Appendix A

Proposed Management Structure and Procedures for the Alliance

Central to the success of Buckinghamshire Highways Alliance is a commitment to a joint vision and objectives, effective communications, an understanding of operational processes and forums to identify and drive continuous improvement.

The management structure will be jointly developed by each of the Alliance partners together with the client. For the purposes of management during the mobilisation period the following structure is to be used, and thereafter forms the basis of the future management structure.

A five-level management structure is proposed, consisting of an;

1. Alliance Executive Board,
2. Alliance Strategic Board,
3. Operations/Consultancy Board,
4. Alliance Working Groups and,
5. Task/Work Order Groups.

Additional Working Groups are created by the Alliance Executive Board, Alliance Strategic Board or Operations/Consultancy Board when required.

Time spent by the Contractor's / Consultant's staff on the various management teams is paid for out of the preliminaries / steady state management as overheads.

Issues with the operation of the contract are dealt with as follows:

- Day to day issues – resolved via the Programme, Delivery & Task/Work Order groups via the relevant Contract Manager,
- Task/Work Order issues – taken to the Specific Task/Work Order Groups via the relevant Contract Manager,
- Operational issues – taken to the Operations / Consultancy Board via the Client Manager
- Strategic issues – taken to the Alliance Strategic Board via the Client Manager, and
- Strategic issues (un-resolved) – escalated to the Alliance Executive Board via the Client Manager

Alliance Executive Board

The Alliance Executive Board has senior members from both the Client and the Contractors'/Consultants' to represent the interests of the Parties in respect of the strategic requirements for the delivery of the service. Attendance for the supply chain and frameworks would also be members as appropriate.

If any person is unavailable the party nominates an alternative and notifies the others. The Client's representatives on the Alliance Executive Board are of the level and responsibility equivalent to the Corporate Director, Service Director, Head of Service, a Councillor (Cabinet portfolio holder), and are able to make decisions on the coverage of or variation to the contract.

The Contractors' / Consultant's representatives on the Alliance Executive Board are of the level and responsibility equivalent to that of the Client's.

The Alliance Executive Board monitors overall performance of the alliance and establishes future policies and strategies and considers when unacceptable performance issues are escalated. The Alliance Executive Board monitors input and performance into formulating the overall Annual and Medium-Term Plans. It is anticipated that the Alliance Executive Board meets half yearly.

The members of the Alliance Executive Board act in a spirit of mutual trust and co-operation.

Purpose

The functions of the Alliance Executive Board include:

- Provide the alliance with a strategic review and directional steer,
- Take ownership of and commitment to the success of the alliance,
- Performance monitoring,
- Provide the mechanism through which the Client's strategic objectives are actioned via delivery of this service,
- Provide a link to Buckinghamshire Council Executive,
- Ultimate responsibility for performance management,
- Take a strategic view of the impact of relevant issues affecting all parties,
- Oversee and promote the Annual and Medium-Term Plan,
- Oversee and review the contract Risk and Opportunity Register,
- Propose changes to the contract where this is in the interests of deriving best value,
- Drive effective performance management throughout the range of services,
- Stimulate continuous improvement in service planning and delivery,
- Champion effective working relationships between the parties and with other stakeholders,
- Review operational delivery and drive a "no compromise" culture to Health and Safety throughout the organisations alongside promoting sustainability,
- Identify, recruit, develop and retain competent resources to meet the evolving needs of the service and

- Monitor achievement against defined programmes and milestones and ensure timely action to implement improvement.

Terms of Reference

- To ensure that the strategic direction of the alliance contributes to the partners' priorities,
- To oversee and monitor the Annual and Medium-Term Plans with respect to:
  - the alliance strategy
  - the long-term objectives targets,
- To instigate and review annual revisions to the Annual and Medium-Term Plans,
- To oversee and promote organisational developments to maximise the benefits of the alliance,
- To approve strategic changes to the alliance,
- To approve changes to the contract,
- To ensure the delivery of quality services,
- To promote the alliance to the Client's authority and the wider population,
- To provide staff development opportunity and
- To scrutinise the results of management of the Alliance Strategic Board.

Suggested Agenda

- Minutes and matters arising,
- Health and Safety,
- Review/revision of strategic statements,
- Review/revision of alliance targets,
- Review of contract performance,
- Sanction and direct outputs from Operations/Consultancy Board and any Working Groups established by the Strategic Board,
- Innovation and Improvement,
- Receive presentations or demonstration of proposed or new alliance initiatives,
- Direct and monitor the Alliance Strategic Board in the development of possible new initiatives or dealing with pressures,
- Review and instruct on referrals from/to Alliance Strategic Board,
- Annual and Medium-Term Programme updates and
- Ensure compliance with all agreed alliance practices and procedures.

Alliance Strategic Board

The Alliance Strategic Board will be responsible for alliance operational matters and strategic matters escalated from the contract specific Operations / Consultancy Board. It will develop the partnering relationship, the implementation of a continuous improvement programme and monitoring of performance as well as delivery of allocated schemes through the Annual and Medium-Term Plans. It is anticipated that the group will meet initially monthly moving to four times a year once the contract has

become established. The formal meetings will deal with general management issues and overall programme. Other meetings will be held to suit needs generated by the programme.

