



Business Plan 2011/2012



integrated expertise

Delivering the
Transport for Buckinghamshire
Contract

Transport for Buckinghamshire



Dear all

I am pleased to introduce your second annual business plan. We have come a long way together in the last year and much has been achieved.

We are structuring our business through the EFQM benchmarking model and had our first audit at the end of 2010. The score we achieved was 367 out of 1000, which is exceptional as a first result.



Ringway Jacobs are also very proud to have been awarded our first one year extension to the eight year contract. The way in which we have run the business means that we have successfully delivered on the contract KPIs and this achievement is in no small part down to your hard work and the partnerships we have developed together.

Your business plan provides you with details on the management structures, decision making hierarchy and areas of work activity by team. Most importantly I have looked at the issues raised through the Critical Friend meetings, EFQM interviews and outcomes of the viewpoint survey and this business plan forms the plan of action to address your suggestions and concerns. You will also see that many strengths have been highlighted by the assessors which are also included to show you just how much we have achieved in the last year.

Current economic conditions and the changes introduced by the coalition Government have significantly affected the way we plan, manage and focus our transport services. Whilst we have a reduced revenue budget we will see a significant increase in our capital budget for the coming year and this in itself brings significant challenges but resources will be mobilised to ensure that we do deliver. We must now consider new ways of delivering transport improvements and in some cases reducing or withdrawing services. This year we will begin working through the LTP3 which is the focus of our strategy to 2016 and beyond.

Our business will continue to develop, change and grow but with your continued dedication we can go from strength to strength as a leading transport authority. We will be moving from our current IMS to a new and improved BMS (Business Management System) during the year which is structured to comply with ISO 9001, ISO 14001 and OHSAS 18001 ensuring we work to recognised standards of Safety Environmental and Quality Management.

Here's to another successful year where we will be working to a slightly amended and improved structure but all working with the same goal of excellent service delivery in an ever changing economy with all the challenges this brings.



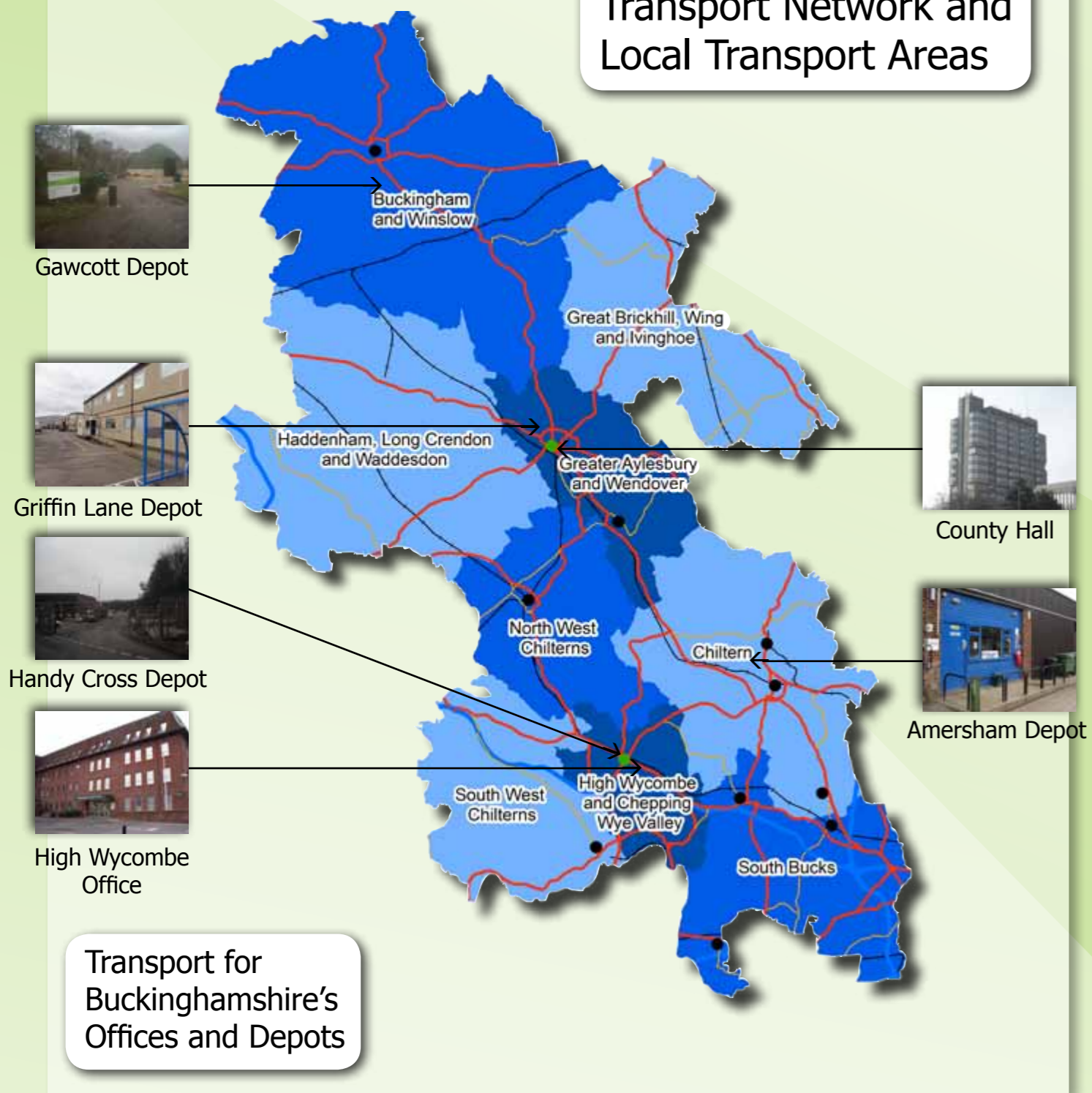
Mark Rowe
Alliance Service Leader

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Buckinghamshire's Transport Network and Local Transport Areas



To address transport issues at a local level, nine Local Transport Area strategies have been developed through LTP 3 moving away from the 19 locality areas previously identified. Key challenges for each LTA have been identified through engagement with local representatives, customer satisfaction surveys and technical evidence.

