

Expanding Alliances – Facing Future Challenges

**Midlands Service Improvement Group
&
West Midlands Highway Alliance**

**Maximising the Potential from Joint Working
Through a Programme of Peer Reviews**

1 July 2016

Maximising the Potential from Joint Working

- **What is the WMHA? What is MSIG?**
- **A Light Touch Approach to Peer Review**
- **Future challenges**



What is WMHA?

“Support the development of sustainable safe, free flowing transport network(s) that delivers best value by working together, sharing information and best practice” in order to:

- Reduce costs;
- Eliminate unnecessary waste and duplication to the customer;
- Improve customer service;
- Improve the environment;
- Measure and promote our success.

What is MSIG?

A collective of Midlands and North West County, City and Unitary Councils sharing best practice to drive improvements and efficiencies within the Highways and Road Safety Disciplines of Local Authorities.



Light Touch Approach to Peer Review

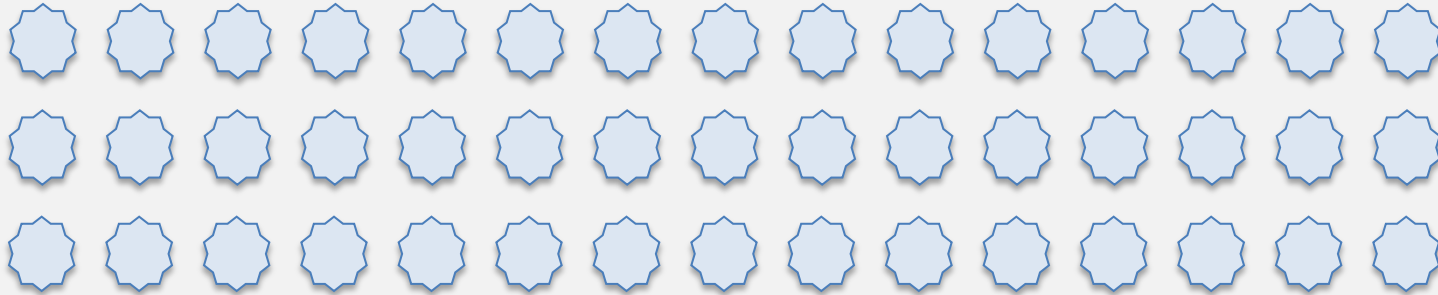


The 'world class' Highways Model

Assessment Areas



Characteristics that should be present in a 'world class' service

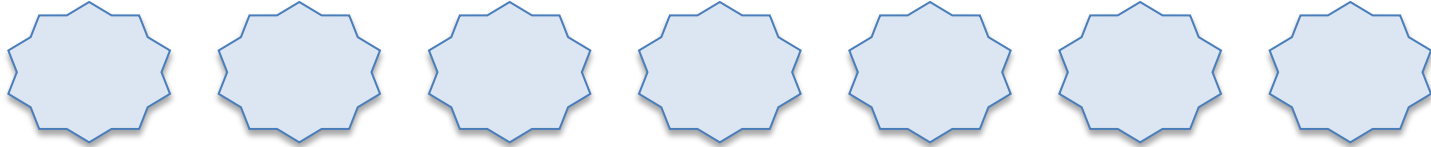


Deployment Options – Assessment and Support



What we Achieved – Deployment Options

Deployment Options – Assessment and Support



Self Assess

Peer Assess

3rd Party
Facilitated

3rd Party
Delivered

Support Options

Workshop

Interviews

Desk Based
Analysis

Detailed
Investigation

Spending
time in the
work

Assessment Options

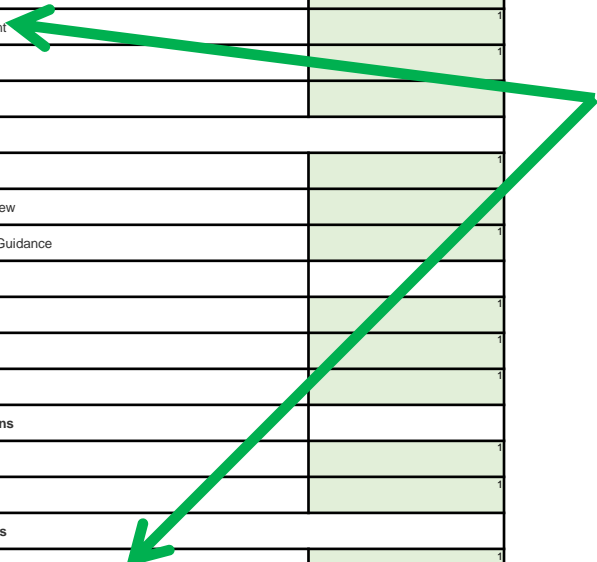
Summary of responses

Asset management questions		Score
1	Asset Management Policy and Strategy	1
2	Communications	1
3	Performance Management Framework	1
4	Asset Data Management	1
5	Lifecycle Planning	1
6	Leadership and Commitment	1
7	Competencies and Training	1
8	Risk Management	1
Resilience questions		
9	Resilient Network	1
10	Implemented Potholes Review	1
11	Implemented the Drainage Guidance	1
Customer questions		
12	Satisfaction	1
13	Feedback	1
14	Information	1
Benchmarking and efficiency questions		
15	Benchmarking	1
16	Efficiency Monitoring	1
