

OUTSTANDING ACTIONS

RESPONSE TO INTERNAL AUDIT REPORT – DIRECTOR OF STRATEGIC PLANNING, HIGHWAYS AND TRAFFIC & TRANSPORT

At the Audit Committee meeting on the 19 January 2015, the Committee requested a report from the Director of Strategic Planning, Highways and Traffic & Transport, addressing the audit concerns in the report that was presented to the Committee in January 2015. The Director's report would be presented at the Audit Committee in June 2015.

In producing the report, the Directorate would engage with Internal Audit to ensure all actions have been appropriately taken. An update from the Director is attached.

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Highways Street Operations

Response to Audit Report October 2014

City of Cardiff Council



Revision History

| Summary of Changes | Author of Changes | Date | Version |
|---|-------------------|----------|---------|
| Summary of current position and response to Red / Amber and Red risks identified in follow up audit | Matthew Wakelam | 15/05/15 | 1.0 |
| Added information plus conclusion to provide assurance to scrutiny | Matthew Wakelam | 21/05/15 | 2.0 |
| Added Internal Audit Opinion – page 4. | Babita Parekh | 08/06/15 | 3.0 |

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INTERNAL AUDIT OPINION

BACKGROUND

1. The 'Highway Street Operations' audit undertaken in 2014 involved a review of processes and procedures around the teams of operatives responsible for reactive highways works. It was the latest in a series of audits which resulted in a limited assurance audit opinion.
2. The main risks were concerned with the arrangements for monitoring of operatives, in order to provide assurance of hours worked, locations attended and appropriate use of vehicles.
3. In December 2014, Audit Committee was provided with an Executive Summary of the October 2014 Highways Street Operations final audit report. The Director of Strategic Planning, Highways, Traffic and Transportation attended Audit Committee and could not provide assurance that progress was made to address audit concerns as reported in October 2014, although he was committed to setting up a Task & Finish exercise to undertake a thorough review of processes and explore new ways of working. With this in mind, Audit Committee members requested that the Director report back to June 2015 Audit Committee, with assurance that all audit concerns raised in October 2014 have been addressed and for Internal Audit to provide reassurance from a control perspective and that inherent risks have been mitigated.
4. This follow up audit commenced in May 2015, to assess that the recommendations of the October 2014 report had been implemented. Preliminary fieldwork was undertaken including interviews with Officers in the Directorate.

MAIN CONCLUSIONS

5. It was found that management have developed a framework to address the recommendations, and some progress has been made to implement them. In recent months, several initiatives have been implemented to improve efficiency including: the introduction of 'multi functional gangs', the move from a timesheet based bonus scheme to a salary scheme under Single Status, and the implementation of the AMX Asset Management and Works Ordering system.
 6. Furthermore, many of the recommendations regarding monitoring of operatives are expected to be addressed by the recent appointment of 2 x Works Managers together with a Maintenance Operations Team Leader, who is expected to take up post in August.
 7. In order to allow the above initiatives and other changes to be embedded, audit opinion has been 'deferred', and the audit is now expected to be undertaken 6 months from the issue date of this Briefing Note.
 8. Key areas that management should prioritise include:
 - Monitoring of the actual hours worked by operatives and their presence on site
 - Use by management or supervisors of available monitoring tools to give assurance that vehicle movements are appropriate and for official business use only
 - Production of a formal record of driver activity to meet the requirements of the GB Domestic Drivers Hours Rules
 - Introduction of mobile scheduling technology for operatives and supervisors, to be used for job allocation and for monitoring purpose.
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MANAGEMENT RESPONSE

This Report is a response to the follow up audit undertaken by Resources – Internal Audit section on Highways Street Operations. The initial audit took place in 2011 for which there was a limited assurance (unsatisfactory) audit opinion. A follow up audit took place in 2014 and main conclusions provided to the Directorate.

1. The current position

This section provides an overview of the management and maintenance operations teams.

