



Transport, Environment & Climate Change Select Committee agenda

Date: Thursday 21 January 2021

Time: 2.00 pm

Venue: Via MS Teams

Membership:

S Broadbent (Chairman), Mr C Clare, A Cole, G Hall, A Hill, M Hussain, M Hussain, C Jackson, S Jenkins (Vice-Chairman), D Lyons, P Martin, Dr W Matthews, M Smith, P Strachan and M Titterington

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Agenda Item	Time	Page No
1 Apologies for Absence/Changes in Membership	14:00	
2 Declarations of Interest		
3 Minutes of the Previous Meeting		5 - 8

The minutes of the meeting held on Thursday 12 November 2020 to be confirmed as a correct record.

4 Public Questions

5 Chairman's Update 14:05

For the Chairman to update Members on Transport, Environment and Climate Change scrutiny activities since the last meeting.

6 HS2 Ltd 14:10

The Committee will hear from representatives from HS2 Ltd.

Presenters:

Luke Nipen

Maddelyn Sutton

Ambrose McGuire

Rohan Perin

Dr Laura Leech, Head of Major Projects, Buckinghamshire Council

7 Climate Change Strategy Update 14:50

The Committee will receive a verbal update on the development of the Climate Change Strategy and Carbon Audit.

Presenters:

Councillor Bill Chapple, Cabinet Member for Environment and Climate Change

Ed Barlow, Head of Energy

Steve Bambrick, Service Director Planning and Sustainability

David Sutherland, Head of Climate Change & Environment

8 Transport for Buckinghamshire Contract Re-procurement 15:10 9 - 30

To consider an update report on the re-procurement of the Transport for Buckinghamshire contract. To note the progress, governance arrangements and programme to deliver the procurement process.

Presenters:

Rob Smith, Service Director - Highways and Technical Services

Papers:

Highway Services Update Report

Appendices 1 to 5

- | | | | |
|-----------|---|--------------|----------------|
| 9 | Work Programme | 15:40 | 31 - 32 |
| | The Committee will discuss the work programme and items for the next meeting. | | |
| 10 | Date of the Next Meeting | | |
| | The next meeting will take place at 10am on Thursday 11 March 2021. | | |

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For further information please contact: Jemma Durkan on 01494 421635, email democracy@buckinghamshire.gov.uk.

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Agenda Item 3
Buckinghamshire Council
**Transport, Environment &
Climate Change Select Committee**

Minutes

MINUTES OF THE MEETING OF THE TRANSPORT, ENVIRONMENT & CLIMATE CHANGE SELECT COMMITTEE HELD ON THURSDAY 12 NOVEMBER 2020 IN VIRTUAL MEETING VIA MS TEAMS, COMMENCING AT 10.00 AM AND CONCLUDING AT 11.15 AM

MEMBERS PRESENT

S Broadbent, C Clare, A Cole, G Hall, A Hill, M Hussain, M Hussain, C Jackson, S Jenkins, D Lyons, Dr W Matthews, M Smith, P Strachan and M Titterington

OTHERS IN ATTENDANCE

J Durkan, S Bambrick, B Chapple OBE, D Martin, N Naylor, E Barlow and C Harriss

Agenda Item

12 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP

Apologies for absence were received from Councillor Peter Martin and Ian Thompson, Corporate Director, Planning, Growth & Sustainability. Councillor Alan Hill advised that he would have to leave the meeting at 11am.

13 DECLARATIONS OF INTEREST

There were no declarations of interest.

14 PUBLIC QUESTIONS

Three public questions were considered at the meetings as attached to the agenda and verbal responses were provided by the Cabinet Member Transport, Cabinet Member for Sports and Leisure and the Cabinet Member for Environment and Climate Change.

The Chairman thanked the members of the public for a number of additional questions received and these would be responded to outside of the meeting or at a future meeting of the Committee. Information on asking public questions was available in the Council's Constitution and from Democratic Services.

15 CHAIRMAN'S UPDATE

The Chairman noted working groups for both Home to School Transport and the Climate Change Strategy had been established on a cross party basis and met since the last meeting. Members of the Education Select Committee had also attended the Home to School Transport working group. The Chairman informed the Committee that an update would be provided by David

Martin, Cabinet Member for Logistics later in the meeting.

The Climate Change working group had met twice and an update was being provided to the Committee at the meeting. It was noted that members of the Committee received many emails on the Climate Change topic from the public and not all of these could be answered during the meeting, however some subjects may be answered by the publication of the Strategy. Public engagement work was being undertaken by the Cabinet Member and officers to make sure that the policy was robust as possible.

The Chairman thanked the members of both groups for their participation and input.

16 CLIMATE CHANGE STRATEGY - UPDATE

Mr Bill Chapple, Cabinet Member for Environment and Climate Change and Ed Barlow, Head of Energy provided an update on the Climate Change Strategy.

Bill noted that since the last meeting the second lockdown had taken place. The scale and pace of work on the Strategy across the council had been impressive during a time when resourcing and responding to the COVID 19 pandemic was also taking place. Bill explained that the timetable for the Strategy was ambitious during this difficult time of uncertainty around the impact on the ways of working and living. Bill explained that the consultation was no longer taking place in December, further time would be required to consider the impact of the pandemic and to consider deliverable financial details of the Strategy.

Bill was proud of the achievements so far on the emerging Strategy. He thanked the Committee and Working Group, and looked forward to meeting again to discuss the matter.

Ed Barlow provided a presentation and it was noted that a motion at Council on 15 July directed the work on the Strategy to enable a net zero of carbon emission by 2050, potentially 2030 subject to resources. This would be combined with the Low Emissions Strategy which focussed on air quality issues. Ed confirmed that the timeline had now changed as the public consultation due to be held from 16 November to 16 December had been postponed at this stage.

