

Agenda

TRANSPORT FOR BUCKINGHAMSHIRE TASK & FINISH GROUP

Date: Wednesday 26 October 2011
Time: 10.00 am
Venue: Mezzanine Room 3, County Hall, Aylesbury

Agenda Item	Time	Page No
1		
APOLOGIES FOR ABSENCE		
2		
DECLARATIONS OF INTEREST To declare any personal and prejudicial interests		
3		
MINUTES of the meeting held on 28 September 2011, to be confirmed		3 - 6
4		
RINGWAY JACOBS (RJ) CONTRACT		7 - 82
a) An opportunity for members to consider the rationale behind the RJ contract, the development of the contract and initial arrangements		
b) An opportunity for members to scrutinise the contract mechanisms including pricing, payment and flexibility		

Neil Gibson, Strategic Director for Communities and Built Environment will provide members with a brief overview on the background to the RJ Contract, prior to a more in depth discussion.

Contributors from Transport for Buckinghamshire will include:

Sean Rooney, Compliance Manager (Localities and TM)
Mark Rowe, Service Leader
Martin Heeley, Design, Construction and Business Manager
Phil Stonehewer, Compliance Manager (Quality & Audit)



INVESTOR IN PEOPLE



Ian Boll, Commissioning Manager, Forward Planning and Performance

5 EXCLUSION OF THE PRESS AND PUBLIC

To resolve to exclude the press and public as the following item is exempt by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)

6 ARRANGEMENTS FOR RISK SHARING AND PAYMENT LINKED TO PERFORMANCE

83 - 148

A confidential discussion on the pain/gain arrangements within the Ringway Jacobs contract for risk sharing and payment linked to performance.

7 OPTIONS AND CRITERIA FOR CONTRACT EXTENSION

A confidential discussion regarding the options and criteria for contract extension.

8 DATE OF NEXT AND FUTURE MEETINGS

Thursday 27th October 2011 at 10am in Mezzanine Room 1, County Hall
Tuesday 2nd November 2011 at 10am in Mezzanine Room 3, County Hall

If you would like to attend a meeting, but need extra help to do so, for example because of a disability, please contact us as early as possible, so that we can try to put the right support in place.

*For further information please contact: Kelly Sutherland on 01296 383602
Fax No 01296 382538, email: ksutherland@buckscc.gov.uk*

Members

Mr M Brand	Mr T Egleton
Mr N Brown	Mr C Jones
Mr H Cadd	Mr B Roberts (C)
Mr W Chapple OBE	Ms R Vigor-Hedderly

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1		APOLOGIES FOR ABSENCE
2		DECLARATIONS OF INTEREST
3		PERFORMANCE FRAMEWORK AND TARGET SETTING An opportunity for members to review the performance framework and how targets are set. Contributors from Transport for Buckinghamshire will include: Sean Rooney, Compliance Manager (Localities and TM) Mark Rowe, Service Leader Martin Heeley, Design, Construction and Business Manager Phil Stonehewer, Compliance Manager (Quality & Audit) Ian Boll, Commissioning Manager, Forward Planning and Performance
4		MEETING OBJECTIVES - CONTINUING VALUE FOR MONEY, MINIMISING RISK, MEETING COUNCIL PRIORITIES An opportunity to assess how effectively objectives are being met, with particular focus on continuing value for money, minimising risk and contributing to the Council's priorities.
5		ARRANGEMENTS FOR WORKING WITH SUB-CONTRACTORS
6		ARRANGEMENTS FOR WORKING WITH UTILITY COMPANIES



INVESTOR IN PEOPLE



7 ACCOUNTABILITY OF CONTRACTORS TO STRATEGIC CLIENT AND ELECTED MEMBERS

8 DATE OF NEXT MEETING

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Minutes

TRANSPORT FOR BUCKINGHAMSHIRE TASK & FINISH GROUP

MINUTES OF THE TRANSPORT FOR BUCKINGHAMSHIRE TASK & FINISH GROUP HELD ON WEDNESDAY 28 SEPTEMBER 2011, IN SWAN ROOM 1, JUDGES LODGINGS, AYLESBURY, COMMENCING AT 10.05 AM AND CONCLUDING AT 12.10 PM.

MEMBERS PRESENT

Mr N Brown, Mr W Chapple OBE, Mr T Egleton and Mr C Jones

1 INTRODUCTIONS AND APOLOGIES

Apologies were received from Michael Brand, Hedley Cadd and Brian Roberts. Bill Chapple OBE chaired the meeting.

A member expressed the view that all meetings of the Task and Finish Group should be held in public. The Chairman noted that this initial meeting was designed to brief members on the background to the Transport for Buckinghamshire (TfB) contract before the Task and Finish Group examined evidence in more detail in open public meetings. It was agreed that the papers discussed at the meeting and the minutes would be published.

2 TRANSPORT FOR BUCKINGHAMSHIRE RINGWAY JACOBS CONTRACT (BACKGROUND & KEY FEATURES)

The Chairman welcomed Sean Rooney, Compliance Manager, Transport for Buckinghamshire (TfB) to the meeting. Sean Rooney gave members a presentation on the Ringway Jacobs Contract. During the presentation and in response to members' subsequent questions, the following points were noted:

- The Ringway Jacobs (RJ) contract had resulted in quality improvements, reduction in costs and a huge step change in service delivery methods.
- In 2008-09, efficiencies with the previous contractor, Fitzpatrick had been exhausted and the Corporate Budget was being squeezed, so Transportation were expected to contribute major savings. Although Bucks had been a top performing Transport authority, the way the service was organised was not very efficient, with high overheads and duplication.
- Transport for Buckinghamshire (TfB) was created in April 2009. The Strategic Client Team structure is very lean, with six managers, but with strong governance arrangements it has proved to be a very effective way of managing the contract.



INVESTOR IN PEOPLE



- RJ have been able to bring private sector investment and innovation to Bucks.
- The contract with RJ makes significant links between their performance and profits. A member asked if it was possible to challenge the level of RJ's overheads. In response Sean Rooney explained that a fixed fee was included in the contract for overheads.
- A member asked if it would be possible to view the TfB contract. Sean Rooney expressed the view that whilst it would be reasonable to share the contract with members of the Task and Finish Group, it would not be able to be a public document due to commercial sensitivity. Sean Rooney assured members that the contract was a non-adversarial contract, which had been developed by Bevan Brittan, to encompass Buckinghamshire County Council's needs and aspirations.
- Members expressed the view that they would like to look at the contract because if the Task and Finish Group came across any issues, it would be useful to satisfy themselves that the contract was fit for purpose – thereby making it easier to assess if the underlying contract had led to problems or the operation of the contract.
- Sean Rooney highlighted a number of positive outcomes from the TfB contract. Significant savings had been delivered, including a 13% revenue saving in Year 1, with a minimum of 3% revenue savings to be achieved on a year on year basis. TfB represented a commercial sector approach, with significant investment and innovation from Ringway Jacobs and a one team ethos ensured that more could be delivered for less.
- The innovative web-based TfB service information centre has improved communications with Bucks residents and has won numerous awards.
- RJ offer TfB the ability to reach back into the parent companies to access specialist expertise and they are able to deliver savings through the bulk buying power of Eurovia.
- Sean Rooney also advised members that to date three or four audits had been conducted on TfB and it had been easy to access all necessary information.
- There had been a 25% reduction in tarmac costs under the TfB contract and any other efficiency savings were put forward annually to the Strategic Board for approval.
- A member commented that the contract had been described as a £40million contract initially, but if work could be completed for less now was the contract essentially making more money for RJ. Another member made the point that because the construction industry was depressed RJ could certainly secure raw materials for less. Installing tracking devices on machinery, as RJ had done, was also known to improve efficiency.
- Sean Rooney advised that the Leader had asked for more money to be put into resurfacing of roads and TfB had been able to accommodate this into the work programme.
- Customer Satisfaction Surveys would affect RJ's profits, as these were seen as a key performance indicator.
- Sean Rooney demonstrated the TfB Service Information Centre website to members. He explained that this would not have been possible without investment by RJ. Calls to the Contact Centre had dramatically reduced since the introduction of the website. As the public could now track the progress of road maintenance gangs and grass cutting operatives, this helped to manage public expectations. Members were impressed with the functionality of the website and said it was important to publicise this to the public and parish councils.

The Chairman thanked Sean Rooney for his presentation.

3 MERGER OF SERVICES WITHIN COMMUNITIES AND BUILT ENVIRONMENT

Sean Rooney provided members with an overview of the proposed merger of services within Communities and Built Environment. The proposed changes were out for consultation currently as a number of posts were at risk. The consultation was due to finish in December.

Currently the three services – Property, Planning and Environment and Transport – each have a Head of Service. Under the proposed changes the three services would be replaced by a Place Service, managed by one Divisional Director who would report directly into the Strategic Director. Beneath the Divisional Director there would be six Operations and Contracts Managers, who may have specialist areas of expertise, but would be expected to manage right across the new service.

The aim of the merger is to improve engagement with the Cabinet Members, introduce a more flexible management approach and produce savings, whilst providing quality and resilience as BCC continues to become a commissioning local authority. Specific job descriptions for the new service were being developed currently.

Members thanked Sean Rooney for his briefing.

4 TRANSPORT FOR BUCKINGHAMSHIRE AUDIT ASSIGNMENT

The Chairman welcomed Ian Dyson, Chief Internal Auditor, to the meeting. Ian Dyson provided members with an overview of the initial findings of the recent audit of Transport for Buckinghamshire, which would be reported to the Regulatory and Audit Committee on 23 November 2011. The Chairman thanked Ian Dyson for attending the meeting.

5 EVIDENCE SESSIONS

Members discussed an outline of the forthcoming evidence gathering meetings of the Task and Finish Groups. Members agreed that they would need a minimum of four meetings and would like to keep an open mind as to whether further meetings might be needed. They were keen to hold all meetings in public and in the Mezzanine Rooms at County Hall.

It was agreed that Trevor Egleton would read through the copy of the TfB contract on behalf of the Task and Finish Group and report back on his findings at the next meeting.

6 PROPOSAL OF SITE VISIT TO ANOTHER COUNTY COUNCIL

Members discussed the possibility of visiting another County Council. It was generally felt that it might not be that useful, as Bucks was actually at the forefront of this kind of outsourcing arrangement. In addition, as the contract being scrutinised was already in place and could potentially be extended further, members questioned the benefit of looking at what other authorities were doing in this area.

It was agreed that Ben Cahill, Policy Officer would look into what other authorities were doing and if the experiences of other authorities who had outsourced might be useful, then the possibility of a visit or asking them to give evidence at one of the meetings could be investigated.

7 PRESS AND PUBLIC INVOLVEMENT

Members had a lengthy discussion about how best to involve the press and public in the review. A member asked if the review had been publicised to Parish Councils and Local Area Forums. Members wanted to highlight the review to the public and suggested doing a press release and possibly local radio interviews too.

The possibility of carrying out a survey of members of the public was discussed, perhaps using a sample from the Citizen's Panel or surveying people who had complained about TfB in the past. Members agreed that if a survey was used it was vital to be clear about the questions posed and important to give feedback and the final outcomes of the review to those who took part.

8 DATE OF NEXT MEETING

Wednesday 26th October 2011 at 10am in Mezzanine Room 3

CHAIRMAN

Background to the Contract

A Brief history



Decision to change the delivery model:

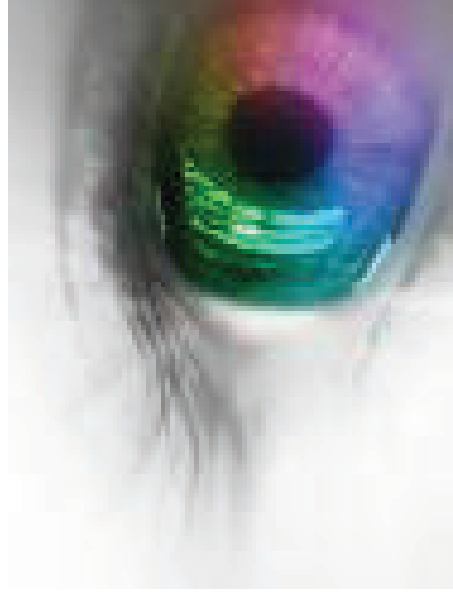
The Vision:

“A Strategic Partnering Arrangement that delivers significant quality improvements and a reduction in overall costs.”

.....and to be achieved through:

- full integration with the private sector
- full commitment from elected Members
- private sector innovation
- a step change in efficiency

....a significant challenge!



Backdrop (2008/09):

- On the increase:
 - public and stakeholder expectation
 - inflation and new legislation
 - demand on the transport system
- Good track record of efficiency
 - But efficiencies exhausted
- On the decrease:
 - public satisfaction
 - declining transport capital budget
 - static revenue budget



Backdrop (2008/09)...

- **Increasing Demand:**
 - Inflation and new legislation
 - Facing significant growth (houses, jobs)
- **Intelligent Consumer**
 - Communication
 - Access
 - Expectations
- **Declining Public Satisfaction**
- **Budgets:**
 - Declining transport capital budget
 - Predicted £30million - £50million 'hole' in the corporate revenue budget



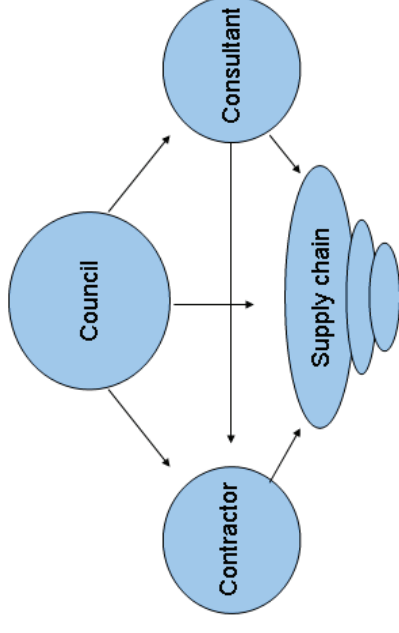
Backdrop (2008/09)...but....

- Corporately performing strongly – a ‘4 star Council’
- Transport Local Authority of the Year 2008
- Centre of Excellence for Local Transport Delivery
- A strong track record of efficiency within Transport Services



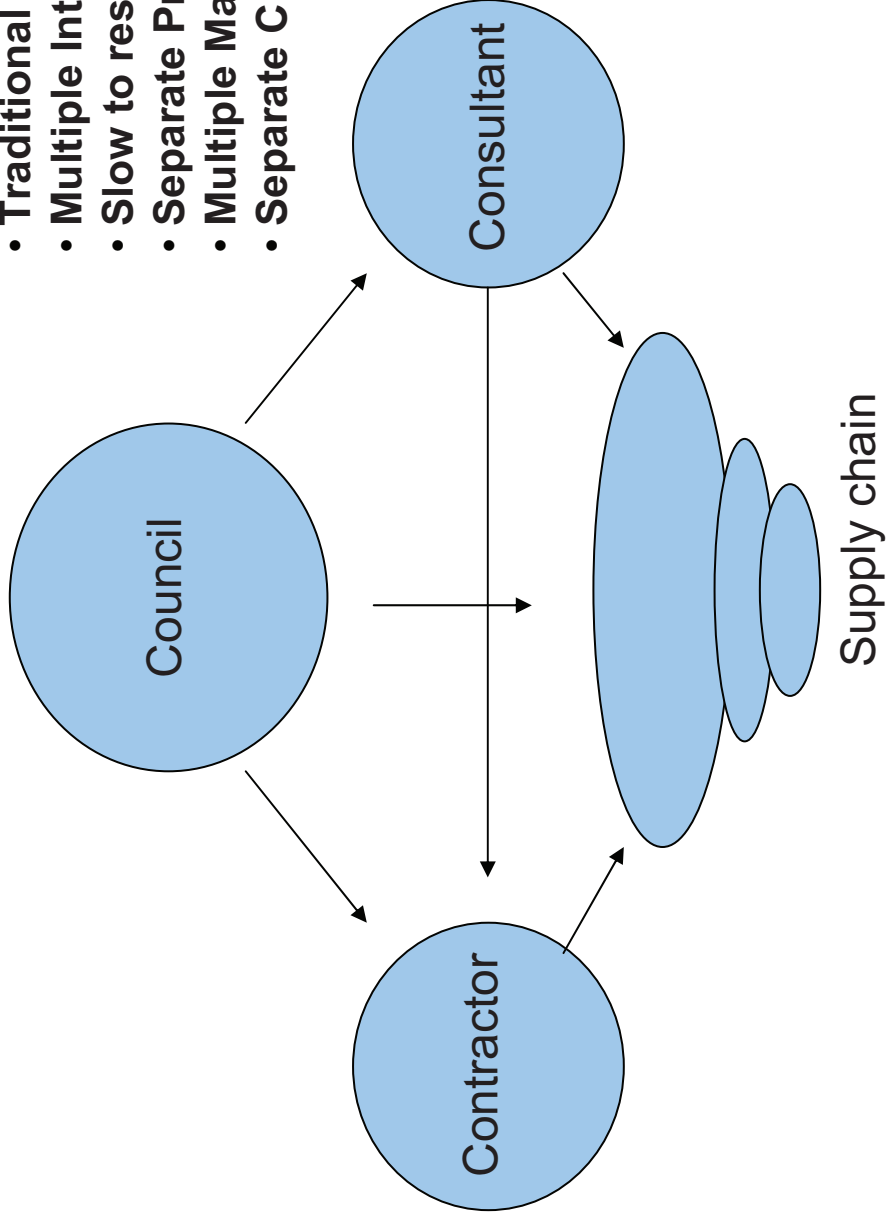
An inefficient model:

- **Was not strategic:**
 - master servant relationship
 - elected Members being kept at arms length from private sector
- **Duplication and person marking:**
 - council teams – very controlling
 - private sector innovation - being stifled
- **High overheads:**
 - three management teams
 - top heavy - too many managers
 - separate offices, systems and processes



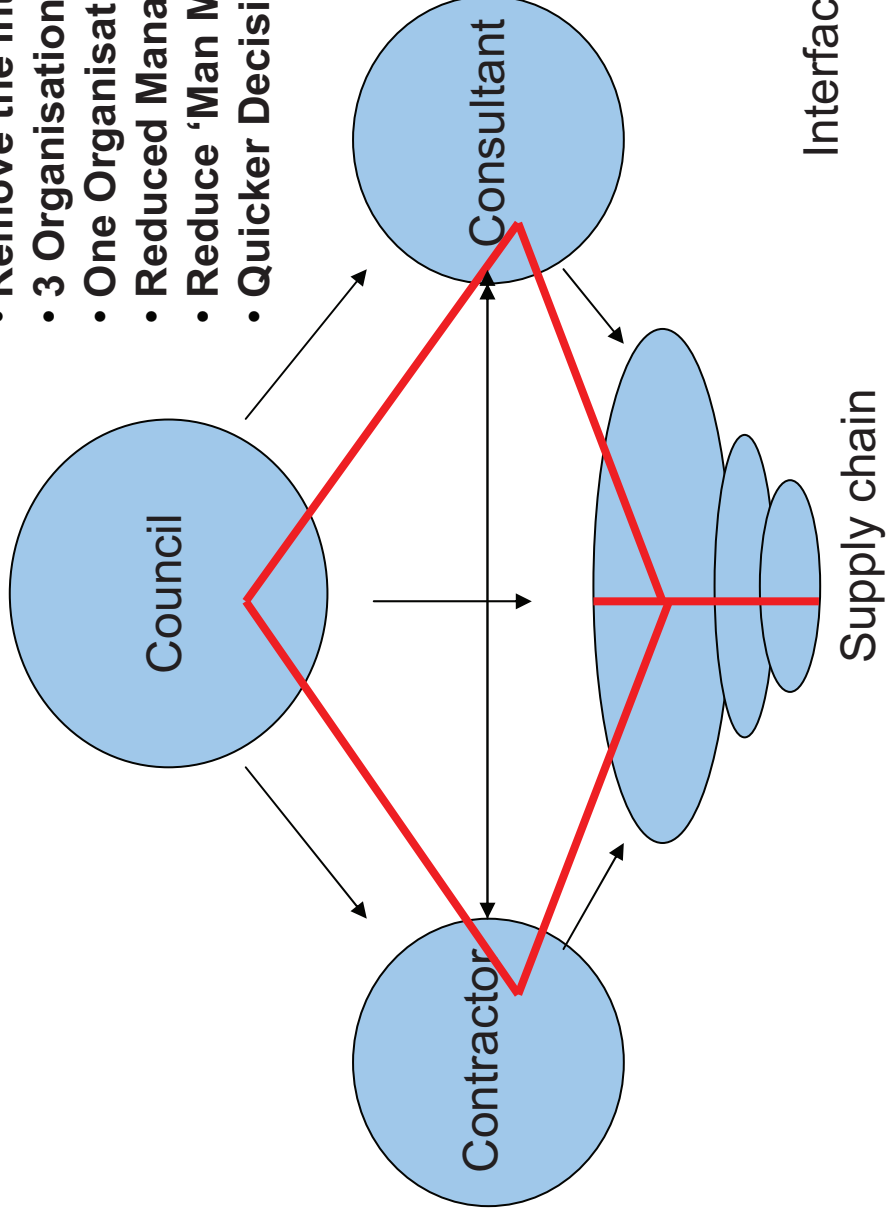
Pre TfB Delivery Model:

- Traditional Approach
- Multiple Interfaces
- Slow to respond
- Separate Processes
- Multiple Management Structures
- Separate Cultures



Pre TfB Delivery Model:

- Remove the interfaces
- 3 Organisations into one
- One Organisation – **ONE CULTURE**
- Reduced Management Layers
- Reduce 'Man Marking'
- Quicker Decisions

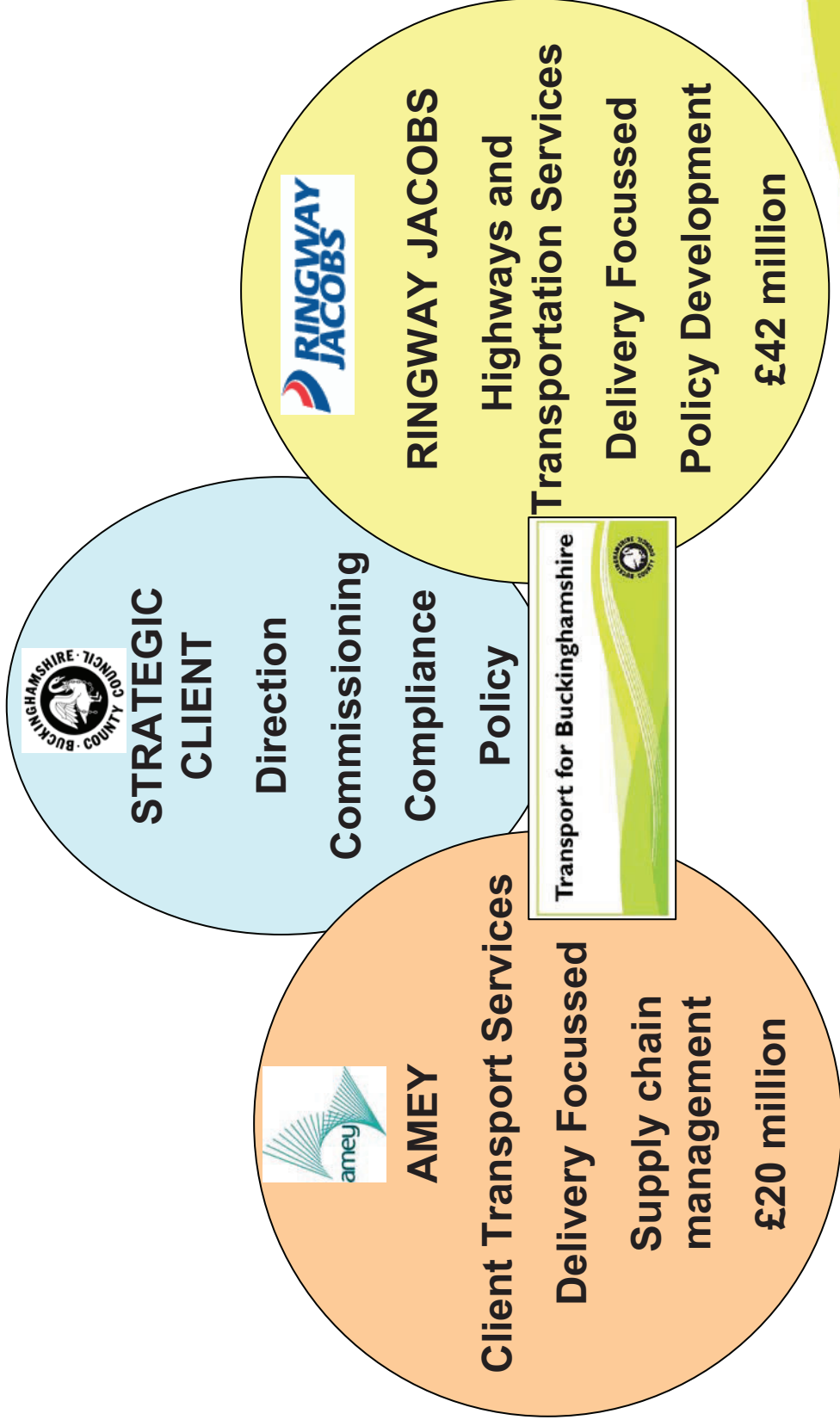


Interface = —

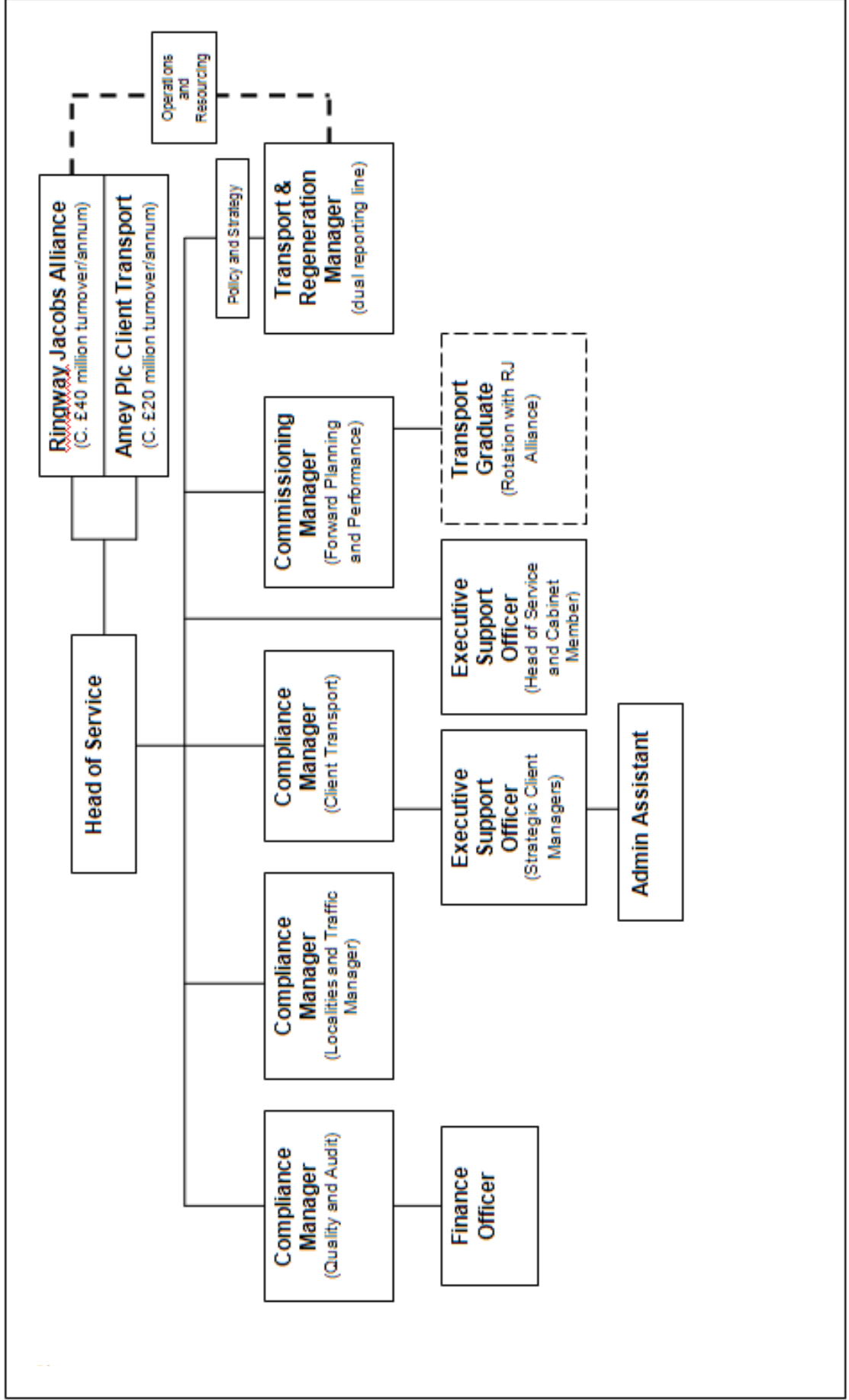


Transport for Buckinghamshire was created (April 2009):

- a strategic relationship delivering shared outcomes



Thin Strategic Client team structure



The principles established:

- **A strategic relationship:**
 - best of public and private sector (cultural fit)
 - it takes two to tango
 - shared objectives and outcomes (trust)
 - elected Members directly involved
- **Nil duplication:**
 - thin strategic client (only 6 managers)
 - integration and co location
 - private sector responsible for management of staff
- **Private sector investment and innovation:**
 - ‘open book’ – full transparency
 - significant efficiency saving targets
 - contractor profit linked to performance



Principles of TfB

- **Private sector innovation**
 - investment
 - self delivery - one stop shop (Ringway Jacobs)
 - significantly reduced supply chain (Amey)
- **Payment mechanism**
 - high level task orders
 - ‘open book’ target cost (pain/gain)
 - self regulation
 - strategic client audit
- **Profit linked to performance**



Principles of TfB

- **A strategic relationship:**
 - Shared objectives
 - Trust and individual relationships
 - Members directly involved - strong contract governance and challenge
 - Innovation positively encouraged
- **Nil duplication:**
 - Thin strategic client (6 managers)
 - Staff TUPE and secondments
 - Integrated, co located teams



What are the outcomes achieved to date?

- Significant cashable efficiency savings
- A commercial sector approach to business
- Investment and innovation
- A 'one team' ethos delivering far more for considerably less.



Actual Benefits

- **More Innovation**
 - Philosophy – linking profit to performance
 - Web based Service Information Centre
 - R&D on tap
 - Contract relaxation allowing flexibility
- **More Efficient**
 - Reduce interfaces & duplication
 - Trust & transparency – open book
 - Big buying power
 - Reach back for specialist skills



Efficiency savings:

- **Year 1 Revenue target – 7.5% (£1.8 million):**
 - achieved: 13% (£3.1 million)
 - 3% minimum in subsequent years (revenue and capital)
- **People savings:**
 - £1.3 million – reduced management teams and layers
- **Other savings:**
 - premises costs - co location
 - process costs - a single operating system
 - 25% efficiency on tarmac
 - Open book transparency
 - Benchmarking of delivery costs



In Summary

- **Positive and consistent outcomes achieved:**
 - targets being achieved
 - significant efficiencies
 - delivering ‘far more with considerably less’
- **Our results achieved despite:**
 - major transformational change
 - budget and staff reductions
 - increased public demand
- **Relationships and integrated working has been key**



Decision to change the delivery model:

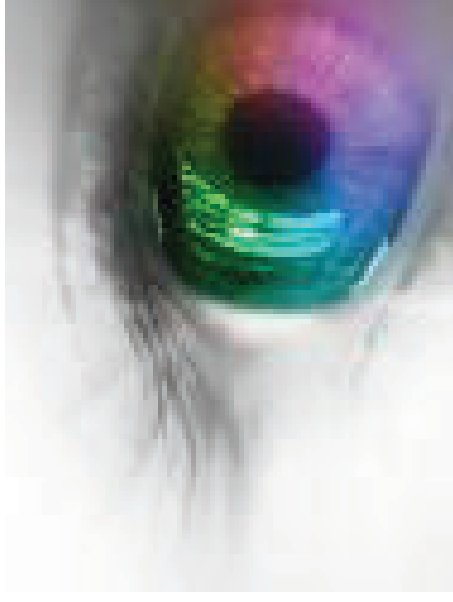
Our Vision:

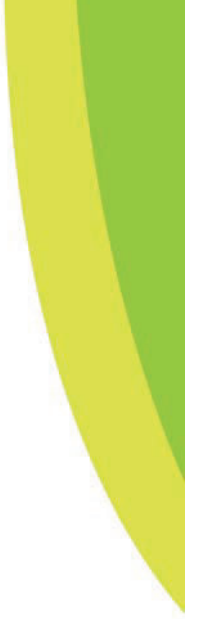
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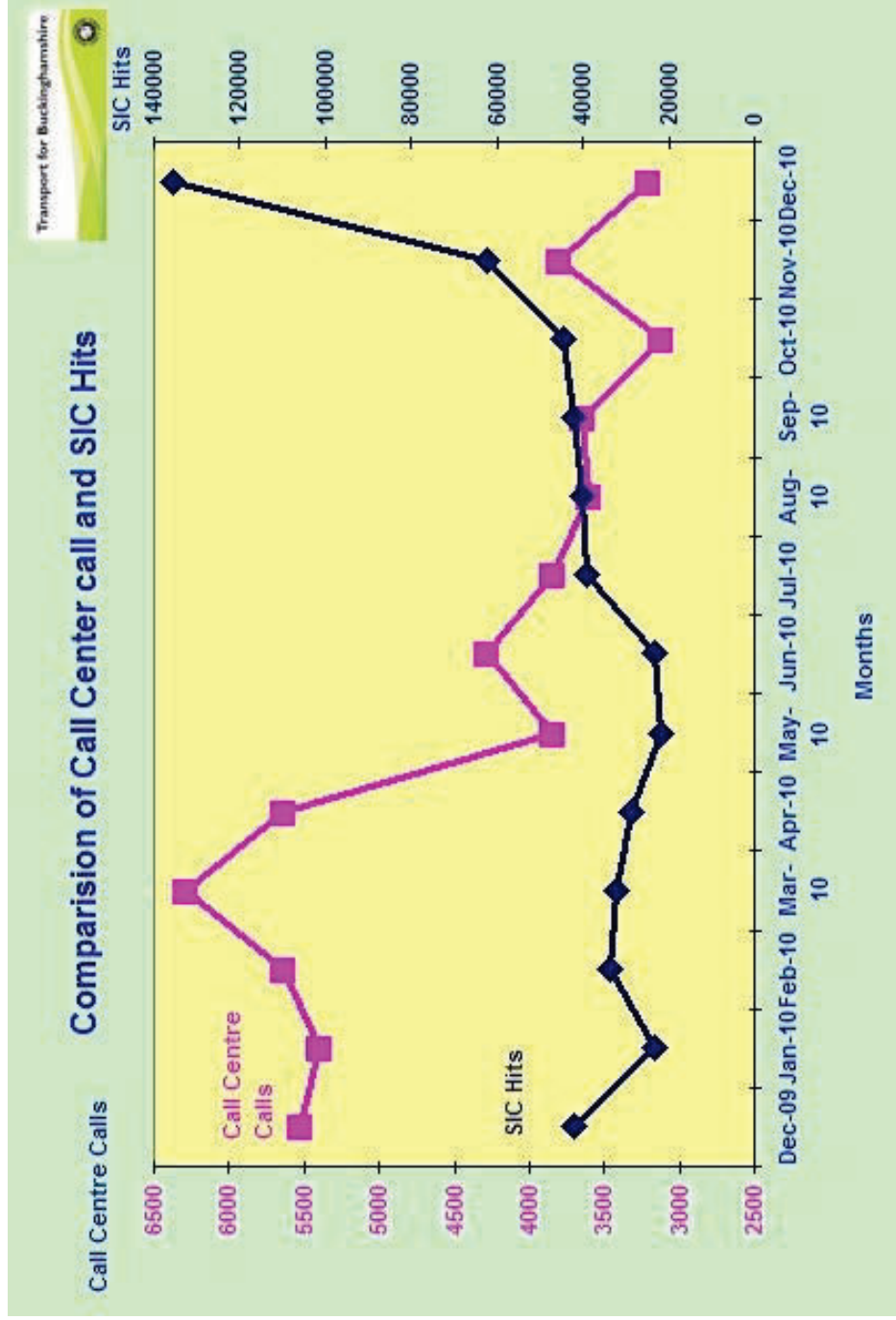
....a significant challenge! ..





Service Information Centre:

- Increased contacts 'on line' - reduced telephone contact
- TfB 'App' launched
- National project



Proposed Merger of Services

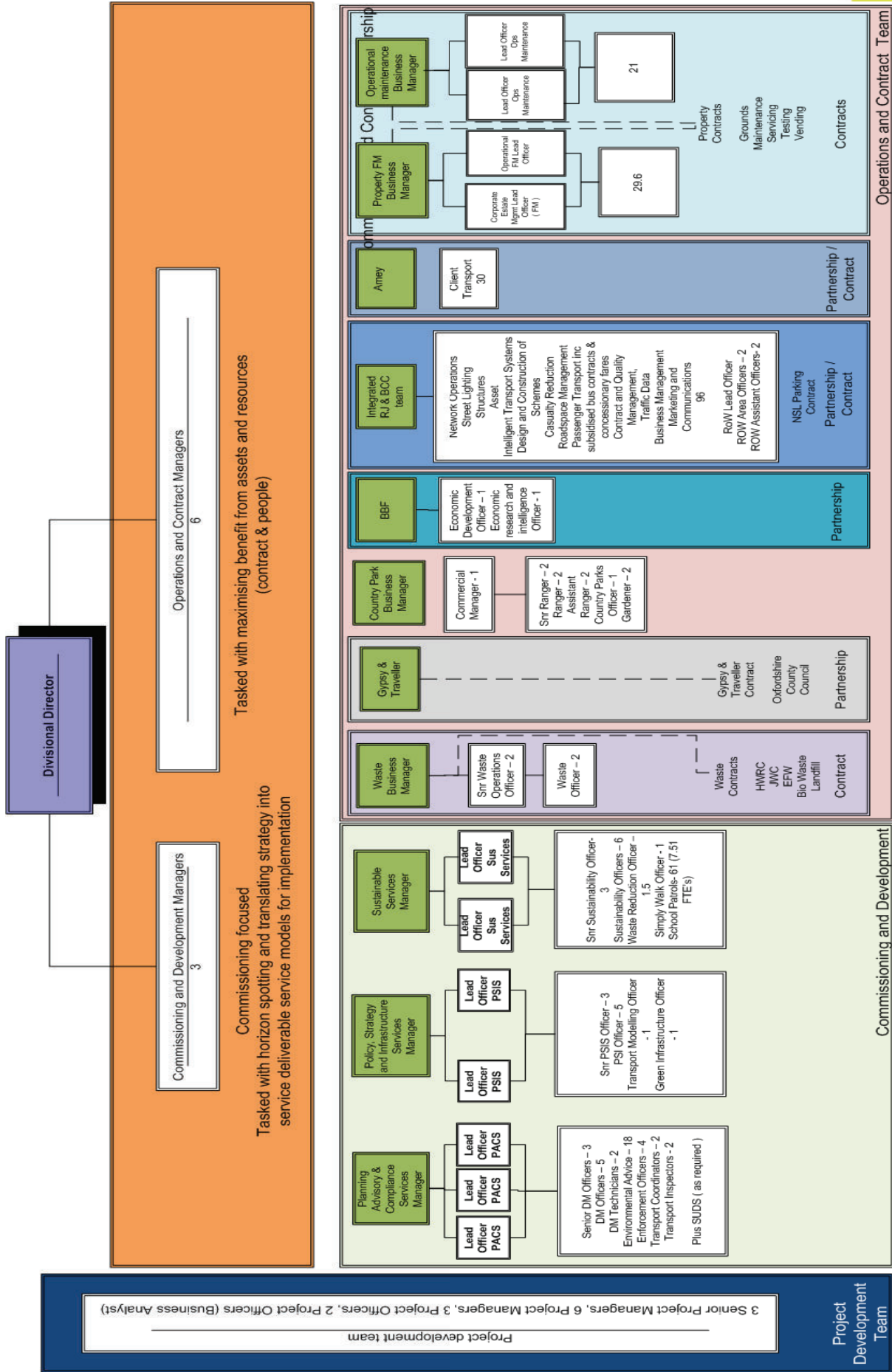


Current Transformation – the Place Service

- Improved Cabinet Member engagement
- Improved Cross-service working
- Great ability for sharing expertise and capacity
- Improved access to other areas / functions
- One service (County Council) ‘voice’
- Improved capacity to deliver key projects & programmes
- Improved forward planning
- Operational Excellence
- Flexible management and leadership



Buckinghamshire County Council



What are the proposed key changes?

- Fluid management resource, reactive to priorities and demands’ and uniting all aspects of the organisation
- A centre of excellence tasked with ‘horizon spotting’ and commissioning customer focused Place Services
- An operations and contracts area focused on optimising the benefits of our resources – both internal and external
- A projects consultancy working across all areas of the organisation
- The TfB Fit?

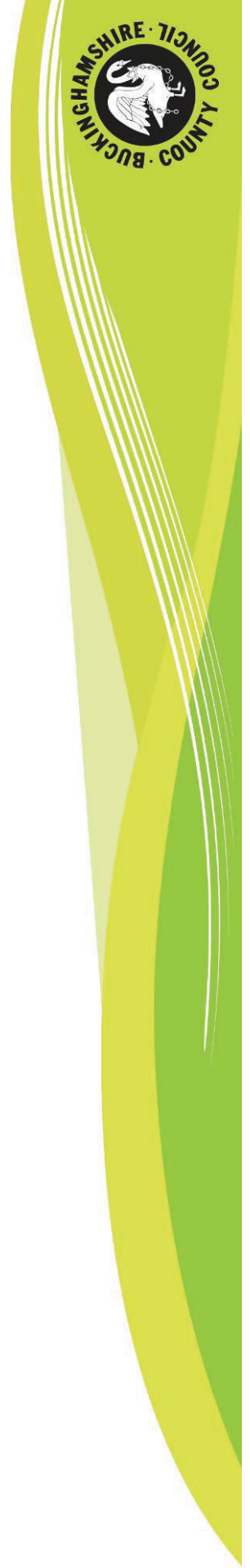


Service Delivery Transformation by 2015?

- Strategic Intelligence
- Environmental Scanning
- Maximise Synergies beyond Place Services
- Strategic tripartite public/private/VCS working
- Best of breed partnerships
- Devolvement of services to localities
- Community responsibility defraying demand/costs
- Self service/pay as you go

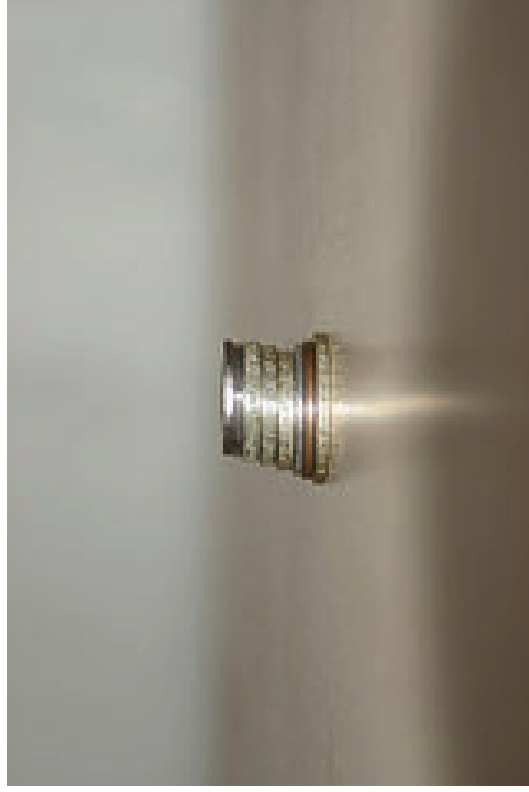


Understanding the Contract



The world outside (2008)

- As against Local Authorities' 2008-9 budget:
 - Property income 45% down
 - Planning fees 17% down
 - Building control 13% down
- Recession has increased demand for Council services
- From 2010 onwards
 - Non-essential services at risk
 - All services must demonstrate vfm



What the Contract was seeking to achieve



- **“Employer’s Strategic Objectives”** – the objectives set out in the LTP, the Corporate Plan and LAA within the limits of the Services Budget in a manner that demonstrates value for money and year on year Efficiency Savings
- **Contractor’s obligation** (Clause 10.1.3):
“The Contractor continually seeks to carry out the Services in a manner that achieves greater value for money for the Employer, year on year, by reducing costs and delivering the Services more efficiently whilst seeking to maximise the achievement of the Employer’s Strategic Objectives, year on year”



The underlying rationale

Transport for Buckinghamshire (RJ + Council's transportation employees) - Highways expertise in planning/delivery

BCC (the "retained client")

role) - Democratic accountability

Better highways services for Buckinghamshire ratepayers

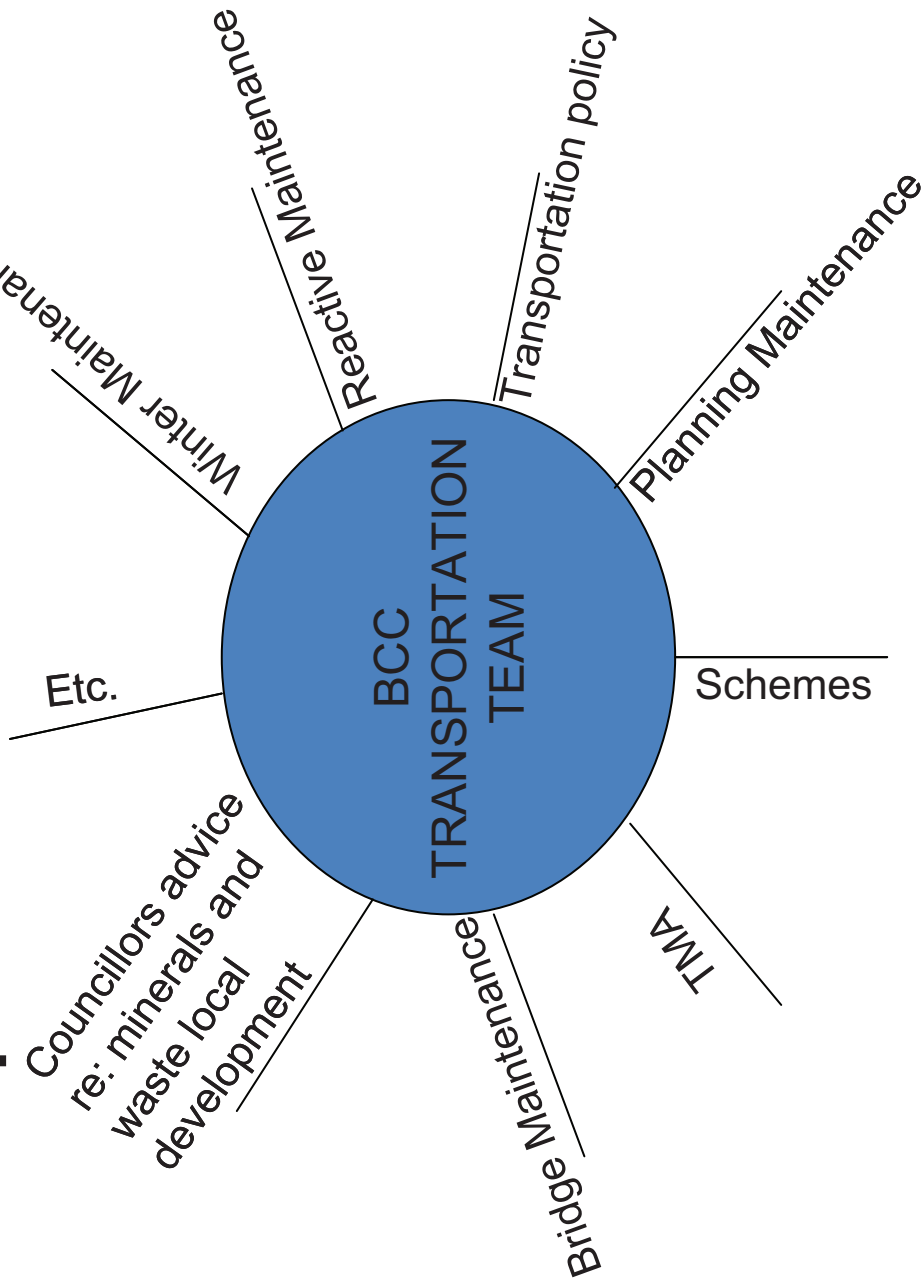


Making the contract work

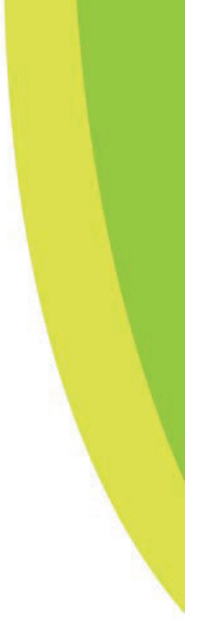
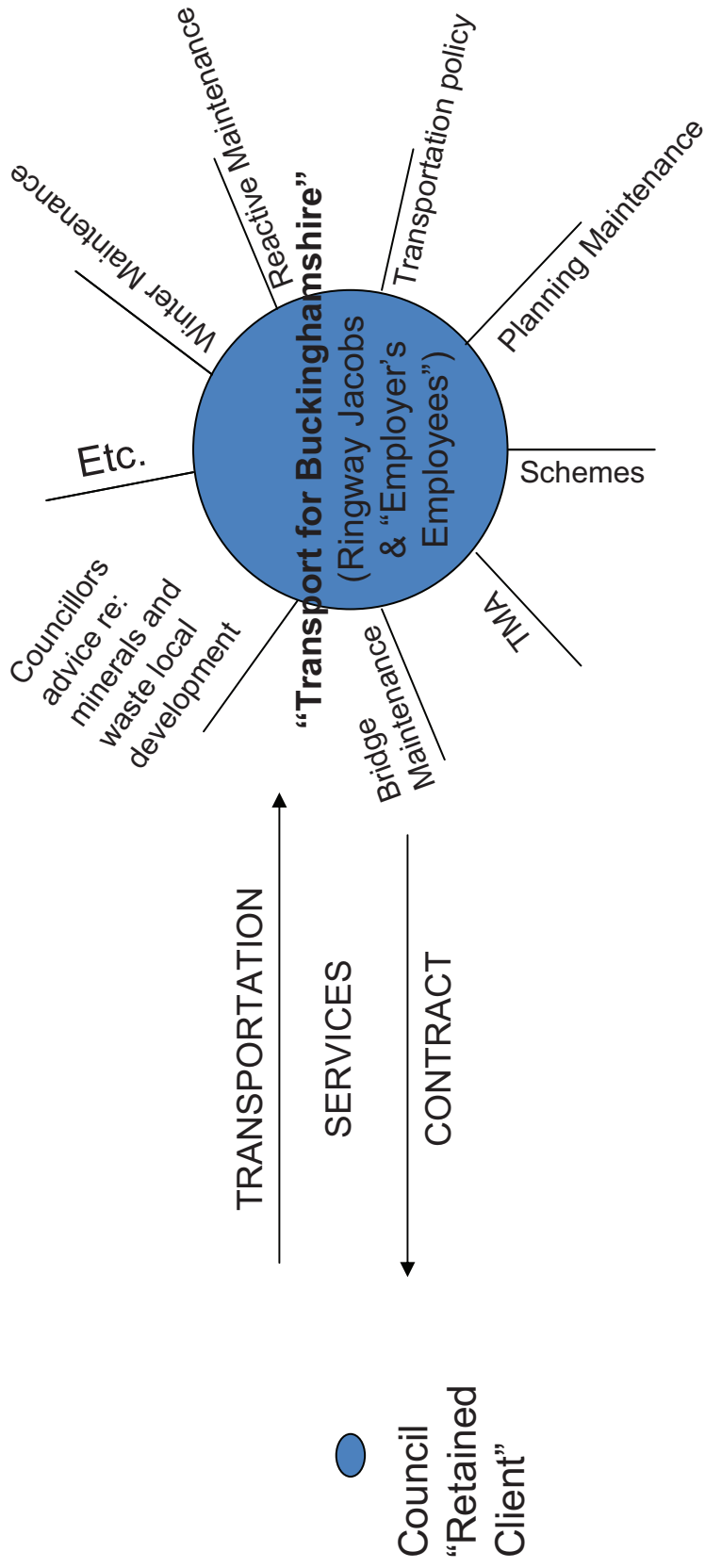
- A collaborative not a confrontational approach – based on TRUST
- Proper planning of service delivery to allow:
 - economies of scale
 - greater efficiency in delivery
 - greater certainty of delivery
 - removal/mitigation of risk
- Focus on delivery (for the ratepayers of Buckinghamshire)