The Service Information Centre (SIC), TfB's one stop shop for everything transport related will mirror these LTAs and hold information relevant, both area by area and county wide.

Our Vision

Our Vision, Values and Objectives show our commitment to bring excellence in managing, maintaining and improving Buckinghamshire's transport network.

Our Values

Innovation

Integrity

Teamwork

Our Vision
 To make Buckinghamshire a more successful, healthy and safe place to live, work and visit. Maintaining and enhancing the excellent environment, whilst ensuring that businesses thrive and grow the county's economy

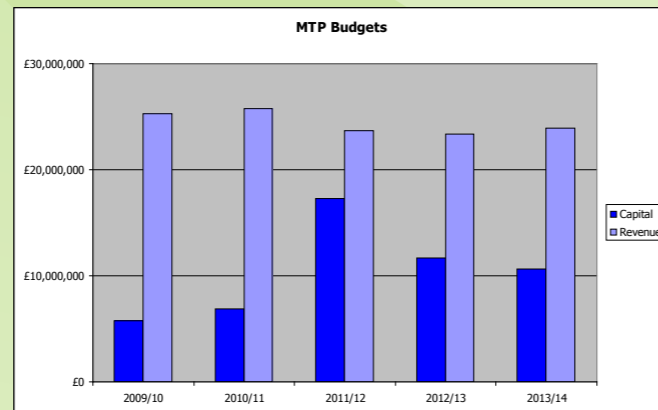
- Our Key Objectives**
1. Deliver exceptional service and value to our clients
 2. Look after and develop the potential of our people
 3. Reduce our environmental impact and add value to the communities in which we work
 4. Treat safety of our staff and road users as a key priority
 5. Deliver sustained shareholder value

Objectives

Our challenge is to deliver and achieve our objectives in order to maintain the highest service to customers and staff alike.

Funding

The graph below shows the Medium Term Plan budget and historic spend.



1. Deliver exceptional service and value to our clients

- Achieve all Service Performance Indicator targets.
- Manage customer expectations.
- Proactively manage and deliver the business plans to budget and programme.
- Actively deliver efficiency savings.
- Complete all corrective actions to enable ongoing business improvement.

2. Look after and develop the potential of our people

- Ensure Roles and Responsibilities are prepared and reviewed annually for all posts with a clear organisational structure.
- Ensure annual appraisals are undertaken consistently with six monthly reviews.
- Develop and deliver an annual training plan that caters for individual team needs and strategic business needs.
- Improve the general working environment in offices and depots by deploying new ways of working and developing depot facilities to meet staff needs.
- Improve business resilience through development and deployment of succession planning strategies.

3. Reduce our environmental impact and add value to the communities in which we work

- Develop a carbon reduction plan for the Alliance and set targets to measure delivery.
- Develop and deploy environmental plans for all schemes including noise, air quality and water run off.
- Encourage and support staff to travel sustainably to and from work.
- Promote and support staff to volunteer in community projects.
- Minimise disruption to road users through planning and delivering effective works on the network.

4. Treat the safety of our staff and road users as a key priority

- Aim for zero target for RIDDORs and LTIFRs each year.
- Teams to have a comprehensive understanding of CDM procedures.
- Improve visibility of senior management through each manager conducting at least one planned depot/site visits per quarter.
- Improve health and safety culture in the organisation through the introduction of a behavioural safety programme for the Alliance.
- Ensure the Alliance and its supply chain conforms to Alliance policies and practices.

