

12 Month Progress Update: Select Committee Inquiry – Transport for Buckinghamshire (Ringway Jacobs contract)

Lead Policy Officer: Kama Wager

Date reported to Cabinet: 13th January 2014

Lead Cabinet Member for response: Mark Shaw

Lead Officer for response: Basil Jackson

Recommendation	Status	Agreed Yes/No	12 Month progress Update March 2016
<p>1: The committee request to receive updates on the implementation of the following recent/current reviews around TfB operation and perception:</p> <ul style="list-style-type: none"> • Quarterly updates on all actions within the external consultant review of TfB and its implementation plan, commencing in February 2014 • Quarterly updates on the internal BCC Communications and Customer Focus review, commencing in February 2014 • An update on the implementation of the new role for Local Area Technicians in February 2014 with an additional 6 month update on progress. 	Complete	Agreed in part	<p>The transformation of the service has continued throughout 2016. These continue to be targeted at enhancing and improving customer focus and communication.</p> <p>The following provides an overview of progress across the work streams. More detailed information is given against each of the other 11 recommendations where appropriate.</p> <p>Re-organisation - The re-organisation of TfB is complete. The recruitment of vacancies is now a matter of business as usual. Further changes are being considered, as part of the MTFP process and will only affect localised areas of the service.</p> <p>Customer Journey – This area has moved on significantly since the last report, as the Council is moving all customer tools onto its own platform. This will include the replace of the Report-It App as well as rationalised web-pages. Interfaces are being built with Confirm to provide real-time visibility of TfB staff of compliance with agreed service levels.</p> <p>Contract Review – The original contract review has been concluded with the appropriate changes now formalised. A further review is being undertaken which will be fed through the strengthened contract governance process.</p> <p>The 3rd Party commissioning process has been refined and additional resources recruited. This has improved the credibility and confidence of delivery, and is now providing better support to the TEE teams.</p> <p>The Contract Performance Indicators (CPIs) have been reviewed by both BCC and TfB. Further work is required to move towards forward looking outcomes in addition to compliance.</p> <p>Outstanding historical TfB commercial matters have been largely resolved, and agreed contract clarifications / changes made.</p> <p>Information Flow – Confirm has now fully replaced Symology, 4G enable tablets have been deployed and a new workflow software implemented. Work continues on addressing legacy behaviours and practices, which are has become more visible through service dashboards. The next focus is on asset data, which has been identified as a general target for all TfB staff.</p> <p>Culture Change – the cultural change programme has continued throughout 2015, at all levels. Improvements have been made at all levels through joint workshops, staff conferences and other resident focused events. The main focus is now on front line operatives, with an emphasis on quality.</p> <p>VMF/Efficiency – The benchmarking process is now a matter of business and usual. The emphasis is now focused on making better use of the report, and includes wider inclusion from other similar highway authorities.</p> <p>Policy & Strategy – All highway related BCC policies have been reviewed jointly with TfB and published. .</p>

