

Transport for Buckinghamshire (Ringway Jacobs contract) Task & Finish report – interim progress update

T&F Group Chairman: Brian Roberts

Lead Scrutiny Officer: Ben Cahill (x7186)

Date reported to Cabinet: 27 February 2012

Date of 6 interim progress update to OSCC: 23 October 2012

Lead Cabinet Member for response: Peter Hardy

Lead Officer for response: Sean Rooney

Recommendation	Agreed Yes/No	Cabinet response including proposed action	Action by date	Update and further proposals	Cabinet Member	Lead Officer
<p>1. The Cabinet Member and Strategic Client should seek a ‘contract development opportunity’ to refine arrangements in line with current market conditions to ensure best possible value for money for the life of the contract.</p>	<p>Agreed</p>	<p>The current contract facilitates and requires the demonstration of value for money and that Ringway Jacobs, (RJ) are constantly looking for ways in which they can deliver the services for reduced funds. The contractor is open to discussions regarding the contract and will continue to work with the Senior Management Team, (SMT) of Place Service and Cabinet Member to ensure value for money, (VFM) and efficiencies are delivered through the contract whilst continuing to look for development opportunities in the framework of the contract.</p> <p>A benchmarking exercise was carried out on the current Capital Maintenance Programme, (CMP) where a value of work in the region of £1m was subject to market review. The costs returned indicated that the services provided by Ringway Jacobs were favourable to the market. A similar exercise will be undertaken for the CMP of 2012- 13 programmes.</p>	<p>Ongoing</p>	<p>Ongoing conversations are taking place with Directors of the Authority along with Senior Managers of Place and Ringway Jacobs to explore potential opportunities to further develop the contract. These conversations are at an early stage but both sides are open to discuss a variety of suggestions that will benefit the Authority in terms of control and financial opportunities.</p> <p>Further workshop discussions are planned for October/ November to move forward with the development of this piece of work.</p> <p>The discussions will be reported back to the Strategic Board at which Members are represented through the Cabinet Member along with Adrian Busby and David Rowlands.</p> <p>Value plus continues to be used to capture any savings and efficiencies that are delivered</p>	<p>Peter Hardy</p>	<p>Sean Rooney</p>

		<p>It should be noted that although the market has changed through the life of the contract, it is easier to obtain reduced contractor rates for one off / larger service provision but we must maintain the thought that long term contracts such as this one reaps benefits of a steady rate over a longer period of time and does not fall foul of undulating market values over that longer period of time.</p> <p>Value Plus continues to be utilised to identify savings in the operational delivery of the contract is made. These efficiency savings are agreed by the SMT and monitored through the governance of the contract and Transtat.</p>		<p>through the contract. The CMP is again using the opportunity to tender a number of schemes to achieve a bench mark opportunity and to ensure the Authority is still achieving current market value rates.</p>		
<p>2. Membership of the Strategic Board should be widened to include the two Cabinet Spokesmen for Transport in addition to the Cabinet Member. The Strategic Client should be resourced to ensure resilience, effective management, capacity and challenge to the contractor.</p>	Agreed	<p>The structure and attendees of the Strategic Board will be reviewed at the next scheduled meeting. The restructuring of the Place Service has necessitated a change in the attendees and potentially the overall governance structure of the Board.</p> <p>The Cabinet Member for Planning and Transport welcomes the recommendation and it has been suggested that David Rowlands and Adrian Busby will be nominated to the Strategic Board to provide a wider Member presence and also bring an element of the commercial expertise and wider transport experience to the Board.</p>	April 2012	<p>David Rowlands and Adrian Busby have been made formal members of the Strategic Board and have provided additional challenge to the delivery of the service. They were specifically involved in the development of the Contract Performance Indicators, (CPIs) for 2012/13 against which the contractor's defined profit is placed at risk. The development of these CPIs ensures the correct behaviours of the contractor and drives the service quality.</p> <p>The CPIs also specifically target the agreed challenges for the year as set out below:</p>	Peter Hardy	Sean Rooney

