



Minutes

TRANSPORT, ENVIRONMENT AND COMMUNITIES SELECT COMMITTEE

Minutes from the meeting held on Tuesday 19 April 2016, in Mezzanine Room 2, County Hall, Aylesbury, commencing at 10.02 am and concluding at 12.12 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>
The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: democracy@buckscc.gov.uk)

MEMBERS PRESENT

Mr T Butcher, Mr D Carroll (Chairman), Mr W Chapple OBE, Mrs A Davies, Mr P Gomm and Mrs J Teesdale

OTHERS IN ATTENDANCE

Mr C Adams, Mr S Dando, Mr M Freestone, Ms G Harding, Mr B Jackson, Mr M Shaw, Mrs K Sutherland, Mr M Tett, Mr M Tugwell and Ms C Urry

1 APOLOGIES FOR ABSENCE

Apologies were received from Mrs Lesley Clarke OBE and Mrs Patricia Birchley.

2 DECLARATIONS OF INTEREST

There were none.

3 MINUTES

The minutes of the meeting held on 1st March 2016 were confirmed as a correct record.

4 PUBLIC QUESTIONS



INVESTOR IN PEOPLE



There were none.

5 CHAIRMAN'S REPORT

The Chairman thanked all members for their work to date on the Economic Development Inquiry.

6 TEE REVIEW OF THE FIRST YEAR

The Chairman welcomed Mr Mark Shaw, Cabinet Member for Transportation, Mr Mike Freestone, Interim Managing Director, TEE and Mrs Gill Harding, Commercial Development Director, TEE to the meeting. The Cabinet Member advised that TEE had declared an underspend of £51,000 at year end, which was impressive as Transportation had carried forward an overspend of £102,000 from the previous 12 months.

Mr Freestone reminded Members that Mr Gibson would return to his post as Managing Director, TEE in late summer. Interviews were taking place for the Director of Transport post and Mr Freestone was hopeful that a permanent appointment would be made, securing stability for the senior management team within TEE.

Members received a presentation (Slides attached as an appendix). During the presentation and in response to Members' questions, the following main points were noted:

- The TEE Business Unit (BU) launched in 2015 with a new staffing structure, which was being slightly revised this year. Recruitment had been difficult in the past year, but TEE's vacancy rate had now significantly reduced to around 10%.
- Although a relatively small BU with only 250 staff, through working in partnership with external organisations, TEE had a large 'footprint' in the County. Mr Freestone believed that BCC's own expenditure produced ten times its value externally.
- The Energy From Waste (EfW) plant would soon be fully operational. FCC, the contractors operating the plant, negotiated with a number of neighbouring authorities to bring in waste to the EfW plant. The EfW plant would also produce significant ongoing savings for BCC on landfill costs.
- Devolution of selected services to Parish and Town Councils had been successful and officers were now considering other areas which could potentially be devolved in future.
- The Commercial Development team was responsible for introducing new ideas to TEE and encouraging a more commercial approach. Examples included the Hackathon used to generate ideas for increasing revenue at the Country Parks and the Customer Journey working group which led to the introduction of the Confirm system in Transportation. Mrs Harding advised Members of a review of the Insurance process across the Council which had resulted in an online application form and a more streamlined process, which was an improvement for customers and more efficient.
- Looking to the future, the diminishing budget would continue to be a challenge and TEE would continue to work to maximise the benefits of the Growth agenda.

The Chairman thanked the Cabinet Member, Mike Freestone and Gill Harding for attending the meeting.

7 TRANSPORT FOR BUCKINGHAMSHIRE UPDATE

The Chairman welcomed Mr Basil Jackson, Interim Director of Transport and Mr Simon Dando, Contract Manager, who joined Mr Mark Shaw, Cabinet Member for Transportation for this agenda item.

The Chairman reported on correspondence received from a member of the public regarding the condition of the County's roads and the quality of road repairs. The following main points were noted:

- With regard to the possibility of volunteers filling potholes, a practice which had been reported in Devon, Mr Shaw explained that it was something that was worth investigating, particularly as some Parish and Town Councils locally had expressed an interest in pothole filling.
- The potential for local residents to pay to have potholes repaired or their road resurfacing would be looked into.
- Members echoed Mr Hurst's comments about potholes being filled and refilled on a regular basis. The Cabinet Member explained that recent rainfall had exacerbated issues with potholes and that Category 1 potholes, were filled within 24 hours, often with a temporary filling which would then be replaced properly at a later date. Overall, the Cabinet Member felt the quality of work had improved over the past year, with 15-17,000 potholes being filled in Bucks.

