathways subgroup was considering accessibility and use of language, assisted by the Safe group.

Queries were raised in relation to the high proportion of abuse within care homes, and Members were made aware of the work of the CCG with the Council to look at standards of care in care homes. Regular risk assessment, with audits, and a programme of inspection was in place. The board was proud of the work in place to keep the majority of adults safe. Members heard of the over reporting of concerns by care homes and the work with the CQC to ensure decisions were taken at appropriate levels, which could see the over reporting reduce.

RESOLVED:-

- (i) That thanks be given for the attendance of all witnesses;
- (ii) That the report be received;

- (iii) That all agencies consider how feedback is provided to Elected Members following referrals.

21 Barnsley Safeguarding Children Board (BSCB) Annual Report 2017-18

The following witnesses were welcomed to the meeting:-

Bob Dyson, Independent Chair, BSCB

Rachel Dickinson, Executive Director – People, BMBC

Mel John-Ross, Service Director, Children’s Social Care and Safeguarding, BMBC.

Monica Green, Head of Service – Safeguarding and Quality Assurance, BMBC

Angela Fawcett, Designated Nurse Safeguarding Children and Looked After Children, BCCG

Emma Cox, Named Nurse For Safeguarding Children, South West Yorkshire Partnership NHS Foundation Trust (SWYPFT)

Chief Superintendent Scott Green, Barnsley District Commander, SYP

Nigel Leeder, Barnsley Safeguarding Children Board Manager, BMBC

Councillor Margaret Bruff, Cabinet Spokesperson – People (Safeguarding)

Questions were invited from Members and the following lines of enquiry were challenged and pursued:-

In relation to the greatest impact on resources, Members heard how neglect had been the most common area of concern over the previous 12 months. A significant piece of work had been undertaken to develop policies around this issue. In addition Members noted that early help intervention helped to improve outcomes whilst also being a more efficient use of resources in the longer term.

The Multi-Agency Safeguarding Hub (MASH) had worked particularly well with staff sharing office space to foster greater partnership working, and that recording and sharing information of digitally generally worked well even though changing operational systems did provide challenges. It was noted that information sharing protocols were in place in order to share information between agencies, when in the best interests of a child.

The plans of previous governments to implement a national database for data sharing were discussed, and it was acknowledged that though this was not implemented information did follow the child for children subject to a child protection plan or children in care should they move. For those not subject to statutory protocols, agencies were vigilant in making contact to ensure that information was passed on to relevant authorities.

When asked about achievements, and areas requiring improvements, Members heard how the Safeguarding Awareness Week had included a wide range of agencies cross county, and the board was also proud of the work on neglect. Members also noted the recent change of the subgroup focused on Child Sex Exploitation (CSE), following recognition that this should be broader and more holistic covering exploitation.

In relation to the refresh of the Anti-Bullying, Hate and Harassment Strategy, the widening of this was noted, and the recognition that schools were expected to take action wherever the issue occurred. It was hoped that this would help keep children safe from bullying and help ensure attendance at school.

Members questioned what they could do to assist, and again I was suggested that they could raise awareness, signpost and refer as with adults. Members reiterated the need for feedback to them where cases had been referred, recognising the need to maintain confidentiality.

Questions were raised regarding communications and it was recognised that a communications strategy was important, with the board worked closely with BMBC Communications, with an example being the Safeguarding Awareness Week had been promoted extensively. The importance of information being accessible with understandable language was stressed, and it was noted that the website had been revamped to take account of this.

Questions were raised as to whether all relevant policies and procedures were in place and were robust and effective, and that the board was self-aware so that there would be no surprises in future. In response the journey from 2012 was stressed, with a culture of openness, and ability to challenge now embedded. In relation to performance management, this was supplemented by audits, which provided relevant checks to help reinforce quality, and to raise learning points. Also noted was the consideration of the serious case reviews conducted in other areas, in order to take account of any learning that could be useful to Barnsley.