1.1 Organisational Overview

Since the audit in 2011 and subsequent follow-up audit in 2014 the Directorate of Strategic Planning, Highways and Transportation has undertaken a radical restructure that has changed how services are organised, how they are managed and most importantly a new culture to how Officers work.

The original audit looked at Street Operations teams 1, 2 and Lines and Signs. However, the restructure has meant that Maintenance Operations now has the following operational units: -

Management Team and Administration – 4 Officers

Road and paving maintenance – 15 Officers

High Speed Routes & Public Right of Way (PROW) – 9 Officers

Street lighting – 9 Officers

Drainage (surface water & foul) – 11 officers

A list of the Officers in Maintenance Operations can be seen in Appendix 1.

The payroll payments following restructure for Maintenance Operations in 15/16 is budgeted to be £1.136M this is a reduction from the 13/14 figure of £1.9M. This is for all of the posts listed in appendix 1. The overtime payments for 14/15 were £256,319.59 and it is envisaged that this will reduce due to a decrease in Officers within Maintenance Operations and working practices.

Further to this Central resources support the operational teams in relation to ordering materials and equipment and also placing Officers' information on DigiGov. This supports the objective of having all overtime payments and other claims for Officers being placed on DigiGov.

The response to the audit will be with regards to Maintenance Operations as we are currently in the process of working to make Officers more multi-functional so there is flexibility in how we work and so the Officers can support each other as demands require, including in inclement weather.

The reason for this change is that in the last 18 months there has been a 45% reduction in front line Officers working in Maintenance Operations. The reduction has come about for two main reasons:

1. There was a need to establish a consolidated workforce that could be managed efficiently and effectively. By removing aspects of work that sat outside reactive maintenance the Officers and Management Team were able to focus on the core processes relating to reactive maintenance to support improvements.
2. Austerity measures meant that there was a systematic review of the services provided and those that were deemed to be ineffective and inefficient were removed. An example of this was Lines and Signs where working practices and reduction in working budgets meant that it was more cost effective to deliver this service via a private lines and signs contractor. In essence there was not sufficient work to warrant employing a full-time line and sign gang and therefore purchasing the service externally via a competitive framework will ensure best value and allow services to be provided as and when required.

As well as the Maintenance Operations team changing there has also been a significant change in the management of the service. The core management team now consist of the Director, Operational Manager 1, Operational Manager 2, Team Leader (grade 10) and two Work Managers (grade 7). There are also four supervisors that supervise the operational teams.

The management team has changed significantly since 2011 with only 2 Officers and the supervisors being in post in this part of the Directorate since 2011. The Director and Operational Manager 1 have ensured that they have been involved with the frontline Officers to provide leadership and direction and to change the culture to allow frontline officers to become engaged in the work that they do.

Since March 2015 the management team have been working with the frontline officers to listen to their views and to provide an explanation to the changes that have taken place. This work has taken place in the form of a highways task group meeting where all of the management team and the front-line officers have met regularly to improve engagement and to look at how improvement in effectiveness and efficiency can be supported.

A summary of the work identified by the task group meetings is shown in Appendix 2.

Once agreed smaller working groups will take each aspect forward.

The delivery of multi-functional teams that work across maintenance operations will ensure customer focused services are delivered at times of peak demand. Appendix 3 shows the requirements of the new roles that will be delivered through a Job Evaluation process and via engagement with the frontline Officers.

2. Response to follow up audit – Audit 2011

This section outlines the position with regards Red / Amber and Red risk rated recommendations as of May 2015 for the original audit undertaken in 2011.

Recommendation 3

The corporate 'Acting up Authorisation Form' (4.HR.391) should be completed prior to the payment of acting up allowances in accordance with the 'Acting up Scheme' (5.HR.022). The form should be authorised by the Chief Officer.

There are 3 Officers that are currently acting up in maintenance operations. The forms are complete for the three officers.

Action – No action required with regards Maintenance Operations.

MW to ensure that acting-up forms (signed) are controlled, filed and monitored by the finance and business team.