The Cabinet Member agreed to investigate the suggestions discussed and to respond directly to Mr Hurst's points in writing.

ACTION: Cabinet Member for Transportation

The Committee considered the TfB Update report and the Cabinet Member noted the following:

- The Client structure had been changed last year to ensure improved contract management and this has strengthened BCC's relationship with Ringway Jacobs.(RJ) Regular meetings were held with RJ to check and challenge their work.
- A Capital Maintenance Programme of £31million pounds, including £26.5million on roads had been delivered last year and residents had reported noticing a difference.
- The new Confirm IT system had been introduced last summer which helped the Local Area Technicians to be more agile. A dashboard was being developed which would allow local Members to view live service information for their own division.
- Over 42 Local Area Forum (LAF) schemes and 20 parking schemes had been delivered in the last year and costings of LAF schemes were being reviewed to ensure greater clarity.

Members voiced concerns about the following:

- Whether real improvements to roads had been made.
- Quality of road repairs and delays with Patch and Plane schemes nominated by local Members in December 2015.

- Removal of broken streetlight stumps.
- Inflated costs or inaccurate estimates being provided for LAF schemes –Members gave a number of examples where costs had increased significantly between the initial estimates and quotes obtained from the contractors.

It was agreed that Mr Dando would revisit the estimate/quote system and investigate Members' specific concerns

ACTION: Mr Dando

The Cabinet Member also advised Members that the Patch and Plane programme was due to rollout in May, June and July.

The Chairman thanked the Cabinet Member, Mr Jackson and Mr Dando for attending the meeting and requested a further review within 6 months.

ACTION: Committee and Governance Adviser

8 S278 UPDATE - DEVELOPER WORKS ON THE HIGHWAY

The Chairman welcomed Mr Mark Shaw, Cabinet Member for Transportation and Miss Christine Urry, Head of Highways Development Management to the meeting. Miss Urry provided an update on the implementation of recommendations from an independent review into Highways Development Management(HDM). During the presentation and in response to subsequent questions from Members, the following main points were noted:

- Of the 32 recommendations, 11 had been completed and a further 5 were being progressed. An Action Log had been developed to tackle the remaining 16 recommendations.
- Miss Urry explained that she hoped to have implemented more recommendations but her team had been significantly under-resourced. However funding had now been secured for a further 5.5 additional staff.
- Efficiencies in processes have been identified and implemented including standard wording for conditions and reasons for refusal. In addition the HDM team was working with colleagues to digitise application forms through Firm Step and the TEE Business Improvement team was working on a Developer Portal page which would offer Developers easier access to TEE's services including HDM.
- Positive outcomes of the changes already implemented by the HDM team were evidenced by an increase in the number of planning applications responded to within the required 21 day timeframe – this had risen from 21% in 2015 to 63% in March 2016.
- A Member commented that whilst progress had been made the department had started from a very low base, and pressure of the Growth agenda in Bucks would further impact the HDM team's performance.
- In response to a concern raised about unadopted roads on new developments, Miss Urry acknowledged that there was a long list of unadopted roads and whilst some delays were caused by developers, the HDM team needed to pursue this issue. Miss Urry advised that once additional staff were appointed, the team would have the resources to challenge developers.

- In response to a question relating to whether developers could be liable for damage to paths or roads in the vicinity of a small development, Miss Urry explained that it was difficult to obtain developer contributions for this purpose, as it would have to meet Community Infrastructure Levy (CIL) requirements and that maintenance funding could not be requested. However BCC did have powers under the Highways Act to ensure any damage to the highway was rectified, subject to resources.
- Miss Urry was asked if there was a difference in the response rates to major development applications and minor ones. Miss Urry explained that major developments tended to require more information and consideration due to the implications for traffic flows, therefore they would often take longer than 21 days.