Members asked how accurate the self-assessment undertaken by schools was, and those present noted that the assessments relied on honesty but that there was a positive working relationship with schools. With regards to external moderation it was noted that Ofsted would take account of safeguarding within schools.

RESOLVED:-

- (i) That witnesses be thanked for their attendance;
- (ii) That the report be noted;
- (iii) That organisations consider how their feedback to Members could be improved following referrals.

22 Exclusion of the Public and Press

RESOLVED that the public and press be excluded from the meeting during the consideration of the following item because of the likely disclosure of exempt information as described by the specific paragraphs of Part I of the Schedule 12A of the Local Government Act 1972 (as amended) as follows:

<u>Item Number</u>	<u>Type of information likely to be disclosed</u>
23	Paragraph 1

23 Children's Social Care Performance

The following witnesses were welcomed to the meeting:-

Mel John-Ross, Service Director, Children's Social Care and Safeguarding, BMBC
Councillor Margaret Bruff, Cabinet Spokesperson for People (Safeguarding)

Members were given an overview of the report circulated, which provided data to the end of July, 2018. Of significant note was the increase in numbers of Early Help

interventions closing, which was due to a recent exercise to chase information from agencies in order to ensure records were up to date.

The number of children with a child protection plan had increased, but did not present any cause for concern and all visits were on time, with cases subject to regular review and oversight.

The numbers of looked after children had reduced to 290, with rates lower than the national and statistical neighbour averages. Performance in relation to adoption was positive, however timescales remained challenging.

Proportions of care leavers define as NEET (not in employment, education or training) had declined, but it was noted that this agenda still needed focus and drive.

Though school attendance for those in care was high when compared with national rates, the need for continued high attendance rates to ensure positive outcomes was acknowledged.

Members heard how average caseloads had increased across many teams, however those for the Disabled Children's Team remained stable following a reduction from January.

The committee was reassured of the general positive picture the performance report provided.

Questions were invited from Members and in the ensuing challenge and discussion, the following points were noted:-

Following transition to school or between schools it was noted that schools will be made aware which children were already known to social care. Assistance is given to schools, including via the training given to safeguarding leads, so that schools are best placed to identify children requiring support.

With regards to caseloads, Members asked whether the increase in social worker numbers impacted on this. It was noted that there had been a significant investment in social workers, and generally retention was high. However some did move on, including being promoted internally which did leave some vacancies which were being recruited to. It was acknowledged that resources had to be managed effectively, and it was important to ensure teams were supported.

In relation to children with Special Educational Needs, questions were raised as to whether there were difficulties in accommodating any needs in placements. Assurances were given that for all Looked After Children who had been identified in the category, appropriate placements were available and all needs identified were being met.

With reference to the Strengths and Difficulties Questionnaire (SDQ) Members challenged the drop in completion rates, and in response it was acknowledged that this needed to be improved and should be driven by Social Workers, and also by Fostering Support Groups.

Questions were raised in relation to home schooling and whether any Looked After Children (LAC) were home-schooled, and it was confirmed that none were currently.

In relation to the recent children's services peer review it was noted that the findings were mostly positive and the service was in the process of implementing the recommendations. It was agreed that that the full report would be shared with the committee.

Members noted the offer of training on understanding the performance report should any new or existing members require this.

RESOLVED:-

- (i) That the witnesses be thanked for their attendance;
- (ii) That the reports be noted;
- (iii) That the peer review report be circulated to Members of the Committee.

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Item 4a

Report of the Executive Director Core Services, to the Overview and Scrutiny Committee (OSC) on 9th October 2018

Highways & Engineering Service Future Council Improvement Review – Cover Report

1.0 Purpose of the Report

1.1 The purpose of the attached report (Item 4b) is to provide the Overview & Scrutiny Committee (OSC) with details of the outcome of the Future Council Improvement Review (FCIR) of the Highways & Engineering Service (the Service) and recommendations for service modernisation.

