

# Report to the Environment, Transport and Locality Services Select Committee

Title:	TfB Improvement Plan – Update on progress
Committee date:	4 <sup>th</sup> February 2014
Author:	PLACE SMT/TfB
Report signed off by Deputy Cabinet Member:	Ruth Vigor-Hedderly
Electoral divisions affected:	All

## Purpose of Agenda Item:

To update the Environment, Transport and Locality Services Select Committee on progress on implementing the TfB (Transport for Buckinghamshire) Improvement Plan.

## 1. Background

The TfB Improvement Plan was formulated following concerns raised by Members about the Transport for Buckinghamshire service which is provided through the Transportation Services Contract with Ringway Jacobs. The plan initially arose out of an external consultant's review of the service carried out in July 2013 which highlighted a number of issues about the management and performance of the TfB service and the contract which needed to be addressed. At the same time the Council commissioned this Committee's scrutiny inquiry into the service. The contract has also been the subject of two internal audits in 2011 and 2013.

The TfB Improvement Plan has now been consolidated to include all actions arising from these various reviews. It remains a live document and is updated regularly both with regard to progress and if and when new actions are identified.

## 2. Details of the Improvement Plan

### Plan Structure

Currently there are 121 separate actions identified in the plan covering seven themes (or work streams). These work streams include the TfB Customer Focus Project which was the subject of a separate report to the Committee in September. The five themes arising from the external consultant's review were recently supplemented by two new work streams dealing specifically with the findings of the Select Committee's inquiry and the findings of the recent internal Audit Report into the Capital Schemes Programme which was reported to the Regulatory and Audit Committee on 28<sup>th</sup> January. The seven consolidated themes of the plan are:

A – Architecture/roles/structure  
I – Innovation/transformation  
P – Process  
S – Strategy  
C – Customer focus  
E – ETL Inquiry Report issues  
U – Audit Report issues

It was found that a number of issues in the ETL Inquiry and Audit Report overlapped with actions already in the original plan so themes E and U only deal specifically with those issues arising from these two reports which were not being addressed elsewhere.

### Project Governance

The Improvement Plan project is governed using PRINCE2 principles with a dedicated Project Manager. The Project Sponsor is the Service Director – Place Services. The Project Team comprises BCC staff in Place, external consultants and Ringway Jacobs (RJ) staff within TfB. A Project Board (TfB Improvement Board) comprising senior staff from BCC and RJ meets monthly to oversee progress. Because of the importance and significant amount of work involved in the Customer Focus theme, this work stream has been treated as a separate project under the overall auspices of the TfB Improvement Board. The Customer Focus Project also reports regularly to the 'Think Customer Board'. Regular updates on the Improvement Plan are also given to the contract Operational Management Board (OMB) and Strategic Board (SB).

## **3. Progress of the Improvement Plan**

### Overall progress

The plan is due for completion by November 2014 although 80% of actions are programmed for completion by 1<sup>st</sup> May 2014. To date, 50 (41%) of the 121 actions have been completed and the remaining items are on schedule for completion according to programme.

Further details of achievements and the focus of current activity for each theme are given below. For information, links to the recommendations of the Select Committee's Inquiry report are shown where appropriate.

The current complete task list for the plan is included at Appendix A.

### Progress by theme

*Theme A – Architecture/Roles/Structure*  
(ETL Inquiry Report Recommendations 6 & 7)

This theme deals with organisational issues within both the Strategic Client (Place Service) and TfB. It involves reviewing both organisational structures to improve clarity and alignment between client and contractor; a review of contract governance meetings; and the reorganisation of the Local Area Technicians (LATs) service. This work stream is virtually complete

The new structure and operating methods for LATs was implemented from 2<sup>nd</sup> January following consultation with Members. The concept was shared at the TfB Members

Conference in December and has been generally well received. The new arrangements will be subject to a review in July 2014.

A new Head of Highways and Transportation within TfB started on 2<sup>nd</sup> December. A key part of this new role will be to focus on the more customer oriented activities of the contract including providing a single senior point of contact for the client. Proposals for a wider reorganisation of TfB to improve customer focus and clarity of roles have been prepared and are being consulted upon with staff in January. The new arrangements also envisage a greater involvement from Ringway Jacob's corporate Business Improvement Team which will be available to help develop ideas for innovation and improvement to the contract and service. This team is already providing valuable support to the Improvement Plan activities.