5. Deliver sustained shareholder value

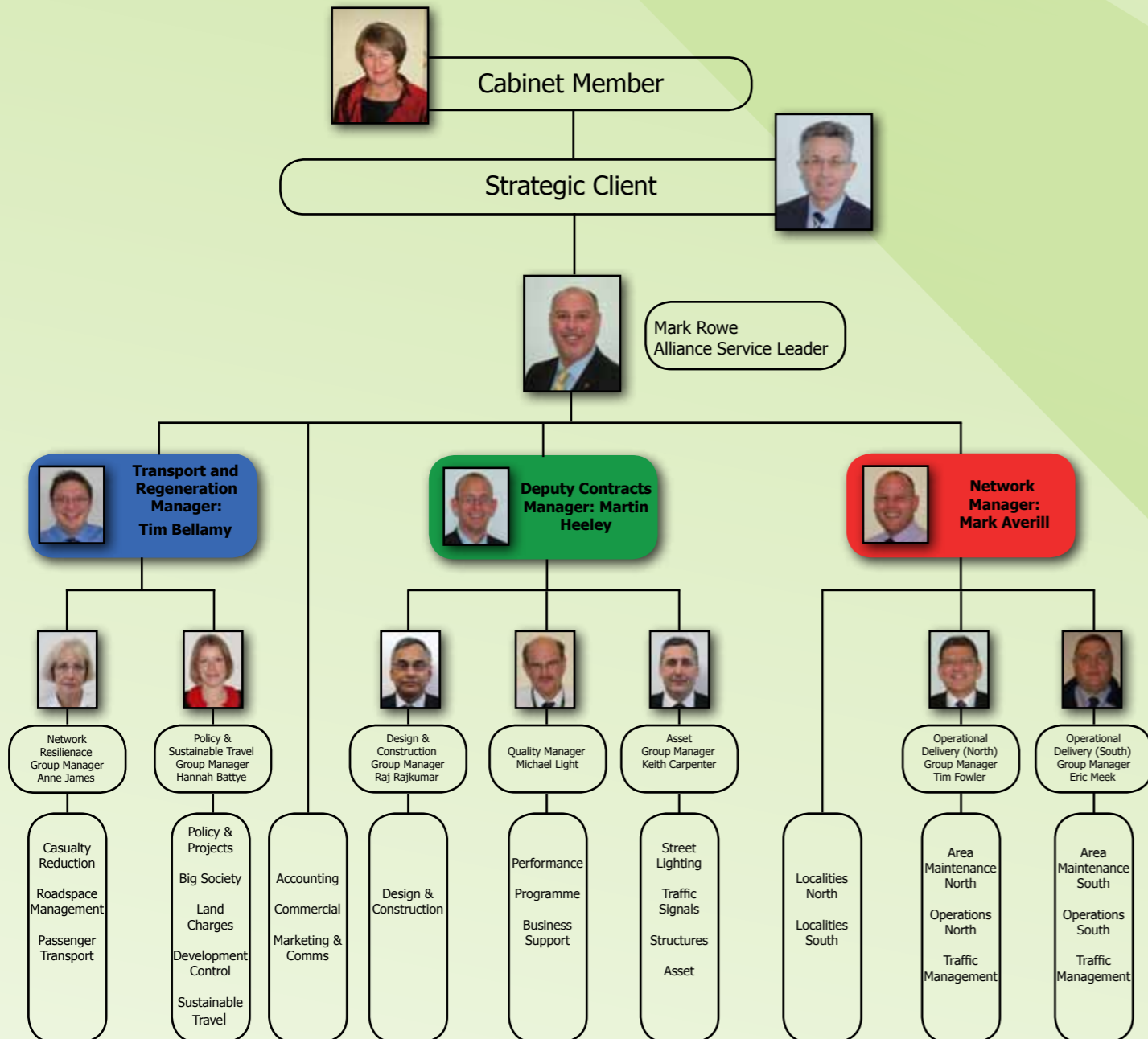
- Deploy an organisational wide Business Management System.
- Accurate and timely reporting of the financial position of projects and overall contract monitored through TRANstat.
- Develop and deploy a clear supply chain and procurement strategy appropriate for Buckinghamshire.
- Proactively engage with and manage supply chain relationships that drive performance and efficiency improvements for the benefit of all stakeholders.
- Seek wider opportunities through the Alliance contract to balance work flow by managing peaks and troughs.

EFQM

TfB is using the European Foundation for Quality Management (EFQM) benchmarking programme which measures results in the following categories: Leadership, People, Strategy, Partnerships & Resources and Processes, Products & Services. The EFQM Model is a practical tool to help establish systems to reach excellence in each of these categories and will help us achieve our objectives. A full EFQM action plan can be found on the Business Management System under 'Strategy & Direction'.

Leadership

For the success of the Alliance it is essential that Senior Managers are role models who live our values, shape the future, make a difference and run the business.



Leadership

The success of the Alliance depends on strong leadership and **strengths** have been identified within the management structure.

- Leaders have promoted a culture of openness.
- Much effort has already been committed to improving delivery and this has been seen as a success by the Client, making a positive comparison to the previous contract.
- A number of leaders clearly articulated the desire to combine the best of the public and private sectors within the Alliance.
- People are all clearly working hard and doing their best, which suggests they have been energised and inspired by the leadership being given, and by the three key Leaders.
- There are many examples of good, open communications, and people speak of the leaders being approachable, with an open door policy.



The **challenges** facing leadership in 2011/12 are:

Challenge

Greater commitment is required to encourage respect and understanding of the different organisations working together as one Alliance. More clarity over the leadership is required.

Action

Communication over leadership hierarchy/structure will continue via business plan and contract update. Forums for discussion over combining private/public sector approaches and developing a single culture will be arranged.

Challenge

Staff have concerns over contradicting or raising issues when client is present.

Action

Senior managers to reinforce the culture of open discussion and encourage feedback through the management reporting structure and staff forums.

Challenge

A consistent behaviour should be displayed by all leaders.



Action

Leadership issues and appropriate training needs will be identified through appraisals. Leadership values will be cascaded via appraisals, team meetings and through the Business Plan.

Challenge

A better understanding of stakeholders and their priorities must be sought.



Action

This will be addressed through the development of a stakeholder action plan.

Challenge

Ongoing change is part of the current economic climate and change management must be handled sensitively.



Action

All transformation type projects that impact staff are/will be managed through the change management process.

People

Staff are recognised as being Tfb's **strongest** asset, which is a major contribution to the success of the Alliance.

- Leaders clearly recognise the effort that people put in to the organisation, and state this in meetings with staff.
- There are many examples of good, open communications.
- Critical Friend sessions have been used to gather feedback from employees and an annual staff survey, 'Viewpoint', is carried out.
- There is an impressive structure of key meetings which form the process for cascading information and reviewing performance e.g. Finance Clinic; Team Leaders Forum; TRANstat; Organisational Management Team.
- Staff have clear roles and responsibilities for their job that are written down, and have been reviewed and updated.

Some ongoing **challenges** remain.

Challenge

Inconsistent approach to carrying out both BCC and RJ appraisals.



Action

Training will be provided for all relevant staff on how to undertake appraisals. Completion of appraisals will be centrally monitored.

Challenge

There does not appear to be a new employee induction process universally applied.



Action

Induction packs will be rolled out in Summer 2011.

Challenge

Some skills gaps have been identified resulting in the requirement for external short term help.



Action

Appraisals will identify current strengths and skills gaps with a training matrix developed for all teams.

Challenge

Inter team relationships need to be developed to ensure roles and responsibilities are understood.



Action

Presentation of team roles will be undertaken at Team Leaders Forum and included in the Contract Update.





Challenge

Ensuring that all staff feel able to communicate openly.



Action

Leadership values are being developed to encourage more open communication. The new Business Management System will include a 'report it' section for ideas/suggestions and feedback.

Strategy

There are a number of key **strengths** highlighted in TfB's business strategy that will ensure delivery of the Council's Corporate Plan objectives and the TfB Service Plan.