2.0 Introduction/Background

2.1 The highway network is vital to the economic, social and environmental well-being of Barnsley. The highway network is valued at £2.2 billion and is the most valuable asset the Council manages. It is key to achieving nearly all of the Council's business objectives, providing the means by which children get to school, the elderly receive home help, waste is transported and Council staff deliver services around the borough.

2.2 The Highways & Engineering Service is responsible for: highway design; bridges and structures; drainage; network management; and traffic & road safety. Although the Service has undergone numerous restructures, modernisation is required to meet future demand and address key issues facing the Service. As a result, a review was conducted by the Transformation Team to examine service delivery and look at how functions are managed.

2.3 Further analysis and evaluation needs to be carried out for certain areas of the review. However, a series of recommendations and core changes have been made. It is anticipated that the recommendations will be implemented by April 2019 without diminution of service to the public.

3.0 Invited Witnesses

3.1 At today's meeting, the following representatives have been invited to answer questions regarding this area of work:

- Matt Gladstone, Executive Director – Place
- Paul Castle, Service Director – Environment & Transport, Place Directorate
- Matt Bell, Head of Highways, Engineering & Transportation, Place Directorate
- Rachel Tyas, Head of Transformation, Environment & Transport, Place Directorate
- Cllr Robert Frost, Cabinet Support Member for the Place Directorate

4.0 Possible Areas for Investigation

4.1 Members may wish to ask questions around the following areas:

- How have front-line employees and members of the public contributed to the review and how will they be involved in the future?
- How will efficiencies be achieved through this review, for example investment in new technology?

- How will you demonstrate that these improvements deliver value for money?
- What visible improved outcomes will members of the public see?
- What is the key to managing relationships and promoting a positive image?
- Given that previous restructures have not been effective in addressing issues, how do you foresee the current recommendations improving outcomes?
- What strategies need to be adopted to attract, develop and retain a workforce capable of achieving the vision and purpose of the service?
- What are the key risks and challenges for the forthcoming year and how will these be managed?
- What areas of good practice, either within BMBC or other authorities, can be replicated for a 'quick win'?
- What mechanisms are in place to ensure the gathering of timely and accurate data, and how will intelligence be used to drive the service forward?
- In your opinion, which of the recommendations will have the largest impact upon work in the Service?
- What actions could be taken by Members to support the recommendations from the review?

5.0 Background Papers

- Item 4b (attached) - Highways & Engineering Service Future Council Improvement Review
- Traffic Management Act 2004: <https://www.gov.uk/government/publications/traffic-management-act-2004-summary/traffic-management-act-2004-summary>

6.0 Glossary

BDR	Barnsley, Doncaster & Rotherham
BMBC	Barnsley Metropolitan Borough Council
FCIR	Future Council Improvement Review
HR	Human Resources
KLOEs	Key Lines of Enquiry

7.0 Officer Contact

Anna Marshall, Scrutiny Officer
28th September 2018

Future Council Improvement Review - Highways & Engineering Services for the Overview & Scrutiny Committee

1.0 Purpose of report

- 1.1 The purpose of the report is to provide the Overview & Scrutiny Committee with details of the outcome of the Future Council Improvement Review (FCIR) of the Highways & Engineering Service (the Service) and recommendations for service modernisation.

2.0 Introduction

- 2.1 To meet Future Council ambitions, a review of the Service examined the current method of service delivery and looked at how all functions are managed and aligned. This has identified opportunities for modernisation that will improve communication across teams and improve project management accountabilities for scheme delivery, whilst continuing to meet the needs of our customers.

