



# **APSE Highways and Street Lighting Advisory Group**

## **Streamlining Services in Oxfordshire**

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11<sup>th</sup> May 2016

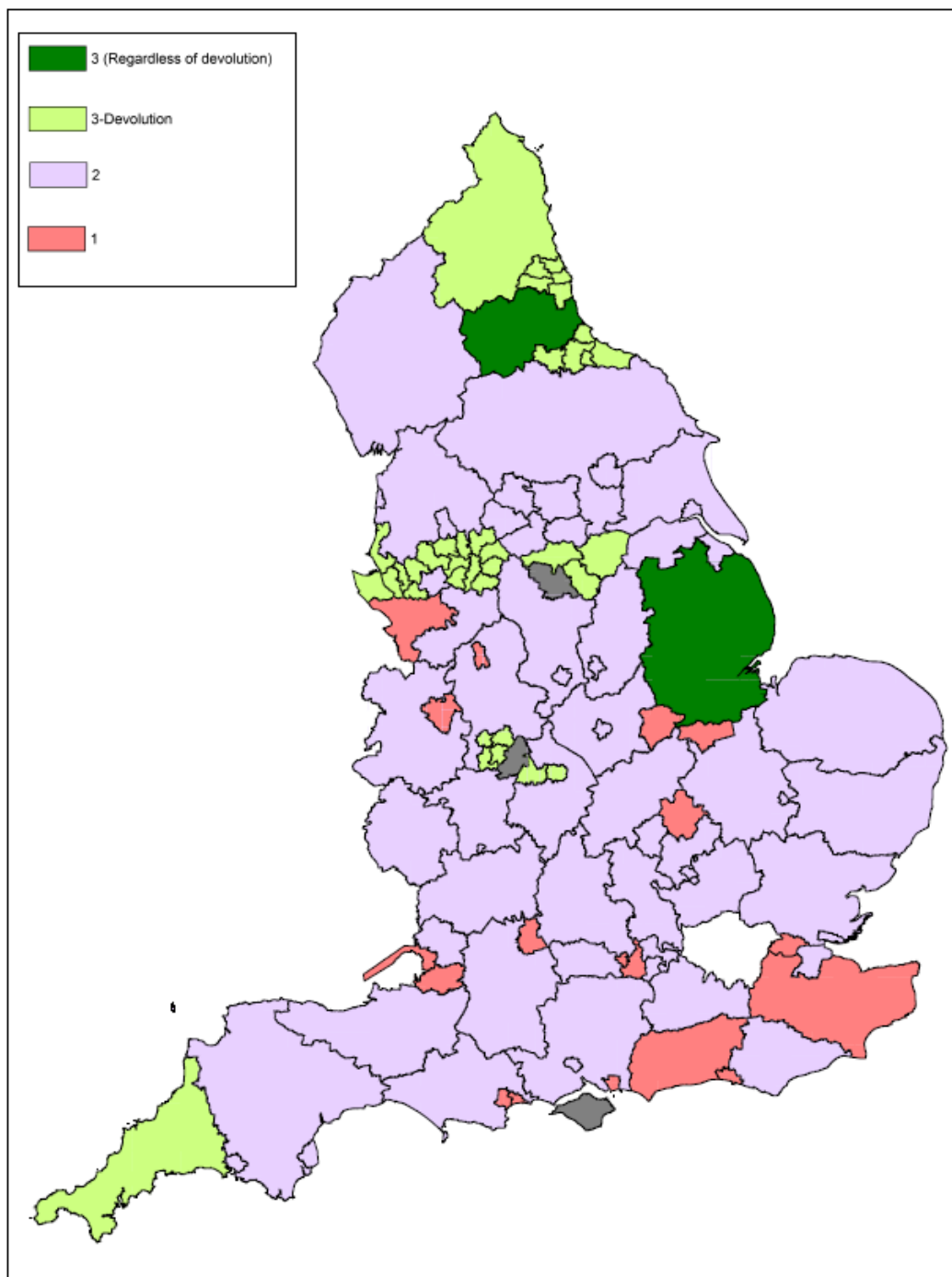


# Background/ Context

- 4500 km roads
- Condition - Principal 3%, Non-Principal 5%
- Major growth - large infrastructure projects
- 22% spend - reactive maintenance
- Bigger than average backlog?
- Resurfacing return rate of 225 years?
- Historical service priorities not always the norm  
– engineering led?