With regards to the public questionnaire released in September it was highlighted that regarding climate change 95% of people were concerned and 79% were very concerned, this was higher in comparison to figures in 2019. The concern of residents was influenced by scientific and personal experience. Personal experiences and physical evidence influenced concern regarding air quality. Respondents were also more aware of physical measures taken by the Council to reduce emissions, such as changes in street lighting to LED, rather than policy or management actions.

Development of the Strategy had included internal staff workshops, briefings and engagement with Community Board Coordinators, TECC Select Committee Working Group meetings, dialogue with environmental groups and a public questionnaire with 1370 responses.

Two main areas explored by the working group were the need for clarity and transparency over data and for this to be communicated clearly on why and what was being used. Also, the Council's role in addressing climate change and the control and mechanisms used to influence actions.

The Chairman commented that he was disappointed by the announcement. Bill assured the Committee that he had thought long and hard about the postponement and the aim was to still take the strategy to the February Cabinet meeting. However, due to the uncertainty around the

pandemic details could not yet be confirmed. The Chairman noted that he would like the Working Group to meet at least once before the next meeting to add value and critique.

In response to further questions the following points were noted:

- Regarding flexibility in the Strategy it was noted that work was being undertaken on immediate changes such as improving the energy efficiency of Council buildings, installing renewable energy such as solar panels, reducing emissions in the council's fleet with electric vehicles, upgrading the lighting to LEDs, large scale tree planting, working with Community Boards, suppliers and partners to reduce emissions and by using the planning system to deliver low carb development following the Planning White Paper.
- There was concern that the Strategy was floundering at this early stage. It was suggested to consult third party consultants to help continue with the Strategy. Bill noted the disappointment in the postponement of the consultation and commented that the Strategy would cover the whole Council and effect everyone. When completed it would need to be prepared properly to be submitted to members and the public.
- It was noted that regarding the Aylesbury Vale District Council target to be carbon neutral by 2030 that this had been a decision made by the legacy council and Buckinghamshire Council members had agreed a target of 2050.
- There were 3 scopes for emissions: scope 1, direct emissions; scope 2, electricity and scope 3, supplier emission or supplier chains. The Councils approach used scope 1 and two, and business travel from scope 3 using data available. Regarding benchmarking with what other local authorities were doing in relation to emissions it was noted that this was difficult due to the variations in comparison to other areas.
- It was suggested that expansion beyond transport be investigated.
- New contracts and suppliers were being considered. Investigations were being undertaken into making the Council's buildings more carbon friendly. Commitment was required by everyone to be responsible to reduce emissions.
- It was suggested that information be provided on the Council's website to help people understand and make better choices to help reduce their carbon emissions. It was confirmed that this would be investigated.
- Concern was raised that individuals were progressing on becoming carbon neutral ahead of the Council.
- It was confirmed that work would continue on the Strategy and information would be provided as soon as it was available.

The Chairman thanked the Cabinet Member and Ed Barlow for the update.

17 HOME TO SCHOOL TRANSPORT - UPDATE

The Chairman confirmed that a tabled updated from Mr David Martin, Cabinet Member for Logistics would be provided.

The following points were noted:

- Regarding a previous question regarding car parking charges in Aylesbury it was noted that there had been no recent car parking charge increases in Aylesbury. One car park had introduced contactless payments, replacing the old method of putting coins in machines and paper tickets in the windscreen.
- David thanked Members for support and feedback on the customer experience which would feed into improvements in the service. Residents were encouraged to write to the Cabinet Member with comments, suggestions and to provide feedback.
- David thanked all members of the home to school transport working group, of which the

majority of members were from the TECC Select Committee. One meeting had taken place which produced useful feedback and recommendations.

- During the national lockdown public buses and school transport were running as normal. It was noted that the safety of passengers was of paramount importance and the service was engaging with and providing regular briefings to all suppliers on safety measures.
- The Council continued to financially support the county bus operators to enable improved social distancing on public bus routes that take children to and from school.
- Occupancy on council commissioned school transport vehicles was maximised, which supported reducing unnecessary car journeys. The Council buses enabled 5000 fewer car journeys which contributes to the reduction in carbon emissions.
- Transport with regard to social care had been impacted by the pandemic as respite centre and day centres were taking individual risk-based assessments on their opening hours and thereby transport requirements. Officers were working with respite and day centre managers to organise transport safely on a case by case basis. These residents were very often amongst the most vulnerable and at risk residents. However, it was confirmed that all residents who require this transport were provided with this.

The Chairman thanked David for his update and it was confirmed that the Working Group would meet again to provide input on the service area.

18 MINUTES

The minutes of the meeting held on 17 September were agreed as a correct record.

19 WORK PROGRAMME

It was noted that the external provider item had been moved to the January meeting and would be a lengthy meeting. Also the date of the next meeting had been moved to the 21 January 2021 at 2pm due to the Budget Scrutiny taking place during the first week of January. The draft work programme was noted and confirmed.

20 DATE OF NEXT MEETING

The date of the next meeting would take place at 2pm on 21 January 2021. It was expected that this meeting would take place via MS Teams.

The Chairman thanked Members for attendance and questions to the meeting.



Report to Transport, Environment and Climate Change Select Committee.

