



**Private & Confidential**

**Highways Service Teams Structure:  
Direction of Travel**

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## **Introduction**

In order to support the on-going business requirements of the Highways and Traffic Management Service, the team structures and staffing is being reviewed by the Senior Management Team. This is to ensure that the group is fit for purpose and can deliver effective services, excellent communications and service efficiencies against a backdrop of statutory duties, County Council Strategic Priorities and uncertain levels of funding.

### **1. Purpose of document**

1.1 The purpose of this document is to provide information to staff within the service and to the Trade Unions on the rationale for change, principles and processes to be adopted in a review of the service. The review will lead to detailed proposals for teams within the services, which will be the subject of formal consultation with Staff.

### **2. Rationale**

The re-organisation of the Highways Senior Management Team has resulted in some new reporting lines and the realignment of some roles and responsibilities.

The Highways Senior Management Team is reviewing the Highways and Traffic Management Service organisational structure and developing a set of proposals which will involve changes to teams and individuals.

The drivers for a review of Highways organisational structure are:

- The need to align current teams and staff with the new Senior Management Team,
- The need to make sure that everyone in the service is clear on roles and responsibilities,
- Eliminating unnecessary work, overlap and duplication in the interest of efficient working,
- Capitalising on the benefits of new ways of working and new technology,
- To enable synergies across the services to be exploited more effectively and support the “one team” culture.
- To enable delegation and empowerment to the appropriate level along with defined accountabilities.
- To better position the Highway Service for the successor service delivery arrangements.
- To maintain and improve support to Members and to the public.
- Downward pressure on revenue funding and uncertain levels of capital funding.