The Chairman thanked the Cabinet Member and Miss Urry and requested a further update on the progress of improvements at a future meeting.

ACTION: Committee and Governance Adviser

9 ENGLAND'S ECONOMIC HEARTLAND

The Chairman welcomed Mr Martin Tett, Leader of the Council and Mr Martin Tugwell, Programme Director, TEE to the meeting. The Committee was given an overview of the development of 'England's Economic Heartland', a Strategic Alliance with neighbouring local authorities and Local Enterprise Partnerships and the following main points were noted:

- The Council had been at the forefront of the development of the Strategic Alliance, which was initially with Oxfordshire County Council and Northamptonshire County Council. The Alliance developed in response to Eric Pickles MP call for local authorities to submit devolution bids or other joint working arrangements to Government, with no set governance arrangements being prescribed. However following the May 2015 election, devolution was positioned differently – combined authorities with an elected mayor being the preferred route, which held little appeal locally.
- This form of devolution had therefore not been pursued by the Strategic Alliance. Other local authorities had subsequently joined the Alliance including Milton Keynes Council, Bedford Borough Council, Central Bedfordshire Council, Luton Borough Council and Cambridgeshire County Council. Peterborough City Council had expressed an interest.
- The first deliverable of the Strategic Alliance was the establishment of the Strategic Transport Forum which held its first meeting in February 2016 and its membership included 8 Local Transport Authorities, 4 Local Enterprise Partnerships and officials from the Department for Transport (DfT), Highways England, Network Rail, public transport operators, the Transport Systems Catapult and representatives from the civil engineering contractors association.
- Although only recently established, the Forum had gained credibility within Government and had been referred to alongside other initiatives such as Transport for the North and Midlands Connect, as an example of sub-national transport initiatives.
- Two clear principles underlay the Strategic Alliance – every local authority did not necessarily have to be involved in everything; and any member was free to collaborate with other authorities or bodies outside of the Strategic Alliance.
- The corridor between Oxford and Cambridge had immense economic potential and it was vital that the strategic infrastructure received adequate investment in order to

realise this. In addition the strategic transport corridors which cross the Heartland area also support economic growth in the Midlands, the North and beyond.

- In addition to support for the development of East-West rail and a possible East-West Expressway, the Strategic Alliance was considering wider infrastructure issues and was actively engaged with the National Infrastructure Commission.
- The issue was raised of future-proofing the good work underway. In response, the Leader explained that governance was his key concern, and that as it was impossible to predict the future, the Strategic Alliance would continue its work and manage any changes that might occur as they arose.

The Chairman thanked the Leader and Mr Tugwell for attending the meeting. The Committee requested a further update at a future meeting.

10 COMMITTEE WORK PROGRAMME

The Committee noted the future Work Programme.

11 DATE OF THE NEXT MEETING

The next meeting will be held on Tuesday 31st May 2016 at 10am in Mezzanine Room 2, County Hall, Aylesbury. There will be a pre-meeting for Committee Members only at 9.30am.

CHAIRMAN

Buckinghamshire County Council

TEC Select Committee

Year 1 Review of TEE

19th April 2016



Buckinghamshire County Council

What was BCC Ambition for future shape?

The ambition of the One Council Board is to meet the needs of the people and businesses of Buckinghamshire by become a top performing, financially sustainable organisation.

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Key features of the Future Shape model and programme are as follows:

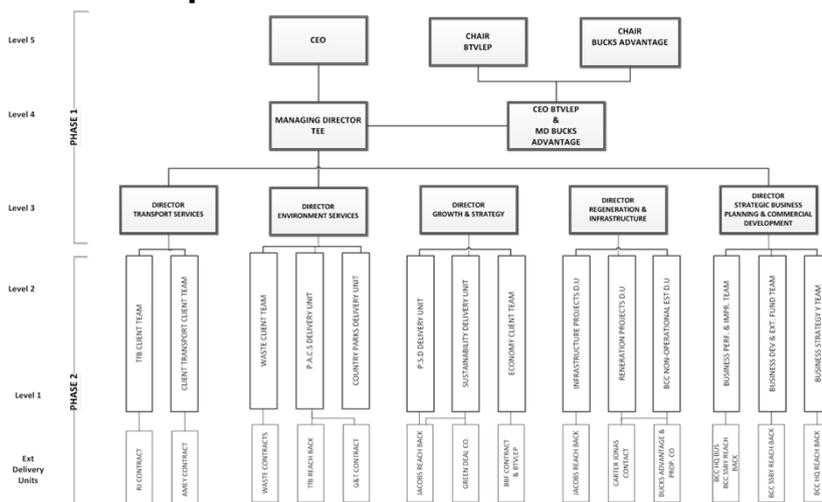
- Services will be delivered through a wide mix of models
- Financial sustainability and self-reliance
- Making best use of resources and assets
- A workforce that is lean, flexible and commercially skilled
- Members priorities are delivered through outcome based commissioning
- Residents will find it easy to do business with

