



TECC Meeting 30th March 2023

Highways Service Transition

Cllr. Steve Broadbent, Cabinet Member for Transport

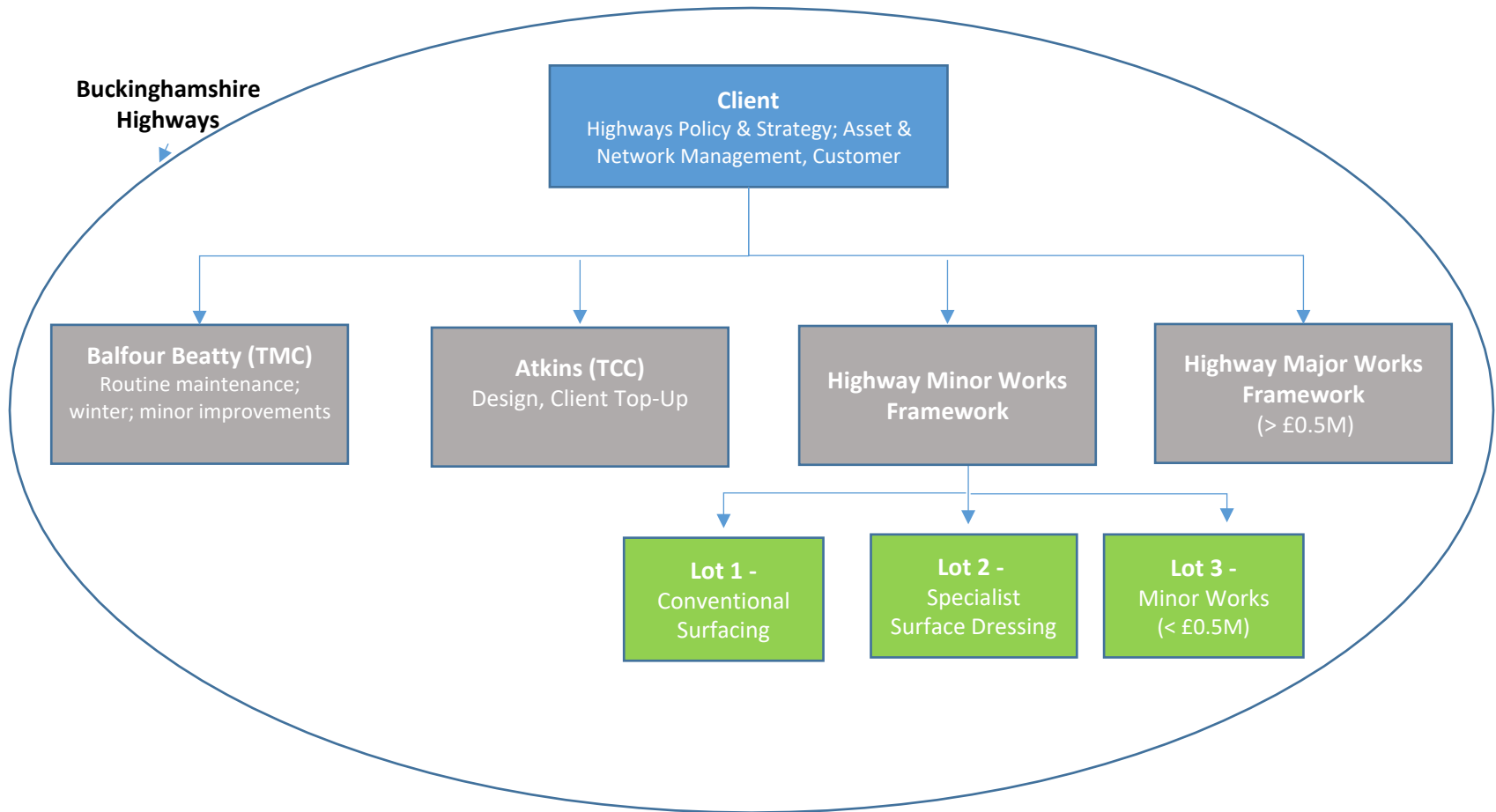
Kevin Goad, Service Director Highways and Technical Services



Brief reminder

- Current Transport for Buckinghamshire arrangements end on 31 March 2023
- We are changing the operating model so the Council have more control in setting priority and policy to ensure improved quality outcomes and demonstrate Value for money (VfM)
- The contracts required for the future delivery of this key service are ranked as 'Platinum Plus', requiring a council Key Decision by Cabinet.
- All contracts were assessed and awarded on a 60% quality 40% cost ratio
- The Council will commission work through a new Term Maintenance Contractor (TMC), BBLP, a new Term Consultancy Contractor (TCC), Atkins, and 2 new Frameworks
- The TMC and TCC will be for an initial term of 8 years with up to 2 x 2-year extensions and are based on a schedule of rates. The frameworks will be for 4 years
- Service delivered through an Alliance called 'Buckinghamshire Highways'