Operational service delivery questions		
17	Periodic Review of Operational Service Delivery	1
18	Supply Chain Collaboration	1
19	Lean Reviews	1
20	Works Programming	1
21	Collaborative Working	1
22	Procuring External Highway Maintenance Services	1
Overall score		22
Level 1		22
Level 2		0
Level 3		0
Overall band		1

Local Highways Maintenance Incentive Funding Element

The WMHA assessment model could have real value in an authorities response to questions 6 and 17 in particular.

Clearly, active participation in the activities of the MSIG/WMHA will assist in elevating an authorities score in other areas also.



WMHA Assessment Model Scoring Matrix		The West Midlands Highway Alliance Assessment Model					Incentive Fund Score
		Meeting Customer Needs	Managing Performance	Relationships and Culture	Planning and Delivery	Achieving Value for Money	
Local Highways Maintenance - Incentive Funding Element - Self Assessment Questionnaire	Asset management						
	1	Asset Management Policy and Strategy	62%			73%	2
	2	Communications	62%	72%			2
	3	Performance Management Framework		72%			2
	4	Asset Data Management	62%			73%	2
	5	Lifecycle Planning				73%	2
	6	Leadership and Commitment			73%	73%	2
	7	Competencies and Training			56%		1
	8	Risk Management		55%			1
	Resilience questions						
	9	Resilient Network	45%	55%			1
	10	Implemented Potholes Review				56%	1
	11	Implemented the Drainage Guidance				56%	1
	Customer questions						
	12	Satisfaction	62%				2
	13	Feedback			73%	73%	2
	14	Information	62%				2
	Benchmarking and efficiency questions						0
	15	Benchmarking	62%	72%			2
	16	Efficiency Monitoring				56%	1
	Operational service delivery questions						
	17	Periodic Review of Operational Service Delivery	62%	72%	73%		2
18	Supply Chain Collaboration		72%	73%	73%	2	
19	Lean Reviews	62%			73%	2	
20	Works Programming		72%		73%	2	
21	Collaborative Working	62%			73%	2	
22	Procuring External Highway Maintenance Services			73%		2	
World Class Score		57	78	79	79	65	395

Future Challenges



Future challenges

Analysis of the Incentive Fund Results shows us that there is huge scope for improvement in the Average Highway Authority