Proposals for change to the Contract Meetings were considered and approved by the Strategic Board in December and are being implemented. Following discussion at Cabinet 13<sup>th</sup> January, Member representation on the Strategic Board will be increased.

Within the County Council, a proposal for a revised structure has also been drawn up which strengthens the Strategic Client and aligns posts with the three key contract management areas of strategy, commissioning and compliance. Funding has yet to be approved for these changes.

#### *Theme I – Innovation/Transformation*

(ETL Inquiry Report Recommendations – 10 & 11)

This theme involves developing and fostering a culture of innovation which is integrated into TfB business through business development plans. The aim is that new materials, techniques and processes will be introduced and it is expected that over time this culture will embed itself, becoming part of mainstream activity. The work stream is about 70% complete.

An Innovation Strategy is currently being prepared by the Ringway Jacobs corporate Business Improvement Team in consultation with Place officers and a draft was considered by the TfB Improvement Plan Project Board on 23<sup>rd</sup> January. The Strategy will be considered by the contract's Strategic Board in early March.

#### *Theme P – Process*

Theme P deals with reviewing business systems and processes (including Quality Assurance) used to manage the TfB service and the management information systems used to support these. The early work in this area was mainly focussed on correspondence handling procedures and there has been good progress on this. The scope of the theme has now been widened to include all Quality Assurance (QA) procedures and a plan to deal with how these reviews will be tackled within TfB was considered by the TfB Improvement Plan board on 23<sup>rd</sup> January. This will necessitate the addition of some tasks to the overall plan. The theme is about 20% complete.

This theme overlaps with the Customer Focus theme (Theme C) and Audit Report (Theme U) where specific relevant business process and system improvement actions are being addressed.

## *Theme S – Strategy*

(ETL Inquiry Report Recommendations – 2,3,4 & 9)

This theme deals with strategy and policy issues. The main sub-themes deal with setting the strategic objectives for the TfB Service to under-pin long term planning; reviewing and refreshing the policy framework to help ensure these are up to date and appropriate to current service needs; and the important work area of Key Performance Indicators (KPIs). Good progress has been made on the strategic objectives and KPIs. Overall the work stream is about 40% complete and there is a significant workload associated with reviewing policies.

The strategic objectives for the TfB Service have been agreed with the Cabinet Member. Appendix B shows these and how they link to the Portfolio Objectives for Planning and Transportation and the Council's Corporate Priorities. The agreed TfB Service objectives are being taken forward into the proposals for a revised performance framework for the service.

Work has begun on reviewing KPIs and a workshop was held with Members on 17<sup>th</sup> December where good progress was made. A further session is being booked for February. The work stream is programmed for completion by the end of February.

Work on reviewing key policy areas has also begun. A prioritised list of key policy areas which require reviewing and updating has been prepared. Work is well underway on the first of these, a change in the way safety inspections of the highway are organised and introduction of a risk based approach to the classification of highways safety defects. This work is essential to underpin the proposed increases in revenue expenditure on road repairs and help enable more potholes to be dealt with in a single visit.

## *Theme C – Customer Focus*

The TfB Customer Focus Project continues to build on the work reported to Committee in September. It was clear at that time that the concerns of the Committee Members were an accurate reflection of some real issues in relation to TfB's poor relationship with, and lack of responsiveness to, its customers. The Customer Focus Project is directed at addressing these issues which included the following:

- Response to customers when contacting TfB was poor
- The quality of written responses, even if timely, was poor
- Formal complaint levels were unacceptable particularly complaints about TfB failing to do what it had committed to do
- Information available to Members was poor
- Different ways of contacting TfB (including modern technologies) were not being fully utilised

A number of planned actions have now been completed.