Buckinghamshire Highways



Benefits of the new model

- Client team with capacity and ability to set direction, policy and priorities.
- Improved customer relationships, with Members, Parish and Town Councils and the wider Community.
- Range of service providers who bring challenge and expertise, as well as elements of competition.
- Ability to commission works via one route, whilst retaining competition and benchmarking.
- A working arrangement through the Alliance which brings together all parties to operate and function, in effect as a single unit, while maintaining individual accountability of each partner.
- Improved future planning, programming and resilience.
- Open and transparent information and costings for all services and works including local projects
- Promotion and support for innovation and sustainability which enables the evolution and development of the service, ensuring that it keeps pace with changes within the industry, and within the Council.

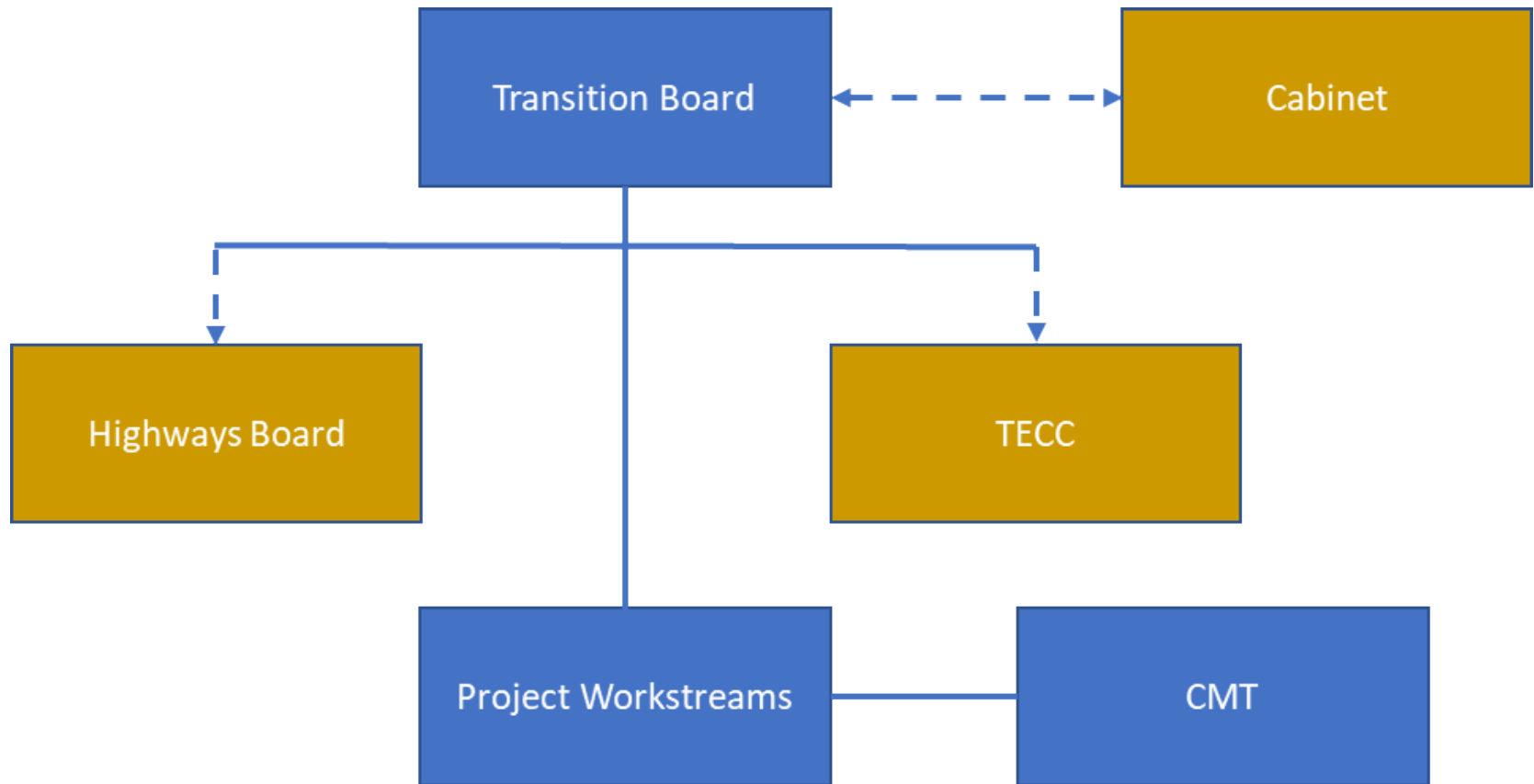
Go Live on 1st April 2023

- Winter and other emergency cover in place from midnight on the 31 March
- All handover arrangements, agreed and in place to ensure smooth transfer
- Dual operation of Management and works ordering systems during March prior to go live to ensure seamless change
- Monitoring of works ordered to ensure business continuity of delivery
- Advance programmes of work identified allowing coordinated and early start on the ground

Current Governance

1. Transition Board – strategic lead for transitioning to the new contract model. Ensures that the programme of works is well managed and efficiently resourced. Builds strategic partnership with new service providers. Reviews Risks and issues. Leads on communications.
2. Project Board – oversight and governance of the procurement processes.
3. Project Team – delivery of project workstreams through effective project planning, management of risks and escalation of issues.