The Alliance Strategic Board has senior members from both the Client and the Contractor / Consultant and as appropriate the supply chain and framework partners to represent the interests of all parties in respect of the operational requirements for the delivery of the service.

If any person is unavailable the Party nominates an alternative and notifies the other.

The Client's representatives on the Alliance Strategic Board are of the level and responsibility equivalent to the Highway Asset Manager, Commissioning and Contract Manager etc., and are able to make decisions on the coverage of or variation to the contract.

The Contractor's / Consultant's representatives on the Alliance Executive Board are of the level and responsibility equivalent to that of the Client's.

The Annual and Medium-Term Plans are developed or updated annually. The process broadly follows the same pattern each year but is subject to changing service needs.

The Contractor / Consultant appoints Contract Managers who work closely with the Clients appointed delegates to develop and implement an on-going action plan to create and maintain the management structure, working practices and performance measurement systems and to establish the working relationships necessary to achieve all the stakeholders' aspirations; all embedded within the plans.

The members of the Alliance Strategic Board act in a spirit of mutual trust and co-operation.

Purpose

The functions of the Alliance Strategic Board include:

- Provide the alliance with a management review and directional steer,
- Performance monitoring,
- Provide the mechanism through which the *Client's* strategic objectives are actioned via delivery of the service,
- Regularly report to the Alliance Executive Board
- Manage escalated issues from the alliance Working Groups and the contract specific Operations / Consultancy Board,
- Take a view of the impact of relevant issues affecting all parties,
- Develop and promote the Annual and Medium-Term Plan,
- Monitor and review the contract Risk and Opportunity Register,
- Propose changes to the contract where this is in the interests of deriving best value,
- Drive effective performance management throughout the range of services,
- Stimulate continuous improvement in service planning and delivery,
- Champion effective working relationships between the parties and with other stakeholders,
- Review operational delivery and drive a "no compromise" culture to Health and Safety throughout the organisation alongside promoting sustainability,
- Identify, recruit, develop and retain competent resources to meet the evolving needs of the service and
- Monitor achievement against defined programmes and milestones and ensure timely action to implement improvement.

Terms of Reference

- To ensure that the direction of the alliance contributes to the partners' priorities,
- To monitor the Annual and Medium-Term Plans with respect to:
  - the alliance strategy
  - the long term objectives targets,
- To instigate and review annual revisions to the Annual and Medium Term Plans,
- To oversee and promote organisational developments to maximise the benefits of the alliance,
- To approve strategic changes to the alliance,
- To approve changes to the contract,
- To ensure the delivery of quality services,
- To promote the alliance to the *Client's* authority and the wider population,
- To provide staff development opportunity and
- To scrutinise the results of management of the Operations / Consultancy Board and Programme and Delivery Groups and revise targets.

Suggested Agenda

- Minutes and matters arising,
- Health and Safety,
- Review/revision of strategic statements,
- Review/revision of alliance targets,
- Review of contract performance,
- Sanction and direct outputs from Operations / Consultancy Board and any Working Groups established by the Alliance Strategic Board,
- Innovation and Improvement,
- Receive presentations or demonstration of proposed or new alliance initiatives,
- Direct and monitor the Operations / Consultancy Board in the development of possible new initiatives or dealing with pressures,
- Review and instruct on referrals from/to Operations / Consultancy Board,
- Annual and Medium-Term Plan updates and
- Ensure compliance with all agreed alliance practices and procedures.

Operations / Consultancy Board

The Operations / Consultancy Board is responsible for alliance operational matters. It develops the partnering relationship, the implementation of a continuous improvement programme, monitors performance and allocates work through the Annual Plan.
If any person is unavailable the Party nominates an alternative and notifies the other.
It is anticipated that the Operations / Consultancy Board meets initially monthly moving to four times a year once the contract has become established. The meetings deal with general management issues and overall programme. Additional meetings are held to suit the needs of the programme.

Purpose

- Provide the management, control and monitoring of the partnership,

- Debate, agree to and take ownership of the strategies, standards and polices for the partnership,
- Act as point of reference for the Alliance Strategic Board,
- Develop, monitor and review the Annual and Medium-Term Plans,
- Monitor Performance,
- Regularly report to the Alliance Strategic Board,
- Manage compliance with the Traffic Management Act,
- Provide geographic and specialist representation for local priorities,
- Proactive agreement of high-level budgets and programmes,
- Ensure collaboration and project delivery complying with programme, brief and Task/Work Orders,
- Management of specialist's processes, procedure and performance (such as specialist Subcontractors' works etc.),
- Manage, administer and operate the *service,*
- Ensure that changes are managed in accordance with the contract,
- Administer all change referrals from the Alliance Strategic Board,
- Monitor changes and report results to the Alliance Strategic Board,
- Review, manage and monitor performance of the delivery,
- Promote the development and improvement of the partnership and alliance,
- Consider, prioritise and approve business cases for developments to be included within the Annual and Medium-Term Plans,
- Develop, publish and own the Medium-Term Plan in line with the Client's strategic direction and policies,
- Monitor implementation and compliance with the Client's agreed strategies, standards and policies,
- Implement and monitor a risk management regime throughout the partnership,
- Review, approve and monitor "Continuous Improvement" initiatives,
- Discuss and escalate issues to the Alliance Strategic Board as appropriate,
- Align the partnership to the Client's initiatives,
- Promote the partnership and alliance to the elected members of the Client's authority, public and other bodies,
- Co-ordinate staff development and
- Review contract administrative process and procedure.