For improving responsiveness:

- New quick reporting tools have been created to provide robust issues tracking, performance and review. These are being supplemented by a completely new reporting database being developed for go-live in March.
- Zero tolerance of delays – has become an appraisal measure for staff.
- High profile correspondence is now subject to additional scrutiny with systems revised to provide improved tracking and response

For improved quality of response:

- ALL staff writing to customers, have been on a training course to improve their writing skills
- Correspondence is quality controlled by line managers
- Senior Managers from TfB have engaged with John Lewis Partnership to explore ways of improving customer focus

For reducing complaints:

- Place Service are the first adopters of the Corporate Complaints management initiative
- Senior Managers take responsibility to resolve all complaints that reach stage 2, and monthly meetings are held with the Corporate Complaints Team to monitor, respond and learn from complaints

For better Members information:

- There is the personal Members Page displaying information for their constituency
- There are email weekly updates from LATs to members
- There are weekly updates on the Capital Maintenance Programme
- There is a single page monthly progress report sent to members
- Successful members workshops have been held and more are to follow

For developing new ways of contacting the service:

- Rapid development of an improved self-service web page to report highway defects – with further developments planned imminently
- Piloting of the use of SMS and Twitter to advise customers of progress
- Weekly briefings for CC staff which allow them to deal more effectively with customer contacts “first time”.
- TfB is to be the first “exemplar” development area for the new Digital by Design approach by the Authority.

These changes continue to bed in, intended to deliver improvements in the TfB relationship with its customers and the service. However, whilst this work was progressing it became evident that there was a need for a more structured approach to understanding what the customer’s experience of TfB actually is.

In response, TfB has commissioned a formal customer experience review which includes:

- A Mystery Shopper exercise – reviewing the performance of the Contact Centre
- Stakeholder mapping and resultant personal interviews
- Customer surveys
- A TfB communications audit; what does it do; does it work?
- Customer Journey mapping; if the wheels fall off, where?
- Systems review – Are aspects of the customer contact systems design preventing good service delivery?
- What does good look like? What SHOULD the service be delivering from a customer perspective?
- How can different ways of contacting the service be used to improve service while at the same time reducing costs.

Progress with this review has been good, with draft findings already presented to the Focus project group. The review will be formally reporting at beginning of March when further improvement options will be developed by the Customer Focus Project Board for consideration by the broader TfB Improvement Board.

#### *Theme E – ETL Inquiry Report Issues*

(ETL Inquiry Report Recommendations – 1,2,9,10,11 & 12)

This area of work picks up the recommendations from the Committee's Inquiry Report which have been agreed by Cabinet and were either not specifically covered by any of the original themes of the Improvement Plan, or where it was felt important that a separate work package needed to be identified. The key areas of work within this theme are:

- Production of the 4 year TfB Business Plan
- Reviewing benchmarking arrangements
- Supporting the proposed external Value for Money Review
- Concluding outstanding business discussions with Ringway Jacobs
- Providing input on contract learning into Future Scope discussions

This work stream is about 30% complete. There will be a significant workload for the client and TfB arising from the planned external value for money review.

A draft four year plan which is aligned to the Council's Medium Term Plan proposals has been prepared by TfB. Following consultation with the Strategic Client a second draft is in preparation. The intention is that the Plan will be signed off by the Strategic Board in early March following Council's consideration of the budget and Medium Term Plan proposals.

Proposals for improving and/or extending benchmarking activity within the contract are being developed jointly with Ringway Jacobs. The aim is to finalise these at the Strategic Board in March.

Further discussions have been held with Ringway Jacobs on outstanding business issues and good progress has been made. It is expected that these will be concluded by the end of January.

#### *Theme U – Audit Report Issues*

An internal audit was undertaken during the first quarter of 2013/14 to examine how robust and cost-effective TfB's processes were in preparing, controlling and delivering the capital maintenance programme for the Council. The findings of the audit were presented to Regulatory and Audit Committee on 28<sup>th</sup> January together with a report outlining the response from Place Management to the audit's findings.

The issues raised in the Internal Audit Report overlap with elements of both the external consultant's review and the Select Committee's own inquiry. There are two main areas to be addressed through the improvement plan

- For the Contractor, improvements to Quality Assurance and internal audit procedures focussing on detail at scheme level and the extent of compliance by staff with these procedures as well as site supervision and record keeping practices.
- For the Client and the Contractor, improved processes and approaches to Target Cost setting and benchmarking.