Governance



Buckinghamshire Highways Governance Arrangements

- **Executive Board** – Chaired by Cabinet Member for Transport.
Provide strategic oversight and direction, monitors overall performance and establish future policy and strategy options.
- **Strategic Board** - Chaired by Service Director, Highways and Technical Services.
Responsible for the development and implementation of the strategic direction set by the Executive Board.
- **Operations Board** – Chaired by Head of Highways.
Responsible for development and implementation of all operational matters, performance, finance and quality.
- Programme and Scheme Delivery Groups as required.

Buckinghamshire Highways Objectives

- *Improve customer engagement and satisfaction*
- *Improve service delivery – “right first time”*
- *Demonstrate Value for Money (VfM)*
- *Maximise innovation and opportunities*

Progress and achievements to date

- All Transition Workstreams delivered to programme ensuring a smooth transition to the new operating model
- Implementation of the new Road Management System which will improve works ordering and information capture.
- Full TUPE process carried out, including consultation with all potentially transferring staff involving one to one meetings
- Culture and Behaviour Programme commenced to assist change and contribute to improved delivery
- Training of key staff commenced to ensure they meet all safety standards.

Progress and achievements to date

- Alliance Terms of Reference agreed by all partners, a key part of building relationships.
- Arrangements for data transfer are agreed and well progressed
- FAQs developed and shared with members and Parish & Town Councils, for gaining a better understanding of the changes.
- Complete re-structure of client team to improve planning, programming, contract management and resilience.

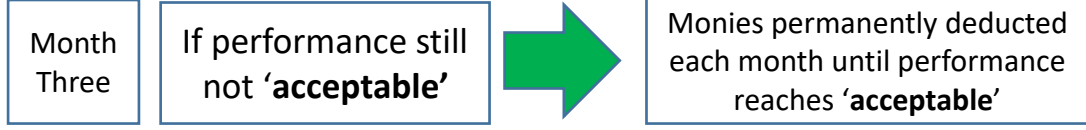
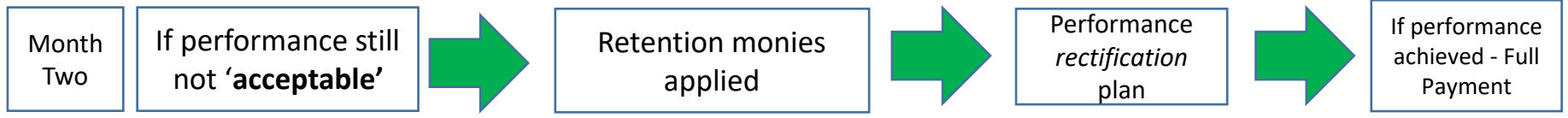
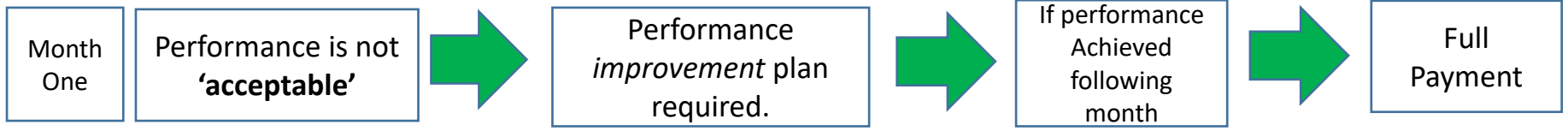
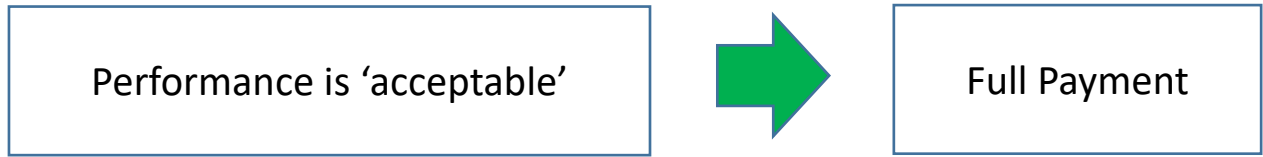
All being achieved while business as usual being delivered including the demands of recent severe weather events