# Geographical Spread of Incentive Fund Bands





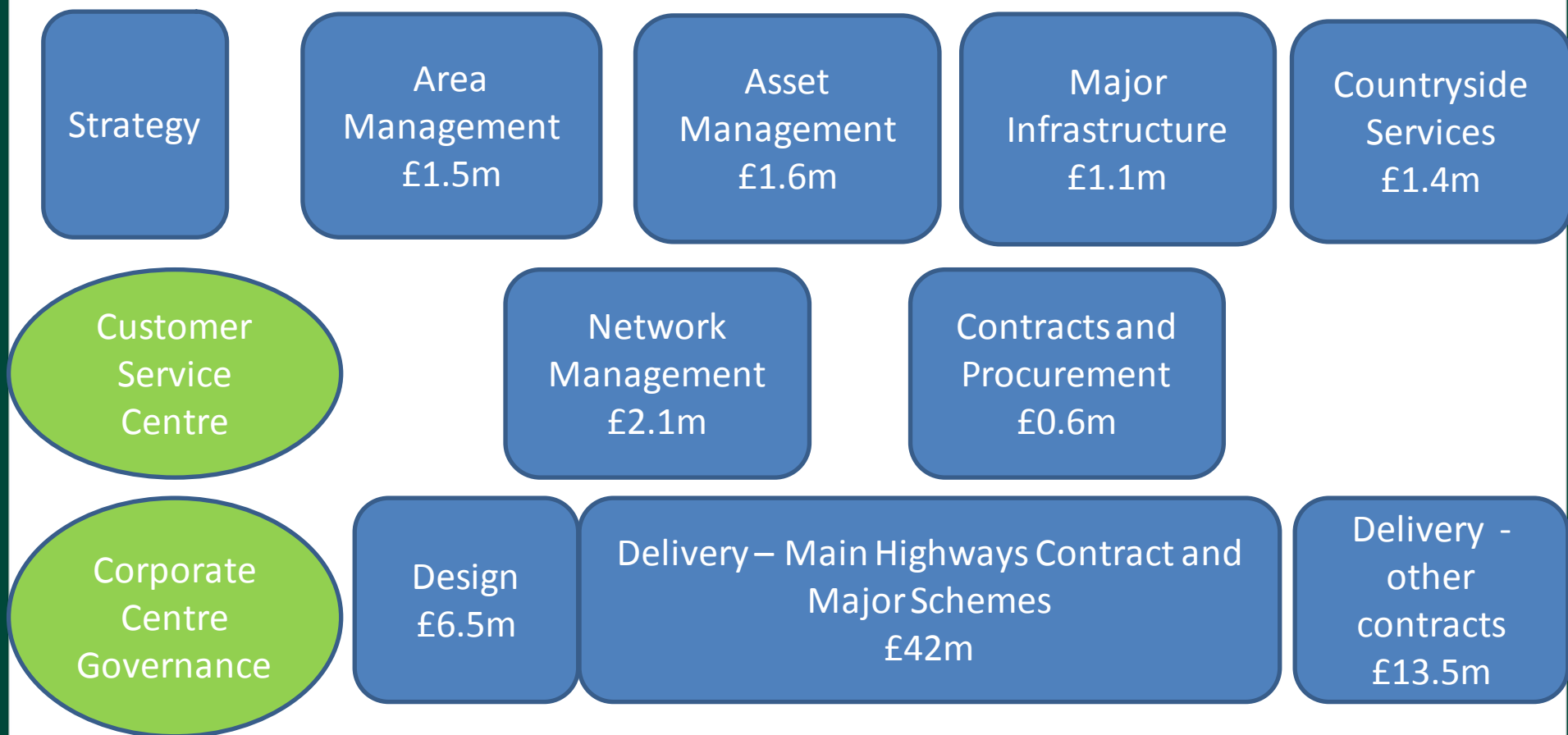
# Reasons to change?

## **BUT**

- 60,000+ potholes (reduced to 25,000 last year)
- Cost per pothole higher than average
- Higher than average claims pay-outs
- Higher than average customer enquiries
- £8.5 million savings for highways revenue
- 60% highways spend reduction over period



# OCC Highways Structure





# What is Systems Thinking?

If Russ Ackoff had given a TED talk

<https://youtu.be/OqEelG8aPPk?t=90>

# Bottom Up Analysis

What should we/ do we do?

Service

Service

Service

Service



How many, how long, how often?

Metrics

Metrics

Metrics

Metrics



Supervision ratio...

Supervision

Supervision

Supervision

Supervision



Admin .....

Admin

Admin

Admin

Admin



Management ratio....