- 2.2 The review has examined a number of strategic and operational processes to gain a clear understanding of the various service areas. As a result, the intelligence gathered has been used to inform and shape the future direction of the Service. A new vision and purpose has been developed and will be used as a focus point to manage future expectations and deliver change:-

Our Vision - *With our specialist teams we will deliver excellent highway services that everyone can be proud of*

Our Purpose - *To operate, maintain and invest in improving the highway network, enabling safe, reliable journeys for all while supporting the economic growth of the borough*

- 2.3 The review has:

- Examined the current performance of the Service compared against other councils and organisations, to better understand performance and value for money
- Assessed the financial position of the Service, including the impact of previous Key Lines Of Enquiry (KLOEs) which resulted in service changes
- Analysed the service delivery structures, management layers, roles and responsibilities, in line with the organisation's Human Resources (HR) principles
- Evaluated the working practices and areas of staff productivity to help identify opportunities for efficiency and improvement
- Reviewed workforce planning and development of the Service
- Reviewed customer satisfaction, complaints data etc.
- Considered the commercial opportunities within the Service

- 2.4 Employees from within the Service have been engaged and consulted throughout the process and have had the opportunity to contribute towards the recommendations.

- 2.5 The FCIR has also considered the informal review completed by Internal Audit during 2017/18. The focus of the Internal Audit work was on the governance, controls and risk management arrangements associated with highways construction services. It sought to ascertain reasons for the overspend in 2016/17 with details and evidence of corrective actions being taken to minimise the re-occurrence.

2.6 The review by Internal Audit identified a number of recommendations, which led to a further independent Financial Services review to support the financial management controls; this has been overlaid with the FCIR of the Highways & Engineering Service.

3.0 Findings

3.1 The key findings and recommendations are evidence based and the detail in relation to the specific service areas can be found below.

4.0 Highways & Engineering Services

4.1 Numerous restructures of the Service have not adequately tackled the real issues of responsibility and accountabilities. They have effectively continued to refine silo-based arrangements. In consideration of this, the review has sought to re-identify the principal purposes of the Service;

1. To keep the highway network **operational** on a day-to-day basis
2. To **maintain** the overall condition of the highway to a level that facilitates the former
3. To invest in the highway network to deliver our corporate economic growth target

4.2 These three principal purposes of the Service will form the basis for facilitating lean and accountable processes. To deliver these key purposes, points one & two will form the new Highways Engineering Team and point three will be migrated to Regeneration & Property (Business Unit 4).

4.3 To keep the highway network operational on a day-to-day basis and to maintain the overall condition of the highway network, a series of currently discrete service areas (e.g. street lighting, street work, traffic management) will be brought together to meet this principal purpose. This will create a more integrated approach to delivery of works and financial management.

4.4 To meet previously supported service efficiencies, the FCIR will mean that there are some changes to the service delivery model. To support service delivery there have been five posts created within this structure.

4.5 It is also worth noting that Cabinet has supported an additional investment of £6m over two years to improve the standards of the highway network. This is following the deterioration of the structural integrity of the network, due to the extreme weather conditions encountered during early 2018.

4.6 Therefore, in order to support additional works and deliver a modernised service, the implementation of the service action plan will be delivered for April 2019, whilst some further efficiency will be aligned to the delivery programme to support the additional funding. Thereafter the service delivery model will implement additional staffing reductions to reflect the reduction in highway funding.

4.7 It is anticipated that the number of apprenticeship/career graded posts (three in total) will be introduced/maintained. This is with a view to attract and increase the number of these positions within the structure moving forward, to further support workforce and succession planning.

4.8 It should be acknowledged that the majority of posts within the front line operational workforce will not be affected by this proposal. This is to ensure that there is sufficient

capacity to successfully manage and deliver the enhanced core maintenance programme of works for the next four years. There are currently 11 vacancies in the front line and a number of these will need to be utilised to support the additional funding and then released once this additional funding is no longer available. The management of the operational teams has been reorganised based on the findings of the review to ensure operational delivery is optimal whilst fulfilling the statutory requirements in relation to maintaining the highway.

4.9 Greater emphasis will be placed on the leadership within the Service; providing clearer management responsibilities, which will in turn drive improved service performance and delivery.