Key Performance Indicators and Performance Management

- 1 set of KPI's for Buckinghamshire Highways Alliance (AKPI's) reported quarterly and also formally annually to Cabinet.
- Also 1 set of KPI's for each contract (KPI's) reported and monitored monthly, and reported formally annually to Cabinet.
- There are also performance standards for the frameworks
- Alliance KPI's mostly based around outcomes, e.g. customer satisfaction, VfM, Environment, innovation & delivery and will be used for assessment of extensions
- Contract KPI's mostly based around outputs and form part of performance management

Contract Key Performance Indicators (KPI's)

- Contracts have 2 levels of performance, 'Acceptable' and 'Desirable'.
- 3 stage approach, with action being escalated if they don't achieve the 'Acceptable' performance level.
- Performance Improvement Plan (PIP) which escalates to a Performance Rectification Plan (PRP).
- Deductions are applied if the 'Acceptable' level of performance is not achieved
- Similar escalation measures to address failures across a basket of measures and also repeated failures of the same indicator
- Incentive to enhance from 'Acceptable' to 'Desirable' if they aspire to have any extensions awarded
- Potential escalation up to and including termination of the contract



If performance levels continue to fail. Service Manager can take further action including terminating contract.



Commissioning Works

- All the new contract arrangements are available to be used by any council service areas provided it is within scope.
- A streamlined Task Order process has been established.
- A Task Order is required for all commissions.
- All Task Orders will be managed through the Highways Contract Management team and the new contract management system (CEMAR).
- A governance structure will be established to enable escalation of issues.

Use of Frameworks

- The Frameworks are for a period of 4 years.
- Available for use by all council services and works provided it is within scope.
- Three contractors per Lot/Framework
- Availability to use a direct call off or carry out a mini tender or undertake a full procurement exercise.
- Brings efficiencies in commissioning works to the council and known costs
- All contractors are subject to performance standards and checks. Work will not be awarded if performance is poor.
- Highways Contract Team will act as gatekeepers for all contracts providing guidance, help and advice.

Deliverables for start of contracts

- Advance programmes of work identified and communicated
- New Operational Hub completed
- 'Pothole Pro' deployed and delivering work on the ground
- Plan for dealing with outstanding works while still delivering to the new programme, including a full review and assessment of street lighting.
- EV charging points implemented at depots by first anniversary, majority in place sooner

Deliverables for start of contracts

- Advance works commenced on time critical projects including:
 - Strategic and planning led traffic modelling
 - Community road safety schemes (HS2 funded)
 - Structures projects including Pedmormead End culvert and Berry Hill footbridge replacement
- Development of Community Board brochure and projects
- LAT access to dedicated community design teams, initially through Atkins

Deliverables for start of contracts

- Client team with capacity to set direction, priorities and develop forward plans.(ensure efficient and effective service delivery?).
- Transfer of Streetworks into the Council, providing better control and co-ordination of works on the highway network
- All customer related systems integrated for improved customer experience
- Provision of real-time information to members via Member App (to be rolled out, including training as required)
- Clear contact points communicated for members and parish & town councils.

Contact with the Service

- First contact should be via Fix my Street (FMS) followed by your local area Technician (LAT)
- The LAT will have support from a team with expertise to answer most other questions
- Range of improvements to FMS, particularly in the messages sent to customers
- It is now being used successfully by 60,000 people within Buckinghamshire
- We have created an internal triage arrangement to pass full details to the correct team while keeping the customer informed
- There is also additional advice for users when the issue is not highways related
- If it is a devolved service area, it now seamlessly passes this information to the correct town or parish council

Reviews

- 90 day review of improvements to be undertaken, to identify early successes and any areas of concern.
- 6 month review to report on progress against objectives and performance levels across the service.
- 12 month review and thereafter annual review, reporting on delivery, customer satisfaction, performance, quality, and service improvements and innovations.

All reviews to be reported to Cabinet

Deliverables - Example 1



Deliverables – Example 2



Operational
Control Hub

Risks/Issues that have been addressed

- Maintaining the relationship with Ringway Jacobs, including no drop in service standards in run up to end of existing contract.
- Successful appointment of all contracts for 1st April 2023
- TUPE transfer of staff and still ongoing
- Ensuring effective data transfer
- Timely agreement of branding for vehicles and PPE
- Robust communication system in place to provide information to staff, members, P&T councils etc.

On-going Challenges

- TUPE transfer of staff, still ongoing
- Business Continuity through the changeover period and early days of the new contracts.
- Improving the highways asset and network
- Demonstrating the effectiveness of Buckinghamshire Highways.
- Implementation of the new operating model with noticeable improvement.
- Demonstrate Value for Money
- Improve customer engagement and satisfaction
- Maximise innovation and opportunities