Pre Transportation Services Contract



Post Transportation Services Contract



Key provisions of Transportation Services Contract

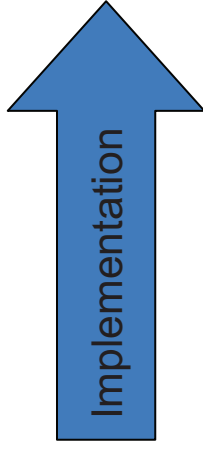
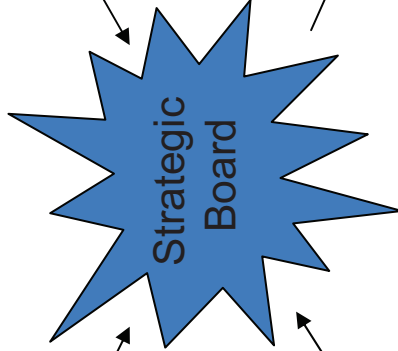
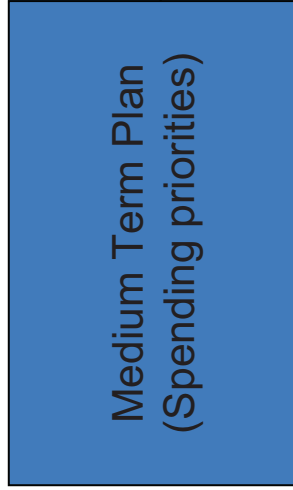
- Advance planning of Services (clauses 10.2 – 10.8)
- Issue of Task Orders before/during Financial Year (clauses 10.9 and 10.10)
- Payment based on actual (“Defined”) cost
- Minimum performance against KPIs a pre requisite to:
 - sharing in saving against target costs (clause 13.8)
 - payment of Fee Profit Element (clause 13.12)
 - extensions to the initial 8 year Service Period (paragraph 5 of Schedule 5)



Advance planning of services (1)

BCC

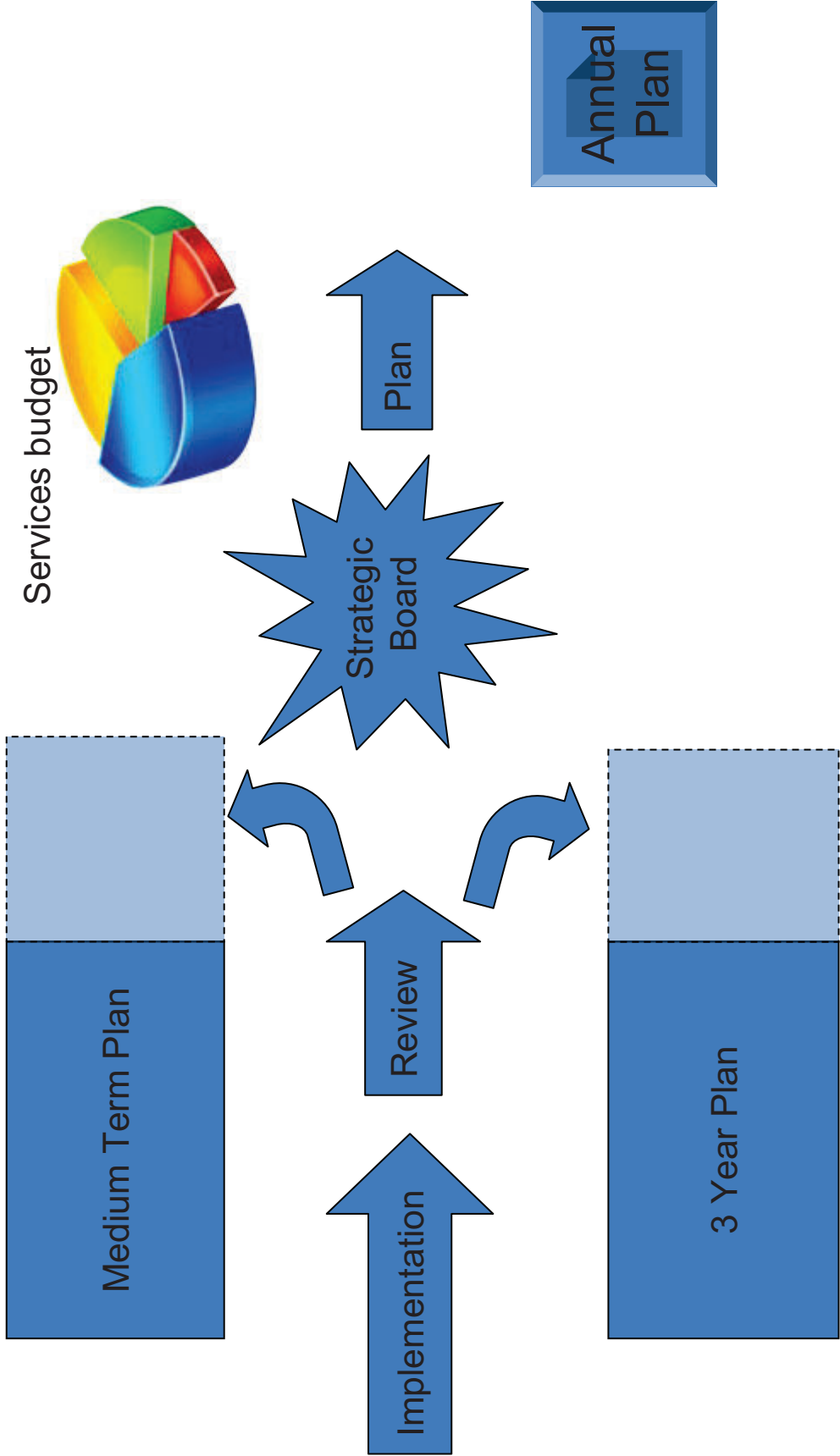
Services budget



Transport for
Buckinghamshire



Advance planning of services (2)

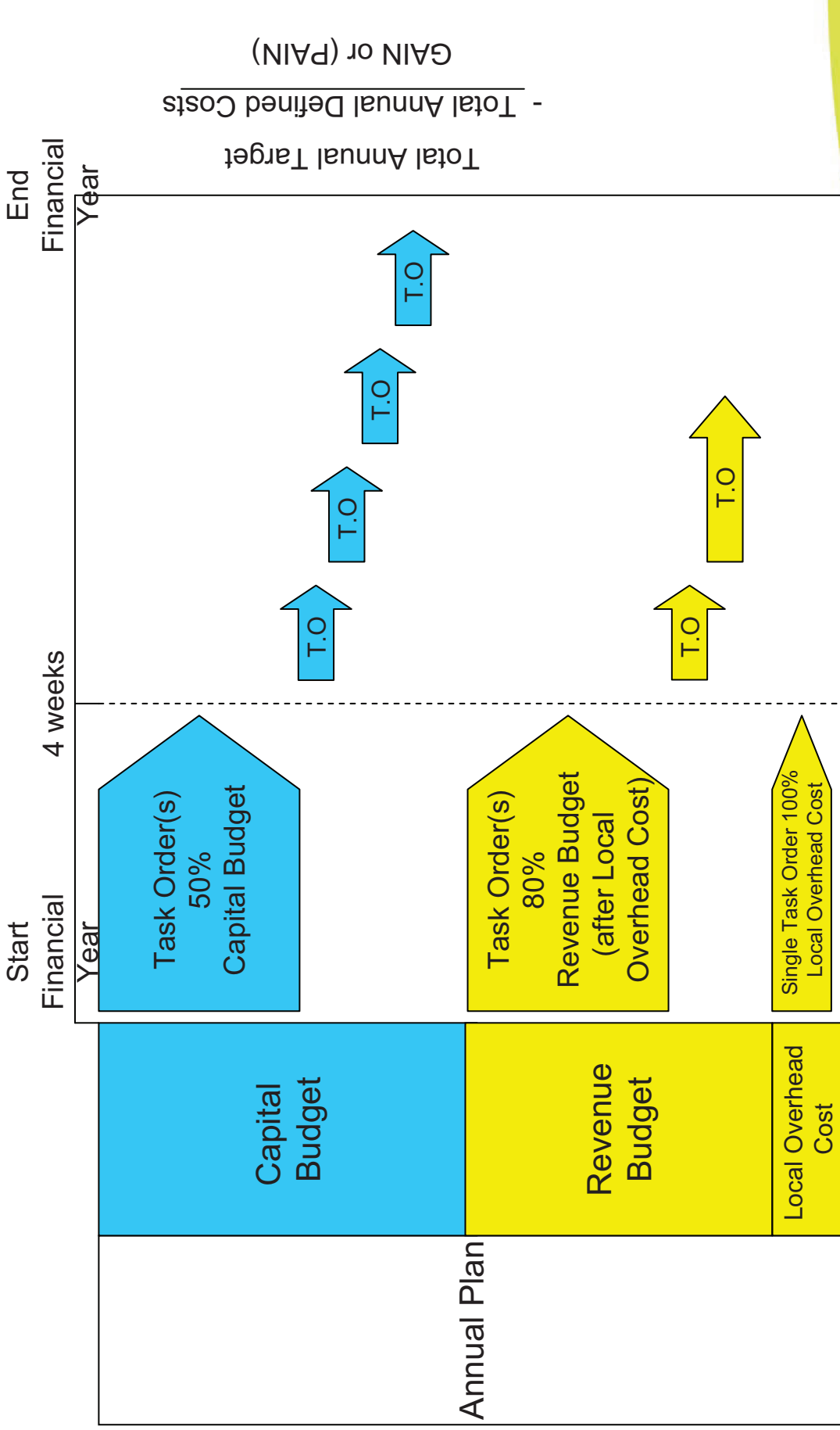


Task Orders

- Instruction to Contractor from the Council to carry out a specific Service/grouping of Services
- Required in respect of ALL Services to be carried out by TfB
- Envisaged that majority of Task Orders will be issued as soon as possible before, and in any event within 4 weeks of commencement, of each Financial Year:
 - 100% Local Overhead Cost
 - 80% Services Revenue Budget; and
 - 50% Services Capital Budget)
- Still flexibility for the Council to deal with balance of Services



Issue of Task Orders



Payment – principles

- Separate accounting for:
 - Local Overhead Cost (which will be the subject matter of a separate Task Order); and
 - the cost of providing the Services (under individual Task Orders)
 - and no double counting
- Open book accounting – Contractor provides monthly breakdown of “Defined Costs” in respect of both
 - Local Overhead Cost; and
 - cost of providing the Servicesand keeps detailed records that are fully auditable
- Within individual Task Orders, separate records to be kept in respect of:
 - Capital Services
 - Revenue Services



PAYMENT - The Local Overhead Cost and the Cost of Services

Local Overhead Cost

(the overhead costs of providing the Services that are local to Buckinghamshire c.f. the central office overheads of RJ Ltd)

Cost of the "Employer's Employees" (i.e. Council staff working in the "TfB")	No Fee is added
Property costs	
Cost of Council's IT	
Cost of RJ staff engaged in the <u>management</u> of the Services	+ Fee

Cost of the Services

"Defined Cost" = the actual cost to the Contractor of carrying out the works and/or services comprised in any Task Orders

Component parts:

- RJ staff engaged in the provision of the Services
- the cost to TfB of subcontracted work
- plant and materials
- IT provided by RJ



"Fee" (%)



PAYMENT – the Fee and Fee Profit Element

- The Fee is a % of the Defined Costs and comprises
 - a fixed amount of x%
 - a “Fee Profit Element” of y%
- Contractor’s entitlement to Fee Profit Element is dependant on performance against the Key Performance Indicators (KPIs) (Schedule 5)
- 50% of the Fee Profit Element is paid monthly, 50% is retained until end of Financial Year (when TfB’s performance against KPIs is assessed)

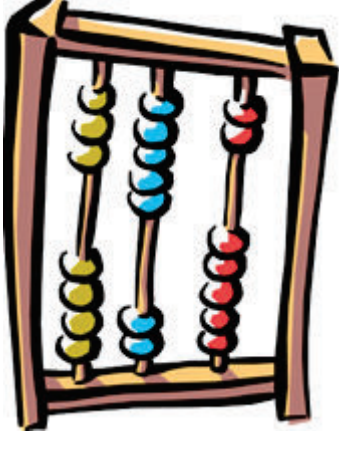


Key Performance Indicators (Schedule 5)



- Set out the standards against which TfB's performance is measured
 - “minimum acceptable performance”
 - “expected performance”
- TfB self assessment throughout the year and report to Council “retained client” on not less than a three monthly basis
- Overall performance during the Financial Year is measured within 1 month before or after the end of the Financial Year and has implications on
 - the term of the contract
 - the level of Fee Profit Element entitlement
 - sharing in savings below total annual target costs





Pain Share/Gain Share

Starting point - at the end of Financial Year:

- Calculate the **Total Annual Target Costs** by adding up all target costs agreed in relation to individual Task Orders (the “**TATC**”)
- Calculate the **Total Annual Guaranteed Maximum Costs** by adding up all Guaranteed Maximum Costs agreed in relation to individual Task Orders (the “**TAGMC**”)
- Calculate the **Total Annual Defined Costs** by adding up all Defined Costs incurred in relation to individual Task Orders *plus* the resultant Fee (the “**TADC**”)

Pre-conditions to Contractor sharing in any Gain Share:

- TfB have demonstrated at least 3% cashable Efficiency Gains for the Financial Year (taking into account the effect of any potential shared savings); and
- TfB have achieved “Acceptable Performance” against the KPI’s

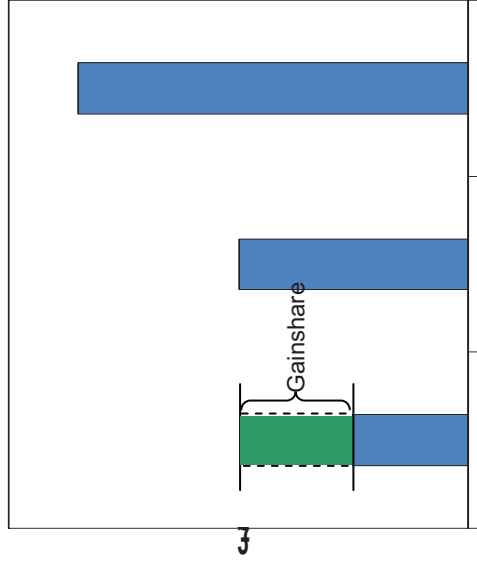
Pain Share/Gain Share in diagram form

At the end of the Financial Year :



Pain Share/Gain Share

Gainshare

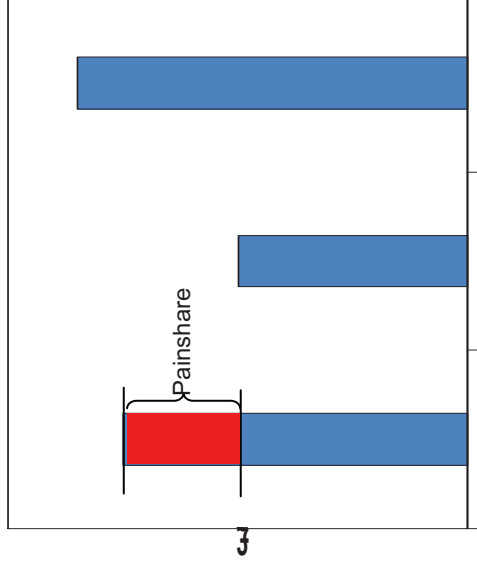


TADC TAGMC

TADC is less than the TAGMC

Difference between the two is shared in accordance with Schedule 4.