- There is an impressive Business Plan in existence, which has been used to communicate the direction BCC wanted to take in creating the Alliance.
- There are business plans for each service area; the process for producing these was felt to be very useful and valuable by people.
- The Alliance has been restructured in order to maintain the overall strategic priorities.
- There is an impressive array of KPIs and statistics which are produced and reviewed in TRANstat and other strategic meetings. The Finance meetings bring performance reviews monthly to this critical area.
- Following feedback through the Critical Friend sessions an 'Alliance Contract Update' was produced to explain a lot more about the structure and the people in the Alliance.

There are a number of **challenges** to be addressed.

Challenge

All staff to understand the importance of Health, Safety and Environment (HSE).



Action

The importance of HSE will be reinforced through the management reporting structure contained within this business plan. All meetings to contain HSE as a standard agenda item.

Challenge

A greater level of two way dialogue between staff and line management is required.



Action

Meetings will take place in accordance with the management reporting structure contained within this business plan enabling appropriate two way dialogue with all staff.

Challenge

Ensuring staff can contribute to the way in which work is carried out on the ground.



Action

Process to ensure operational staff engagement will be formalised on the completion of the ongoing operational review.

Challenge

Capturing all staff time is important for managing the business. Not all work is chargeable to specific projects.



Action

A team leaders' briefing will be given to improve understanding of the process.

Challenge

Elected members have not been surveyed since 2007.



Action

Members were consulted through LTP3 and will continue to be consulted with through the Strategic Client, LAFs and public consultations. In addition a members satisfaction survey will be completed on an annual basis.

Challenge

It is felt that public surveys are not accurately reflecting the views of relevant users of the TfB service, e.g public transport users.



Action

We will continue to carry out the annual transportation survey in addition to surveys through the Local Area Forums and Service Information Centre. We will undertake specific campaigns to manage the public expectation.

Partnerships & Resources

Challenge

How to manage stakeholder expectations while delivering a more efficient and effective service.



Action

Individual business plans have been developed to deliver business priorities. The communication plan is being developed to support these and manage customer expectations.

Challenge

Empowerment of staff is essential to deliver all the aspirations in the Business Plan.



Action

Roles and responsibilities will be developed for all members of staff. Management reporting structure will encourage a greater level of empowerment.

Challenge

There is confusion amongst staff over Alliance leadership.



Action

Communication over leadership hierarchy/structure will continue via Business Plan and Contract Update.

Challenge

The necessity for holding all meetings needs to be reviewed.



Action

Management reporting structure clarified within this business plan. The chairs will consider the effectiveness of each meeting.

TfB has developed some **strong partnerships** and learned much from its first two years as an alliance.

- There is clear evidence the performance of sub-contractors is monitored and managed – examples include suspension from the approved list where standards had fallen below expectations.
- The Vinci Purchasing Club is used to ensure the Alliance benefits from nationally negotiated deals, which includes plant hire arrangements.
- Strategic meetings have been put in place for reviewing performance e.g. Finance Clinic; Team Leaders Forum; TRANstat; OMT etc.
- Leaders clearly recognise the need to ensure managers own the finance numbers in order to monitor progress and to identify and solve problems in the financial processes, as well as in the activities they describe.
- The Strategic Client now believes the financial information provided is just becoming reliable after a period of significant effort to ensure reliable data capture.
- In order to maximise the effectiveness of winter maintenance and to minimise emissions of CO₂, new vehicles have been purchased and pre-wetted salt is now used when appropriate.
- The Service Information Centre uses information technology to add real value to key TfB stakeholders. It is an excellent example of how technology can assist TfB's strategy, where public information and perception is critical.
- The MD of Ringway Jacobs is undertaking a series of workshops with operational personnel to improve service delivery.
- The TRANstat process ensures leaders at every level are properly informed, which enables team members to have a better understanding and ensures management of the service based on fact.
- The Finance meetings are an important discipline to share critical performance information.



There are still a number of **challenges** to consider.

Processes, Products & Services

Challenge

The Commercial section requires a robust team with established procurement/buying functions and clear processes with supply chain. Regular supply chain reviews have yet to be established.



Action

Commercial team being developed. 360 degree feedback with subcontractors and suppliers will be carried out in 2011/12.

Challenge

Systems and processes are not always understood and therefore fully utilised.



Action

The new Business Management System will be rolled out with training for all users. Systems to be reviewed by respective owners with further support & training put in place.

Challenge

The Alliance is still very new and needs to learn from others and develop as an organisation



Action

Engage with other contracts such as BEAR, Worcestershire and Kent to share best practice.

Challenge

There is no formal process for managing Insurance Claims.



Action

A new insurance process will be rolled out. An insurance manager post has been identified through the current re-organisation.

Challenge

The amount of money that requires approval for requisitions is seen to be too low.