Date: 21st January 2021

Reference number: N/A

Title: Future Highways Services Update

Relevant councillor(s): Nick Naylor, Cabinet Member for Transport

Contact officer: Rob Smith

Author: David Farquhar

Ward(s) affected: All wards, as a council wide service

Purpose of report: This paper provides an update and the proposed way forward for this project and asks members;

- 1. To note the progress to date with regards the procurement of a new Highways Services Contract, in particular the increase in capacity of the Council's client team and progress relating to the transfer back in-house of the various teams, namely the communications team, the Customer Compliance Officers (CCOs), the Local Area Technicians (LATs) and the parking management team.**
- 2. To note the Governance arrangements and Programme which has been put in place to administer and deliver the procurement process.**

1.0 Executive summary

1.1 The current service is provided by Ringway Jacobs (RJ) and is delivered by approximately 220 staff, 5 of which are employed in managing the delivery of the off street parking service which is contracted separately to NSL. They also use a supply chain of providers to deliver the service.

1.2 The current contract was awarded to Ringway Jacobs in 2009. It is an 8 year contract with a possible extension of 7 years, 6 of which have already been granted.

1.3 The service is essentially outsourced, there is only a very small in house client team to commission work, administer the contract, check and challenge in terms of value for money and monitor the quality of work delivered.

1.4 It is a circa £45m per annum contract delivering all of the transportation and highways services, in terms of maintaining the highway.

1.5 Following a thorough analysis, the current model of delivery was not viewed as being the most appropriate to achieve the outcomes of the service or to contribute towards some of the key strategic objectives of the council.

1.6 The emerging proposals have been developed in discussion with the Cabinet member for Transport and the Member and Officer Reference Group.

1.7 A proposed new Client team structure has been developed and agreed and is shown in **Appendix 1**.

1.8 Governance arrangements have been put in place for the procurement exercise with representation as shown in **Appendix 2**.

1.9 A detailed programme with key dates and milestones has been developed and is shown as **Appendix 3**.

1.10 Recruitment to increase the capacity of the client team to better manage and direct the service as well as carry out the procurement exercise is progressing, and 3 of the new positions have already been recruited to and the new appointments commenced on 11th January 2021.

1.11 An exercise to transfer back into the Council a number of individuals/teams, comprising the Local Area Technicians (LATs), Customer Compliance Officers (CCOs), the communications team and the parking management team has also been carried out and the relevant staff successfully transferred back into the council on 1st January 2021.

1.12 In addition, further analysis has commenced on determining the new model, the type of contractual arrangements, the scope of the new contracts and also the duration which will best facilitate and deliver investment and delivery of the service in the future.

2.0 Background:

2.1 The Council's current contract for Highways Services was awarded to Ringway Jacobs in 2009. It is an 8 year contract with a possible extension of 7 years, 6 of which have already been granted. A decision not to grant the final year extension was taken in July 2020, and as such the contract will expire on 31st March 2023.

2.2 It is a circa £45m per annum contract delivering all of the transportation and highways services, in terms of maintaining the highway. The current service is provided by Ringway Jacobs (RJ) and is delivered by approximately 220 staff, 5 of which are employed in managing the delivery of the off street parking service which is contracted separately to NSL. They also use a supply chain of providers to deliver the service. The contract is managed by the existing client team.

2.3 The current scope of the contract includes the following services:

- Routine Maintenance including defect repairs, drainage, highway grass cutting (non-devolution areas), weed killing, signs and lines.
- Winter Maintenance including gritting
- Street Lighting Design and Maintenance Works
- Management of all Street works on the Highway
- Design and Delivery of the Capital Maintenance Programme (Resurfacing)
- Traffic Signals and Intelligent Traffic Systems
- Structures – maintenance and improvement works
- Network Safety
- Network Improvements, including some larger capital projects for the council
- Asset Management
- Local Area Technicians and Customer Compliance Officer (CCOs)
- Communications
- On Street Parking including management of the NSL Contract

2.4 The contract is a bespoke contract but based on the principles of the New Engineering Contract (NEC) 3 Option C. It is a target cost contract where payment is based on actual (defined cost) and if the project cost comes under the Task Order values then a sharing of the savings is made between both parties.

2.5 The contract is an open book contract with all costs visible to the client.

2.6 As the service is essentially outsourced, there is only a very small in house client team to commission work, administer the contract, check and challenge in terms of value for money and monitor the quality of work delivered. In 2013 a Buckinghamshire County Council Select Committee enquiry concluded that the 'in house' client had been significantly reduced since the contract was awarded to such an extent that it had insufficient capacity to effectively carry out the above functions and manage the contract effectively. Although additional resources were introduced, it is still one of the slimmest 'in house' clients across the country comprising 4 full time and 3 part time staff.

2.7 In addition to the above, and as previously stated, an element of the current outsourced model comprises the Parking Services, whereby the Council has a contract with NSL for their civil enforcement officers (CEO's) for 'on street' enforcement. The remainder of the service, including the management of the entire service, is carried out by the transport services

provider, Ringway Jacobs, (RJ) including the overall management of NSL. This NSL contract is due to finish in September 2021.

3.0 Issues and analysis.

3.1 With the Council now operating as a unitary council together with changes in the industry, it was agreed to alter the arrangements to better reflect and meet the needs of the new council. While it is anticipated that the scope of services within the remit will remain similar, it was proposed to significantly alter how the service will function.

3.2 In addition to the above and following the financial pressures and difficulties that have been experienced by some of the major providers in the sector, including the collapse of Carillion, having a single provider for all areas of the service is also seen as a concern that needs addressing.

3.3 Following a thorough analysis, the current model of delivery was not viewed as being the most appropriate to achieve the outcomes of the service or to contribute towards some of the key strategic objectives of the council. In addition to the above, the key limitations included:

- lack of client capacity to offer advice and guidance to elected members and key stakeholders including Town and Parish Councils, BIDs & Community Boards,
- working relationships and communication with the elected members, local councils and the local communities,
- the existing ability to demonstrate value for money,
- lack of client capacity to deal with requests made for small improvements to the network

3.4 An analysis of the various models that exist in the market was carried out and assessed to their appropriateness to deliver the strategic objectives of the Council and ensure that a fit for purpose, value for money service is delivered. Details of the proposed model are contained in this report and in **Appendix 4** in diagram format and **Appendix 5** in terms of detailed functionality.