Suggested Agenda

- Health and Safety,
- Minutes and matters arising,
- Alliance management and working,
- Referrals from/to the Alliance Strategic Board,
- Referrals from/to Specific Task Order Groups and Working Groups established by the Operations / Consultancy Board,
- Monitor performance within the partnership
- Operational Issues,
- Reports on specific Task/Work Order projects and programmes,
- Monitor compliance with Annual and Medium-Term Plans,

- Report findings to the Alliance Strategic Board,
- Items from previous meetings (progress reports) and
- Recommend partnership and alliance developments to the Alliance Strategic Board for approval.

Scheme Programme and Delivery groups

Programme and Delivery Groups will be established and will be charged with the efficient delivery of programmes and packages of work that in combination achieve the goals of the alliance. Specific Programme and Delivery Groups are also responsible for contract compliance and budget and programme control.
These Specific Scheme Programme and Delivery groups oversee the delivery of the work instructed in the Task/Work Order.

Purpose:

- Provide the Asset Management, budgetary, programme, delivery and performance control of the alliance,
- Provide the management of the process and procedure for the individual Task/Work Order,
- Regularly report issues to the Operations / Consultancy Board,
- Control and ensure compliance of Task Order programmes with the Traffic Management Act,
- Provide link to Operations / Consultancy Board regarding day to day operational running of the alliance,
- Provide the operational management of budgets and programmes and
- Provide asset management of the alliance including forward programme and Client funding.

Terms of Reference

- Implement agreed changes,
- Action all change referrals from the Operations / Consultancy Board,
- Formulate initiatives to promote the development and improvement of the alliance,
- Promote business cases for developments to be included in the Annual and Medium-Term Plans,
- Implement and ensure compliance with agreed strategies, standards and policies,
- Operate a risk management regime throughout the alliance,
- Implement Continuous Improvement initiatives,
- Discuss and escalate issues to the Operations / Consultancy Board as appropriate,
- Assist the Operations / Consultancy Board in the promotion of the alliance to the elected members of the Client's authority, public and other bodies,
- Promote and implement staff development and
- Implement changes to the contract administrative process and procedure.

Suggested Agenda

- Minutes and matters arising,
- Health and Safety,
- alliance management and working,
- Referrals from/to the Operations / Consultancy Board,
- Monitor resources, quality and delivery against agreed programme and report to Operations / Consultancy Board,
- Control programme and budgetary issues/ operational issues,
- Project reports to the Operations / Consultancy Board,
- Items from previous meetings (progress reports),
- Manage specialist processes Task/Work Orders and delivery and
- Recommend alliance developments to Operations / Consultancy Board for approval.

Working Groups and Alliance Working Groups

Working Groups are established as required by the Strategic Board or Operations / Consultancy Board in order to deal with on-going or specific issues or topics.

The proposed initial Alliance Working Groups will be formed as follows:

- **Innovation and Sustainability**
- **Performance**
- **Communication and Stakeholder engagement**
- **Health & Safety**
- **Highway Standards**

Purpose
This is defined prior to the establishment of each Working Group, by the Strategic Board or Operations / Consultancy Board as appropriate.

The Alliance Working Groups

- **Innovation and Sustainability** – Pursue and develop innovative techniques within the alliance. Share best practice and innovative techniques within the industry to ensure best value is achieved by all Parties.
- **Performance** – Monitor and report CPM for all measures and metrics within the alliance. Set new measures and targets to reflect performance.
- **Communication and stakeholder engagement** – Formulate communication strategies and implement them across the alliance to better inform and engage with our residents and highway users, resulting in better informed stakeholders.
- **Health and Safety** – Monitor Health and Safety performance across the alliance contracts. Develop and implement best practice.
- **Highway Standards** – Monitor construction performance and quality standards on the Highway.

Terms of Reference and Agenda

If not set by the Strategic Board or Operations / Consultancy Board, the first meeting of the specific Working Group agrees terms of reference and the agenda both of which are referred back to the appropriate board for approval.
The Alliance Working Groups

- Incorporate and operate contractual change(s) and variation(s) referrals from the Alliance Strategic Board,
- To assist in ensuring compliance with agreed strategies, standards and policies,
- Discuss and escalate issues as appropriate to the Alliance Strategic Board,
- Inform and update the relevant Operations / Consultancy Board
- To identify areas which will assist the Strategic Alliance Board in the promotion of the Alliance to the Council, Public and other Bodies,
- To identify training opportunities for staff development,
- To initiate and discuss changes to the Contract and Procedure.