Theme U in the plan deals with actions in relation to these issues which were not being addressed specifically elsewhere and/or require a particular focussed action.

Ringway Jacobs has carried out its own audit of the Capital Maintenance Programme the extent to which the findings of the audit apply more widely. The majority of the other actions are programmed for completion by the end of January.

At the time of writing this report, this work stream was about 30% complete.

#### **4. Progress with the Service**

The fundamental aim of the TfB Improvement Plan is to improve the service provided by TfB to Members, residents and the travelling public in Buckinghamshire. The previous section of this report has focussed on progress with the actions in the plan and the agreed outputs but unless these can be translated into improved outcomes then the plan will not succeed. The level of organisational and cultural change encompassed by the plan means that improved outcomes cannot be expected immediately. Nevertheless, there is some emerging evidence, both quantifiable and anecdotal, that the service has started to improve both as a direct result of actions in the plan and indirectly, perhaps as a result of the degree of scrutiny which the service has been under since last summer.

Improving Customer Focus and responsiveness was seen as an important area to address early on in the project and a lot of work has been done on this aspect of the Improvement Plan. This appears to be paying dividends and there has been significant improvement here and feedback from Members has been positive. Notably:

- Correspondence turnaround has improved from around 28 days (usually more) to 70% response in <5 working days.
- Formal complaints have reduced by over 80% since first recorded centrally.
- Of these, complaints resulting from failure to carry out actions promised are around 10%, reduced by over 50%. This is the principle reason for the reduction in complaint numbers.

Customer perception of the service also appears to be improving. Appendix C shows examples of recent positive feedback for the service.

In addition, the Strategic Client carries out regular monitoring of the quality of works on the ground. Whilst there are still some issues with respect to particular aspects of some works, the overall perception is that quality of works is improving. Inspections by the Strategic Client are continuing and any issues found are addressed in consultation with TfB.

Other actions which have proved successful 'on the ground' have been the expansion in the use of 'plane and patch' techniques to deal with clusters of potholes and the implementation of the operational Hub. The Hub has proved to be a valuable asset in dealing with the recent bad weather for which TfB has received very positive feedback. The 'Parking Toolkit' is an important new way of working with Members to deliver better outcomes locally with respect to parking schemes.

Officers would welcome feedback from the Committee about how the service is performing.

Whilst these early indications are encouraging, this is not to suggest that either TfB or the Strategic Client is complacent about the plan and there is an understanding that improving the service is a high priority for the Council. For this reason, where necessary, the Improvement Plan includes provisions for review and benefits realisation reports on the planned and completed actions. The challenge of improving the service is not underestimated and everyone involved is committed to bringing about the improvements expected by Members and the public with the aim of making the TfB service and the Transportation Services Contract 'Best in Class'.

*The Deputy Cabinet Member for Planning and Transportation has said this is a very detailed report in which some areas of concern have been identified and it represents an accurate picture of the current position. She agreed that there were further works and ongoing improvements that needed to be made.*



