

# PROVEN PERFORMANCE

*Operations Restructure, Walsall Metropolitan Borough Council  
Delivering high quality, flexible and value for  
money highway maintenance services.*

Service Highways Maintenance Operations  
Client Walsall Metropolitan Borough Council (WMBC)  
Main Contractor Tarmac Contracting  
Location Across Walsall Borough  
Completion 1st April 2013

### THE CHALLENGE

With the likelihood of reductions between 20-30% in highway budgets over the next few years, we were met with a growing requirement from our client to provide a service that is business effective, demonstrates value for money and gives us a consistent manageable platform that meets the requirements of the contract. In order to achieve this we needed to ensure that we had the right business structure in place to take the business forward and remain competitive.

### OUR SOLUTION

As a result of the review, it was decided that a number of key fundamental changes to the Operations Structure was required across the WMBC contract. The team was therefore realigned to meet the pressures of future budgetary reductions and provide better value services.

Pay structures along with terms and conditions of employment within Walsall that are not inconsistent and therefore not difficult and costly to manage were enforced. This coupled with a change to shift patterns that meet more modern service delivery needs has generally led to greater efficiencies and effectiveness across the contract.

### RESULTS AND BENEFITS

Introducing seasonal working hours, with a longer working day in the summer and a shorter one over the 5 month winter gritting season provided the client with a better use of resources when the majority of the highways workload is carried out. A new generic job description for all members of staff was created, the title being 'Highways Operative'. Everyone was assessed on their current skills and abilities and graded accordingly. The assessment was completed using a skills matrix and was done in conjunction with HR and management. This was an extremely positive step to recognise the varying degrees of ability in the workforce. It is also an opportunity for future development and will recognise those members of staff who are prepared to meet and exceed the standards set by Tarmac.

For more details contact your [enquires@tarmac.com](mailto:enquires@tarmac.com) or call **0800 1 218 218**

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