

**Transport for Buckinghamshire
Transformation Programme
Yogesh Patel**

The Transformation programme commenced in July 2014 with a clear governance structure of a monthly Transformation Board and a fortnightly Transformation Steering Group. Membership of these groups include Members, BCC Client and Ringway Jacobs Directors.

The programme consists of eight workstreams which incorporate all outstanding actions from the various improvement actions plans that resulted from previous reviews such as the McCabe review, Audit & Reg Review, ETL review and internal Audit Reports. Each workstream has a clear owner and a clear set of deliverables. The workstreams are:

- Organisation Structure
- Customer Journey
- Information Flow
- Contract Review
- Value for Money/Efficiencies
- Strategy & Policy
- Communication
- Culture

The following sets out the broad scope of each workstream and the achievements to date.

Workstream Scope	Achievements to date
<p>Organisational Structure</p> <ul style="list-style-type: none"> • Organisational restructure • Staff Consultations • Slotting & Recruitment • Roles & Responsibilities 	<p>Organisational Structure</p> <ul style="list-style-type: none"> • Area based structure with local delivery established and in operation with interim staff • Tier 1 & 2 restructure proposals consultation complete. • Selection & appointments for internal ring-fenced staff at tier 1 & 2 complete • In process of advertising for vacant tier 1 & 2 posts • Currently developing tier 3 & 4 structure ready for consultation w/b 15/9/14
<p>Customer Journey</p> <ul style="list-style-type: none"> • Reduce complaints & enquiries • Deal with enquiries at first point of contact • Manage expectations and meet promises 	<p>Customer Journey</p> <ul style="list-style-type: none"> • Current processes mapped • Customer interaction statistics being analysed and reported • Report It web based tool developed and in final stages of testing for launch on w/b 15/9/14
<p>Information Flow</p>	<p>Information Flow</p>

<ul style="list-style-type: none"> • Single source of truth • Data to information to knowledge to proactive decision • Integrated systems avoiding double & triple entry 	<ul style="list-style-type: none"> • Data sources for current KPIs, performance information and financial information documented • Documentation of data flow for key data commenced
<p>Contract Review</p> <ul style="list-style-type: none"> • Is contract still right for current and future needs • Scope of Services • Governance of contract • Alignment of incentives with contract mechanism 	<p>Contract Review</p> <ul style="list-style-type: none"> • Governance for Contract Management reconfirmed and agreed at Strategic Board • KPIs workshop involving Members, client and RJ held and suggested KPIs for 2015 developed • KPIs and detailed metrics being developed for shadow measures prior to start of 2015 • Evaluation criteria and activities for possible change in contractual responsibility identified • Workshop held to analyse activities for de-scoping from TfB contract
<p>Value for Money</p> <ul style="list-style-type: none"> • Benchmarking & market testing • Productivity comparisons • Innovations & risk 	<p>Value for Money</p> <ul style="list-style-type: none"> • Benchmarking paper prepared and presented to client • Outstanding commercial issues agreed in principle and final paper setting out the agreement drafted ready for final formal agreement • Reviews of VFM and governance of “Reachback” service undertaken and an short and medium term action plan agreed
<p>Strategy & policies</p> <ul style="list-style-type: none"> • Review network strategy & service • Align policies to meet strategy • Align functions and activities with policies • Align measures from top to bottom 	<p>Strategy & Policy</p> <ul style="list-style-type: none"> • Highway Safety Inspections, Method Statement and Guidance Manual drafted and consulted with legal, awaiting final approval
<p>Communications</p> <ul style="list-style-type: none"> • Transformational communications • Stakeholder engagement • TfB BAU Communication Plan Review 	<p>Communications</p> <ul style="list-style-type: none"> • Transformation communications strategy & plan developed and agreed • Numerous internal TfB and client bulletins distributed to keep all informed of progress • Workshops held at each depot and office to allow face to face interactions

	<ul style="list-style-type: none"> • First monthly Members briefing bulletin developed, awaiting approval • Staff Consultation Representatives survey concluded and reps identified in all but one location • Members informed of transformation through direct communication from Cabinet Member for Transportation
<p>Culture & Organisational Development</p> <ul style="list-style-type: none"> • Training & development • Management & leadership behaviours • Quality, Customer & Value Focused behaviours 	<p>Culture & Organisational Development</p> <ul style="list-style-type: none"> • Area based working and ownership at area level starting to be established • Scoping commenced for leadership relationship & behaviours programme