Recommendation 4

A review of all acting up arrangements should be undertaken, to ensure the continued appropriateness of the acting up or whether some other arrangement should be put in place to cover the duties. Where it is considered that longstanding acting up arrangements are required, Management should review, in consultation with HRPS, whether an honorarium or internal secondment may be a more appropriate arrangement.

Work is ongoing with regards to the Job Evaluation and restructure in the Maintenance Operations area. Following this exercise there will be no acting up required.

An example of the progress is that the team leader was acting up. This post has now been recruited to and so the acting up has now ceased.

There will be a need for informal acting up to cover short periods of supervisor absence. The Work Managers will complete the relevant forms.

Action – Work Managers to provide informal acting up forms.

Recommendation 5

All acting up arrangements and payments should be subject to ongoing monitoring by the Directorate and an 'Equality Impact Assessment' to ensure that acting up is implemented in a non-discriminatory manner in accordance with the provisions of the 'Acting up Scheme'. There should be an annual review of all acting up payments in consultation with Trade Unions in accordance with the scheme.

All acting up arrangements are now monitored Directorate wide through the finance and business team. This allows the information to be reviewed quarterly at the Senior Management Team meeting and the ongoing provision monitored. Annually the Directorate Senior Management team will discuss acting up arrangements with Trade Unions.

Action – MW to ensure that EqIA forms are in place for each Officer having an acting up arrangement in the Directorate.

Recommendation 6 & 7

The time credited on timesheets and paid to staff for the return of a work vehicle which conflicts with other time recorded to productive jobs should be reviewed for appropriateness. The time recorded and paid for collection and return of a work vehicle should be for a period prior to the commencement of productive duties, and the Supervisors authorisation of the timesheet should denote verification of this.

Two Work Managers have been recruited as part of the restructure to manage performance management, including performance monitoring, quality, training etc.. The reduction in frontline Officers by 45% means that management and control is improving.

Ongoing monitoring is taking place and the use of DigiGov for all Officers means that any anomalies are highlighted prior to authorisation.

Action – No further action required.

Recommendation 8

It should be ensured that the start and finish times for each job are written clearly on each timesheet by the Operative prior to authorisation by the Supervisor.

Supervisors have been instructed not to sign off work orders unless all of the information is completed. The work orders are now recorded on AMX which is an asset management tool.

The use of a new asset management tool AMX allows ongoing monitoring and reports to be run.

Moving forward the use of remote access to AMX to the frontline operatives will mean that paperwork will not be required. This approach will mean that the work orders will be unable to be closed without all of the information being in place.

Action – MW to review the use of tablets to enable frontline teams to close out work orders directly from site via AMX.

Recommendation 13

During periods where work can not be undertaken due to adverse weather conditions staff should be given alternative jobs wherever possible, and remain available for work in case conditions improve for the duration of their shift.

The work to progress new multi-functional gangs is ongoing and the roles are currently going through a Job Evaluation process. The Work Managers will be responsible for ensuring alternative tasks are allocated to officer(s). Improved wet weather clothing is to be provided to support the work of the multi-functional gangs. . If agreed by the frontline officers, wet weather working will be implemented via job evaluation / new role.

On 21st May a verbal agreement was made that Officers would undertake other duties rather than be sent home due to adverse weather condition. Work; such as, filling grit bins and cleaning road signs will be undertaken are examples of alternative duties.

Action – Work Managers to continue the Job Evaluation process.

Recommendation 16

Management must ensure that operatives are not paid overtime rates for an entire shift whilst remaining idle on site, or being sent home due to adverse weather.

The Work Managers and Supervisors have been instructed not to pay overtime for operatives idle or have been sent home.

The role of multi-functional front line Officers will be developed via Job Evaluation and will mean that unless there are exceptional circumstances then Officers will continue to be at work for their working hours.

If Officers are sent home in an overtime situation the Officers will only be paid for the time worked / returned to depot.

Action – Work Managers to continue the Job Evaluation process.