What were the Future Shape design principles of TEE?

- More commercially focused
- cost focussed
- empowered to be entrepreneurial,
- innovating,
- driving down costs
- making it easier for our customers to do business with us.

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Buckinghamshire County Council TEE Operating Model: Approach As of 1st April 2015.



Cost of establishing the new TEE BU structure is c£1m more than the base revenue budget which included Future Shape saving target of £125k.

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TEE Operating Model: Our Delivery Partners



- Improvement programme
- Strengthened Client & RJ Management
- Contract delivering results – extension until 2021
- Need to drive innovation and different TOM



- Encourages sustainable business growth
- Strong business voice
- External funding & programme delivery



- Buckinghamshire Advantage acts as the operational arm of BTVLEP
- Facilitating new growth and creating investment for delivery of infrastructure



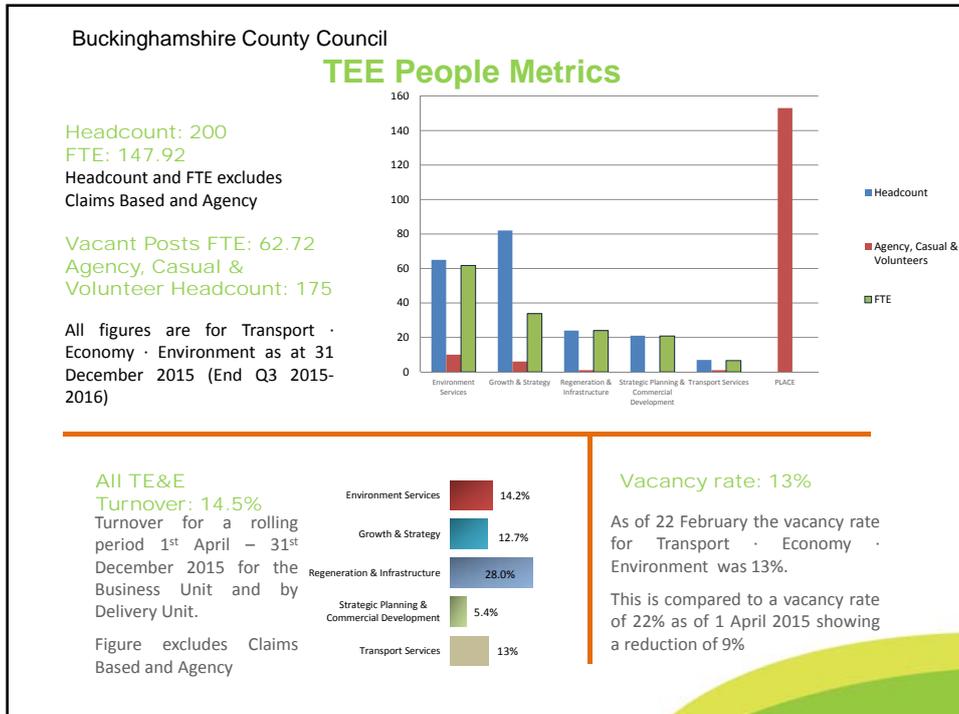
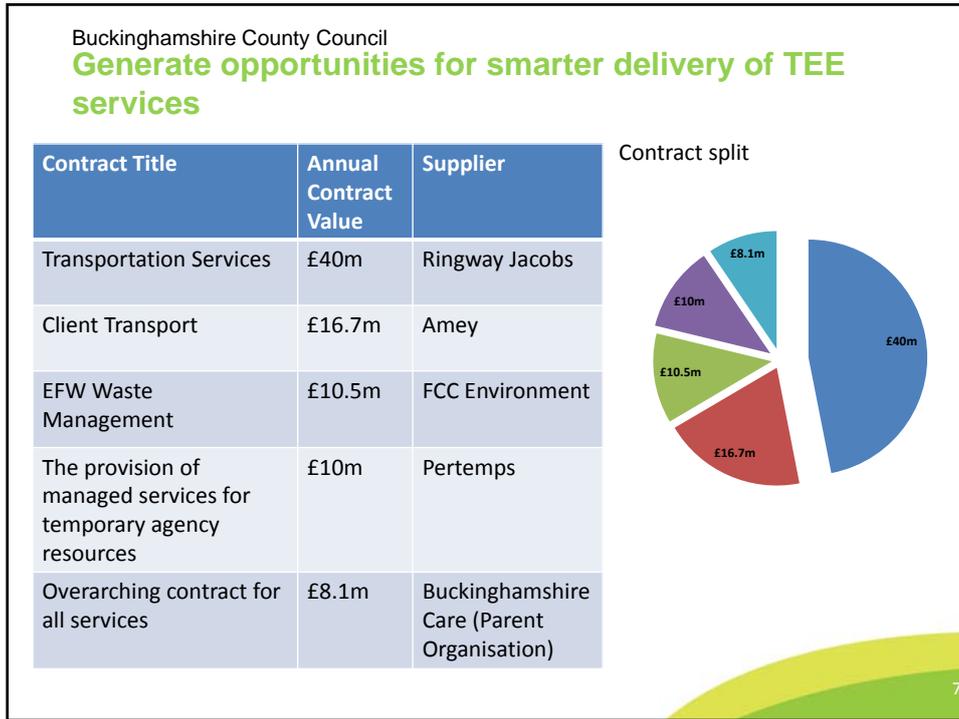
- Building and running the EfW plant & WTS's
- Delivering services at High Heavens
- Long term contract 30 Years– driving innovation and efficiencies important
- HWRC management