## APPENDIX A

### TfB Improvement Plan – Consolidated Task List

<b>Work-stream</b>	<b>Short title</b>	<b>Milestone/deliverable</b>	<b>Owner</b>	<b>Date due by</b>	<b>%tage complete</b>
A1	Client structure	Draft proposal	BCC	Complete	100%
A1	Client structure	Fit with TOM and Corporate Direction	BCC	Complete	100%
A1	Client structure	Costed evaluated	BCC	Complete	100%
A1	Client structure	Implement agreed interim solution	BCC	Complete	100%
A2	TfB structure and Mgt Info systems	TfB structure reflect commissioning client role	RJ	Complete	100%
A2	TfB structure and Mgt Info systems	Draft proposals	RJ	Complete	100%
A2	TfB structure and Mgt Info systems	Ensure fit with BCC Client	RJ	Complete	100%
A2	TfB structure and Mgt Info systems	Costed evaluated	RJ	Complete	100%
A2	TfB structure and Mgt Info systems	Communicate/consult with team and stakeholders	RJ	Complete	100%
A3	Contract governance	Review existing relationship and suggest improvements	BCC	Complete	100%
A3	Contract governance	Workshop session to review proposals	BCC	Complete	100%
A3	Contract governance	Officer and Member approvals	BCC	Complete	100%
A3	Contract governance	Member representation on Strategic Board	BCC	31-Jan-14	50%
A3	Contract governance	Resolve client structure and funding for any new posts	BCC	31-Mar-14	50%
A4	LATs review	Initial paper	RJ	Complete	100%
A4	LATs review	Workshop session	RJ	Complete	100%
A4	LATs review	Finalise roles and structure	RJ	Complete	100%
A4	LATs review	Present to LATs	RJ	Complete	100%
A4	LATs review	Refine proposals	RJ	Complete	100%
A4	LATs review	Present to BCC Members and officers	RJ	Complete	100%
A4	LATs review	Roll out changes	RJ	Complete	100%
A4	LATs review	Six month review	RJ	31-Jul-14	
I1/2/3	Innovation	Innovation report	RJ	17-Jan-14	90%
I1/2/3	Innovation	Innovation checkpoint meeting	RJ	Complete	100%
I1/2/3	Innovation	Innovation strategy signed off at Improvement Plan Board	RJ	23-Jan-14	
I1/2/3	Innovation	Innovation strategy taken to Strategic Board	RJ	10-Mar-14	
I1/2/3	Innovation	Benefits realisation report	RJ	03-Jul-14	
P1/2	Quality assurance	Updated work package signed off	BCC/RJ	Complete	100%

P1/2	Quality assurance	Updated work package signed off by Improvement Board	BCC/RJ	Complete	100%
<b>Work-stream</b>	<b>Short title</b>	<b>Milestone/deliverable</b>	<b>Owner</b>	<b>Date due by</b>	<b>%tage complete</b>
P1/2	Quality assurance	Draft plan to move work package forward shared pre-board	RJ	16-Jan-14	
P1/2	Quality assurance	Draft plan to move work package forward presented at board	RJ	23-Jan-14	
P1/2	Quality assurance	Work package starts in accordance with agreed plan	RJ	24-Jan-14	
P1/2	Quality assurance	Work package ends	RJ	31-Oct-14	
P1/2	Quality assurance	TfB Improvement Board review impact of changes made	RJ	30-Nov-14	
P1/2	Quality assurance	Review client management information requirements	BCC	14-Feb-14	
P1/2	Quality assurance	Develop highlight report for client info	BCC	28-Feb-14	
S1	Strategic planning	First draft of outcomes	BCC	Complete	100%
S1	Strategic planning	Discuss/amend and agree	BCC	Complete	100%
S1	Strategic planning	Share with Cabinet Member	BCC	Complete	100%
S1	Strategic planning	Cabinet Member sign off/approval	BCC	Complete	100%
S2	Suite of Policies	Prioritised list of policies for review produced	RJ	Complete	100%
S2	Suite of Policies	List shared as improvement plan board for sign off	RJ	Complete	100%
S2	Suite of Policies	Prepare rolling programme of reviews	RJ	tba	
S2	Suite of Policies	1st tranche review - high priority and new policies	RJ	tba	
S2	Suite of Policies	2nd tranche review - lower priority policies	RJ	tba	
S2	Suite of Policies	Submit revisions for Cabinet Member sign off.	RJ	tba	
S2	Suite of Policies	Compile list of standards	RJ	28-Feb-14	
S2	Suite of Policies	Review and amend tree maintenance policy if needed	RJ	28-Feb-14	
S3	Contractual KPIs	Outline document for discussion	BCC	Complete	100%
S3	Contractual KPIs	Discuss with Client Team and TfB	BCC	Complete	100%
S3	Contractual KPIs	Workshop session with councillors	BCC	Complete	100%
S3	Contractual KPIs	Follow up workshop on KPI protocol	BCC	24-Jan-14	
S3	Contractual KPIs	Options shared ETL Select Committee representatives	BCC	28-Feb-14	
	Contractual KPIs	Finalise proposals at Strategic Board and agree roll out with TfB	BCC	10-Mar-14	
C(i)	Customer Experience	Mystery shopper review completed	BCC	Complete	100%
C(i)	Customer Experience	Mystery shopper presentation to Improvement Board	BCC	Complete	100%
C(i)	Customer Experience	Customer Experience Action Plan (Rocca)	BCC	31-Mar-14	
C(i)	Customer Experience	Improved information to the CC	BCC	Complete	100%
C(i)	Customer Experience	The Hub - monthly report on action plan	BCC	Ongoing	
C(i)	Customer Experience	Corresp - review correspondence processes	BCC	Complete	100%
C(i)	Customer Experience	Corresp - implement new Correspondence processes	BCC	Complete	100%
C(i)	Customer Experience	Corresp - Letter writing training completed	BCC	Complete	100%