3.5 Following this analysis and in consultation with the Cabinet Member, it is proposed to significantly alter the current arrangements and increase the size of the client team from the existing team of 4 full time and 3 part time staff to a team similar to the one shown in Appendix 1, with the size of the 'in house' team increased to ensure a greater influence or control of, setting strategic direction, shaping policy, overall delivery, managing of performance, etc.

3.6 This will enable the client team to firstly, facilitate the re-procurement of the highways services contract and thereafter, manage the contractual arrangements going forward and better influence and control the policy, levels of service, programmes of work and control of

the use and occupation of the highway network. It will also enable and facilitate improved working relationships and communication with the elected members, local councils and the wider community by transferring back in-house the Local Area Technicians (LATs), the Customer Compliance Officers (CCOs) and the communications team.

4.0 Analysis and proposed new operating model.

4.1 An analysis of the range of the different delivery models was carried out by an in-house team including the Cabinet Member for Transport and supported by industry experts and research.

4.2 Based on the analysis, the new contractual arrangements for the service is as shown in Figure 1 and as detailed below. This will provide the ability to both challenge and demonstrate quality and value for money, while maintaining resilience in delivering the service, in particular the winter service.

4.3 In addition, it is proposed that a similar range of activities, to those described above, will be included in any new contractual arrangements going forward. However, these would be delivered via a different set of contractual arrangements as detailed below. This model is believed to be the best option to not only address the issues and concerns of the current model but also deliver an efficient and effective service and meet all the requirements of the highway authority.

4.4 The new model would comprise:

- **An increased and enhanced in house team** as described above and as shown in Appendix 1. As stated previously the development of the in house team would both facilitate the procurement exercise, but thereafter have the capacity to effectively manage the contractual arrangements going forward and better influence and control the policy, levels of service, programmes and priorities of work and facilitate a better and closer working relationship with the elected members, local councils and the wider community.
- **A Principal Contractor.** The appointment of a principal contractor to deliver all of the routine maintenance, comprising patching, drainage, traffic signals etc. including street lighting but potentially also an element of the larger works, e.g. surfacing and minor works in order to give sufficient work load to support a workforce that has resilience to carry out winter and other emergency services.
- **4 year Frameworks.** The remainder of the larger works to be commissioned via a number of 4 year frameworks, which the principal contractor may be a member of as appropriate, along with up to a maximum of 3 others. Work would then be awarded based on a performance, quality and price basis. These frameworks would comprise functions and activities such as surfacing works, large drainage projects, footpath

improvements, junction and road improvements etc. The frameworks will promote value for money through cost analysis and also assessment of performance. In addition, having a range of service providers available to the council for different areas of the service, as opposed to a single provider, will give more assurance and resilience in delivery of service.

- **A Term Consultant.** It is proposed that a term consultant is appointed which not only supports and complements the maintenance activities, but also has the ability to support and assist with network safety, feasibility and preliminary design of major projects, not only within the highways service but across other parts of the council, in particular the planning and infrastructure services. They would also support the in-house client team, and provide specialisms and expertise as well as top up service in peak demands.
- Thereafter all parties would sign up to be part of an **alliance**. This would comprise all parties agreeing to share information and best practice, work together in a consistent and collaborative way to ensure efficient and effective delivery of service and operate as a single Buckinghamshire Highways team.

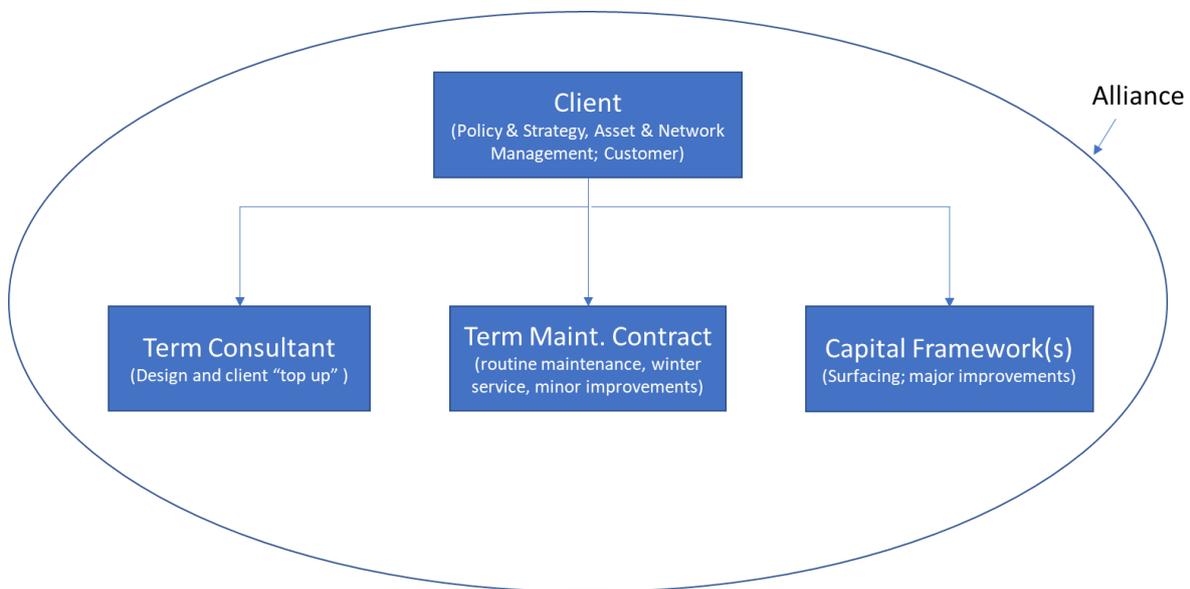


Figure 1

4.5 It is anticipated that the new model will improve on the existing contractual arrangements in a number of ways, not just the benefits that have been articulated in this report, but also drive a more competitive process for works to secure improved value for money as well as potential opportunities for investment and innovation which will deliver efficiencies that both offset any additional costs and deliver savings through transformation.