Management

Management

Management

Management



Planning/Client type effort etc

Planning

Planning

Planning

Planning





# How we think of services

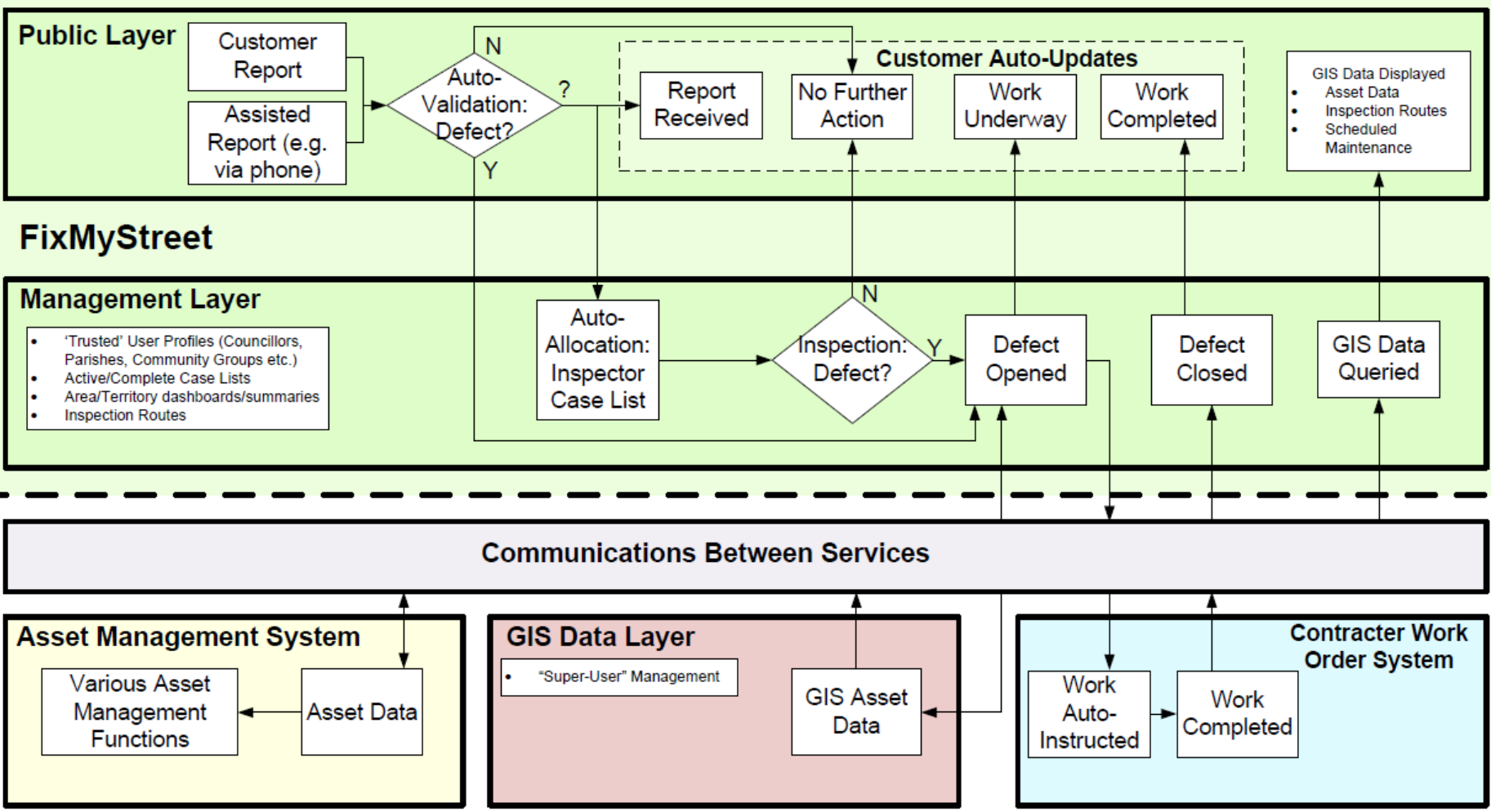
<p><b>HELPING</b></p> <p><b>Providing Information</b></p> <p><b>Enabling Others</b></p>	<p><b>MAINTAINING</b></p> <p><b>Reactive Maintenance</b></p> <p><b>Routine Maintenance</b></p>
<p><b>CONSTRUCTING</b></p> <p><b>New Improvements</b></p> <p><b>Planned Replacements</b></p>	<p><b>MOVING</b></p> <p><b>Network Management</b></p> <p><b>Enforcement</b></p>



# Service Re-design

- Check what the customer actually wants/ values
- Identify Priority Services
- End to end 'Lean System' design
- Ensure all the 'Jigsaw' pieces fit together
- Restructure the operating model to deliver