C(i)	Customer Experience	Corresp - monitoring and quality checks	BCC	Complete	100%
C(i)	Customer Experience	Members/VIP - VIP Mailbox	BCC	Complete	100%
<b>Work-stream</b>	<b>Short title</b>	<b>Milestone/deliverable</b>	<b>Owner</b>	<b>Date due by</b>	<b>%tage complete</b>
C(i)	Customer Experience	Review communications strategy and methods	BCC	01-Apr-14	60%
C(i)	Customer Experience	Staffing - focus group to discuss improvements	BCC	Complete	100%
C(i)	Customer Experience	Customer Journey Map complete	BCC	Complete	100%
C(i)	Customer Experience	Persona definitions completed	BCC	Complete	100%
C(i)	Customer Experience	Findings and recommendations document completed	BCC	31-Mar-14	
C(ii)	Customer - Symology	Establish clear reporting structure and requirements	BCC	Complete	100%
C(ii)	Customer - Symology	First new report	BCC	Complete	100%
C(ii)	Customer - Symology	Technical infrastructure to be established	BCC	Complete	100%
C(ii)	Customer - Symology	Implement new BI reporting structure for Symology	BCC	01-Apr-14	70%
C(ii)	Customer - Symology	Develop and generate automated reporting based on stakeholder needs	BCC	01-Apr-14	
C(ii)	Customer - Symology	Train key stakeholders in use of reporting environment	BCC	01-Mar-14	
C(ii)	Customer - Symology	Ongoing Symology updates to the board	BCC	Ongoing	
C(iii)	Customer Channel Shift	SMS - Pilot SMS response to customers	BCC	01-Feb-14	80%
C(iii)	Customer Channel Shift	SMS - automated through Symology	BCC	01-May-14	
C(iii)	Customer Channel Shift	Replace TfB generic email with eform	BCC	01-Mar-14	
C(iii)	Customer Channel Shift	Website changes - Improve self-service and report tracking options	BCC	01-Mar-14	
C(iii)	Customer Channel Shift	Website changes - better information rolled out to Members	BCC	Complete	100%
C(iii)	Customer Channel Shift	Website changes - better info rolled out to public	BCC	31-Jan-14	70%
C(iii)	Customer Channel Shift	Mobile - TfB website scaled to mobile platform	BCC	Complete	100%
C(iii)	Customer Channel Shift	Mobile - Fixing 'Report a Problem'	BCC	Complete	100%
C(iii)	Customer Channel Shift	Mobile - 'Report a problem' tracking features complete and working	BCC	31-Mar-14	
C(iii)	Customer Channel Shift	Mobile - Explore creation of Report it app	BCC	01-Apr-14	
C(iv)	Customer - Review	Deliver service improvements	BCC	05-Sep-14	
C(iv)	Customer - Review	Review evidence of targeted improvements	BCC	05-Sep-14	
E1	ETL report - progress report	Progress reports	BCC	17-Jan-14	
E2	ETL report - 4 year plan	Produce first draft	RJ	Complete	100%
E2	ETL report - 4 year plan	Final report produced	RJ	21-Feb-14	
E2	ETL report - 4 year plan	Considered by SB	RJ	10-Mar-14	
E2	ETL report - 4 year plan	Present to ETL Select Committee	RJ	15-Aug-14	
E4	ETL report - Benchmarking	Comments from RJ on 1st Draft Benchmarking paper	RJ	27-Jan-14	
E4	ETL report - Benchmarking	Review previous work on benchmarking with RJ	BCC	Complete	100%

