

## **Appendix 2**

### Buckinghamshire Highways

## **1. PURPOSE**

- 1.1** The purpose of this document is to state how the parties work together with the supply chain and others in a spirit of mutual trust and co-operation.
- 1.2** Working collaboratively under a 'One Team' approach is a key objective of Buckinghamshire Council's new highways service delivery model. The client's multi-provider model requires a robust governance structure to coordinate and manage the service but also to encourage an overall collaborative approach.
- 1.3** The Alliance is based on the concept that parties working together often achieve much more than if they work alone. There are benefits to be gained from collaborative working including
- Efficiencies leading to reduced cost,
  - Less duplication and reduction in waste,
  - Integration of teams and systems,
  - Maximising innovation throughout the supply chain,
  - Mitigation of risk through joint management,
- 1.4** The parties will together work under the collaborative structure known as Buckinghamshire Highways and all partners agree to promote the aims and objectives as stated below and as agreed going forward when exercising their respective roles within the Alliance.

## **2. PARTNERING OBJECTIVES**

- 2.1** The Highways Alliance partners will collaborate in accordance with the following requirements set out below:
- To Monitor Service Performance: Ensure the services are delivered to a high standard in accordance with the contract, by commissioning qualitative and quantitative reports on performance and implementing/reviewing procedures for self-monitoring and reporting.
  - To be Proactive: Anticipate and consider proposals for any change in the service that may be required, for example, by any change in law or policy, or by any change in economic or social circumstances or expectations.
  - To be Innovative: Develop and/or consider proposals for service improvement and for greater cost-effectiveness in the delivery of the services on a whole life cycle costs basis by studying examples of best practice elsewhere.

- To Ensure Partnership: Consider any representations that may be made by any partner concerning any matter that appears to be inconsistent with the partners' commitment to work co-operatively.
- To Resolve Differences: Seek the rapid and fair resolution of any differences between the partners to the contract. The partners commit to discuss problems as soon as they arise and to work together in a no blame culture.
- Review Alliance Performance: Receive annual reports prepared separately by each of the partners setting out an open account of that partner's opinion of the state of the Alliance, successes and shortcomings over the year, and proposals for improvement in the future.
- To Report on Performance: Receive an annual report prepared jointly by the partners' senior staff on workforce matters, dealing with such matters as trends and notable events in relation to service performance, facility maintenance and lifecycle, performance management, recruitment, retention, training and development, health and safety, and equalities.

## **2.2** The partners each accept a duty to:

- Make a sincere effort to understand the other partner's obligations, goals, expectations, duties and objectives in entering and performing their obligations under the contract.
- Be just and faithful in all dealings relating to the contract, and to give a true account of such dealings.
- Resolve differences that may arise in relation to the partnering information or the contract by discussion and negotiation wherever possible.
- Communicate clearly and effectively, and in a timely manner, on all matters relating to the contract.
- Make the most efficient use of resources and seek to achieve cost-effective savings to the benefit of all partners.
- Deploy appropriate resources: ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in this document.
- Make every endeavour to ensure that all persons engaged on the contract diligently and faithfully employ themselves to bring about its performance to a high standard.

- 2.3** To foster a successful working partnership at every level, the partners will ensure that:
- All staff adopt an honest, open and trusting culture and work collaboratively.
  - Staff secondments between the partners will be encouraged.
  - Joint training and induction of staff will be encouraged.
  - Take on, manage and account to each other for performance of the respective roles and responsibilities.
  - Act in good faith and in a timely manner to support achievement of the key objectives and compliance with these principles.
  - Manage stakeholders effectively.
- 2.4** This is a medium to long term contract and it is important that there is on-going investment in the development of an efficient business and working relationship by the parties, and that they invest time and resource to continuously develop the relationship.

### **3. PERFORMANCE MEASUREMENT**

- 3.1** One of the core objectives of the Highways Alliance is to identify and implement measures to improve the efficiency and effectiveness of the way in which works are designed, constructed, co-ordinated and managed, thus achieving increased value to stakeholders.
- 3.2** Central to this concept of continuous improvement is a process of analysis and review against targets and the use of benchmarking to compare current performance against best practice both within the agreement and, where appropriate, the wider industry. Performance indicators are an essential tool in this process, and it is intended to implement these at two levels.
- a) Alliance Key Performance Indicators (AKPI's) are directed at measuring the achievement of the objectives of the partners to the Alliance. These mutual objectives represent the aspirations of the partners to the alliance and that they work in collaboration with each other to identify strategic opportunities to jointly add value to the delivery of services. A system of AKPI's will be developed to measure the success or failure of the overarching Alliance. The strategic opportunities should be ones for which individual partners could not achieve the same outcome on their own.
  - b) Contract Key Performance Indicators (CKPI's) are directed at measuring the achievement of the objectives of the participating

organisations within their own Contract. These indicators would be the responsibility of the specific partners to provide the appropriate improvements in performance.

- 3.3** The Operations Board will be responsible for developing, implementing and maintaining these indicators and reporting to the Alliance Strategic Board for approval.
- 3.4** Should there be a failure of performance then a Performance Improvement Plan should be implemented for generating improvement or rectifying the performance failure.
- 3.5** Continuous improvement places an obligation on the parties and the supply chain to achieve more efficient ways of working together to deliver improvement when providing the services.