# Future Systems Architecture





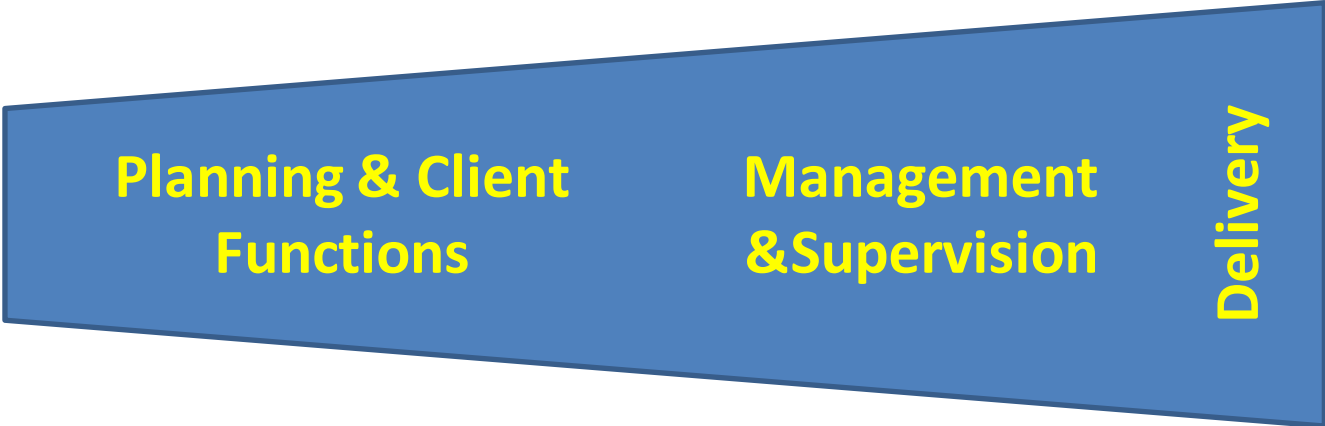
# Summary

- Take into account the ‘Whole System’!
- Refocus on what the customer values!
- Don’t focus too much on what we do – more on what we will be doing!
- Do more of the ‘right things’ less of the wrong things
- Change the balance!

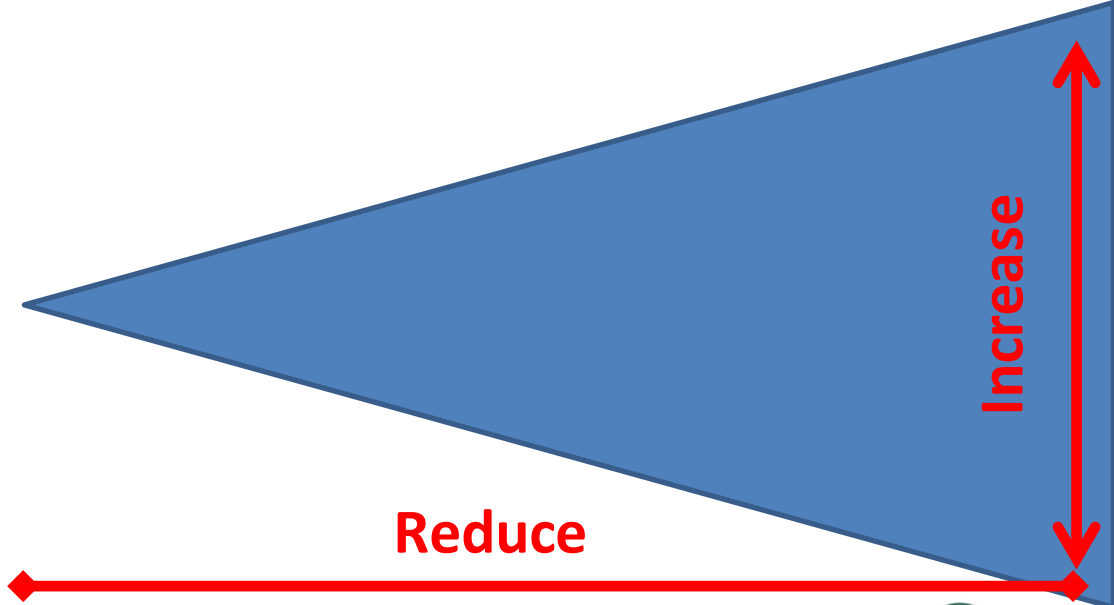


# Summary Balance

**From**



**To**





Thank You

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