E4	ETL report - Benchmarking	Review ADEPT and HMEP available information	BCC/RJ	27-Jan-14	
E4	ETL report - Benchmarking	Discussion paper with proposals from Ringway Jacobs	RJ	27-Jan-14	
E4	ETL report - Benchmarking	Discuss and formulate proposals	BCC/RJ	10-Feb-14	
<b>Work-stream</b>	<b>Short title</b>	<b>Milestone/deliverable</b>	<b>Owner</b>	<b>Date due by</b>	<b>%tage complete</b>
E4	ETL report - Benchmarking	Sign off by Strategic Board	BCC	10-Mar-14	
E4	ETL report - Benchmarking	Share proposals with ETL Committee	BCC	30-Apr-14	
E5	ETL report - External VfM review	Establish corporate and Place Service leads	BCC/RJ	tba	
E5	ETL report - External VfM review	Input to timetable	BCC/RJ	tba	
E5	ETL report - External VfM review	Share timetable with TfB	BCC/RJ	tba	
E5	ETL report - External VfM review	Participate in review	BCC/RJ	tba	
E5	ETL report - External VfM review	Receive report and share with RJ	BCC/RJ	tba	
E5	ETL report - External VfM review	Prepare comments on report	BCC/RJ	tba	
E5	ETL report - External VfM review	Await next steps	BCC/RJ	tba	
E6	ETL report - commercial discussions	Complete outstanding business discussions	BCC	31-Jan-14	
E7	ETL report - wider learning	Feed learning into Future Shape work	BCC	31-Mar-14	
U1	Audit report - Business performance	Add provision in business planning for visibility of discounts	BCC	28-Feb-14	
U2	Audit report - Project risk registers	Risk management process to be communicated to all RJ staff	RJ	31-Jan-14	
U3	Audit report - Target costs	Complete internal review of RJ commercial procedures	RJ	31-Jan-14	
U3	Audit report - Target costs	Improve robustness of target costs in 14/15 T11 Business Plan	RJ	31-Mar-14	
U3	Audit report - Target costs	Joint review of target cost development procedure	RJ	31-Jan-14	
U4	Audit report - Cost Tracking	Provide assurances on Project Mgt Methodology	RJ	31-Jan-14	
U4	Audit report - Cost Tracking	Implement improved site supervision procedures	RJ	31-Mar-14	
U5	Audit report - subsequent discussions	Review RJ audit procedures and amend as necessary	RJ	tba	
U5	Audit report - subsequent discussions	Provide assurances re 'non-audited' CMP schemes	RJ	24-Jan-14	
U4	Audit report - Contractor payments	Clear backlog of completion certificates	RJ	31-Dec-13	95%
U5	Audit report - Remedial costs	Introduce measures to improve visibility of remedial costs	BCC	31-Mar-14	
U6	Audit report - Disallowed costs	Develop process for handling disallowed costs	BCC	28-Feb-14	

## APPENDIX B

### TfB Service Objectives – Mapping

TfB Service Objective	Relevant Portfolio Objectives	Relevant Corporate Priorities
<p>1. A well maintained network, with a planned, right first time approach to repairs</p>	<p>2. To maintain local transport networks both proactively and reactively, and minimise the impact caused by closing the roads for incidents and repairs</p>	<p>Priority 2 To improve transport networks within Buckinghamshire and the surrounding areas</p>
	<p>3. To ensure businesses and communities have access to employment opportunities, key services and facilities by public transport, cycle routes and footways.</p>	<p>Priority 1 To ensure that Buckinghamshire has a thriving economy that is creating jobs</p>
<p>2. A value for money service with costs regularly comparing well to industry norms</p>		<p>Priority 7 To provide high quality services and excellent value for money</p>
<p>3. A responsive service driven by customer need</p>	<p>1. To gather the public's view on their priorities for transport and planning and to effectively communicate the work we do</p>	<p>Priority 4 To encourage people and communities to be actively involved in their local area and services</p>
<p>4. Ease of travel, with reliable journey times helping to make Buckinghamshire an attractive location to live, visit or base a business.</p>	<p>3. To ensure businesses and communities have access to employment opportunities, key services and facilities by public transport, cycle routes and footways.</p>	<p>Priority 1 To ensure that Buckinghamshire has a thriving economy that is creating jobs</p>
	<p>7. To reduce car use through the promotion and facilitation of sustainable travel choices, enabling economic growth, improving health, wellbeing &amp; accessibility and reducing congestion &amp; environmental impact.</p>	<p>Priority 3 To protect the county's special environment and ensure that it continues to be recognised nationally as one of the best places to live and work</p>