Action

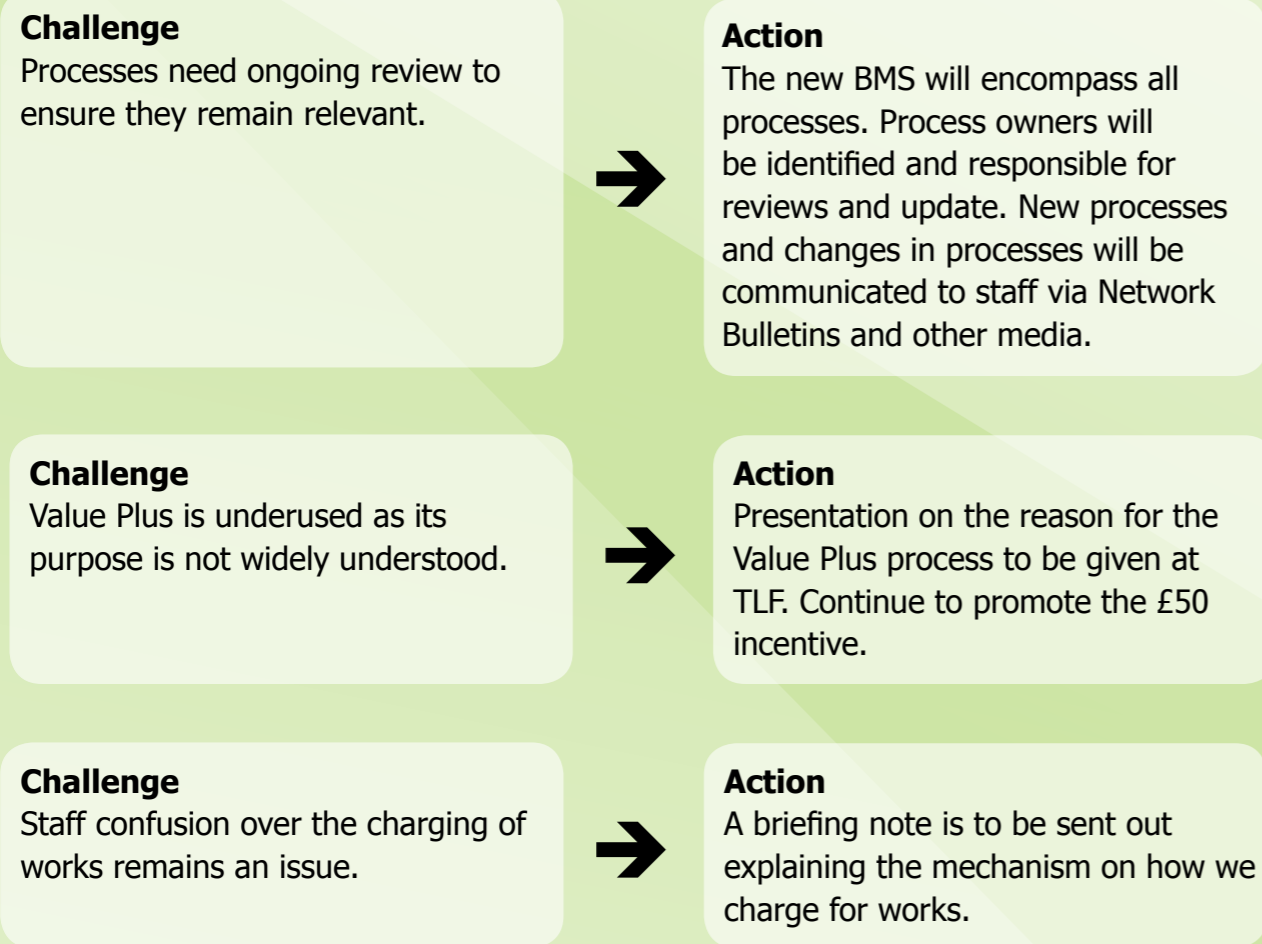
The requisition process is being reviewed through the transformation team and the new process will be communicated once complete.

A good deal of **progress** has been made on the way processes continue to be developed.

- There is a really strong commitment to co-operate, be flexible and professionally, as well as amicably, work together at senior levels in the Alliance and Strategic Client. In addition the contribution through involvement and commitment from the elected Cabinet Member is by far the strongest seen anywhere in a UK authority.
- The fully committed engagement with the Cabinet Member and members of the Strategic Client makes it much easier to ensure both in the short and long term that the needs of the Client and their customers are clear.
- The Local Area Forums and the relationships between the LATS and Parishes demonstrate mature and effective communication arrangements with important customer groups.
- The Service Information Centre gives live information to customers via the web. It won the Highways Magazine Excellence Award for Most Innovation Local Authority Project 2010.
- Feedback from the Client shows a good degree of satisfaction with many aspects of service delivery, and comments of praise and thanks have been passed back to gangs.
- During and since mobilisation much work has been directed to establishing effective processes, including reviewing, learning and improving them.
- The maintenance of bridges has been taken in house, and there is a clear sense of ownership by the team, and pride in delivering a good service at a lower cost than the previous arrangements.



There are some **challenges** still that need to be reviewed.



Responsibilities

Val Letheren
Cabinet Member



Responsible for:

Acting as the political face of TfB. Making all key and non-key decisions within the Transport Portfolio. Val holds regular meetings with the Senior Management Team to keep informed of the key issues occurring across the service. She also holds regular meetings with David Shakespeare (Leader of the Council) to exchange discussions on any upcoming decisions.

Jim Stevens and
the Strategic Client



Responsible for:

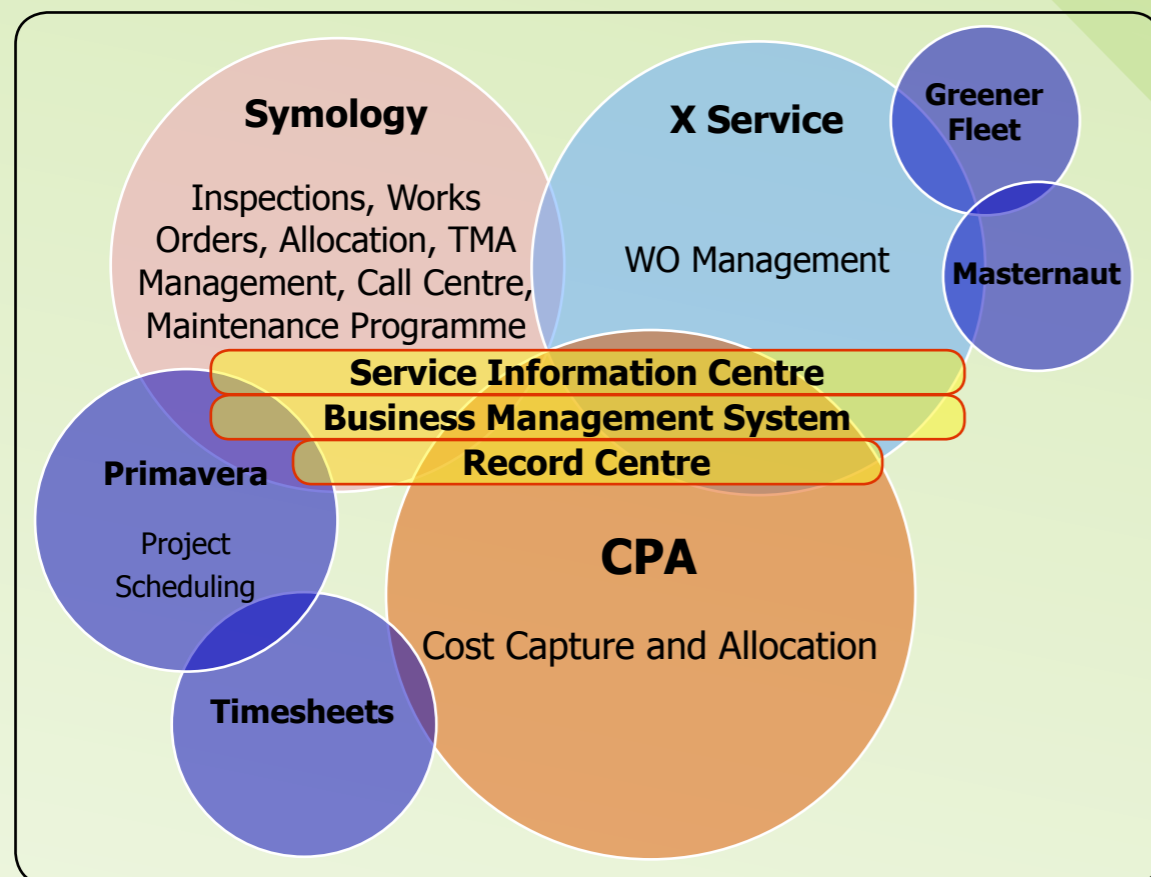
Ensuring the private sector partners deliver value for money and achieve the performance requirements of the Council as the commissioning authority. The Strategic Client is headed up by Head of Transport, Jim Stevens who is responsible for transport strategy and policy and accountable for all transport services.

Mark Rowe and
the Alliance

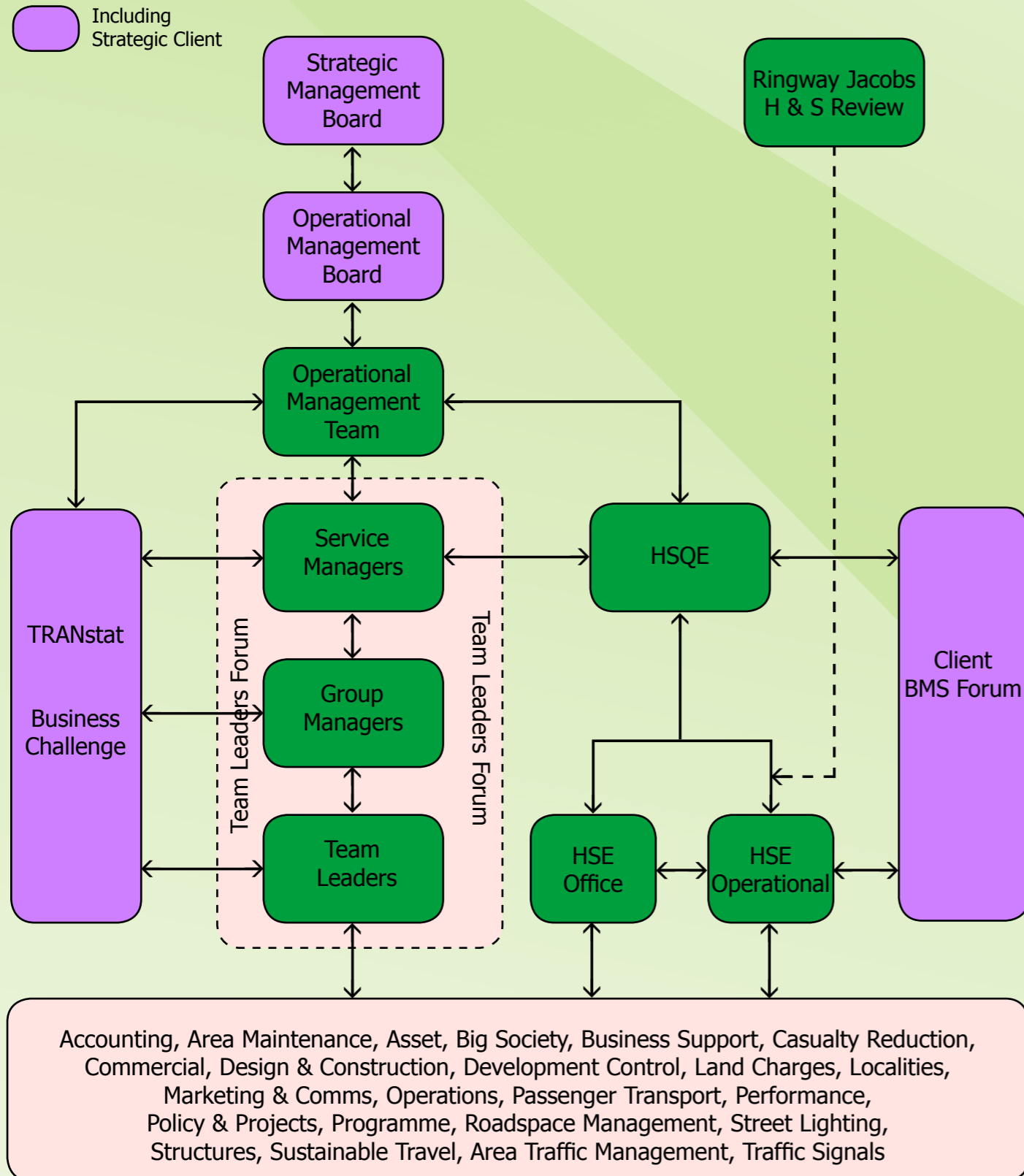


Responsible for:

The delivery of transport services across Buckinghamshire within the agreed budgets and programme. Achieving contract and other targets and cost savings set out by the Strategic Client whilst managing quality, risk health, safety, environment and the welfare of all staff.