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2: We recommend that the service ensure effective long-term planning (a 4 year plan which fits with the Council's Medium term plan and budget proposals) to guide the annual planning activity, with particular emphasis on efficiencies, value for money and longer term development of the transport network. The Environment, Transport and Locality Services Select Committee should receive a written update on any forthcoming long-term plans.	Complete	Agreed	The four year plan has been presented to the Strategic Board and is focused on the MTFP requirements. These have been incorporated into the 2016/17 annual plan, and governance structures are in place to move key service improvements / changes forward.
3: We recommend that all future KPIs evolve to place greater emphasis on long-term outcomes and improvements and that future setting/amending of KPIs be subject to wider Member involvement to inform the decision making process of the Strategic Management Board. The Cabinet Member should put forward options for this by February 2014 for the Environment, Transport and Locality Services Committee to comment on and agree.	Complete	Agreed in part	The original Key Performance Indicators (KPIs) have been aligned to Alliance Performance Indicators (API's) and Contract Performance Indicators (CPI's). These align with the Council's corporate objectives. A further review was conducted in March 2016, and an action plan is being finalised to include forward looking outcome based indicators. Performance is reviewed at every level of service governance.
4: We recommend that KPI figures and values need to be properly audited on an annual basis, for example through internal audit or the client team, in order to ensure that the decision making around payments and extensions is robust. A written report of the findings should go to the Strategic Management Board and also monitored by this select committee.	Complete	Agreed in part	Joint audits by BCC & TfB are being undertaken throughout the year and annual basis. Enhanced client resources are undertaking a robust and detailed check and challenge to the achievement of performance targets to ensure figures and results.
5: We recommend that the Cabinet Member for Planning and Transport retains a Member-led system for road maintenance but: <ul style="list-style-type: none"> • reviews the definition of Member-led currently used in the context of prioritising road maintenance to allow for greater flexibility in the approach and, • examines the proportion of budget allocated between local member priorities, and a countywide strategic management approach. <p>We request that the Cabinet Member commission a report on this topic, referencing national practice, and further options for road maintenance prioritising.</p>	Complete	Agreed in part	<p>The continued engagement of Members in the review of the capital maintenance schemes is crucial to the understanding the local priorities and thereby the success of this programme. This approach was again adopted for the 2016/17 programme.</p> <p>TfB have adopted a sustainable formalised whole asset management approach in the determination of schemes, and these are being shared positively with Members through the 1-2-1 process.</p>
6: We recommend that at least two BCC elected Members are re-appointed to the Strategic Management Board (or an alternative Member involvement option) in order to strengthen democratic representation, as recommended by the 2011 TfB scrutiny review.	Complete	Agreed in part	Both the Cabinet Member and his deputy are formal members of the contracts Strategic Board.
7: We recommend that the Strategic Client function should be sufficiently resourced to ensure the necessary client capacity and in-house skills are in place so that the client can effectively manage the contract and provide robust check and challenge of delivery.	Partially Complete	Agreed – subject to resources	<p>The new organisational structure for the Client is largely complete. While all permanent appointments have still to be made, the client team is fully resourced. The Client structure is now:</p> <p>Director of Transport Services – Basil Jackson (Interim) Head of Highways – Stewart Corbett (Interim) Operations Manager – Jayne Dando (Permanent) Quality Manager – Paul Turney (Permanent) Compliance Manager – Raj Rajkumar (Interim)</p>

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8: We recommend that the TfB report for the Strategic Management Board on the approval of the yearly contract extensions be circulated to the Environment, Transport and Locality Service Select Committee in order to inform the decision making process of the Strategic Management Board on the approval of contract extensions.	Not agreed	Not Agreed	The issue of contract extensions is no longer automatic and now requires the approval of the Strategic Board. No further action is envisaged
9: We recommend that a schedule of areas for financial benchmarking against other Local Authorities be agreed between TfB and the Strategic Client. This should be reviewed annually by the Strategic Management Board to provide clarity over benchmarking activity to ensure contract compliance and value for money.	Partially complete	Agreed	Benchmarking reports of Ringway Jacobs' contracts are being issued on a regular basis, as commercial in confidence. BCC's recent inclusion in the East Midlands Highways Alliance will enable high level benchmarking with other similar highway authorities. This may require changes to the detail within the current report. The benchmarking document however provides a useful indicator of areas for exploration for potential operational improvement and future efficiency and will continue to be improved.
10: We recommend that an external value for money review be undertaken (over the first half of 2014) to ensure and satisfy the client (BCC) that it is getting best value for money from the contract for elected Members and the residents of Buckinghamshire and that the committee receive a briefing on the findings of this review.	Complete	Agreed	Formal market testing of conventional surfacing works has been undertaken as part of the 2015/16. Three discrete packages of work were issued for competitive tender. One was awarded to Tarmac the other two to Eurovia. Value for Money to the Council has been reasonably demonstrated by reference to the requirements of the contract and by comparison between the different procurement models. Further discussion is required to verify risk sharing / incentive management.
11: We recommend that the contractual obligation for a year -on -year 3% efficiency saving should be reviewed to allow for greater opportunity for cumulative and sustainable efficiency savings over a number of years. Alternative options should be drawn up by the Cabinet Member by the end of the 2013/14 financial year.	Partially complete	Agreed	The contract provisions in relation to the 3% efficiency saving is being included in the wider contract review. Any changes will be agreed with the Strategic Board prior to any formal change being issued.
12: We recommend that all learning points from the TfB arrangement to date are used to inform future operation of the Council as it moves to become a commissioning/contracting organisation, in particular: 1) securing providers who are able to work in a democratic environment, 2) securing providers who can set out how they will meet strategic longer-term outcomes sought by the client, and 3) the need for a high-level contract management prepared to use contract clauses to meet requirements.	Complete	Agreed	The learning achieved from this process has been fed back into the Council and will assist the authorities "Future Shape" programme.