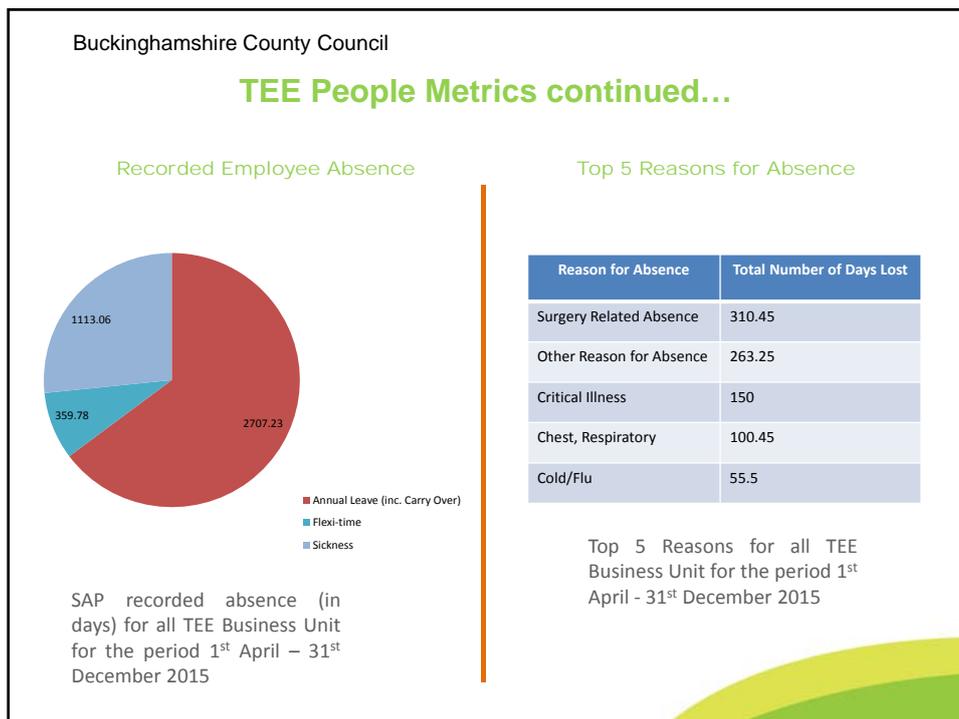
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Financial Metrics