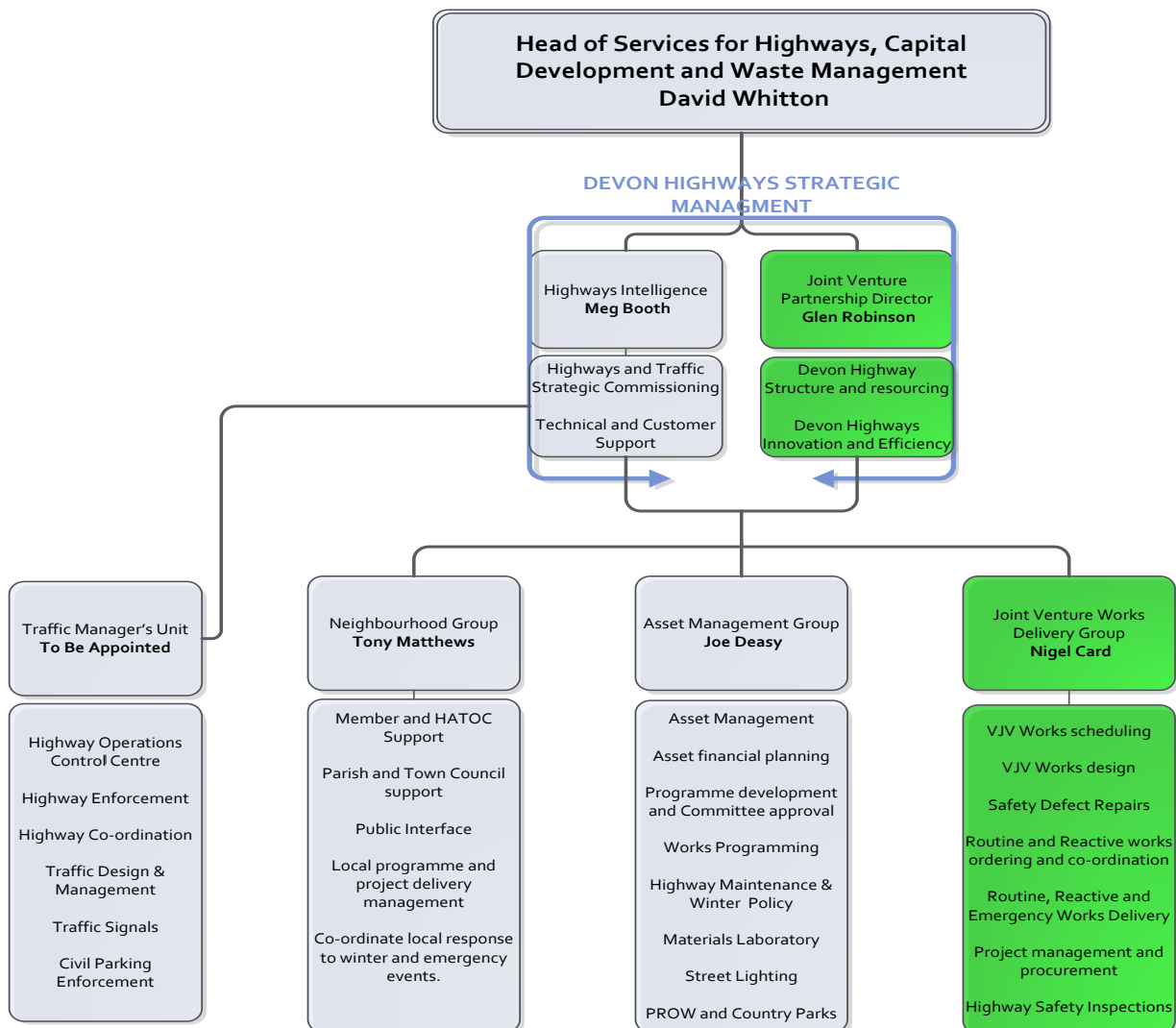
### **3. Who is affected?**

The review and detailed proposals that will follow relate to all staff in the Highways and Traffic Management Service below the level of the Senior Management Team. They also affect some teams in the Capital Development Group

The review will consider changing the composition of teams and reporting line and the creation of new posts, re-scoping of existing posts and the potential deletion of existing roles.

## 4. The Senior Management Structure.

4.1 The re-organisation of the Highways and Traffic Management Senior Management Team has led to the following structure, which indicates the purpose of each Group:



## 5. How each Group will Function:

The following sections 5.1 to 5.5 describe how individual groups within Highways and Traffic Management will function. However, the “one team” vision for the service requires effective working across group and team boundaries and for flexible use of staff, skills and expertise to meet the needs of the business:

### 5.1 Highways Intelligence Group:

Work with all of the other teams in the Highways and Traffic Management Service to drive excellent service to the public within the available resources.

Provide strategic oversight and direction as Highway and Traffic Management Service Commissioner for all services relating to highway maintenance and traffic management, for the operation, maintenance and improvement of the highway and public rights of way networks.

Work in partnership with the VJV Partnership Director from the contractor organisation to ensure a common approach to the operation and development of the VJV.

Collect and analyse service performance information and use this to improve services to the public, to improve efficiency and reduce costs.

Ensure compliance with the statutory requirement of Devon County Council as a Highway Authority under the Highways Act.

Identify the need for systems and process changes to improve services and to commission any necessary improvements.

It is proposed that the existing BCMT staff who are based at Ryefields are transferred to Exeter

## 5.2 Traffic Management Group

Work with other teams in Devon County Council and other organisations, to drive excellent service to the public within the available resources.

Support Elected Members – influencing and explaining to Members the Group's activities and statutory responsibilities.

Develop and implement Traffic Management policy affecting road users, transport operators and businesses. With the likely reduction in the Local Transport Plan funding for highway improvement schemes it is proposed to combine the Programme team with the Traffic Policy and Orders team into one unit.

Discharge the statutory duties the Traffic Manager, as required by the Traffic Management Act 2004. Co-ordination and management of all highways work to support optimum flow of traffic and support the strategic plan objectives. Ensure that all public highway works operate in compliance with the TMA. Provide strategic advice on processes and policy.

Lead on winter maintenance and emergency responses via the Highways Operations Control Centre as the Command and Control centre for operations. Communications include co-ordination with other authorities on highways activity and contact with media.

Deliver the civil parking enforcement service in Devon. Develop and implement related strategy and policy.

Operate the highway network, exploiting the full potential of the Highways Operations Control Centre, co-ordinating with neighbours, monitoring network conditions; instigating responses and communication with the public, elected members and media.