		<p>With the formation of the Place Service, the SMT of Place will be able to build on a level of resilience and will be supported by the Lead Officers and Business Managers across the Place Service. This will provide a wider resource to challenge the contractual and commercial viability and quality of the contract.</p> <p>The Cabinet Member for Planning and Transport is very much in agreement that additional support should be provided to the SMT Transport lead and hence was successful in securing additional funding to employ an officer to support the SMT Transport officer and to maintain the resource of the external consultant who is currently providing on site audit and quality function.</p>		<ul style="list-style-type: none"> ○ To deliver a step change in the condition of the Highway network; ○ To demonstrate Value for Money and efficiencies in the delivery of the service; ○ To deliver a consistent high quality service on a right first time basis; and ○ To communicate effectively with the key stakeholders and ensure customer satisfaction. <p>An additional resource has been employed to provide support to the SMT transport lead and additional challenge to the Contractor in terms of quality and value for money. This is in addition to the ongoing employment of the works quality inspector who reports on a regular basis to the Cabinet Member for Planning and Transportation.</p>		
<p>3. Papers of the TfB Strategic Board should be made accessible to County Councillors in order to make available options for and impacts of TfB efficiencies and results of service financial and performance benchmarking.</p>	Agreed	<p>It is the intention to provide the Strategic Board with a quarterly review of performance and trends against the business plan projections and forecasts. Any information that could be construed as commercially sensitive would not be made available generally .The efficiency of the service would be a fundamental element of this report. The contract makes specific reference for the need to demonstrate continuous improvement and to demonstrate value for money through benchmarking. The results of any benchmarking exercise</p>	May 2012	<p>This information is available on the Members pages. Commercially sensitive information has been restricted but is available on specific request through the Cabinet Member for Planning and Transportation. The Cabinet Member and the two additional Members on the Strategic Board have unfettered access to all aspects of the service delivery and Strategic Board Papers as does the Scrutiny committee on request.</p>	Peter Hardy	Sean Rooney

		<p>would similarly be included in the quarterly performance reviews.</p> <p>These performance and review papers of the Strategic Board will be made available to Members through the secure restricted zone of the intranet. The additional presence of the two Members on the Strategic Board will also strengthen the ability for Member challenge.</p>				
<p>4. Localised ‘trend data’ available to the Contact Centre and Service Information Centre on types of issues raised, response rates, and unresolved issues should be published online and communicated to County Councillors as local updates (quarterly) and as part of TfB updates at Local Area Forums.</p>	Agreed	<p>The necessary information is readily available and will be base lined in April 2012. Thereafter quarterly reports will be developed and published to enable a continue focus on customer engagement and trends to be identified and acted upon.</p> <p>The Transport for Bucks, (TfB) update report that is currently issued at each Local Area Forum, (LAF) will be expanded to include this data.</p>	April 2012	<p>Since June 2012 this information has been made available through the contact centre and the Service Information Centre.</p> <p>This information is reported monthly to the Operational Management Board which is Chaired by the Cabinet Member.</p> <p>A summary of this information can and will be presented at all LAFs now that it is readily available.</p> <p>The information available for July shows that there were 60 complaints 55 stage 1 and 5 stage 2, this was in the context of over 6500 contacts in the same period. The complaints received by team were</p> <ul style="list-style-type: none"> • 34 LATs • 10 Street Lighting • 5 marketing and Comms • 5 rights of way • 3 parking • 2 street works noticing • 1 traffic signals 	Peter Hardy	Sean Rooney

				<p>The areas of concern raised were</p> <ul style="list-style-type: none"> • Delay /failure to keep people informed 61% • Complaint re service delivered 14% • Failure to respond within prescribed time 13% <p>This information is analysed monthly by the Operational Management Team and improvement actions agreed with the OMB as appropriate.</p> <p>It is too early to identify any specific trends in the above information but all teams who are subject to a complaint are made aware of the complaint and are involved in the response and any improvement plan if a procedural or systemic failure has been identified as a consequence of the investigation in to the complaint.</p> <p>The Cabinet Member and Senior Managers of Place Service meet on a regular basis with a representative of the Corporate Complaints team where data and information are discussed across the whole Place Service. Specific information is also provided on the RJ element of the service.</p>		
5. TfB should introduce a Key Performance Indicator to monitor and	Agreed	A Key performance Indicator, (KPI) to measure the number of repeat contacts will be developed and included in the	April 2012	A methodology to measure the number of repeat contacts has been developed and information is	Peter Hardy	Sean Rooney