4.6 While the final details of the scope, duration and format have still to be finally determined, there are some elements that are bound by current legislation. For example, the frameworks are limited to a maximum duration of 4 years. However the term for the Principal Contractor and Term Consultant are not so prescriptive and differ considerably across the sector.

4.7 The current contract was for an initial 8 year duration with the option for up to 7, one year extensions. Other models that exist are for an initial period of 10 years with the potential for 2 five years extensions and various combinations in between. The common and accepted minimum level for any initial period is usually 7 or 8 years, based on attractiveness to the market. It is also based around a nominal period in which any provider would have in terms of payback for any investment in equipment and vehicles etc., based around reasonable lifespan.

4.8 Work on assessing and analysing the potential scope, type and duration of any new contractual arrangements have already commenced.

4.9 To assist with determining what and how any new arrangements will look like and function including the scope and content, a meeting with other service areas from across the council, who have either used the highways services contract in the past or may have call for using in the future, have been held.

5.0 Governance arrangements, programme and progress.

5.1 Governance arrangements together with membership of a Member and Officer Reference Group, chaired by the Cabinet member for Transport to oversee and set direction as well as ensuring the project has the appropriate level of member involvement and scrutiny has been established as shown in Appendix 2. A project team has also been formed with representatives from across the council, including, finance, HR, procurement, legal as well as highway officers.

5.2 A detailed programme with key dates and milestones has been developed and is attached as Appendix 3. Some of the key dates are as follows:

- Agree Procurement procedures for each contract – December 2020
- Issue Contract Notices - June 2021
- Tender Documents issued - August 2021
- Initial Tenders submitted - November 2021
- Negotiation period – December 2021 – February 2022

- Final Tenders submitted April 2022
- Select Preferred Bidders - June 2022
- Award of Contracts - August 2022
- Start of new Contractual arrangements - April 2023

5.3 One of key changes was to increase the client capacity in a number of areas and in particular around how the service interacts and communicates with the members, community boards, parish and town councils and the wider community and particularly in relation to the wider devolutionary offer. To this end, the successful TUPE transfer of the communications team, CCO's and LATs back into the employment of the council was completed on January 1st 2021. The Communications team are under the line management of the corporate communications team but embedded within the service, and the LATs and CCOs are under the direction of the Head of Service/Service Director.

5.4 Another agreed change was the development of a larger in house team which can both facilitate the procurement exercise, but thereafter have the capacity to effectively manage the contractual arrangements going forward and better influence and control the policy, levels of service, programmes and priorities of work and overall performance. New job descriptions were drafted, evaluated and advertised and 3 of the 5 identified positions have now been appointed to with the successful applicants taking up their positions on 11th January. A further recruitment process is currently being carried out for the remaining 2 positions.

5.5 The last part of the proposed future development of the Client team is the transfer back 'in house' of the network management, asset management and road safety teams. This will also involve a TUPE transfer of staff, from the existing service provider, and it is proposed that this would be best carried out towards the end of the current contractual arrangements, to be in place for the start of any new contractual arrangements in April 2023. This is a time when many changes are occurring including potentially other TUPE transfers between the current service provider and any potential new ones, and would provide some stability and safeguard standards of service delivery. These changes will allow the client to better influence and control the policy, levels of service, programmes of work and control of the use and occupation of the highway network.

5.6 In addition to the above, an element of the current outsourced model comprises the Parking Services, whereby the Council has a contract with NSL for their civil enforcement officers (CEOs) for 'on street' enforcement. The remainder of the service, including the management of the on-street parking service and NSL is carried out by the current transport services provider, Ringway Jacobs, (RJ). Following discussions with the Cabinet Member

Logistics who has a responsibility for Parking Services, it was decided to firstly, transfer back in to the council the existing parking management team from RJ. This process was carried out in conjunction with the TUPE transfer of the other teams from RJ and was also completed on 1st January 2021. It was also decided that when the current contract with NSL for on street civil enforcement is scheduled to finish in September 2021 that the individuals involved in this area of work will also transfer back into the Council. A further piece of work on how these elements for on-street parking services will be incorporated into the council along with the existing off-street parking teams has already commenced.

6.0 Member Engagement

6.1 In addition to the above and in order to better promote positive Member engagement and enable Members to better interact with the service, particularly at a local level, ward boundaries are to be based around the previous County Council divisions and, the following actions are proposed/have been carried out:

- The current Local Area Technician role will be refocused as the key Ward Member liaison point and the principal point of contact for Town and Parish Councils and other local stakeholders. To support this and ensure consistency a new programme of training and awareness for the LATs has been developed and is currently being implemented.
- The number of LATs will be increased from 14 to 16, to align with the Community Board areas. The associated increase in expenditure will be offset by savings realised through the Highways service review process which is currently underway.
- Monthly Member “surgeries” have been instigated with LATs for all ward Members in the Community Board areas (via MS Teams in the first instance because of COVID) to discuss key issues and communicate the progress with works programmes and service initiatives and the first of these have already been organised and held.
- The LATs will service Community Board sub-groups feeding into wider community/parishes and devolution agenda.
- LATs and CCO functions have been brought back in-house.
- Members will continue to be encouraged to “self-serve” using FixMyStreet and the Member’s portal and communication regarding these facilities will be increased
- An annual Stakeholder Conference on the Highways Service will be held for all Members and Town and Parish Councils to communicate key issues and take feedback on service standards etc.