This is mirrored in the Average MSIG Member Authority

Strengths do exist in some Regions and in individual Authorities

Summary Findings	1. Asset Management Policy and Strategy	2. Communications	3. Performance Management Framework	4. Asset Data Management	5. Lifecycle Planning	6. Leadership and Commitment	7. Competencies and Training
Nationally	Area for Improvement	Area for Improvement	Area for Improvement	OK	Area for Improvement	OK	Area for Improvement
For MSIG	Area for Improvement	Area for Improvement	Area for Improvement	OK	Area for Improvement	OK	Area for Improvement
Regional Strength in:	North West	No Region	No Region	West Midlands	No Region	North East, North West, Yorkshire and the Humber, East Midlands.	No Region

Future challenges

The Average Highway Authority has well developed feedback mechanisms

But do we listen and communicate with our customers well?

Summary Findings	8. Risk Management	9. Resilient Network	10. Implemented Potholes Review	11. Implemented the Drainage Guidance	12. Satisfaction	13. Feedback	14. Information
Nationally	Area for Improvement	Area for Improvement	OK	Area for Improvement	Area for Improvement	Strength	Area for Improvement
For MSIG	Area for Improvement	Area for Improvement	OK	Area for Improvement	Area for Improvement	Strength	Area for Improvement
Regional Strength in:	No Region	North West	North West, East Midlands.	No Region	North East, South East.	North East, North West, East Midlands , West Midlands, East of England, South East.	No Region

Future challenges

The Average MSIG Authority has strengths where the National Average Authority does not

Ironically, the Average MSIG Authority is not maximising the potential of the joint working to deliver ongoing and wider long-term benefits. **Is this because we see so much more potential in joint working?**

Summary Findings	15. Benchmarking	16. Efficiency Monitoring	17. Periodic Review of Operational Service Delivery	18. Supply Chain Collaboration	19. Lean Reviews	20. Works Programming	21. Collaborative Working	22. Procuring External Highway Maintenance Services
Nationally	Area for Improvement	Area for Improvement	Area for Improvement	Area for Improvement	Area for Improvement	Area for Improvement	Strength	OK
For MSIG	Strength	Area for Improvement	Strength	OK	OK	Area for Improvement	OK	Strength
Regional Strength in:	Esat Midlands, West Midlands.	No Region	East Midlands, West Midlands.	East Midlands	West Midlands, East of England	No Region	North East Yorkshire and the Humber, East Midlands, South West.	Yorkshire and the Humber, East Midlands, West Midlands.

Incentive Fund – Value of Joint Working

A more in depth analysis of the Incentive Fund returns of MSIG members reveals these examples of current value of joint working

- **A wealth of information to support Asset Management**
- **Workshops on lifecycle planning, including HMEP toolkit**
- **Work with RSTA on asset management tool, which supports preventative treatment options in lifecycle plans**
- **A risk based approach to the management of highway defects enabling ongoing improvements in pothole repair**
- **The measurement and comparison of efficiencies. For example, a Price Evaluation Model (PEM)**

Incentive Fund – Value of Joint Working

And the following potential value from joint working

Develop as a Priority:

- **Template Communication Strategy - Including How Levels of Service are Informed by Public Satisfaction Survey Results**
- **Competencies Framework and Programme of Training Events**

Roll out as a Priority:

- **Risk Based Approach to Highway Defect Management**
- **Full Programme of Light Touch Peer Reviews**

Share:

- **Risk Based Asset Management Plans for Critical Infrastructure and Approach to the Management of Critical Infrastructure**
- **Best Practice in Drainage Management**

To release the maximum potential:

- **All Members to Attend and Actively Contribute**

Future challenges

Analysis of the Incentive Fund shows us:

- What it is we need to do to close the gap

The Light Touch Peer Review will show us:

- How well we approach the challenge of closing the gap; and
- How fit we are to meet the challenges of the future through continuous improvement

I say:

“There is huge potential for improvement in the Highway Sector. Improvement can be maximised through Joint Working. It seems to me that the biggest challenge remains how to overcome the barriers that prevent us from working together well, so we unlock our full potential.”



Thank you for Listening

If you would like any further information on the content of this presentation please contact:

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