3. Response to follow up audit – Audit 2014

This section outlines the position with regards Red / Amber and Red risk rated recommendations as of May 2015 for the follow up audit undertaken in 2014.

Recommendation 2

In accordance with the GB Domestic Drivers Hours Rules management should ensure that a written record of drivers activities is maintained either in a format of a log book or a calibrated tachograph and is certified by the Supervisors on a weekly basis.

Discussions with the Trade Unions have taken place. A working group will be looking at Health and Safety with regards to the work undertaken and this aspect will be reviewed in this group.

It is felt that engagement with the frontline Officers was an improved approach compared to attempting to enforce the requirement. If agreed by the frontline officers, the use of tachographs by drivers will be implemented via job evaluation / new role.

Action – Work managers to engage frontline Officers to establish approach with regards job evaluation / new role.

Recommendation 3

Supervisors should check timesheets and the Quartix Daily Vehicle Logs to ensure vehicles are used appropriately and for official business only. Management should set a level for these checks for their assurance (such as 10%).

Two Work Managers are in post and will be provided access to Quartix. They will monitor performance and also utilise Quartix if there are anomalies or concerns raised. Although this tool can provide an assurance it is important to highlight that there have been significant changes in behaviours and culture with the improved engagement with the Senior Management Team via the Task Force group. The work in this area identified the need to work collaboratively and move away from a 'them and us' culture that had historically been in place.

Action – GB to ensure Quartix is provided and that Work Managers monitor for assurance and that this is recorded.

Ongoing work to deliver improved behaviours by both managers and frontline officers.

Recommendation 4

Management should provide assurance that vehicle movements prior to the audit are appropriate and for official business use only.

The Work Managers to monitor the use of vehicles for assurance. The frontline Officers have been spoken to and through the task group working they recognise the position. There was recognition that if the team were working adjacent to or passing an Officers home that it would be appropriate for the individual to be dropped off.

Action – Work Managers to monitor for assurance and that this is recorded.

Recommendation 5

Supervisors should liaise with the Fleet Management / Tracking Officer with the view of producing a bespoke report from Quartix showing operatives productive and non productive time spent on shift i.e. on site, travelling and idle.

The Work Managers will monitor this element. The introduction of AMX to the frontline officers via mobile scheduling will mean that information is controlled electronically and will be input directly rather than through paper application. This will assist in ensuring that information is robust and controls within the system will prevent inputting of incorrect data.

Action – Work Managers to monitor for performance and where required review information in further detail.

Recommendation 6

As part of the supervisory spot checks, Supervisors should verify that the productivity of operatives during a shift is sufficient. With any concerns reported to the Superintendents for further action.

Productivity improvements are ongoing with regards to the task group (See appendix 2). Work Managers will be responsible for monitoring performance and addressing any issues with the teams, including supervisory officers.

Action – Work Managers to monitor performance and that this is recorded.

Recommendation 7

Management should review the process of conducting site visits, with a view to ensuring that the 10% daily site visits are undertaken without warning to operatives.

The introduction of AMX and Quartix will support providing improved information. Work Managers to undertake spot checks on their teams.

Action – Work Managers to undertake spot checks.

Recommendation 8

Management should ensure that development of Mayrise takes account of productive and non productive time, to allow sufficient management information available to aid performance monitoring.

This is now superseded by AMX. The Works Manager will monitor performance and productivity.

Action – Work Managers to utilise AMX to monitor performance and productivity.

Recommendation 11

Management should consider whether the directorate would benefit and enhance service efficiency from the new ways of working i.e. hand held devices based up on the Mobile and Scheduling methods and technologies.

Agreed. AMX is currently being developed as the tool to be utilised across the Directorate as our asset management and performance tool.

Action – GB to continue the development of AMX to support Officers and the Directorate including work with Enterprise Architecture.

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4. Conclusion

This section provides an overview of the management view of the current position and how we will proceed.