The synergy between the current traffic signals team in Capital Design is recognised and it is proposed that they are moved into this Group.

## 5.3 Neighbourhood Group:

Work with other teams in Highways (currently including the Virtual Joint Venture Contractor Partner), in Devon County Council and other organisations, to drive excellent service to the public within the available resources.

Provide a local presence around Devon to support and advise local elected Members on highway maintenance and traffic management policy, strategy, plans, issues, programmes and works.

Manage the preparation of reports to the 8 Highway and Traffic Order Committees and lead on presentations and actions from the meetings

Provide regular liaison with Town and Parish Councils and Community groups, informing them on policy, funding, and planned works. Also identifying local community priorities and managing expectations within policy and funding constraints.

Working with others to develop works programmes for highways and traffic management by providing input on local priorities. Building on the changes introduced over the last couple of years, with responsibility for routine patching, ditching, lengthsman, community payback, and local structures the local Neighbourhood Team will take responsibility for all local programme management.

Provide a high quality customer service by carrying out technical investigations and assessment of highway and traffic enquiries and respond to customers.

Provide ownership of the local highway network and to be the local knowledge base for all activity on the network.

Several teams have been operating with staffing at a level of 1 Neighbourhood Highway Officer to 2 Elected Members demonstrating that with prioritisation of work and a reduced level of Member support and community liaison, this is practical. With the introduction of the I-Ways new Customer Services and Public Information Portal there will be a streamlining of customer contacts that require local input. It is therefore proposed to roll out the 1 to 2 ratio countywide and reduce staffing levels in the Neighbourhood Teams accordingly.

Local management arrangements within the Group have also been considered in the context of efficient working and financial constraints. It is proposed that the Group will work as 5 teams operating on the boundaries shown on the enclosed plan (see Appendix 1). This will provide teams of similar size serving similar numbers of Councillors. The Devon Highway private sector partner will review their current working arrangements to determine if they are able to work in teams with common boundaries.

With the reduction to 5 teams it is proposed to reduce from 3 to 2 geographically based Neighbourhood Highway Managers. A new management support post is proposed to be introduced to deal with the heavy workload of researching and responding to MP correspondence, higher level complaints, LGO and FOI investigations.

To eliminate overlap and duplication in responsibilities it is proposed that the Neighbourhood Highway Engineer will be the single local lead and take day to day responsibility for managing staff forming part of central teams based locally.

#### 5.4 Asset Management Group:

Work with other teams in Highways (currently including the Virtual Joint Venture Contractor Partner), in Devon County Council and other organisations, to drive excellent service to the public within the available resources.

Support Elected Members – influencing and explaining to Members the Group’s activities and statutory responsibilities.

Develop, maintain and review Highway Maintenance Policy linked to the Asset Management Policy and drawing on National best practice.

Develop, maintain and review the Highways Asset Management Plan for the £10billion Highway Asset to provide the rational and justification for revenue and capital spend on all aspects of the highway infrastructure.

Lead the development and Committee approval of works programmes for routine and capital highway maintenance ensuring that condition data and local priorities/needs are considered in establishing priorities.

Forward planning of Highway Maintenance funding, including bidding for in-year extra Government funding.

Commission delivery of planned highway maintenance works.

Budget holder for Highway Maintenance Capital and Revenue Programmes: Manage the high level monitoring of in-year programmes and recommend, where appropriate management actions to contain costs within budget and ensure budget discipline and compliance with financial regulations.

The group will support the Devon Highways team in locality areas. It is proposed that the Project engineers, senior project technicians and project technicians will be brought into this group to assist with scheme development. There will be an emphasis on flexible resources supporting different elements of asset policy, programme management and works auditing with team members developing and broadening skills to work flexibly to manage priorities across the activities of the group.

The Materials Laboratory will continue to undertake data collection, scheme investigation, material testing and works auditing.

The Group will identify and introduce innovation and new techniques for highway maintenance operations to improve value for money and efficient use of resources

The Public Rights of Way and County Parks team will continue to manage and maintain these important assets, sharing skills and experience of community mobilisation with the wider highways team.