Painshare

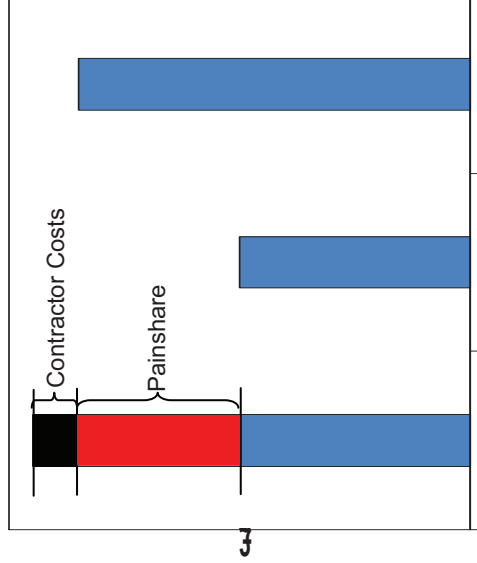


TADC TAGMC

TADC is greater than the TAGMC

TADC is less than the TAGMC
Difference between the TADC and TAGMC is shared in accordance with Schedule 4.

Painshare Plus



TADC TAGMC

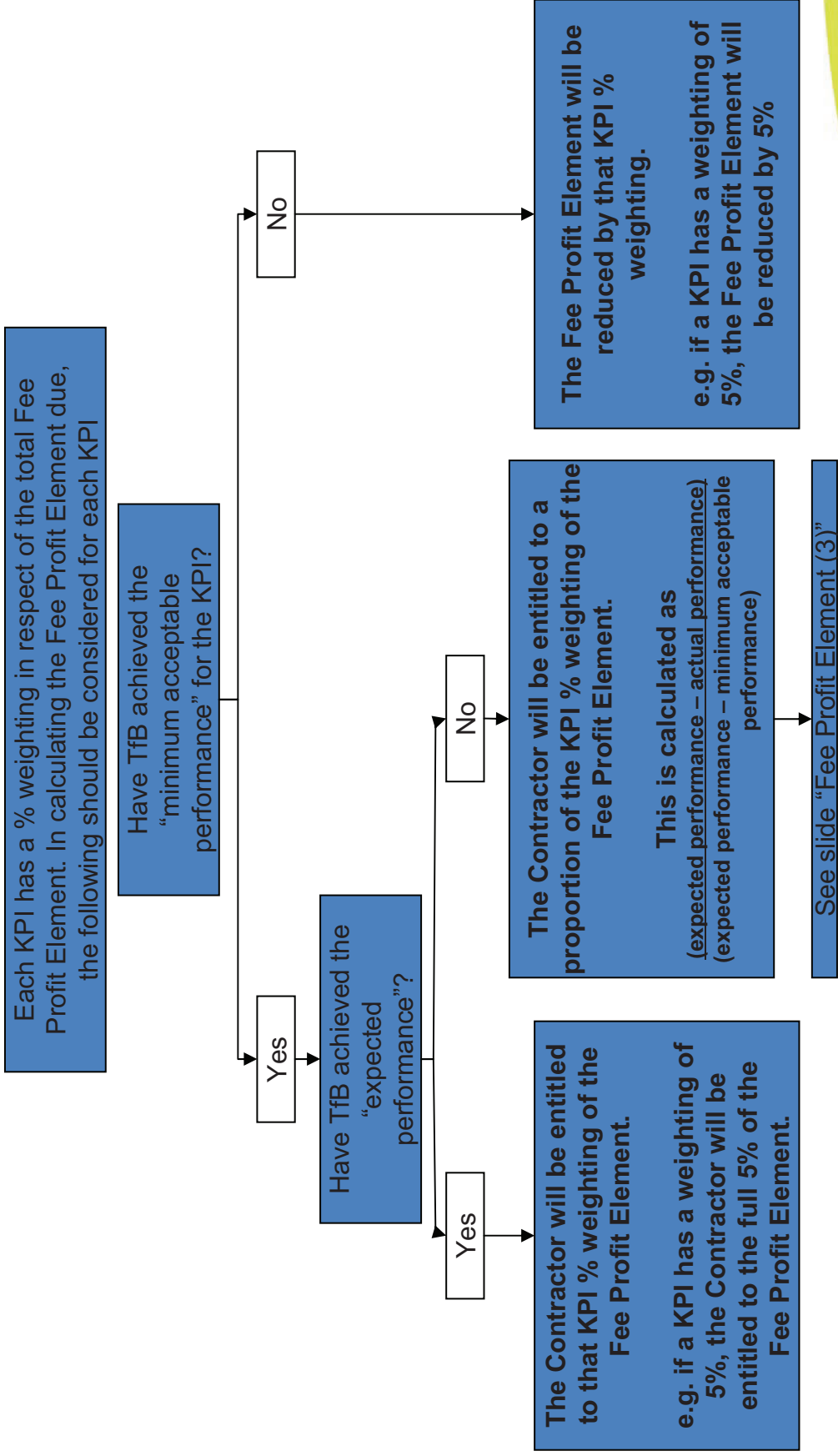
TADC is greater than the TAGMC

TADC is greater than the TAGMC
Difference between the TADC and TAGMC is shared in accordance with Schedule 4.

Remainder of TAGMC is Contractor's responsibility

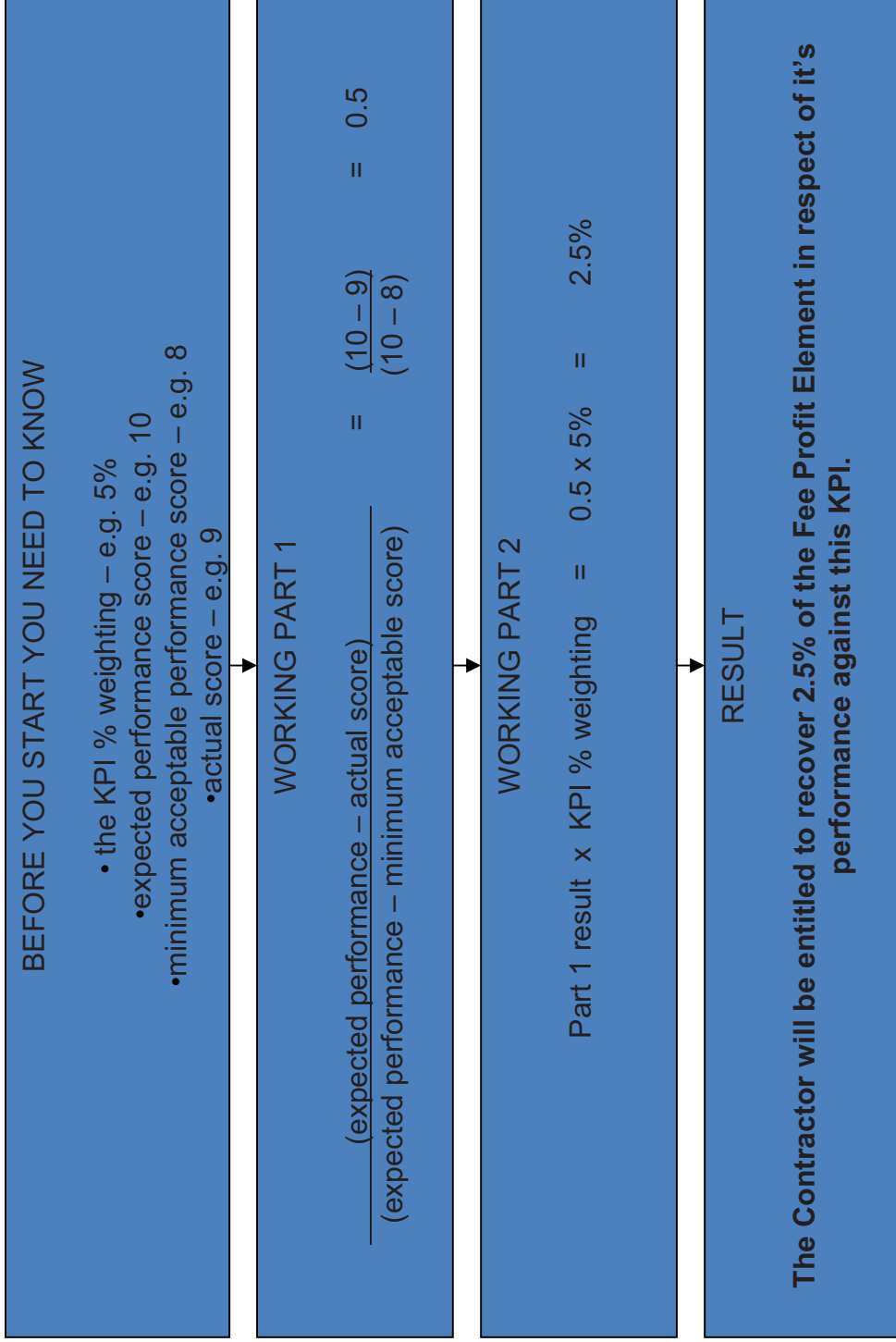


Payment of balance of Fee Profit Element (1)



Payment of balance of Fee Profit Element(2)

Calculation of proportional % of Fee Profit Element



Business Plan 2011/2012



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.

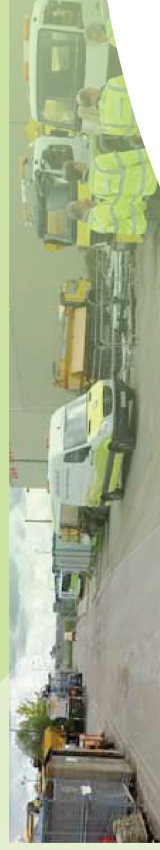
Here's to another successful year where we will be working to a slightly amended and improved structure but all working with the same goal of excellent service delivery in an ever changing economy with all the challenges this brings.



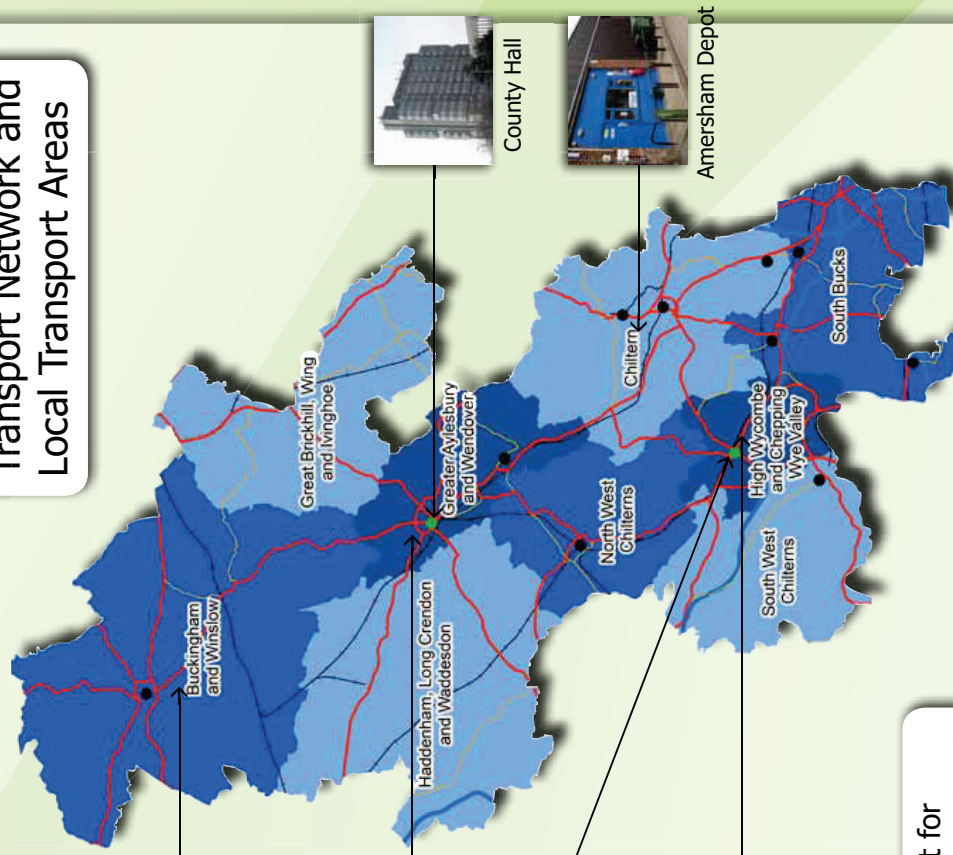
Mark Rowe
Alliance Service Leader

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Buckinghamshire's Transport Network and Local Transport Areas



Transport for Buckinghamshire's Offices and Depots

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

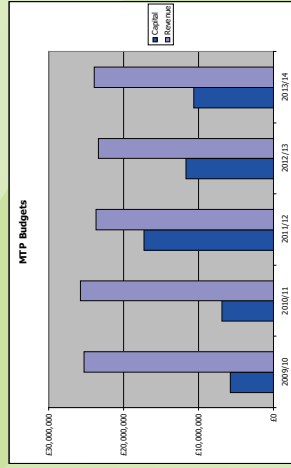
1. Deliver exceptional service and value to our clients
2. Look after and develop the potential of our people
3. Reduce our environmental impact and add value to the communities in which we work
4. Treat safety of our staff and road users as a key priority
5. Deliver sustained shareholder value

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.

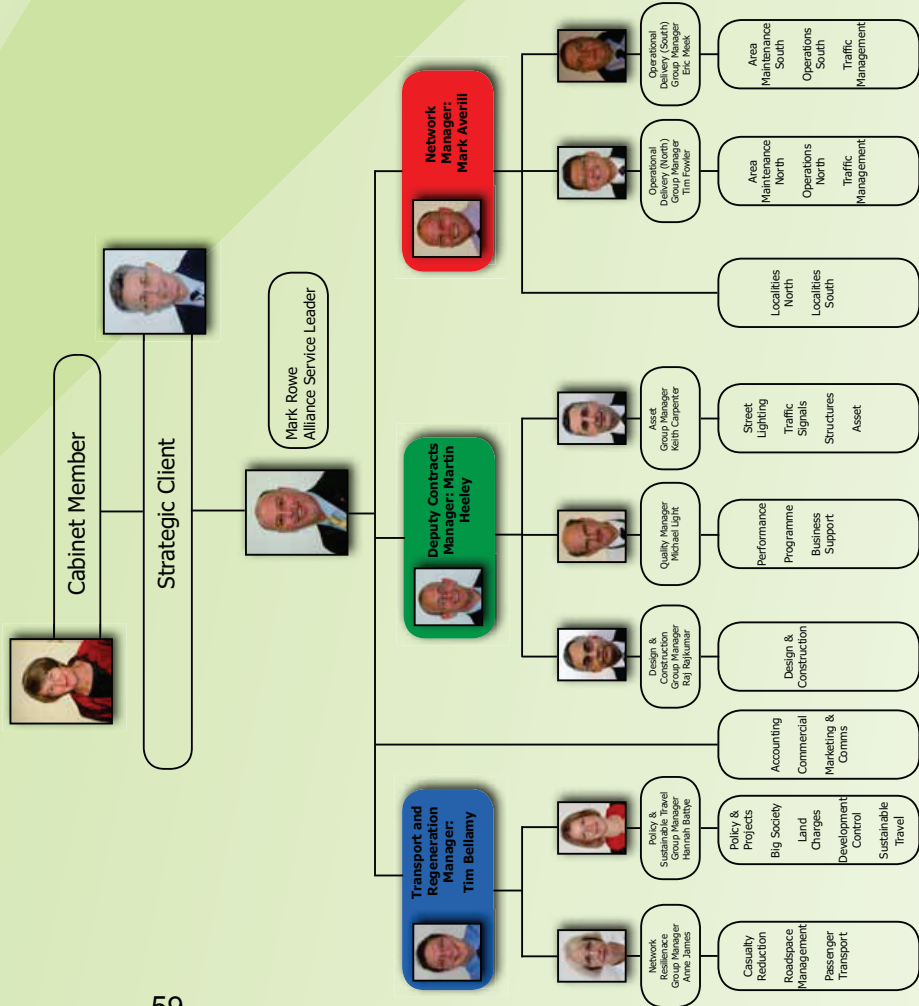


EFQM

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.