A significant amount of time has been spent by the Senior Management Team, including the Director, to engage and communicate with front line officers. This has now culminated in a mutual respect between the frontline officers and management team that has been lacking for a number of years.

It is agreed that there are still improvements to be made but that for these to be successful they need to be taken forward on a mutual basis and not imposed. This cultural or behavioural change has taken place to a certain extent and it will be by the managers and the frontline officers being open and honest that this development or improvement will continue.

The work with regards to AMX and mobile scheduling is the next area to be targeted as it is recognised that this may resolve many concerns being raised through audit. It is the lack of controlled or validated information that has created concerns for audit and the introduction of technology should assist improvements. However, it should be recognised that the continuation of the 'them and us' culture and the watching and questioning of frontline officers would not have resolved the problems identified by audit. It has only been by engagement and communication between the managers and the frontline officers that there has been a significant shift in approach and behaviours.

Appendix 1 – Maintenance Operations – list of operatives

| Maintenance Operations 2015/16 | | | |
|--|--------------|--------------|----------------------|
| Team | Grade | FTE | Sub Total FTE |
| <u>Maintenance Operations Management</u> | | | |
| Team Leader (Maintenance Operations) | 10 | 1.00 | |
| Lead Officer (Drainage & St Lighting)&(Road & Pavments) | 7 | 2.00 | |
| Admin Officer - Maintenance Operations | 4 | 1.00 | 4.00 |
| <u>Rd's & Pavements General Maintenance</u> | | | |
| Supervisor | 7 | 1.00 | |
| Operative | 6 | 14.00 | 15.00 |
| <u>High Speed Routes & PROW</u> | | | |
| Supervisor | 7 | 1.00 | |
| Operatives (Public Rights of Way, PROW) | 5 | 2.00 | |
| Operatives (High Speed Route) | 6 | 2.00 | |
| | 5 | 3.00 | |
| | 4 | 1.00 | 9.00 |
| <u>Drainage & Gully Gang</u> | | | |
| Supervisor | 7 | 1.00 | |
| Operatives | 5 | 6.00 | |
| | 4 | 4.00 | 11.00 |
| <u>Street Lighting, Lining & Signing</u> | | | |
| Supervisor | 7 | 1.00 | |
| Operatives | 6 | 5.00 | |
| | 5 | 3.00 | 9.00 |
| | Total | 48.00 | 48.00 |

MAINTENANCE OPERATIONS ACTION PLAN

| Issues Taken/To be Taken | Action | Responsible Officer |
|--|--|---------------------|
| <p>1: Improve communication and engagement</p> <ul style="list-style-type: none"> • Opinions disregarded • No opportunity to express concerns • Lack of Respect • Lack of trust - always to blame • Low morale • Require regular meetings | <p>(1) Code of Conduct to be reinforced</p> <p>(2) Regular meetings to be set up which would assist in eliminating some issues if not most issues to include Core Brief when available.</p> <p>(3) Improvement Review Group to be set up to monitor progress and issues arising from meetings including procedures.</p> <p>(4) PC to be made available to enable officers to access information.</p> | <p>All</p> |
| <p>2. Not enough Work</p> | | |