#### **4. CLIENT OBJECTIVES**

- 4.1** The Client's objectives for the service are detailed below and have been set taking into account both the Strategic Objectives of the Highways Service and the Corporate Strategies of Buckinghamshire Council, whilst also striving to work as partners to position ourselves at the forefront of the Highways Sector in terms of innovation and best practice.
  - a) Provide and maintain a network that is safe to use.
  - b) Provide a resilient network that maximises availability and accessibility for all and support the local economy and future growth.
  - c) Engage effectively to understand the needs of our communities and to communicate service levels and performance.
  - d) Manage highways efficiently and effectively to deliver best value and quality optimising available resources.
  - e) Optimise the use of energy and natural resources to protect our special environment and contribute to a carbon neutral county.
  - f) Embrace and demonstrate best practice, innovations and new technologies in service provision.
- 4.2** To deliver against these objectives, it is recognised that certain behaviours are required so two additional behavioural objectives have been included which are specific to the service. They are:
  - (a) Maintain safe working practices and the wellbeing of our employees through effective training, development and support.
  - (b) Work in trusting collaborative partnerships, both internally and externally.
- 4.3** These behavioural objectives underpin delivery of each strategic objective and are considered no less important than the strategic objectives because to achieve them, the right cultural behaviours must be in place as well.

- 4.4** In addition to these 8 objectives the client is also committed to an Asset Management approach to Highway Maintenance and it should therefore be highlighted that the client is committed to achieve and surpass all targets and objectives detailed within their:

Highways Asset Management Policy  
Highways Asset Management Strategy  
Highways Asset Management Plan

- 4.5** In addition, the client is committed to continually improving Buckinghamshire's National Highways & Transport Network (NHT) and Customer Quality Cost (CQC) Efficiency Network scores in comparison to other member authorities. The client will work with all partners to ensure this is a priority throughout the period of the contract.
- 4.6** Collaborative business relationships have been shown to deliver a wide range of benefits, which enhance competitiveness and performance whilst adding value to the organisations involved. Buckinghamshire Council have recognised these advantages and are striving to ensure that relationships which form the alliance are enabled to maximise the potential benefits. To this end the Alliance is making use of the NEC suite of contracts facilitating a culture of mutual trust and co-operation and further linking all the contracts together using the X12 option for multiparty collaboration. This should give a verified structure and transparency to our management, systems and processes between all Alliance parties. A strong emphasis on Health and Safety culture will be instilled across all areas of the Alliance coupled with an ongoing effort to drive down the environmental impact of the services we deliver. Risk and programme management form crucial contractual disciplines and aid delivery of the wider objectives.
- 4.7** The Client is committed to improving the level of information that is available to the public to keep them informed of activity on the network. Proactively updating information in the public domain will reduce enquiry volumes and improve service efficiency. All partners of the Alliance are required to work with the client to deliver and improve the availability of information throughout the period of the contract.
- 4.8** The client requires all people working on the contract to act as ambassadors for Buckinghamshire Council. It is important that when acting on behalf of the client they represent the authority to the best of their abilities.
- 4.9** The client's objectives will be continually reviewed and updated throughout the period of the contract and actioned through the Alliance Business Plan. All partners will be expected to contribute to these objectives by taking actions to improve the Alliance to the mutual benefit of all partners.

## **5. ALLIANCE WORKING BOARDS AND GOVERNANCE ARRANGEMENTS**

- 5.1** The proposal is to create a robust governance structure to manage the whole of the highways service which has both strategic and operational boards.
- 5.2** This will:
- (a) provide strategic oversight and direction;
  - (b) be based on clearly defined roles and responsibilities at organisation, group and, where necessary, individual level;
  - (c) align decision-making authority with the criticality of the decisions required;
  - (d) provide coherent, timely and efficient decision-making;
  - (e) correspond with the key features of the governance arrangements set out in this agreement;
  - (f) recognise the need for confidential decision making on contractual and commercial issues with dedicated sections of meeting agendas for decision making between the client and the respective parties.
- 5.3** This will encourage an overall 'One Team' approach in order to ensure collaboration, coordination of works, best practice sharing, collective responsibility for health and safety and joint workforce training and development.
- 5.4** The following Alliance Boards are proposed with their respective role, remit, terms of reference, frequency etc. more fully explained in Appendix A.
- Alliance Executive Board
  - Alliance Strategic Board
  - Alliance Operations Board
  - Others and working groups as appropriate.

## **6. FRAMEWORK PARTNERS AND SUPPLY CHAIN**

- 6.1** Effective management of the supply chain is essential if the objectives are to be met or exceeded. As such attendance and membership of the above boards by members of the frameworks and supply chain should be considered as appropriate.
- 6.2** Notwithstanding, working collaboratively with the framework providers and supply chain, encourages them to provide commercial transparency, ensures they are committed to the achievement of the Alliance objectives, assists in managing the risks and it achieves best value for money.

## **7. VALUE FOR MONEY**

- 7.1** Value for money is the cashable gains from efficiencies that result if the service is provided to the same level of quality for a reduced cost whilst meeting the objectives. Examples of value for money include changes

that reduce waste, improve the quality of the service and or reduce the cost of providing the service.

- 7.2** All parties bring to the attention of the Alliance any matter which could provide greater value for money.
- 7.3** All parties include value for money proposals in the Service Improvement Plan, which will be duly considered and either accepted or rejected as appropriate.