4.10 To achieve the transformational change, the key themes and proposals have been outlined below. They are arranged to provide a brief insight into the work to be undertaken at the service level, i.e. across the Highways & Engineering Service:

1. Service - Project Management and Governance
2. Service - Communications & Technology
3. Service - Recruitment and Succession Planning
4. Operations - Street Works
5. Maintenance - Asset Management Function
6. Maintenance - Minor Works Delivery
7. Maintenance - Productivity

5.0 Service - Project Management and Governance

5.1 Throughout the review it has been clear that there is a requirement to improve the current programme and project management models and techniques used across the Service. Schemes and programmes which have a single point of responsibility and accountability are being delivered in an effective and efficient way. It has been concluded that recent successfully delivered schemes, such as M1 J36, were delivered with a project management centric approach, which is a critical success factor. In contrast, other schemes such as Cundy Cross were managed through passing the project at each key stage from one team to another, which resulted in a lack of accountability, transparency, slippages, and issues at the time of delivery, resulting in reputational risk to the service. In summary, customers / road users deserve a consist level of service.

5.2 Improved and integrated programme management will provide better coordination within the Service and will provide transparency to senior management and customers; thus improving communication and engagement. As a minimum this should include and define:

- A new process flow with appropriate accountabilities, from operations, all the way through asset survey; design; construction and back to operational status;
- Clear control points within the process, with set stages and durations;
- Performance management information to monitor, measure and control project flows; and
- Appropriate governance and leadership to drive change and improvements.

6.0 Service – Communications & Technology

6.1 Service communication is improving, albeit the review has shown that there is still a gap when compared with other council services. Significant investment in mapping technology has improved the customer journey for customers reporting pot holes,

damage to signs and pavements etc. These changes have dramatically reduced the levels of customer contact via the Contact Centre, whilst improving the levels of information provided back to customers automatically. However, there is still more to do to change the way the process flows and how technology is used to improve all of the customer communication experience from the Service.

- 6.2 Member-level engagement as part of this review has highlighted the importance of providing appropriate methods of incident reporting and the need to improve our digital offer for self-service. Pilots such as the Member Email enquiry channels have been a success; however the communication on performance isn't sufficiently transparent. Transparency is a continuing theme on communications; the Service needs to invest in improving this for Members and customers.
- 6.3 In recognition of this, the Service has appointed a Digital Marketing Assistant who will work closely with this theme to ensure that communication plans are in place to support schemes; update the highways web pages; and improve our use of customer feedback and insight information to enable the Service to be more responsive.
- 6.4 The Service already employs hand-held technology to perform a variety of mainly inspection-based roles. It has an asset management system and utilises digital video information to survey and monitor traffic flows. The review has found that there are many specific projects underway to improve the Service. To develop, it needs a consistent plan and strategy to provide consistent outcomes aligned to the Digital First strategy.

7.0 Service - Recruitment and Succession Planning

- 7.1 The current structure seeks to support strategic succession planning and has various apprentice and career graded posts, however currently none of these are occupied. Highways has a high average working age profile, with 54% of staff aged 50 years or over. Consequently, there is a significant risk to loss of experience in the near future.
- 7.2 There are some opportunities within the current workforce to support progression by exploring the various courses available through the internal apprentice hub. This path could support existing experienced members of staff to gain the qualifications they require to progress further, therefore adding resilience to the structure and supporting local knowledge.
- 7.3 It is recommended that clear management roles are built into the structure with defined project manager/programme management skills within the tiers. The proposed structure should align with the fundamental workflow phases, from operation, inception and construction.
- 7.4 There is a need to reduce the dependency on agency resources wherever possible. The Service has developed a labour supply contract framework for maintenance services, albeit there are a number of operations roles where agency staff are being employed, backfilling vacancies. This dependency should only be considered as short-term. Plans to address this through the new structure need to be implemented.
- 7.5 There is a shortage of qualified Highways Engineers both locally and nationally. Demand is higher than supply, making it incredibly difficult to recruit. This frequently results in local authorities competing for the same staff. In the longer term this could be addressed through career graded posts and apprentice placements. However, there is also the need to give further consideration and discussion around the opportunities which may exist within the emerging Barnsley, Doncaster & Rotherham (BDR) Knowledge Hub.