6.2 In relation to the Community Boards, the LATs and CCOs, along with appropriate support and assistance from others within the service, will support and provide advice on

- General highways issues and works happening in the board area
- Small-scale safety and environmental schemes that the board feels are a priority
- Parking schemes

6.3 This would be as an initial point of contact and may need the LATs to then liaise with the relevant technical teams e.g. Network Safety, Parking etc. to respond further to the sub-group. The LAT would also then be responsible for the delivery of small-scale schemes that the board chooses to take forward.

6.4 In addition, the wider boards will receive two update meetings from Highways per year, on an area wide basis, with the boards split into three groups, ideally, one in autumn and one in spring. These would be attended by a relevant senior manager, area managers and CCOs and aim to give a general update on highways work, but also an opportunity for the parishes/town councils and Local Members to discuss more strategic issues concerning them. The first of these three meetings were held at the end of November and took place virtually, similar to the Stakeholder conference but with a better opportunity for live interaction and discussion.

7.0 Legal, Procurement, Financial and HR implications

7.1 The paper has been agreed with HR, Legal Services, Procurement and Finance Services.

7.2 In respect of Finance, the approved 2020/21 budget includes provision to enable the procurement exercise in line with the above recommendations. Additional funding of £190k in 2021/22 and 22/23 will be required to conclude the procurement process which will be recommended as part of the forthcoming MTFP process.

7.3 While the additional costs for the additional resources in year are able to be accommodated within the existing budget, the additional funding of £200k for 21/22 and £300k for 22/23 will be recommended as part of the MTFP process in order to fund the additional resources for the first stage in the creation of a larger client team. At the point of the start of the new contract this will be at least a 'net nil' position, as corresponding savings will be achieved as part of the new contract and again this will be reflected in the forthcoming MTFP.

7.4 Procurement, who are already involved in the project, have appointed additional and expert resources to give support and advice for the project as it progresses.

7.5 HR are also already involved with the project giving both support and advice, in particular the recruitment process as well as leading on the TUPE transfer process.

7.6 Legal Services have also provided support and advice and their involvement will invariably increase as the project progresses and the type of operating model is developed.

8.0 Corporate implications

8.1 Equality. An initial equalities impact assessment has been undertaken and will be kept under review and updated as appropriate.

8.2 Data. An initial data protection and security implication assessment has also been undertaken, to assist and inform the procurement process where necessary, and to ensure that any decisions take account of data security and GDPR requirements. These assessments will be kept under review and updated as and when required.

9.0 Consultation and communication

9.1 Consultation has begun with other service areas, in addition to those intimated above and any subsequent consultation and communication with relevant bodies, committees and boards will be included and taken account of as the project progresses through the various stages.

9.2 Several meetings have also been held with our neighbouring councils who are also due to go to market in the near future.

10.0 Next steps and review

10.1 It is proposed to continue with delivering the proposed programme as provided in Appendix 3. In addition regular updates both via the Member and Officer Reference Group as identified in Appendix 2, and also to Cabinet as appropriate.

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Appendix 2

Governance arrangements for re-procurement of Highways Services contract

Members Reference & Officers Group

This team would set direction, timescale and agree any official sign offs as appropriate, within the constitution of the Council. This group would provide a check and challenge, as well as a member engagement group.

Councillor Nick Naylor (Chair), Cabinet Member for Transport Services

Councillor Angela Macpherson, Deputy Leader/Cabinet Member for Adult Social Care

Councillor Katrina Wood, Deputy Leader/Cabinet Member for Resources

Councillor Warren Whyte, Cabinet Member for Planning and Enforcement

Councillor Gary Hall, Member of the Transport, Environment and Climate Change Select Committee

Richard Barker, Corporate Director Communities

Rob Smith, Director Highways and Technical Services,

David Farquhar, Project Manager

David Skinner, Head of Finance and Commercial

Cael Sendell-Price, Head of Strategic Procurement

Project Board

This team would be responsible for day to day decision making, setting timescales and strategic direction of the re-procurement exercise and ensuring that the project is both progressing and delivering to the agreed outcomes and actions.

Rob Smith (Chair), Director Highways and Technical Services

Dave Roberts, Head of Highways

Cael Sendell-Price/Andrew McKie, Procurement Representative,

Jenny Caprio, Legal Representative

Fiona Gray, HR Representative

Fiorella Mugari, Finance Representative

David Farquhar, Project Manager

Lloyd Jeffries, Customer perspective

Tony Ellis, IT

Project Team

This team would carry out the day to day tasks, ensuring the business cases, tender pack, research etc. is carried out as appropriate.