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.

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.

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.

Challenge

A consistent behaviour should be displayed by all leaders.

Challenge

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





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.

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.

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

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

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.

Action

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

Action

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

Action

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

Action

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

Challenge

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

Challenge

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

Challenge

There is confusion amongst staff over Alliance leadership.

Challenge

The necessity for holding all meetings needs to be reviewed.



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

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.

Processes, Products & Services

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.

Challenge

Processes need ongoing review to ensure they remain relevant.



Action

The new BMS will encompass all processes. Process owners will be identified and responsible for reviews and update. New processes and changes in processes will be communicated to staff via Network Bulletins and other media.

Challenge

Value Plus is underused as its purpose is not widely understood.



Action

Presentation on the reason for the Value Plus process to be given at TLF. Continue to promote the £50 incentive.

Challenge

Staff confusion over the charging of works remains an issue.



Action

A briefing note is to be sent out explaining the mechanism on how we charge for works.

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:

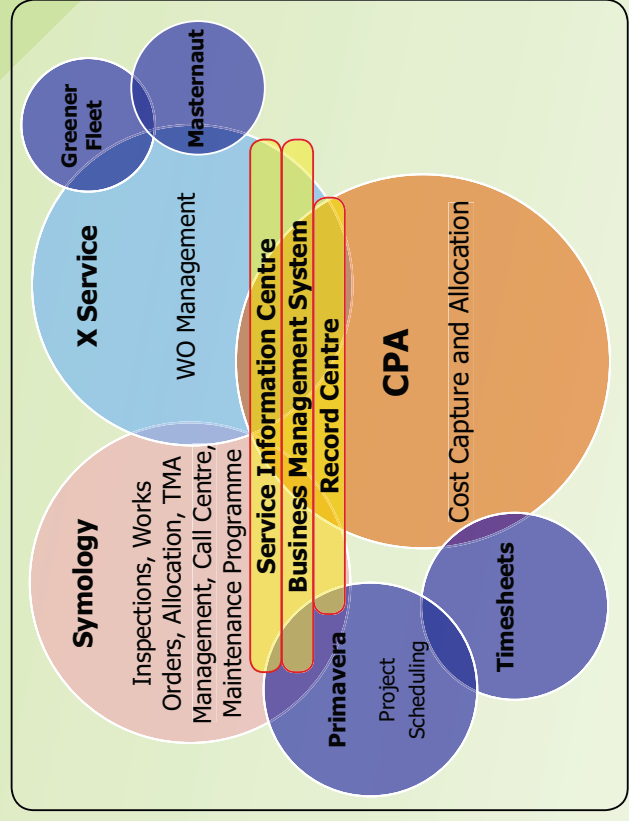
Ensuring the private sector partners deliver value for money and achieve the performance requirements of the Council as the commissioning authority. The Strategic Client is headed up by Head of Transport, Jim Stevens who is responsible for transport strategy and policy and accountable for all transport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



Mark Rowe and
the Alliance

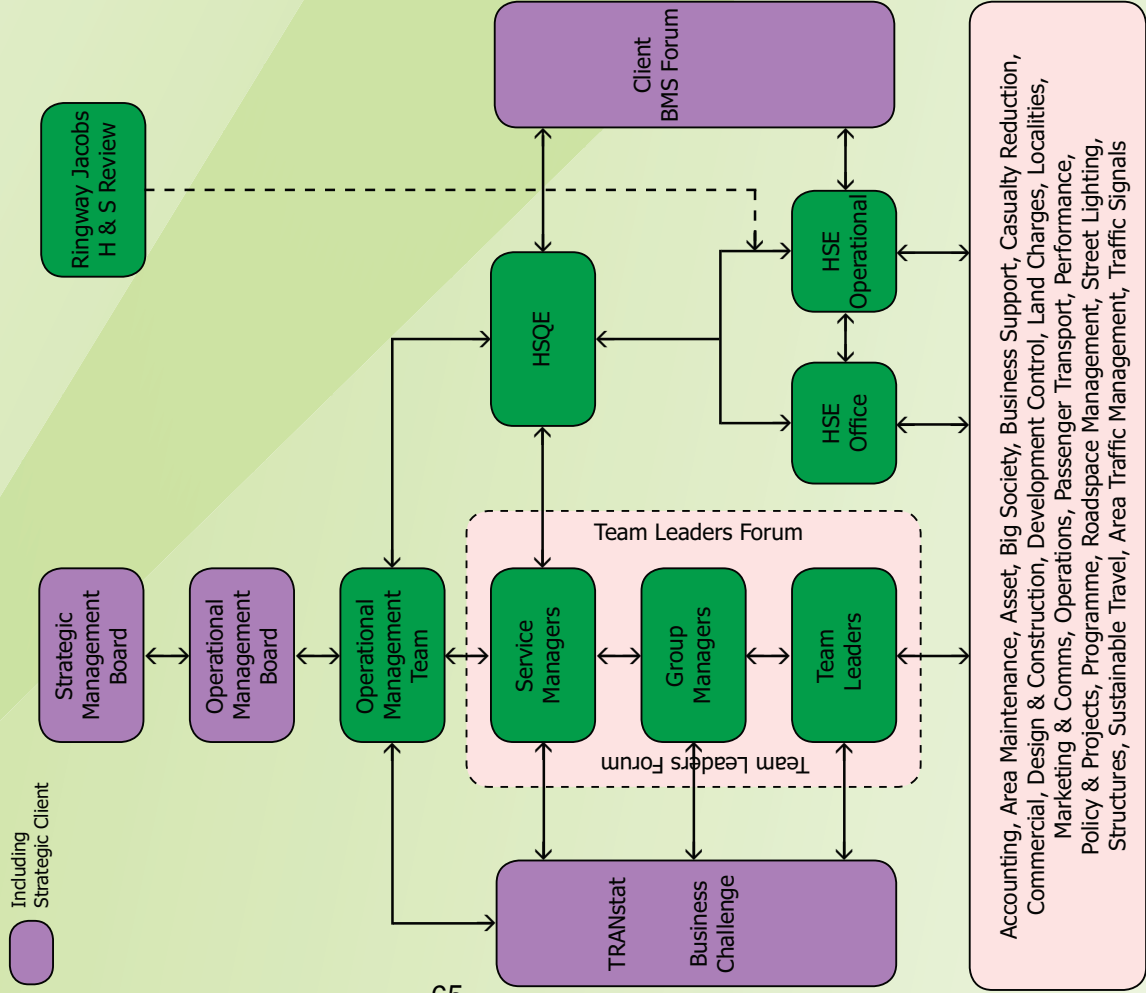
Responsible for:

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.



Management Reporting

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.

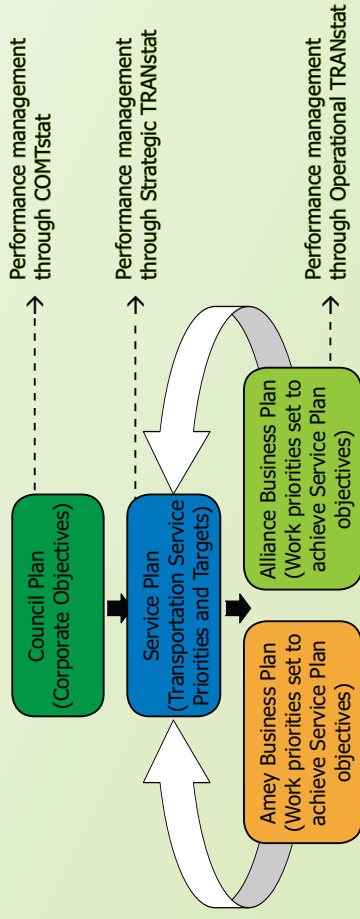
TRANstat

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

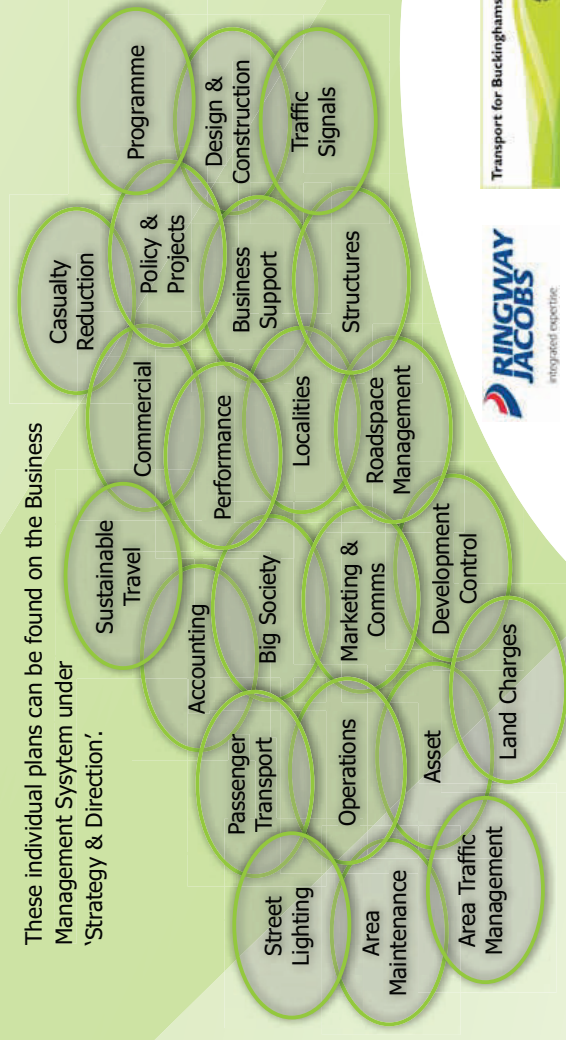
Business Plan Hierarchy



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 aspirations. 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 System under 'Strategy & Direction'.



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.

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 benefitted 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%

88

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

Transport for Buckinghamshire

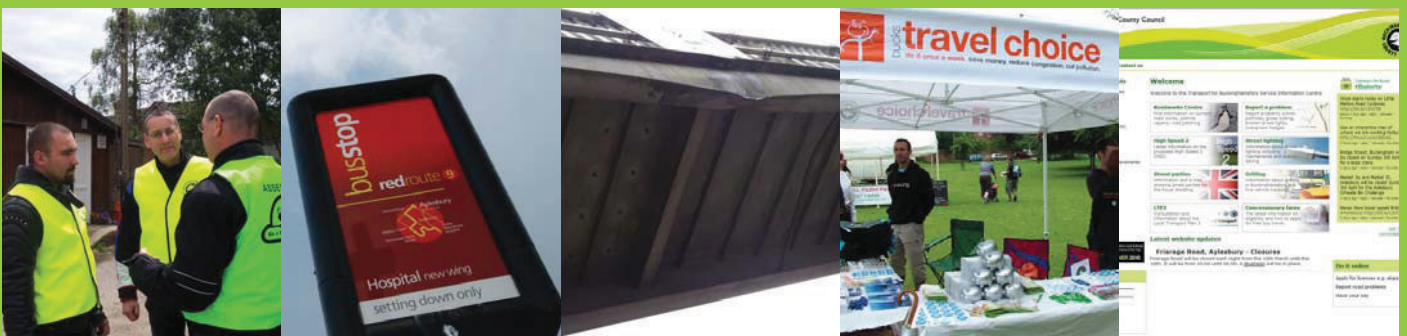
County Hall
Walton Street
Aylesbury
Buckinghamshire
HP20 1UY

www.buckscc.gov.uk/transport



National Transport Awards 2011

Transport Local Authority of the Year



Transport for Buckinghamshire



TRANSPORT LOCAL AUTHORITY OF THE YEAR 2011:

'Transport for Buckinghamshire'



Introduction:

Buckinghamshire County Council has experienced massive pressures during the past three years, including significant reductions in transport budgets, but despite this, the Council's transport service has achieved impressive results and taken efficiency to new heights.

Having a clear focus on Local Transport Plan priorities and targeting resources appropriately has been key to success, as has a massive step change in efficiency – achieved by a complete transformation of the service into a radical new public/private sector partnership.

The results speak for themselves and this bid for Local Transport Authority of the Year 2011 describes Transport for Buckinghamshire's journey during the last three years and the impressive results achieved to date.

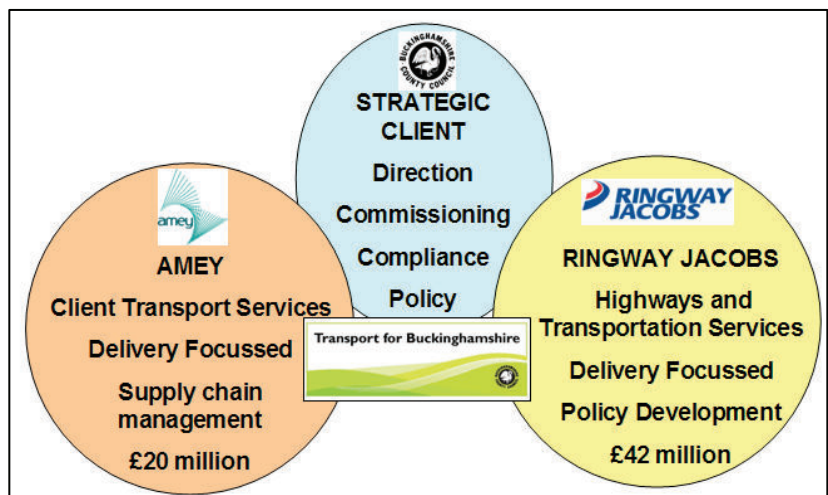
Transformation to create 'Transport for Buckinghamshire'

Transport for Buckinghamshire was created in 2008/09 and is a strategic public/private sector partnership between the County Council, Ringway Jacobs and Amey Plc – focussed on shared outcomes.

Creating Transport for Buckinghamshire required strong leadership in order to drive the massive change programme successfully and at the same time ensuring the delivery of high quality outcomes in sustainable transport.

The diagram shows the responsibilities of the three partners. The Council's strategic client is probably the 'thinnest' client team in the country – with only 5 members of staff (albeit at a senior level).

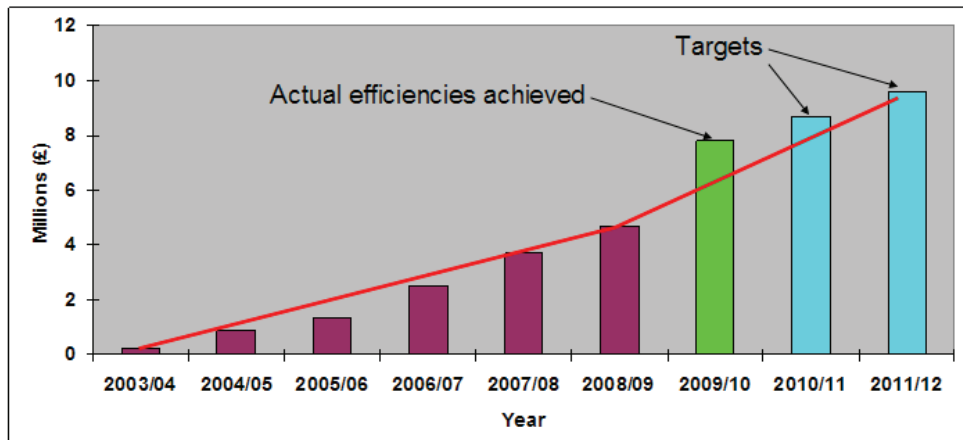
The effectiveness of the relationship was demonstrated recently in response to a major incident, when a footbridge spanning the A40 dual carriageway in Denham was seriously damaged by a passing lorry. Within 9 days of the incident, Transport for Buckinghamshire had removed the bridge and installed a fully functioning, permanent, pelican crossing. The work caused minimal disruption and generated lots of positive feedback (see our bid for Team/Partnership of the Year).



Efficiency savings:

It is worth mentioning the scale of efficiency savings achieved, because these are really impressive.

Between 2003 and 2008, £5 million of efficiencies had been made by the transport service. A further £5 million was required over the next three years to avoid service cuts. This was the catalyst to create Transport for Buckinghamshire and significantly



reduce overhead and back office costs. During the first year of operation, Transport for Buckinghamshire has already achieved a total of £5.1 million of revenue efficiencies (£3.1 million - transportation and highways and £2 million - home to school and social care transport) and a further £0.7 million in capital efficiencies. The graph shows the efficiencies within transportation and highways, but excludes home to school and social care transport, which if added, would make the graph even more impressive. The efficiencies savings have been audited.