These arrangements are not included within the proposed structure as further discussions need to take place. It is recommended that consideration is given to this approach to support any future service critical vacancies.

7.6 In order to bridge these gaps the Service will:

- Utilise the agreed policies to attract good people, whilst seeking to improve relationships with target groups to better understand how we can improve our offer to prospective employees
- Undertake a skills analysis throughout the service to identify skills / qualification gaps to enable potential further training or internal apprentice opportunities
- Promote the Service to encourage graduate placements
- Introduce further career graded posts to encourage existing staff to progress within the authority
- Encourage further and more meaningful conversations with neighbouring authorities regarding partnership working

8.0 Operations - Street Works

8.1 The Traffic Management Act 2004 places a statutory duty on the local authority to coordinate and manage all works on the highway, e.g. work done by utility companies. Currently it is primarily traffic sensitive routes which are enforced. However, it is planned during late 2018 to move to an 'all streets' permitting system. Business planning and analysis is currently being undertaken to predict the additional demand within the Service to manage this move. A minor restructure within the Highway Operation Function will be required to deal with the move to 'all-streets' permitting during 2019, when more certainty about the 'go-live' date has been established. This is because part of the process to change to 'all streets' permitting involves periods of consultation, which means the timeline for implementation remains fluid, becoming more certain as consultations are completed.

8.2 To support the move to an 'all streets' permitting system, the Transformation Team will review the internal permitting processes to ensure permits are submitted in a timely, consistent method which supports schemes/projects within the overall project planning framework.

9.0 Maintenance - Asset Management Function

9.1 The highway network is the authority's most valuable asset and is critical to the social and economic success and wellbeing of our residents and visitors. The authority has 756 miles of network (A, B, C and unclassified roads) to maintain and manage, and this network continues to grow with each new development. Currently there is no dedicated asset management role within the structure and the responsibility for asset management sits within a dual role within the current Drainage section. Drainage act as the local Flood Authority and therefore the demand for both specialist areas means that this arrangement is not sustainable going forward.

10.0 Maintenance - Minor Works Delivery

10.1 A number of process redesign workshops have been held with the Service to review the process of identifying maintenance schemes, and the associated phases through to delivery. This concluded that overall the process works, however there is a lack of programme / project management, numerous hand offs and, as a result, reduced visibility and accountability and a degree of blame culture within existence. Several improvements

to this process have been made to address the recommendation of the Audit report into the Service; specifically around controls and job charging.

10.2 The current structure and physical arrangement of staff being based at two locations has impacted on the process, communication and accountability of schemes due to the work being handed over to construction with no formal project management in place. This has created a confusing culture through undefined roles and responsibilities. Within the proposed structure all key stakeholders will be co-located at Smithies Lane Depot.

11.0 Maintenance - Productivity

11.1 Considerable anecdotal evidence has been gathered as part of the review. It is evident that there is further data to be gathered to accurately determine the level of increased productivity that could be achieved. One principal area already identified is Material Supplies. This includes reducing the waste in the process associated with issuing materials by looking at other alternatives within the FCIR of Stores.

12.0 Recommendations

In summary the core changes and recommendations are:

- Redefine & support the principal purposes of the Highways function
- Strengthen both leadership and accountability across the entire Service
- Redefine a minor works project delivery team
- Embed project management and governance frameworks, building on the project management centric models used to deliver larger schemes
- Assist in the further development to create a single major scheme project team
- Create broad highway operations and maintenance functions within the Service, creating a dedicated Highways Asset Management function to identify and manage maintenance programmes
- Create focused communications plans and customer engagement processes
- Efficiently deploy resource
- Maximise the use of technology to improve a range of end-to-end processes