- Total planned expenditure 15/16 = £199m
- Total income 15/16 = £45m
- By 19/20 income will be 44% of net budget
- Value of infrastructure and projects investing in excess of £2bn
 - The total value of the top 5 BCC platinum contracts is £85.2m.
 - 79% of this total contract value is managed by TEE.
 - **Our mission is to review our existing arrangements and find better ways for delivering these services i.e. new delivery models, smarter procurement/commissioning, devolution etc.**





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Business Improvement and driving commerciality

To create an efficient & effect business unit, which can adapt to meet the ongoing financial challenges.

What are we doing to address this?

- Invest to save
- Alternative delivery models (including devolution)
- Digital Services using User Centric Design Principle
- Customer journey experience
- Lean and process improvement
- Better Commissioning
- Better Contract and Supplier management
- Testing Innovation toolkit – Hackathon, ideas generation
- Better activity prioritisation

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TEE Delivery Unit Overview

**Progress on future shape
ambitions**

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TEE Operating Model: Future Shape Ambitions (1)

- **Intelligent client – driving out the best value in our supply chains by having good market insight and relationships.**
 - + strengthened TfB Client with improved market testing/benchmarking
 - + better vfm through new bio-waste contracts
 - + BBF grant reductions balanced by 'crowd funding' income strategy
- **Better customer insight – acquiring and using customer insight to drive the business and identify areas of focus and efficiency**
 - + customer journey mapping and digital investment in TfB
 - + move to greater focus on business intelligence
 - + process mapping in Highways Development Management
 - + Digital & Customer Experience Manager started

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TEE Operating Model: Future Shape Ambitions (2)

- **Being more agile – collaborating and being flexible so we can focus on the areas that we can create and take advantage of opportunities.**
 - + L&D Strategy supports greater agility in our people
 - + Country Parks Hackathon to drive innovation
 - + Growing external funding capability
- **Being more risk and commercially aware – looking for income opportunities & investment, managing costs and performance effectively and driving out efficiencies**
 - + TfB devolution of services to Town/Parish Councils
 - + Proposed divestment of G&T Sites/Services
 - + Philosophy underpinning 16/17-19/20 MTFP

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TEE Operating Model: Future Shape Ambitions (3)

- **Collaboration/working together - identifying bigger picture and working with other teams to establish wider benefits. Breaking down silos and opening up opportunities.**
 - + TEE BU Board now meeting bi-monthly
 - + HQ/TEE Links strengthening (innovation/comms & digital/commissioning)
 - + TEE/CHASC links improving (public health/devolution/new service provision)
 - + HS2 Response
 - + Devolution/LGF3 Response (across TEE/BTVLEP/Suppliers)

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Growth & Strategy



Bucks Broadband
Securing the Broadband Network of the Future



BBF Contractual Performance
Delivering Jobs and Business Growth for Buckinghamshire



Energy Reduction Programme
Roll out of LED street lights, property insulation and smart metering



Local Transport Plan 4
New plan for transport in the future



Creation of Bucks Advantage
Transforming Aylesbury Vale Advantage into Bucks Advantage



Delivering BTVLEP Projects
Making the BTVLEP Work

Strategic Alliance
Creating stronger partnerships with neighbouring authorities



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Environment Services



Flooding & Sustainable Drainage systems
Development of the flooding team to support SUDS applications



Energy from Waste Facility
Treatment of waste which produces energy



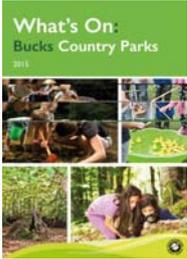
New Household Waste Recycling Centres
Providing centres for waste recycling and treatment facilities



Rights of way and Definitive map
Protecting and maintaining the network of rights of way



Highways Development control
Review of planning applications to ensure protection of the highway and safety of residents



What's On: Bucks Country Parks
2015

Development of the Country Parks
Manage the parks as an asset, increase visitors and income