David Farquhar

Dave Roberts

Lindsey Sheen

Andrew McKie

Paul Turney

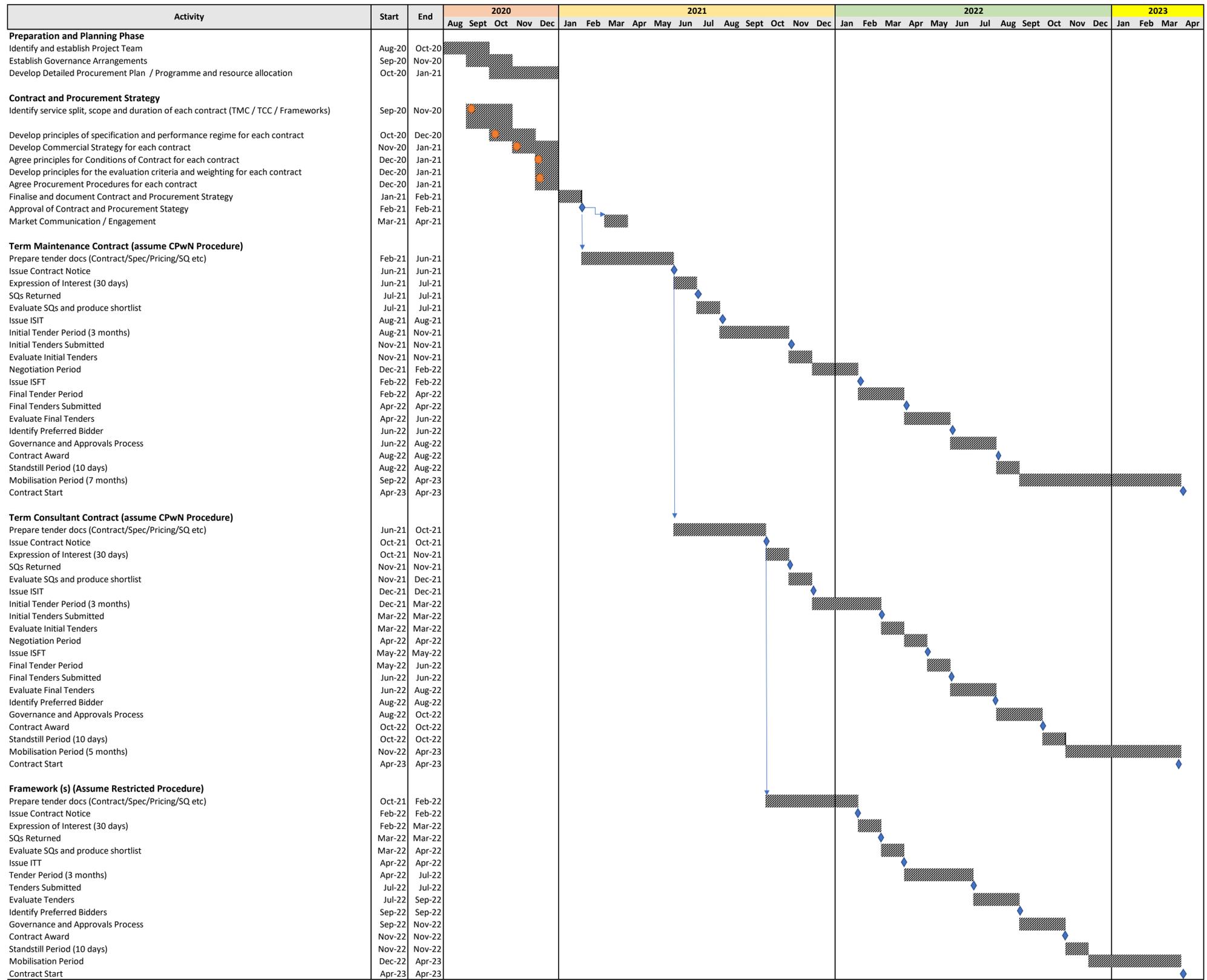
Chris Anousis

Jess Pearson

Susan Rumble

Kim Tucker

Buckinghamshire Future Highway Services Contracts - Headline Procurement Programme



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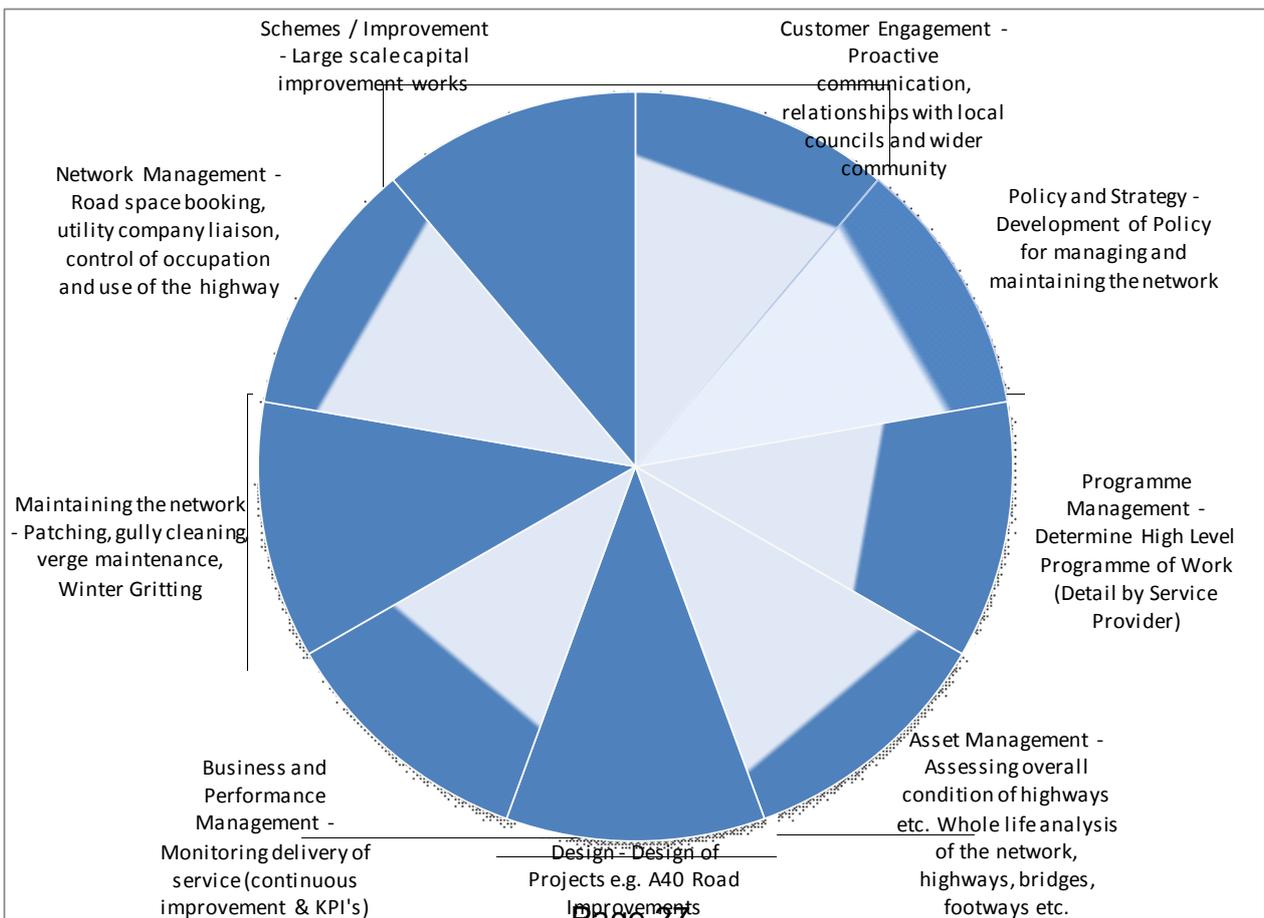
Appendix 4