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| <ul style="list-style-type: none"> • Too much passed to contractors • Other departments not passing work to highways e.g. Housing / Schools to Drainage • Missed work opportunities • Reduced overtime | <p>(1) Take back smaller work initially, then potentially escalate to bigger works.</p> <p>(2) Capital Works – Demand from street inspectors addressed and improved situation. Training of inspectors ongoing.</p> <p>(3) AG to speak with Directors of other Service Areas.</p> | <p>All</p> <p>MW</p> <p>AG</p> |
| <p>3. Improved Equipment/Tools</p> <ul style="list-style-type: none"> • Inappropriate and cheap tools/equipment being provided • Not able to carry out works to a professional standard | <p>(1) Procurement issue now improved and appropriate equipment/tools now being provided. Continue to review and improve where required.</p> <p>(2) Give issues to Improvement Review Group</p> | <p>Managers/Supervisors</p> |
| <p>4. Poor/unnecessary procedures</p> <ul style="list-style-type: none"> • Tipping arrangements • Poor job information • Unnecessary work • Duplicate work • Poor job programming • | <p>(1) Tipping arrangements being organised.</p> <p>(2) Weekly planning meetings to take place which will set out week's work eliminating some if not many issues.</p> <p>(3) Smaller vehicles on programmed works when warranted.</p> | <p>All</p> |
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| <p>5. Resolve Grades/Structures</p> <ul style="list-style-type: none"> • JE process • Agency Work | <p>GB, AD and Anita Batten/JEQ team have met to work out best way forward.</p> | <p>GB</p> |
| <p>6. Access to Offices</p> <ul style="list-style-type: none"> • Unable to gain access to offices and feel there is lack of trust • | <p>(1) Door code given (2004) as temporary measure whilst swipe cards ordered.</p> <p>(2) All staff have now been given swipe cards.</p> | <p>Managers/Supervisors</p> |
| <p>7. Radio/Mobile Phones (To incorporate Improved IT)</p> <ul style="list-style-type: none"> • Up to date technology • Mobile working • Better work programming / scheduling | <p>(1) Possible use of Asset Management system AMX being investigated. Tablets costs being explored which will incorporate work schedules. AG to meet with ICT with possibly someone from Housing to examine their mobile equipment.</p> <p>(2) Officer from ICT to visit and demonstrate IT/Mobile scheduling solutions.</p> | <p>AG</p> |
| <p>8. Increase in productivity (20%)</p> <ul style="list-style-type: none"> • Flexible and multi functional / skilled approach to work • Efficiency improvements related to productive / non productive time / lunch break arrangements • Alternative working | <p>(1) Provide more detail as to what is required. Departments' needs differ so separate meetings to be set up to review working practices.</p> <p>(2) GB/AD to look into tarmac procedures –</p> | <p>Managers</p> <p>GB/AD</p> |

| | | |
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| arrangements during adverse weather | Tub/hot material. (3) Key actions to be identified with timetable. | |
| 9. Implement meeting programme <ul style="list-style-type: none"> Weekly work planning meetings Monthly progress meetings with management to discuss progress to agreed action plan | See no. 1 above. | All |
| 10. Smarter Working <ul style="list-style-type: none"> Better work programming Reduce unnecessary work Revised / improved approach to overtime working | (1) See no. 4 above (2) AD investigating early morning/Sunday working options. | All AD |
| 11. Improved Relations between all parties | By implementing the above and monitoring in a consistent way, hopefully relations will improve in all areas. | All |
| 12. Increased Health and safety awareness/implementation | To be incorporated into regular meetings. | Managers |
| 13. Fully implement restructure | As mentioned above GB, AD and Anita Batten/JEQ team have met to work out best way forward. | GB/AD |
| 14. Exploit commercial / income opportunities <ul style="list-style-type: none"> Ability to take on additional work / reduce work passed to | (1) By implementing the above, hopefully this will result in additional | All |

| | | |
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| <p>contractors</p> <ul style="list-style-type: none">• Expand customer base | <p>capacity, increasing clientele etc.</p> <p>(2) Advertising on wagons, vehicles, Leisure centres etc.</p> | |
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RESTRUCTURE – REQUIREMENTS OF NEW ROLES

Street Lighting

Current Structure – 5 Electricians, 4 Driver Lamp Attendants

Planned Structure – Under review

Changes to duties

Electricians – None

Driver Lamp Attendants – Hiab team to undertake sign erection works as well as column erection, team to be increased to 3 when demand required.

Drainage Operations

Current Full Time Posts – 4 Highway Drainage Operatives
6 Sewerman Operatives

Planned structure – 10 Multi-Functional Drainage Operatives

Changes to duties

The teams will be combined to provide a multi functional service capable of undertaking all drainage functions with the added flexibility to work in the areas that best suit the demand at that time.