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Transportation Services



Confirm

Introducing new digital management system





Contract efficiencies and strengthen client

Capital programme
Delivery of £60m roads and footway repairs



TFB Customer improvements
Delivering improved service to BCC residents



Supported Transport
creation of a Integrated Transport Unit



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Regeneration & Infrastructure



East West Rail
Securing the Transport Network of the Future



HS2 Mitigation
Ensuring we get the best for Buckinghamshire Residents



Aylesbury Eastern Link Road and Stocklake Urban Link Road
Providing Aylesbury with the transport network of the future



Cressex and Berryfields schools
Providing new schools for our children



Aylesbury Town Centre Regeneration
Transforming the centre of Aylesbury

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Strategic Business Planning & Commercial Development



Digital transformation strategy



Parish Devolution
Local Service Delivery with added value



Income generations and identifying savings
Innovation and analysis of the service

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Areas for further TEE development and key challenges.....

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Challenges: Declining finances

2013/14 Budget share by Portfolio

Portfolio	Value	Percentage
Health & Wellbeing	28065.65	58.6%
Education & Skills	21178.04	6.5%
Children's Services	4675.661	1.4%

2016/17 Budget share by Portfolio

Portfolio	Value	Percentage
Health & Wellbeing	26669	8.1%
Education & Skills	11028	3.3%
Children's Services	5998	1.8%

2019/20 Budget share by Portfolio

Portfolio	Value	Percentage
Health & Wellbeing	25186	7.5%
Education & Skills	9123	2.7%
Children's Services	6000	1.8%

- Children's Services
- Health & Wellbeing
- Community Engagement
- Education & Skills
- Leader
- Planning & Environment
- Resources
- Transportation
- Corporate Costs

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The need to develop People Strategies to support the Business Unit in achieving its objectives through it's workforce

- **Creation of the People Agenda** – to bring people at the heart of the TEE and included in strategic planning and decisions.
- **Resourcing Strategy** – to enable TEE to attract the right candidates.
- **Retention Strategy** – to retain TEE's talent.
- **Learning & Development Strategy** – to develop TEE's talent.
- **Engagement Strategy** – to achieve a high level of employee engagement.
- **Health and Wellbeing Strategy** – to create a healthy and motivated workforce

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The growth agenda and infrastructure investment



- **Rail**
 - East West Rail
 - Access to Old Oak Common / Crossrail
 - HS2/EWR Interchange
- **Strategic Highway Schemes**
 - A421 Expressway
 - M40/A404 Corridor
- **Growth Enabling Major Highway Schemes**
 - A418 East – M1/A5 – A41/M25 Link
 - A41 – Aylesbury Ring Road
- **Smart Bucks**
 - OneTransport
- **Linking to Major National Infrastructure**

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Change in senior staff....

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    graph TD
      A[Neil Gibson  
Interim Chief Executive] --> B[TBC  
Interim Managing Director  
Transport, Economy & Environment (SM2)]
      A --> C[Chair BTVLEP]
      A --> D[Chair BUCKS ADVANTAGE]
      B --> E[Martin Dickman  
Director Environment Services (SM2)]
      B --> F[Martin Tugwell  
Interim Director Growth & Strategy (SM2)]
      B --> G[Ian Bull  
Director Regeneration & Infrastructure (SM2)]
      B --> H[Gill Harding  
Director Strategic Business Planning & Commercial Development (SM2)]
      B --> I[Basil Jackson  
Interim Director Transport (SM2)]
      C -.-> J[CEO BTVLEP & MD BUCKS ADVANTAGE]
      D -.-> J
  
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Immediate BCC/TEE challenge:

- Recruit 3 x vacant business critical posts -
- 1 x BCC Chief Executive (Permanent)
- 1 x TEE Managing Director (Interim)
- 1 x Director of Transport (Permanent)

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Planning an effective and efficient business

- Building better customer insight and intelligence to create more focused services and opportunity for income

Longer term activity and resource planning beyond 4 years

Optimising partnership working

Divestment of activities

England's Economic Heartland
At the Heart of Science and Technology Innovation

Buckinghamshire
Thames Valley LOCAL ENTERPRISE PARTNERSHIP
THE ENTREPRENEURIAL HEART OF BRITAIN

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