Role of Client – Grey
 Role of Service Provider - Dark Blue

Current Model



Proposed Model



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Appendix 5 Existing and Proposed Model

Existing Arrangements	Proposed new Operating Model
<p>Very small in-house Client Team</p> <ul style="list-style-type: none"> • Carry out general contract administration including general compliance, financial monitoring and reporting • Authorisation of payments in accordance with the contract • Monitor and assess performance • To act as an advisor to the cabinet member for Transportation. • To undertake the role of Traffic Manager • To provide robust checks and challenges to the contractor in terms of Quality and Value for Money • To have a long-term view of the service and ensure alignment to Strategic Plan and corporate policies. • To undertake the health and safety duties of the 'Client' 	<p>Larger Internal Client Team</p> <ul style="list-style-type: none"> • As existing plus • Asset management • Networks Management • Network Safety • Streetworks Management of all Street works on the Highway • Communications • Local Area Technicians and Customer Compliance Officer (CCOs) • To instruct and set direction • To agree, set and control programmes of work in line with corporate policies and priorities • To be able to assist and give guidance on proposed small scale improvements to the network • To be able to better demonstrate Value for money by the use of frameworks and other procurement models • Manage Devolution
<p>Single supplier providing all services comprising,</p> <ul style="list-style-type: none"> • Routine Maintenance including defect repairs, drainage, highway grass cutting (non-devolution areas), weed killing, signs and lines. • Winter Maintenance including gritting • Street Lighting Design and Maintenance Works • On Street Parking including management of the NSL Contract • Streetworks Management of all Street works on the Highway • Design and Delivery of the Capital Maintenance Programme (Resurfacing) • Traffic Signals and Intelligent Traffic 	<p>Term Maintenance Contractor carrying out,</p> <ul style="list-style-type: none"> • Routine Maintenance including defect repairs, drainage, highway grass cutting (non-devolution areas), weed killing, signs and lines. • Winter Maintenance including gritting • Street Lighting Maintenance Works • Traffic Signals and Intelligent Traffic Systems • Structures Maintenance and small scale improvement works

<p>Systems</p> <ul style="list-style-type: none"> • Structures – maintenance and improvement works • Network Safety • Network Improvements, including some larger capital projects for the council • Asset Management • Local Area Technicians and Customer Compliance Officer (CCOs) • Communications 	
	<p style="text-align: center;">Term Consultant</p> <ul style="list-style-type: none"> • Design of the Capital Maintenance works • Design of Traffic Signals and Intelligent Traffic systems • Design of minor and major road and infrastructure improvement projects • Street Lighting Improvements • Carry out feasibility and preparation of business cases for large strategic projects.
	<p style="text-align: center;">Four Year Frameworks</p> <ul style="list-style-type: none"> • Delivery of capital maintenance works, network improvements and other some larger capital projects for the council, e.g. surfacing works, large drainage projects, footpath improvements, junction and road improvements etc.

Date	Topic	Description & Purpose	Lead Officer	Contributors
21 st January 2021	Transport Infrastructure – External Providers	To receive an update on major projects being undertaken in the county.	Dr Laura Leech	CM Nick Naylor
	Climate Change Strategy	Update on the Strategy	Ed Barlow David Sutherland	CM Cllr Chapple
	TfB Contract Re-procurement	To receive a report on the process and progress of the re-procurement of the TfB contract.	Rob Smith	CM Cllr Naylor
11th March 2021	Carbon Neutral 2030	Update on the plans and projects to be undertaken for the Council to be carbon neutral by 2030.	Ed Barlow David Sutherland	CM Cllr Chapple
	Fly Tipping	Update on fly tipping.	Gary Slee	CM Cllr Chapple
	Adoption of Roads	To consider the issue of un adopted roads on developments.	Christine Urry	CM Nick Naylor CM Warren Whyte
	Overview of the work undertaken by the TECCSC over 2020-21	To consider the work undertaken by the Select Committee during 2020/21 and discussion on possible scope and programme of work for the future.	Jemma Durkan	Cllr Broadbent, Cllr Jenkins

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