

## Supplementary Paper for ETL Select Committee 2<sup>nd</sup> September Item 8: Transport for Bucks: Progress Update

Below is additional commentary regarding the current Transformation Program and the specific issues raised by both the Regulatory and Audit Committee.

It is important to note that the current and highly focused Transformation Programme being undertaken in partnership between Ringway Jacob and BCC has been developed to integrate all of the various reviews and improvement plans and has been coalesced into 8 work streams:

- Organisation structure and HR
- Communications
- Culture
- Values and efficiency
- Customer journey
- Information flow
- Contract review
- Strategy and policy

The pace of change over the last 6 months has been considerable with a number of activities progressing, including but not limited to:

### Theme 1

- a) New Area based way of working – currently rolled out in the 2 southern depots and to be launched shortly in Griffin Lane, this incorporates new management arrangements for LAT's;
- b) New organisational structure introduced for TfB top tier with further work underway to refine the structure at lower, more operational levels;
- c) Gate One review completed and new improvement based temporary governance arrangements in place to oversee and drive improvements through;
- d) New client structure and staffing established and developing as part of Future Shape roll out;
- e) New web-based reporting interface for public developed and to be launched imminently.

### Theme 2

A 4 year plan was presented to the Strategic Board in March 2104, with the intention to revise and roll this forward in parallel with the counties MTP budget planning which is just underway for next year.

Linked to this has been joint working to prepare a long term investment programme currently planned to go to LAG and Cabinet in very near future.

Improvements in planning have meant for example that work on next year's roads and footways programme is commencing imminently to ensure that subject to final agreements the current large scale capital investment will commence much earlier in

the year than previously to add to certainty of delivery and to provide confidence of delivery for any potentially expanded programmes in future.

### Theme 3

Initial work was developed on reviewing and refining the KPI's through workshops, including Members, earlier this year, and is now being concluded so that they can be shadowed in the remainder of this year for introduction in 2015.

It is planned that these will be available by the end of September and can be shared with the committee at that time.

It is intended that the KPI's will be closely aligned with the new area based way of working as part of the Transformation Programme

### Theme 4

The 13/14 KPI's and close out of the year is still not completed but the KPI's and other elements are the subject to robust challenge and review prior to sign off. Client capacity has recently been enhanced to allow this to take place.

As part of the Transformation Programme commercial review links between performance and reward are being examined with particular focus on the extension concerns.

### Theme 5

As part of developing a potentially bigger investment programme for highways infrastructure consideration is being given to the best way for Members to interact and assist in ensuring that local concerns are properly taken into account in determining what works should be done, this will be underpinned by an asset led approach as promoted by central government such that the high quality technical surveys of the classified network can be utilised to help guide scheme selection. On unclassified roads though Members provide a powerful insight into problems and the best solutions, aided by technical staff.

### Theme 6

Member representation has been strengthened with both Cabinet Members for Transport and Planning plus the Deputy Cabinet Member for Transport included on the Strategic Board.

## Theme 7

The Client structure is now:

Head of Client – Mike Freestone (Interim) – dealing with overall contract relations and improvements

Operations Manager – Gareth Llewelyn (Interim) – dealing with operational delivery matters and focus on improving outputs at depots and through supply chain

Quality Manager – Paul Turney (Permanent) – dealing with contractual and operational processes and improvements

Compliance Manager – Raj Rajkumar (Interim) – dealing with contract administration matters, e.g. reviewing monthly payment applications

Works Quality Inspector – Chris Thomas (Interim) – dealing with frontline service delivery and site quality output reviews

This will continue to develop and permanent appointments made as part of the Future Shape structure.

## Theme 8

The Transformation workstreams incorporates a review of elements of the contract governance including extensions and is the subject of commercial discussions.

## Theme 9

This vital work area has recently restarted and Ringway Jacobs, with the client team, are now developing robust benchmarking systems and proposals that are promising but need to develop and broaden their scope, currently main focus is around comparison with other RJ operations and needs to take a more outward look. This forms part of the Value and Efficiency workstream.

## Theme 10

A Value for Money review has not yet been undertaken although an externally led forensic audit of the payment process has been completed recently and is currently being considered for any follow up action. This has not shown though any major areas of concern.

Value for Money is important and is a significant part of work currently being developed with RJ as part of the Transformations Programme.

## Theme 11

The contract requires a 3% annual efficiency saving, this is being reviewed as a contractual mechanism to seek a more refined way of delivering innovation and efficiency within the Transformation Programme.

In the first 4 years (2009-2013) RJ have produced a report that shows savings and efficiencies of the order of £18.9m, on a turnover of £120m via various routes, including operational efficiencies and staffing reductions.

## Theme 12

The Strategic Board and other Transformation meetings are attended variously by senior Members and also by senior Officers who are intrinsically linked with the counties corporate programmes, particularly Future Shape and ensure alignment both into the TfB review and vice versa.