It is essential for any well run business striving towards excellence to have a clear line of management and a visible route for the cascade of information, knowledge and concerns.



The meetings in the structure opposite all achieve specific outcomes, the purposes of which are detailed below.



Strategic Management Board

Purpose:-

- Strategic planning
- Reviewing and assessing the Alliance’s overall performance in delivering the services.
- Reviewing and approving the composition of the three year plan and the annual plan.
- Agreeing the service budget to be included in the medium term plan.

Operational Management Board

Purpose:-

- Monitors and reviews the performance of the Alliance in the delivery of the services, in particular the performance of the Alliance against the Key Performance Indicators and the progress of tasks.
- Makes observations and recommendations regarding the operational performance of the Alliance and the ways in which performance needs to, or might, be improved.

Operational Management Team

Purpose:-

- Monitors and reviews the performance in the delivery of its Transport & Regeneration, Design & Construction, Business and Network services.
- Makes recommendations and observations regarding the operational performance of the Transport & Regeneration, Design & Construction, Business and Network services and the ways in which performance needs to, or might, be improved.

TRANstat

Purpose:-

- Monitors, reviews and challenges the performance of the individual teams in the delivery of the services across all aspects of the business including operational, financial, performance, risk, audit and programme.

Delivery

Service Managers'/Group Managers'/Team Leaders' meeting

Purpose:-

- Monitors and reviews the performance of its Group/Teams/Staff in the delivery of the services against the Business Plan(s).

TfB HSQE

Purpose:-

- To review the effectiveness of measures taken to ensure the health and safety at work for all employees across the TfB Contract.
- To review the effectiveness of measures taken to ensure the Alliance protects the environment in which it works.
- To review the effectiveness of measures taken to ensure quality of service

Operational HSE

Purpose:-

- To review the effectiveness of measures taken to ensure the health and safety at work of site and depot based employees.
- To review the effectiveness of measures taken to ensure the Alliance protects the environment in which it works for site and depot based employees.

Office HSE

Purpose:-

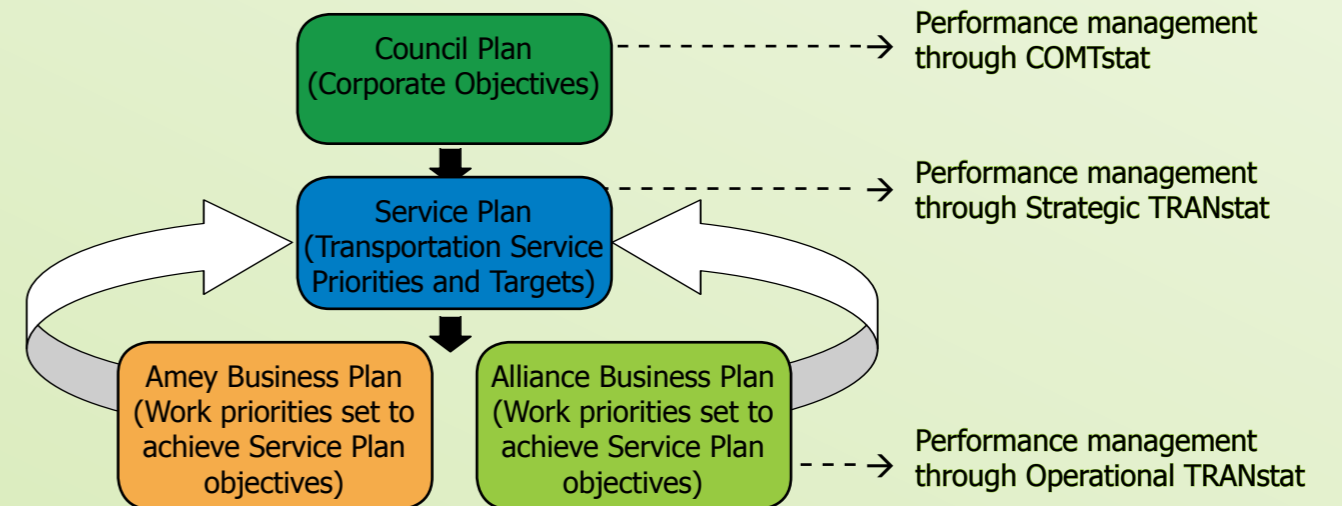
- To review the effectiveness of measures taken to ensure the health and safety at work of office based employees.
- To review the effectiveness of measures taken to ensure the Alliance protects the environment in which it works for office based employees.

Client BMS Forum

Purpose:-

- A Client Forum with Trade Union and staff representatives to discuss Environment, Quality and Health & Safety issues.

Business Plan Hierarchy



This Business Plan for the Alliance has set out how it will manage business within TfB. This is supported by twenty one individual activity Business Plans developed by teams within the Alliance which are aligned to the Transportation Service Plan and the County Council Corporate Plan objectives. In addition we will be bidding for Regional Growth funding and grants through the Local Sustainable Transport Fund.

These individual activity plans have been developed to allow the allocation of the yearly Transportation Budget, but also looks ahead at the short, medium and long term visions and apriations. The budgets held within the business plans show the significant increase in capital funding which will enable us to tackle the maintenance backlog and start on delivery of LP3 objectives.

These individual plans can be found on the Business Management Sysytem under 'Strategy & Direction'.