<p>reduce the number of repeat contacts made by residents to the County Council about TfB services. Consideration should be given to options to improve outbound communication (calling people back) to provide updates and manage expectations.</p>		<p>KPI suite for 2012/13.</p> <p>The management of expectation is a critical element of improving the perception and delivery of the service. The Service Information Centre,(SIC) is able to provide both real-time and proactive information and the Contact centre is being briefed with information and advice on the latest realistic response times for certain issues raised.</p> <p>The Twitter format of communication is proving very useful. TfB now have over 1000 followers and the number of re-tweets is growing. In particular the tweets regarding the winter service, along with the ability to track the gritters, are very well received as they provide a real-time information flow.</p> <p>Through Twitter we are able to direct and encourage people to use the SIC and see where we are working.</p>	<p>being captured to highlight the key areas of concern. Targets were not set for the 2012/13 year as no previous data was available around which to base any meaningful targets.</p> <p>Outbound communications have been strengthened through the development and reinvigoration of a number of TfB branded information notes targeted at both the members and the Parish Council. TfB recognises that up to date and readily digestible information is essential in managing the expectations of the public given the very tight fiscal circumstances that we are in. All members have had the opportunity to attend TfB service briefings and all have received both the business plan and the service level information booklets for routine maintenance.</p> <p>The logistic of calling all 6500 contacts made have been investigated and as a starting point the call centre are currently asking people if they need to be called back on completion of the issue from which they made contact. Those contacts made via the SIC can be tracked through a rudimentary status indicator that shows as just added – live or closed out. We are investigating ways of upgrading this so that people can see where there issues is in the process of being resolved and who it sits with. This is work in</p>		
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				progress but expected be in place for the new year.		
6. Customer satisfaction Key Performance Indicators should be strengthened, particularly those specific to improving response times to reported faults and customer correspondence.	Agreed	<p>The current TfB business and KPI suite is being refocused on the following four challenges:</p> <ul style="list-style-type: none"> ○ To deliver a step change in the condition of the Highway network; ○ To demonstrate Value for Money and efficiencies in the delivery of the service; ○ To deliver a consistent high quality service on a right first time basis; and ○ To communicate effectively with the key stakeholders and ensure customer satisfaction. <p>The final bullet point supports the strengthening of the customer focus and satisfaction. There are currently 7 contract KPIs that directly relate to levels of customer satisfaction for various elements of the service and a further 3 that relate specifically to the response times and the adherence or otherwise to the corporate correspondence processes.</p> <p>We will ensure that where ever possible timescales are being provided for the rectification or response times to the issues raised.</p>	April 2012	<p>Customer satisfaction is being monitored through 11 Contract Performance indicators and all are currently performing above the minimum expected requirement set by the contract although four are not meeting the expected target below which the fee “at risk” is withheld.</p> <ul style="list-style-type: none"> • CAT1 potholes fixed within 24hrs - currently 91.66% as against a contractual requirement of 92% • CAT1 potholes made safe next working day – currently 94.7%, against a requirement of 98% • % response time (excluding potholes) – currently 97.9%, against a requirement of 98% • Satisfaction with work effecting frontages – currently at 80.3% as against a requirement of 85%. <p>The total fee at risk against these is currently in the order of £46,000 and there are improvement plans in place for each.</p> <p>With regard to the response to potholes it can be seen that this is already a step change to the outturn position of last year at 75%. All of the 41 CPIs including those</p>	Peter Hardy	Sean Rooney

				above are monitored on a monthly basis by the OMT and the OMB and action plans are in place to address all those falling short of the expected target.		
7. Integration between the Contact Centre and Service Information Centre should be increased to ensure that customers receive a consistent quality of service and response rate. The SIC should be sufficiently resourced in order to be up to date, accurate and able to provide acknowledgements and updates.	Agreed	<p>Every effort is made to ensure that the SIC is kept up to date. There is an existing dedicated resource that seeks to ensure that all aspects of the SIC are current. Reviews of users of the SIC are sought on a regular basis and improvements are being sought on a continuous basis.</p> <p>The intention is to publicise the SIC to a greater extent and current statistics show a steady increase in hits on the site.</p> <p>Recent Roadshows have been delivered in both the north and the south of the county with an open invitation to both the County Councillors and representatives of the Parish Councils and a number of improvements are being developed to meet the ideas suggested and concerns raised.</p> <p>Ongoing interaction between the SIC and the Contact Centre:- During the first week of February two visits were made to the contact centre to ensure that all the TfB trained contact centre staff are accessing all the information available and making best use of the SIC. These training sessions will continue as additional functionality is added. Also Frequently Asked Questions, (FAQs) are being removed</p>	Immediate and ongoing	<p>The interaction between the contact centre and the whole of TfB has increased as a consequence of the custom journey exercise. The TfB management team spent half a day each in the contact centre discussing how they could make best use of the centre in stemming the demand for services and repeat contacts. Each service lead has revised their "Frequently asked Questions" responses and the contact centre has been provided with new and up to date information about key programmes. A process to keep this information has been put in place.</p> <p>It would appear that after a small early migration from the contact centre the number of contacts with the Council through both the service centre and the Contact centre continue to rise as people find the most suitable vehicle for them to make contact.</p> <p>Detailed scrutiny of all complaints is now considered monthly at the OMT and OMB and action plans are being developed to address the issues raised.</p>	Peter Hardy	Sean Rooney