## APPENDIX C

### Extracts from recent emails, phone calls and tweets regarding the TfB Service

17.1.14 (Thames Valley Police)

[@tvprp](#) cracking job clearing the road by [@tfbalerts](#). Road now open

14.1.14 (Leader of the Council)

*"I am here to offer my thanks for all the great work you have carried out during the recent bad weather. The general public really do appreciate this essential service you provide in clearing floods, emptying gullies and now filling pot holes. This really has not gone unnoticed."*

14.1.14 (Deputy Leader of the Council)

*"My heartfelt thanks goes to all involved in helping to keep the roads around Buckinghamshire as clear as possible during the bad weather. Your efforts are really appreciated throughout the county."*

11.1.14 (Deputy Cabinet Member for Planning & Transportation)

*"Just to thank you for a very efficient and effect team, please ensure that ----- who was leading this evening passes on my thanks to the team who did a splendid job, and took time to show me the drains and explain the pipe issues. Super polite staff and very professional thank you."*

7.1.14 (Member of Parliament)

*A big thank you to TFB for dealing with 95 flood sites & 125 fallen trees since 23 Dec keep up with latest alerts [@tfbalerts](#)*

17.12.13 (Member of public)

*"Mrs ----- called to thank us very much for getting the road markings done. She was over the moon."*

14.12.13 (County Councillor)

*"What a great job they have done and in record time as well. The team was very helpful to people who needed to access their properties. Please send thanks to all concerned and thank you also for making me look so professional in my responses!"*

9.12.13 (Member of public)

*"website and pothole repair "in one hit!  
I just wanted to say a big thank you and also let you know that the new form is brilliant, compared to the old form, so a great improvement there.  
Much appreciated."*

6.12.13 (Parish Councillor)

*"The 40mph limit along Stratford Road appeared a couple of days ago.  
Thanks to all involved for sorting that final bit out!"*

29.10.13 (Deputy Cabinet Member for Planning & Transportation)

*"Just wanted to say a big thank you for the teams that were especially deployed to the southern end of the county. First class service, very polite and positive. Big thanks also to Paul Nearey, for his prompt action on the road closure for Iver Lane. Please pass this on."*

18.9.13 (Member of public)

*"Just to let you know Mrs ----- has called today concerning this grass bank issue that had previously been going on for 30 years. She wanted to say thank you to all of those from TfB who have got this sorted out - she is most grateful and is very happy."*

29.8.13 (Member of public)

*"Hi -----, For some weeks gone, there has been a severely broken bit of pavement directly outside my office building, Wing House. I estimate about 1.5 sq. yds to a depth of 3 inches, around utility accesses. Not a problem whilst it was covered by a thick plastic board. However, over the weekend the board disappeared leaving the ugly, dangerous hole. I reported it to your roads and pavements department at about 1:00 pm today. It was very satisfactorily repaired well within a couple of hours. I congratulate your roads and pavements department on their speed and efficiency but as you usually hear much of the criticism about your Council I thought you should also hear the praise. Well done that team!"*

2.8.13 (Cabinet Member for Planning & Transportation)

*"Many thanks for getting back to me so promptly. I'm extremely grateful for the kind offer from TfB to help here, and would be pleased if you could organise them for the week beg. 2nd September. Cllr. Michael Beall, AVDC, has requested this so I'm copying him into your very helpful reply."*

23.7.13 (Member of public)

*"Caller who did not wish to leave her details wanted to compliment us on the grass cutting on Marlow hill. She says she has lived here for many years and mentioned that the quality of work has improved this year. Well done."*

4.7.13 (Member of public)

*"You are probably largely responsible for this agreement to re-surface the red lines at the town end of Gregories Road and Burkes Road. Thank you so much for your part in this. I feel sure that as a result of resurfacing the lines will be clearer to motorists and to pedestrians, aiding pedestrians' crossing at these busy points. Thank you."*