Results:

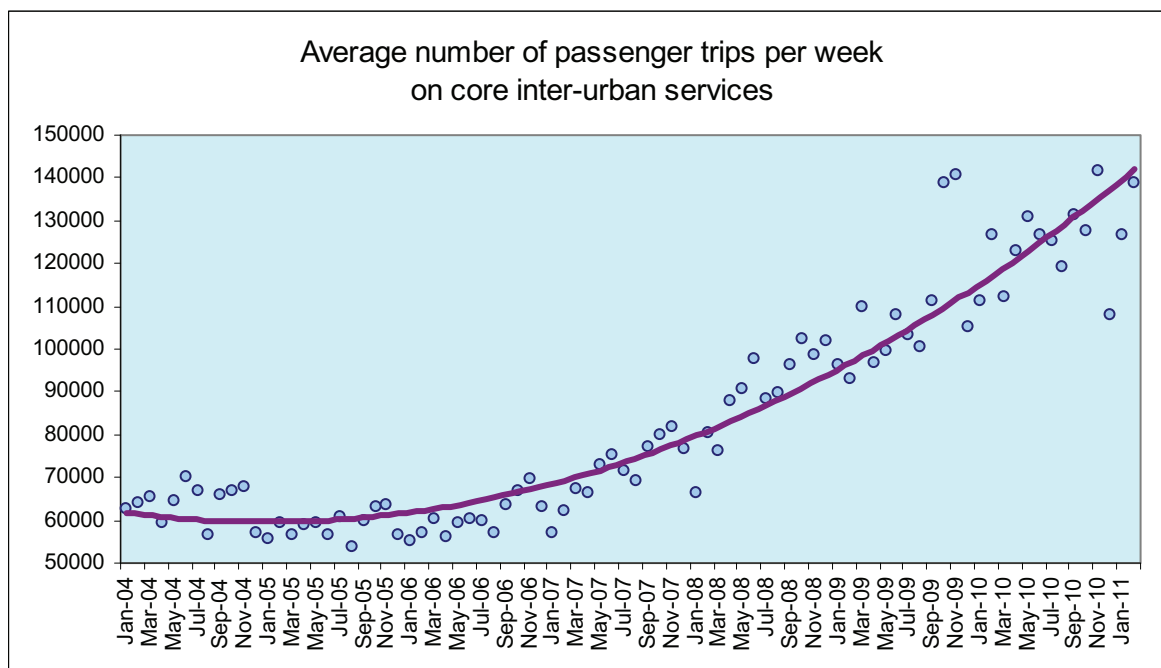
Along with the efficiency savings, we are proud to have delivered quality outcomes in sustainable transport – helping to support economic recovery and carbon reduction.

Bus:

We have seen steady bus patronage growth across Buckinghamshire. The graph below shows exponential growth on core inter-urban bus routes (further graphs for all bus services and our urban 'rainbow route' network are included at Appendix A - demonstrating similarly impressive results). The data is collected by the bus companies using wayfarer ticket machines, used for national indicator measurement.



Punctuality has increased by 10% (measured by GPS tracking) since the implementation of the "Bus Punctuality Partnerships" and "Route Improvement Partnerships" in 2009. The new NextBus website gets 5000 hits per week. Our flagship Line 280 service has seen a 26% increase in patronage in the last 6 months alone and we have many more equally impressive results for other bus routes (see our bid for Improvements to Bus Services).



Rail:

We work closely with Chiltern Rail to promote train travel, including the design and delivery of new infrastructure - a new parkway station north of Aylesbury, formally opened in 2009 and a new transport interchange at High Wycombe station, which opens in May 2011. The new facilities provide for all modes and are part of our joint strategy with the district councils to support economic growth in the two towns.



Using the most recent data supplied by the Office of Rail Regulation, rail travel has increased by 13% at Aylesbury station and 10% at High Wycombe and we are expecting further increases over time.

We are also taking a lead role with the development of East West Rail – a major rail scheme, supporting economic growth and sustainable travel, ultimately connecting Oxford and Cambridge, through Buckinghamshire and down to the Thames Valley and London.

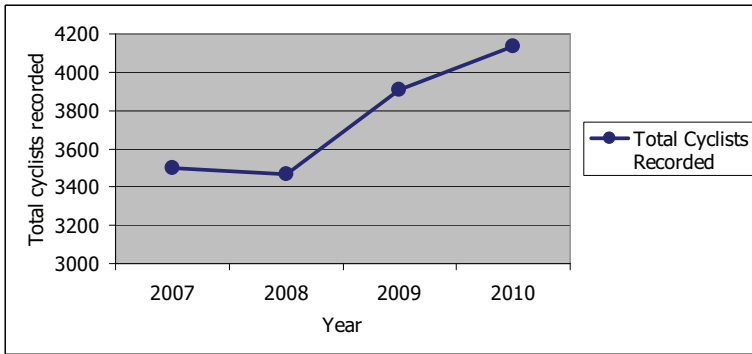
Cycling:

We have increased the number of people cycling – helping to reduce congestion, CO₂ and improve health. Aylesbury (one of the first Cycling Demonstration towns) now has nine dedicated gemstone cycle routes, which provide continuous high quality routes into the town centre – most of which has been completed since 2008. Our landmark ‘Bourg Walk’ Bridge and boulevard, completed in 2009 and situated on the ‘Pebble Way’ route, provides a direct link into the town centre, bus and railway stations.



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Aylesbury has seen an 18% increase in cycle trips (2007 - 2010) – as shown in the graph.



The number of bikes parked at the train station has increased by 35%. These results have been measured by automatic cycle counters and manual counts at the station.

Our cycling work has made a positive effect countywide where we have seen a 5% increase since 2007 – an excellent result, given

the largely rural and hilly nature of the County. We are also working with a local community group in Burnham to implement a cycling strategy in South Bucks as a legacy to the 2012 Olympics being held at the nearby Dorney Rowing Lake.

Travel Planning:

Our travel planning work with businesses and schools is contributing towards sustainable travel and helping businesses reduce their carbon footprint.

In 2008, a survey of businesses showed that 79% of employees travelled alone by car to work, with only 5% walking. The latest survey shows a massive improvement to 52% single occupancy car use, with a rise in cycling, car sharing and bus use. The figure for walking now stands at 18%, demonstrating the shift in mindset of commuters to adopt healthier ways to get to work.

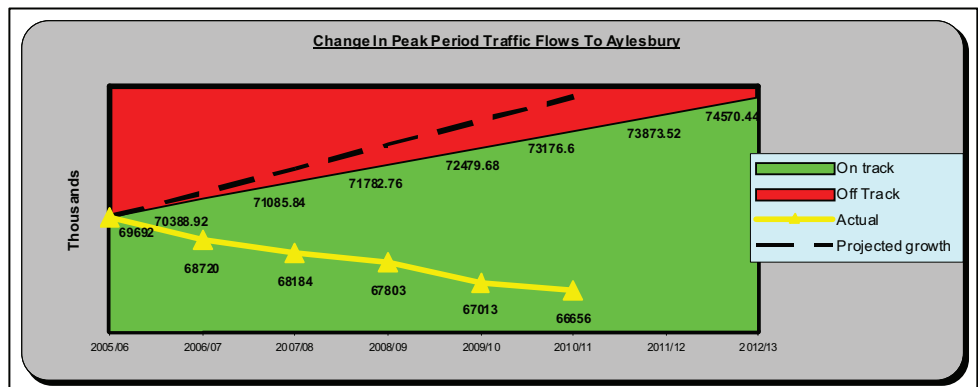


We measure the results using the itrace annual survey. We have similar positive results for school travel (see our bid for Travel Information and Marketing).

We launched 'Walk Wycombe' in 2010 in conjunction with the Primary Care Trust to encourage people to walk using a number of scenic routes, promoting the health benefits. We are now working with the PCT on further promotional campaigns.

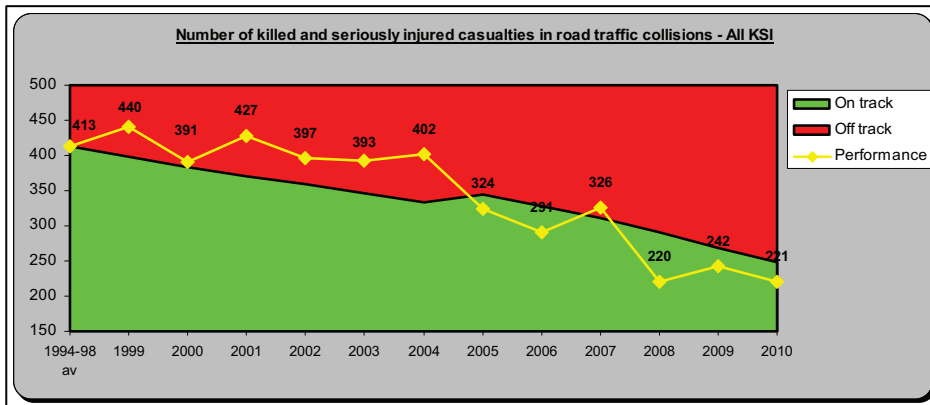
We aim to do even more and have submitted a £5 million bid for Local Sustainable Transport Funding, jointly developed with businesses.

By promoting sustainable travel we have seen significant reduction in peak hour car travel in our two main towns (High Wycombe and Aylesbury). We believe this reduction is faster than national and regional levels. The yellow line in the graph shows traffic flow in Aylesbury reducing year on year (Appendix B includes a similar graph for High Wycombe). We measure the results using automatic traffic counters.



Road Safety:

We have reduced injuries on Buckinghamshire's roads - meeting the national 2010 casualty reduction targets one year early.



The graph shows the reduction in Killed and Seriously Injured casualties (Appendix C shows similar positive results for Child KSI's and Slight injuries). The data is supplied by Thames Valley Police.

Our results have been achieved through a comprehensive approach - local safety schemes, education, training and publicity, targeting 'at risk' groups, our countywide speed limit review and supporting the local communities with, for example, 'Community Speed watch' (see our bid for Road Safety, Traffic Management and Enforcement).

... and we have just learned (April 2011) that EURORAP (European Road Assessment Programme) is reporting in its latest annual assessment, the A4128 route from Great Missenden to High Wycombe in Buckinghamshire is the most improved route in Great Britain in terms of road safety.

The 'Big Society' and localism:

We have a good track record of working with local communities.

One example is the Princes Risborough community bus – launched by the Town Council in 2009, running to a timetabled service using volunteer drivers, addressing local accessibility problems. We supported this project with technical advice and funding to kick-start the scheme – which is now self sufficient and successful. We are now encouraging other communities to consider doing likewise.

We have also commenced an innovative community transport project called 'Go Bucks'. This will coordinate a number of currently separate transport operations (e.g. car clubs, dial a rides, non emergency patient transport, community buses, 'wheels to work', home to school, social care transport, etc) creating an accessible, one stop shop for people who want transport. We see this project helping to provide better access to jobs and services, supporting economic recovery.



Carbon emissions:

Our CO₂ footprint from our operations is reducing. Along with launching a new, more fuel efficient, fleet of maintenance vehicles, a 'Masternaut' system has been installed on all

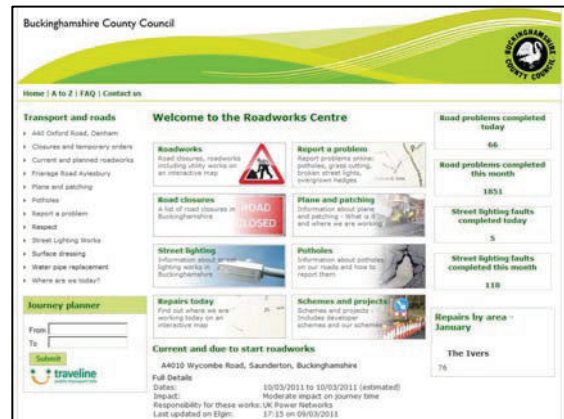
vehicles to track and monitor vehicle mileage and driving efficiency. The system is capable of identifying poor driver behaviour that leads to increased fuel consumption.

We have invested £500,000 in new technology and converted all our traffic signals to LED, saving 350 tonnes of CO₂ and £60,000 in energy annually. We have expanded our original streetlight switch-off project, to 'part night lighting' and 'light dimming' projects in urban areas.

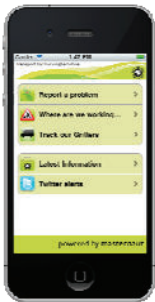
This work, along with the growth in bus use, cycling, walking and efficient routing of home to school and social care transport is helping reduce emissions and keeping us firmly on track to meet our target to reduce CO₂ by 4% by 2012.

Innovation:

We always look to find innovative and cost effective solutions to problems. One of our biggest challenges is meeting public expectations and we believe good communication plays a key role in this. In the winter of 2009 we were receiving a large number of calls and negative publicity, simply because people were finding it difficult to access information on how services were affected by the snow.

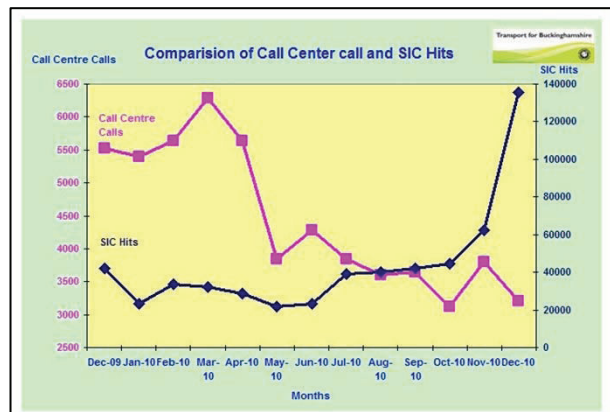


To address this, we designed a (www.transportforbucks.net) - a purpose built website to promote the entire service online. The public can receive up-to-date information on, for example, where we are working, our future programme and transport policy. We also launched a TfB 'app' to further increase public access and communication with our services.



We are now seeing fewer phone calls coming into the contact centre (see graph), a reduction in negative media and also positive feedback from the public.

Service Information Centre (SIC)



In March 2011, we successfully implemented a £4 million Urban Traffic Management Control System in Aylesbury.

With this in place, our traffic monitoring, management and information dissemination capabilities have been significantly enhanced and will support improvement of journey time reliability, tackling of air quality and the overall improvement in journey experience.

Staff – our most important asset:

Throughout our journey over the last three years, it has been important to fully support staff. Our results demonstrate their dedication and commitment in delivering quality outcomes and we celebrate individual and team success monthly – however large or small the achievement.

Working with the private sector is providing opportunities to gain commercial sector experience (and vice versa) and participate in joint training and development programmes – all of which is helping develop staff competencies.

We are now measuring our overall progress as a ‘business’ against the ‘European Foundation for Quality Management’. Our first year score is higher than average with strong performance in ‘Policy and Strategy’, ‘Customer Results’ and ‘Key Performance Indicators’.

The future:

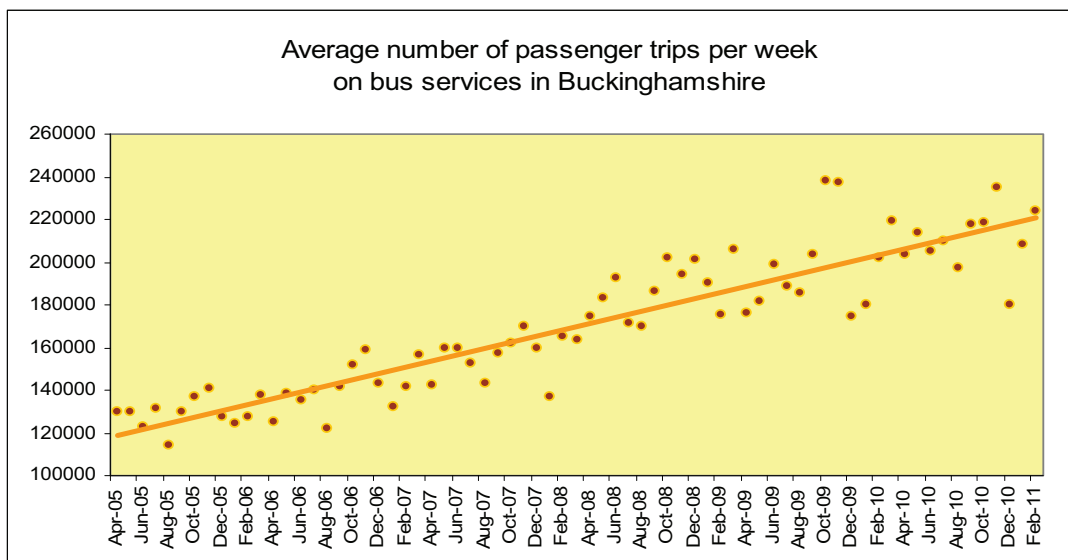
The results that we have achieved over the last three years, in the face of immense pressure and significant transformational change, demonstrate the success of Transport for Buckinghamshire. We now are moving forward on delivering the aspirations in our new Local Transport Plan (published in April 2011) helping us to focus further on supporting economic recovery and carbon reduction.

The recent government changes to transport capital funding (now 100% grant) will enable us to increase the positive impact of our sustainable transport work. Road and pavement repairs, in particular, will see a significant improvement - in response to the public who rank this as a top priority.