There is a requirement to develop sustainable business models for the Country Parks and the Materials Laboratory with a view to maximising benefits and minimising service costs.

## 5.5 VJV Works Delivery Group:

Work with other teams in Highways particularly to drive excellent service to the public within the available resources.

Provides routine, reactive, emergency and planned works commissioned through the VJV. It is proposed that the current DCC routine and reactive team will join this group.

Work closely with the Asset Management and Neighbourhood Highway Groups on works scheduling

Optimise works delivery processes and introduce or develop new technologies to reduce costs and drive efficiency.

Input to Highway Information Systems and provide accurate and timely information to customers on highway works.

## 6. Themes to be adopted in developing changes to teams and individual posts:

### 6.1 A Business Focus:

Proposals for any changes will be informed by the needs of the business. We will try to analyse what works well and retain good practice, but a fresh look at who does what will be at the forefront of our thinking to enable the optimum organisational structure to be established.

We do not want to be constrained by existing structures or by individual preferences, but recognise that we have made a lot of changes over recent years and where these have enabled us to deliver good results, it needs to be carried forward to the new structure.

An holistic approach will be taken based on a systems thinking approach to the Group and Team structures, which focusses on value rather than fine tuning what we already have. We will aim to be more business-like.

### 6.2 Flexible and Agile:

We recognise that the demand on individuals can change and we will want to build flexibility into the new structure so that work and staff can move between teams to meet changing demands. This could result in a grouping of posts serving a number of teams, rather the rigid team structures.

Standby arrangements will be reviewed as will the pooling and sharing of resources like vans.

### 6.3 Motivational (Career Grade)

We will carry out a review of job descriptions. Some will not change; others will need to change so as to meet the objectives of the review. We want everyone in the Group to have a job description that gives them clarity on how they fit in with others and their role within the organisation.



We want to ensure that we have the right skills in the right place for the organisation and at the same time we want to open up across service boundaries in the new structure so that individuals are able to develop their skills, abilities and areas of interest, where this is compatible with the needs of the service.

We are minded to introduce career grade schemes where appropriate to give staff the opportunity to progress their careers as they develop skills and expertise and where this meets the needs of the business.

#### **6.4 Output focussed (end performance contracts)**

We will review our commissioning arrangements with a view to a more output focussed approach. So for example, where work is commissioned from others we will set outcome specifications and audit performance, rather than engaged in detailed task specification and management.

### **7. Timescales**

#### **7.1 Proposed timescale for the review:**

- There have been informal discussions on the proposals with the Union and this document has been shared with them.
- Management have convened team meetings in October/November so that you can provide feedback to the information in this document. Part of the intention of circulating this document now is to give an early insight into the high level proposals and provide feedback and engage with this process.
- Formal consultation on the proposed changes will begin next year. Detailed information, including any proposed changes to job descriptions and the structure, will be provided as part of the formal consultation process.

### **8. Trade Union Support**

8.1 Union representatives can be contacted for advice and support regarding this process. The Union Representatives are;

GMB - Andy Turner Tel: 07952 422232  
Unison - Andy Bowman Tel: 01392 382967

Consultation will be undertaken with the Trade Unions and they have and will be kept informed and provided with information.

### **9. Other Support to Staff.**

We fully understand that change brings with it concerns for teams and individuals. The aim of the proposals is to ensure that the needs of the service are met into the foreseeable future. Highways and Traffic Management are key frontline service and the need for a reorganised, dynamic, efficient and effective service continues to be a priority for Devon.

We would like to invite you to engage in the process with constructive feedback and look forward to full involvement in the forthcoming consultation process.

We will make effort to support staff through this process, utilising all corporate facilities such as Wellbeing @ Work and the Central Placement Unit. Members of staff that belong to a 'Trade Union' will also have that option available for support.

Further information is available on the Supporting and Developing web pages or in this summary document: [http://staff.devon.gov.uk/support\\_available\\_for\\_staff.pdf](http://staff.devon.gov.uk/support_available_for_staff.pdf)

## Appendix 1:

### Suggestion for 5 Neighbourhood areas