Results

People Results

People are essential to the success of the TfB Alliance service delivery.

Some key achievements include:

Over 75% of operatives have gone through the CSCS programme

Over 30 staff have undertaken Construction Design Management training.

Sam Radbourne joined TfB as part of the graduate programme, working within the Design & Construction Team in August 09 and benefitted from the great support network that the scheme offers as well as gaining experience to develop her career.

Courtney Tester has been on work experience with TfB since December 2010. She has gained a vast amount of administration experience working across the service in County Hall and particularly benefited from learning new ICT skills.

Celebrating success is a regular agenda item at the monthly Team Leader Forum, which is the opportunity to share the good work and successes of TfB staff. Exceptional successes are celebrated at lunches hosted by the Chief Officer.

The 2011 organisational structure will utilise peoples' expertise, skills and abilities, empowering them to reach their full potential.

Society Results

Transport affects everyone and the TfB brand has become widely recognised and respected by the people of Buckinghamshire and also nationally as an innovative alliance.

Some key achievements include:

The Service Information Centre (SIC) is providing an easy, straightforward one stop shop for all things transport related. From the launch in June 2010, the SIC has seen rising numbers of visitors, hitting its peak of 135,495 in December 2010. The SIC won a Highways Magazine Excellence award for innovation in October 2010.



In December 2010 staff supported Operation Christmas Child, donating toys, toiletries, stationery and sweets to be sent to underprivileged children overseas. 134 boxes were filled by TfB staff donations and shipped out to Montenegro in time for Christmas.

Customer compliments

We receive many compliments from members of the public and Councillors about work we have completed and where our staff have exceeded expectations. A selection is detailed below.

"Happy Christmas to you too and a well done for how great the Highways team have gritted the main roads. It has been brilliant."

Of the gritter tracking on the SIC - "@tfbalerts this is brilliant! Tracked gritter up hill to Prestwood, then looked out of window as he went past! Ace!"

"The pipe work has been completed and would just like to express my thanks and appreciation to you and the team of workers for doing such a brilliant job, already its making such a difference."

"I would just like to pass the Council's thanks for filling in the potholes in Curzon Avenue this week, there were numerous potholes of varying sizes and the effort made to fill them has been appreciated."

Critical Friend Feedback

"Whilst there are issues to be addressed I do believe you have achieved a good step forward to the extent that your alliance with Ringway Jacobs is performing better than other contracts I see around the country which, bearing in mind the radical changes you have made, does both parties great credit"

2011/12 will see TfB continuing to support staff with voluntary work and further investing in the community by embracing the Government's Big Society initiative.

Key Results

Each area of the service has developed a robust business plan with Key Performance Indicators which drive the business forward to achieve its results. A number of key results are shown below.

Indicator description	2010/11 Target	2010 /11 result to Feb	2009 /10 result
Number of Works Orders started and finishing on time	85% - 90%	TBA	94%
TMA Noticing Compliance	85% - 90%	83.62%	73.27%
Satisfaction with highway maintenance	-8 - -4	-15.23	-14.7
% Principal roads where structural maintenance should be considered	7.5%	7	7
% Non-principal classified roads where structural maintenance should be considered	9.5%	10	10
% Unclassified Roads requiring structural maintenance	14%	TBA	13
% footways requiring structural maintenance (BV187)	29%	29%	35%
Bus services running on time	79% - 83%	81.9%	79.22%
Local bus passenger journeys originating in the authority area	10.9 - 11.25mil	On Target	10.63mil
Net customer satisfaction with public transport	10.7 - 12	3.47	9.3
Annualised index of Cycling trips	152 Index	On Target	151 Index
Children travelling to school - mode of transport usually used	31% - 29.75%	30.85%	31%
Killed or seriously injured in traffic collisions on BCC roads (not including HA roads) - sub set of NI 47	209	201	209
Number of KSIs (all roads)	240	221	242
Satisfaction with road safety	32.8 - 38	30.93	33.1
Satisfaction with congestion	1 - 5	1.13	0.87
% pass rate of audits carried out in accordance with Contract Schedule and/or clause 13.2	85% - 100%	TBA	100%
RIDDOR reflecting the number of reported Health and Safety accidents	2 - 0	0.64	0.31
% actions achieved in accordance with the Annual Plan	75% - 90%	98.54%	100%
% targets achieved within Annual Plan (excluding Contract KPIs)	75% - 90%	64.45%	69%
% response times achieved	95% - 99%	98.7%	98.45%

This year monitoring performance remains an essential part of the Alliance reporting, especially with budgets being ever squeezed but output expectation remaining high. For this new year we have considered the LTP3 plan and the outcomes that require monitoring. We have revisited our KPIs. This has resulted in the following being the proposed structure for 2011/12:-

- Corporate Plan being reviewed
- COMTstat being reviewed
- Contractual 25 no
- LTP3 30 no
- Management Indicators 165 no
- Government Single Data List 18 no

This gives a set of 238 indicators plus any new that may result from the Corporate Plan requirements.

Abbreviations

Explanation of some of the terms and abbreviations used.

- EFQM** – European Foundation for Quality Management
- IMS** – Integrated Management System
- BMS** – Business Management System
- LTP** – Local Transport Plan
- LAF** – Local Area Forum
- LTA** – Local Transport Areas
- OMT** – Operational Management Team
- OMB** – Operational Management Board
- SMT** – Senior Management Team
- PDP** – Personal Development Plan
- SIC** – Service Information Centre
- TRANstat** – monthly performance meetings
- KPIs** – Key Performance Indicators
- RIDDOR** – Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995
- LTIFRs** – Lost Time Incidents Frequency Rate
- NVQ** – National Vocational Qualification
- CDM** – Construction Design Management
- CSCS** – Construction Skills Certificate Scheme

Integrity - The quality of always behaving according to the moral principles that you believe in, so that people respect and trust you

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