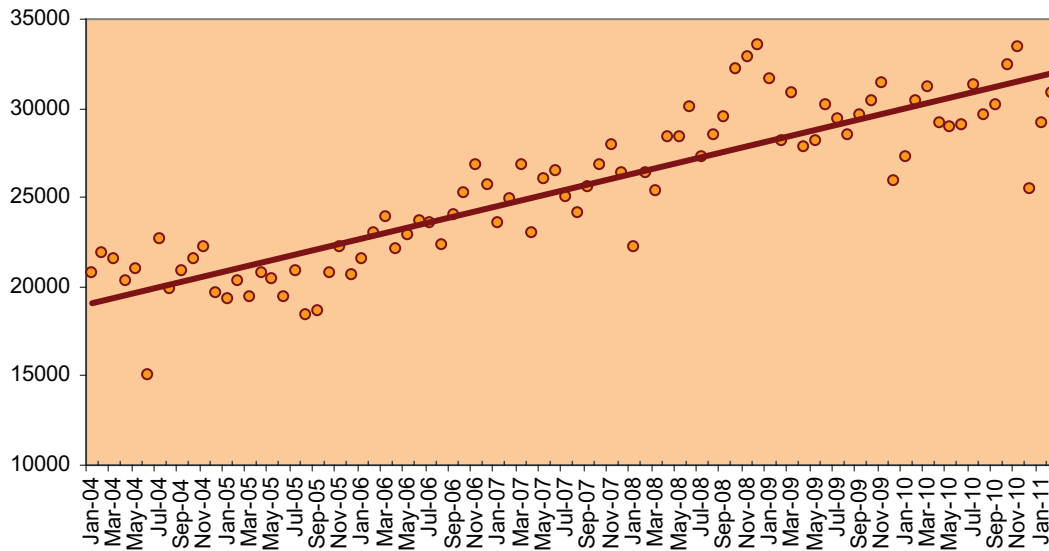
It can be truly said that TfB has delivered ‘far more with considerably less’ and we are not complacent and are continually seeking to find more innovative, efficient and effective ways of delivering transport services

26th April 2011

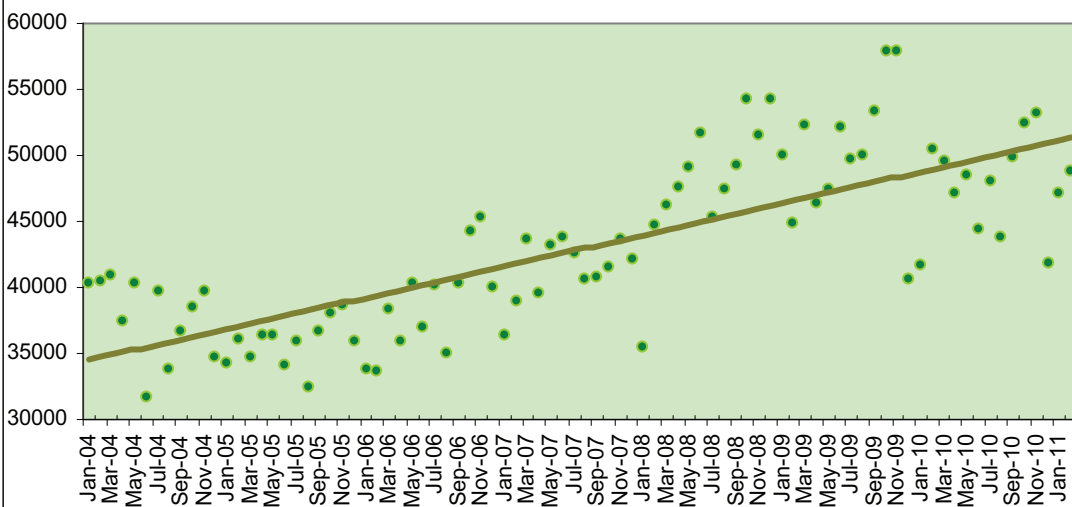
Appendix A – Bus Patronage



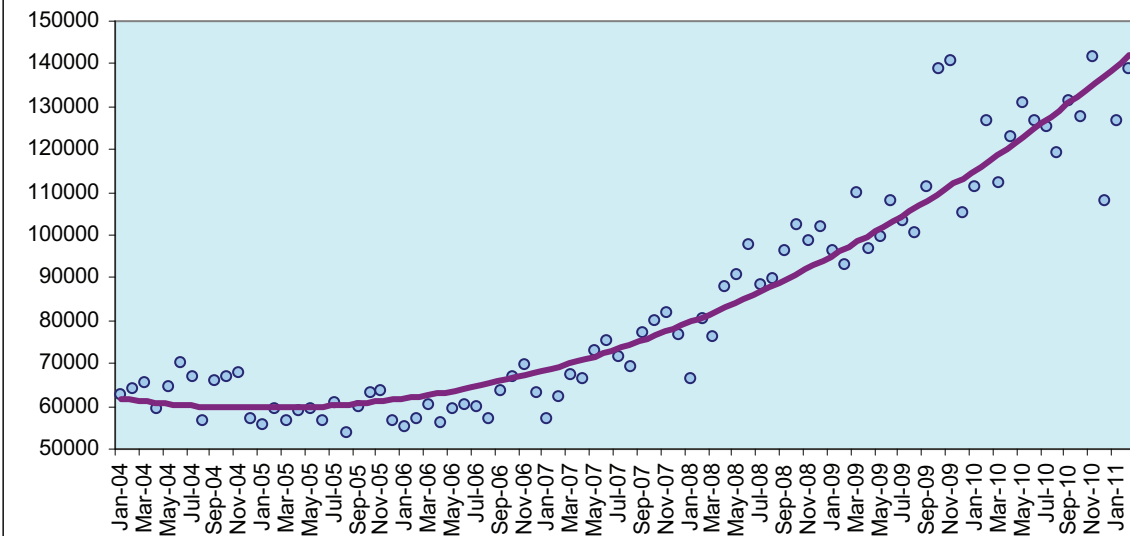
Average number of passenger trips per week on Aylesbury rainbowroutes services



Average number of passenger trips per week on Arriva's High Wycombe rainbowroutes services

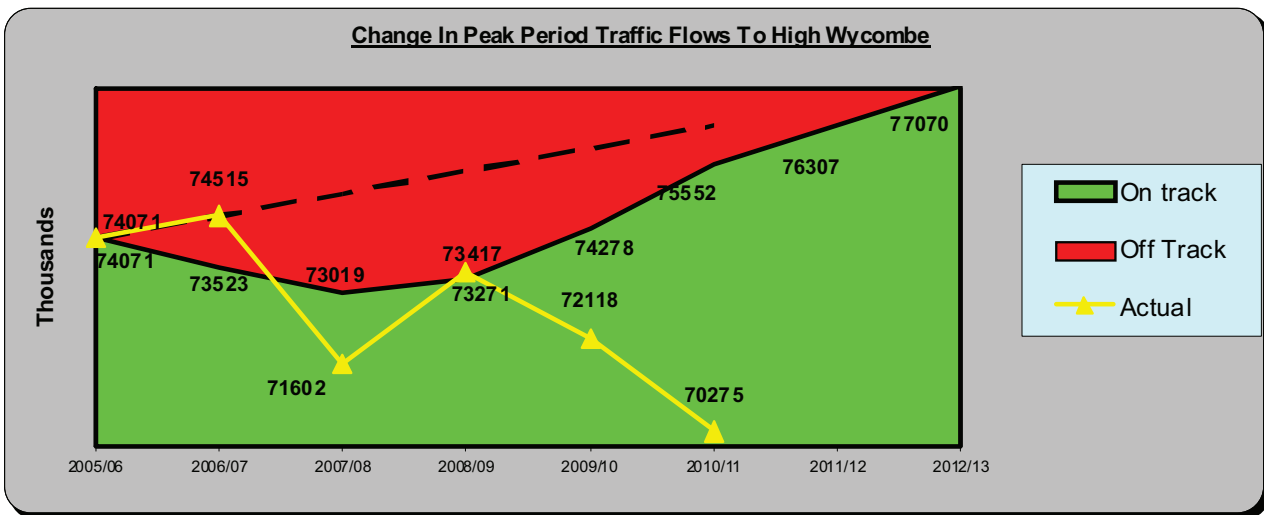


Average number of passenger trips per week on core inter-urban services

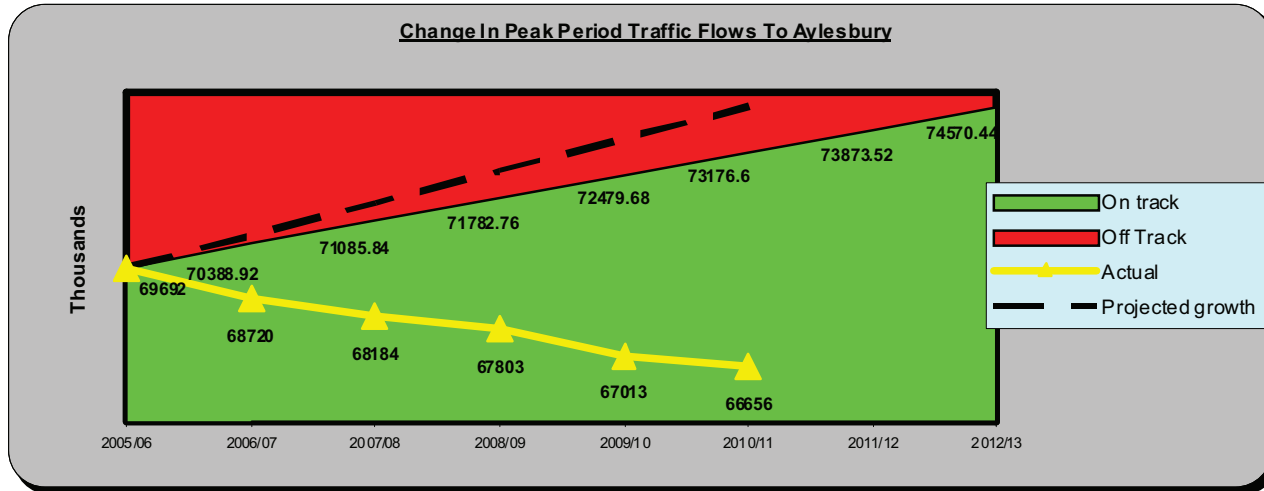


Appendix B – Peak Hour Traffic

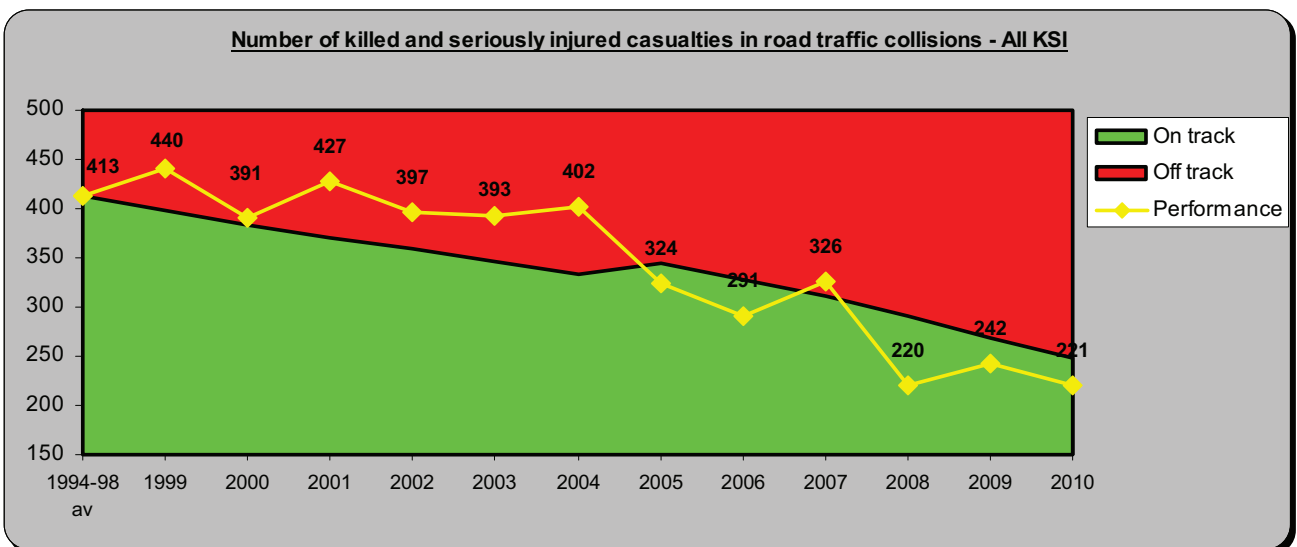
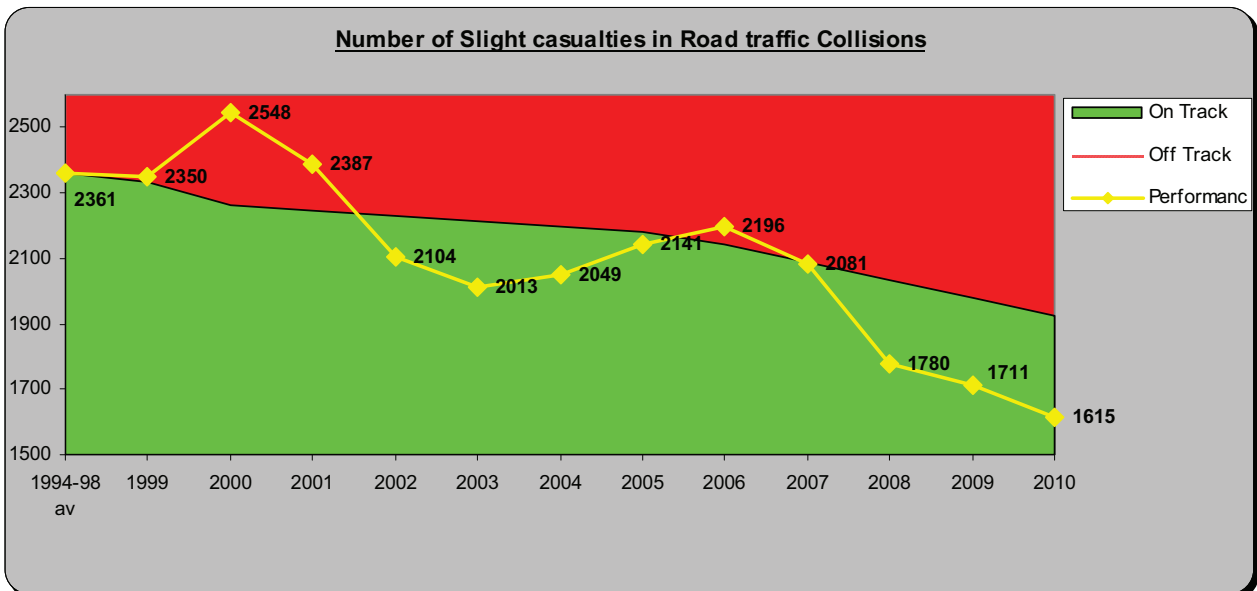
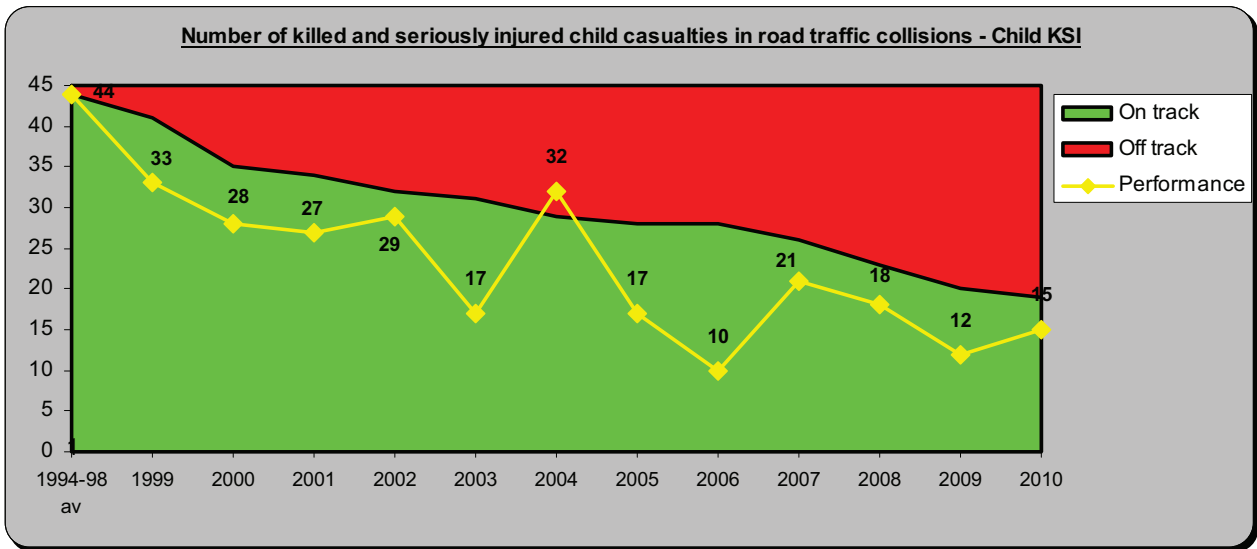
Change In Peak Period Traffic Flows To High Wycombe



Change In Peak Period Traffic Flows To Aylesbury



Appendix C – Casualty Reduction



Agenda Item 6

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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