E.g. On one particular day there may be 4 operatives working on routine drainage cleansing activities and 6 operatives working on sewerage related activities. On another day there may be the opposite requirement to meet demand, cover absences, training and vehicle maintenance issues.

If the weather becomes severe and there are localised flooding issues on the highway network, the teams working on foul drainage will assist in highway drainage works such as clearing gullies of leaves, gully cleansing, jetting etc utilising all available plant and vehicles. Similarly if there is an urgent requirement to clear trash screens due to unpredicted debris build up, all members of the team can be utilised for such work.

The supervisor will have a key role in managing the day to day activities to ensure the scheduled and reactive work is achieved to meet the demand. Having a flexible and cooperative work force is paramount to ensure the daily activities are achieved.

There are currently 2 different working patterns in place which will also need to be changed in order for the proposals to work successfully. There have already been “informal discussions” with both groups and discussions will continue to agree on the most effective way of delivering the changes with minimal impact.

The relevant training will also be provided to both groups to ensure when they commence working as a multi-functional drainage department all activities are undertaken safely. For example, on occasions drainage operatives will be required to enter confined spaces requiring specific accreditation.

Nb. There are currently 2 non drivers who will be accommodated within the structure at this time. Following their eventual departure from the Council the requirement will be revisited but it is predicted that driving will form an essential part of the role for the service going forward.

General Highway Maintenance

Current – 14 staff – Highway Maintenance staff (7 two man gangs, all HGV qualified)

Changes to duties

The teams have been combined to provide a multi functional service capable of undertaking all highway maintenance functions with the added flexibility to work in the areas that best suit the demand at that time. This will also include the assistance to other areas such as drainage should weather conditions be such that work is required to clear gully gratings or during winter periods filling grit bins.

E.g. In general there may be 7 gangs working on footway paving repairs and tarmac work. Following a prolonged period of poor weather there is an abundance of potholes all over the network. The teams undertaking paving repairs will undertake pothole repair works to make the area safe and potentially complete a full repair.

Similarly if there is an opportunity to undertake other work, e.g. pedestrian barrier installations for another client, with the potential to earn additional income, the required resources will be utilised for such works.

The remit for the work that can be undertaken will not be restricted to just those mentioned, if for example the opportunity to undertake larger scale work then gangs may be combined into a team of 4 or more to enable completion of the work in-house. The scale of such work will always be considered as suitable and manageable with available plant and resources.

It must however be noted that works related to highway safety defects will generally take priority as it is the statutory responsibility of the Council to maintain a safe surfacing.

The supervisor will have a key role in managing the day to day activities to ensure the scheduled and reactive work is achieved to meet the demand. Having a flexible and cooperative work force is paramount to ensure the daily activities are achieved.

The Council must ensure that all resources are being utilised effectively at all times to offer the best service to its customers and to stakeholders. Therefore, stand-down during wet conditions must cease to ensure we provide resilience. As previously mentioned alternative work will be provided as best suits the service at that time.

Nb. There is currently 1 non driver who can be accommodated within the structure at this time. Following his eventual departure from the Council the requirement will be revisited but it is predicted that the ability to drive an HGV will form an essential part of the role for the service going forward

High Speed Route Team

Current – 6 Staff – Foreman, fence erection operatives, traffic management operatives (Nb. Variance of qualifications throughout)

Planned structure – Being reviewed

The demand for the service is currently being analysed to ascertain the requirements for the team going forward. There is a requirement to have a certain number in a team to put out traffic management (min 4) and a requirement for a foreman and lead hand in fence erection. There are also demands for impact protection vehicle qualified drivers within the areas for normal work and emergency responses.

It is not envisaged that there will be a significant change to the duties from those undertaken at present but the team structure must possess personnel with the qualifications stated above. There is a necessity for the roles to be re-evaluated to overcome the imbalance that exists at the present time.

Additional Duties for all Staff

The requirement to provide the Emergency Response and Winter Maintenance Service will remain. With the reduction in numbers of available personnel full participation will be encouraged for all teams and staff.