		<p>with links taking the customer to the SIC rather than updating two separate documents. In this way the information remains current.</p> <p>These actions will be contained and delivered within the existing resources.</p> <p>A suggestion that the Cabinet Member for Planning and Transport will meet with Cabinet Member for Community Engagement to discuss potential opportunities to maximise the interaction between the SIC and the corporate Contact Centre.</p>				
<p>8. As part of a ‘while here’ policy to improve local satisfaction with TfB services, non-Category 1 potholes in close proximity to an urgent Category 1 pothole should be repaired concurrently as standard.</p>	Agreed	<p>The current TfB business and KPI suite is being refocused on the following four challenges:</p> <ul style="list-style-type: none"> ○ To deliver a step change in the condition of the Highway network; ○ To demonstrate Value for Money and efficiencies in the delivery of the service; ○ To deliver a consistent high Quality service on a right first time basis; and ○ To communicate effectively with the key stakeholders and ensure customer satisfaction. <p>The “while here” policy supports the first three points above and as such significant effort and emphasis has been placed on this approach for the forthcoming year.</p> <p>The pothole strategy and associated policy is in the final stages of being</p>	Dependant upon budget availability.	<p>In addition to increasing the number of pothole gangs employed TfB have also employed two Jet Patcher Machines that are able to readily fix both CAT1 and CAT2 defects. The deployment of these machines in conjunction with the pothole gangs is having a significant impact on the overall number of defects that are being treated.</p> <p>The number of CAT1 defects continues to be of concern with only limited signs of the number reducing month on month but the number of overall defects treated is almost double that of last year, and it is expected that this will have a beneficial effect and reduction in the CAT1 defects over the next six months. Whilst this is not a full shift to the “while here” concept it is having a positive impact on both road condition and public</p>	Peter Hardy	Sean Rooney

		<p>reviewed to enable a fresh focus on the carriageway maintenance regime. The ability to fully deliver this concept is limited by the current financial position. It is the aspiration to deliver this as soon as is practicably possible when the budgetary situation can be reconciled to be able to carry out the while here policy.</p> <p>The new standard, when delivered, in conjunction with additional operational staff will facilitate a greater emphasis and a more obvious and visible delivery of the preferred approach.</p>		<p>perception, in certain areas.</p> <p>There have been some complaints about the quality of the jet patcher works but this has been down to a misunderstanding and lack of information regarding the intended outcome and surface condition provided by this technique. In order to address this issue we have developed a short video that is available on the SIC explaining the method and demonstrating the benefits of the Jet patcher,</p>		
<p>9. Local Area Technicians (LATs) should be supported to interface between County Councilors, District and Parish Councils, Local Area Forms and operations at TfB to ensure they can proactively identify, prioritise and resolve local works and faults. County Councilors should be provided with the contact details for their LATs in order to support their community leadership roles.</p>	Agreed	<p>Most of the LATs are already well known to their local County Councilors. Each of the Members has a dedicated page accessed only by those who are given the link. It is not available to the general public but found by each Member clicking on their photograph. Their individual capital programme is listed at the top followed by any notices to homes affected by the work added to on a weekly basis. Details of the community and road fixer gangs and the gulley emptier programme are included if they are working in their area the following week. The photograph and contact details of the relevant LAT and their team leader are also included. The pages are updated on a weekly basis and the Members are reminded to look at their pages via a link in an email sent out weekly</p> <p>The Cabinet Member for Planning and</p>	April 2012	<p>The LATs continue to meet with their members on a as needs basis and the LAT team leaders attend all of the LAF meetings as required.</p> <p>The members should be receiving a copy of a recent network bulletin that sets out the roles and responsibilities that the LATs.</p> <p>A new dashboard for the LATs is to be launched in the near future. This will support them in delivering their role and provide them with a single point of information on the following:</p> <ul style="list-style-type: none"> • Works scheduled to start in the week • Works completed in the week • Outstanding and delayed works 	Peter Hardy	Sean Rooney

		<p>Transport suggests that once the transformational re designs of the TfB service is finalised, a meeting will be organised on a District area basis where Members will be invited to meet with their LATs and ensure that all contact details and priorities are understood by both parties. This meeting will inform the Members of any potential changes to their LAT and introduce those new LATs to the Members in that particular area.</p>		<ul style="list-style-type: none"> • Utility Works in the area • Correspondence with reminders for compliance in terms of response times • Proportion of Network visited / inspected. <p>The above will clearly facilitate better and timelier transfer of information to the Members.</p> <p>The introduction of a new role Customer Services Manager, filled by Tim Fowler, has also added to the improvement of communication and messaging to not only the Members but also to the residents and customers of the Authority.</p> <p>The Cabinet Member has decided that the District area meetings between Members and their LATs should be delayed until after the election in May 2013 because of operational changes in the LAT structure and in order that newly elected members can be involved.</p>		
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