

**Cabinet Response: Transport for Buckinghamshire (Ringway Jacobs contract) Task & Finish report**

**T&F Group Chairman:** Brian Roberts

**Lead Scrutiny Officer:** Ben Cahill (x7186)

**Date reported to Cabinet:** 27 February 2012

**Lead Cabinet Member for response:** Peter Hardy

**Lead Officer for response:** Sean Rooney

Recommendation	Agreed Yes/No	Cabinet Response including proposed action	Responsible Cabinet Member	Responsible Officer	Action by date
<p><b>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.</b></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 programme.</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</p>	<p>Peter Hardy</p>	<p>Sean Rooney</p>	<p>Ongoing</p>

		<p>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><b>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.</b></p>	<p>Agreed -</p>	<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> <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>	<p>Peter Hardy</p>	<p>Sean Rooney</p>	<p>April 2012</p>

<p><b>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 bench-marking.</b></p>	<p>Agreed</p>	<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 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>Peter Hardy</p>	<p>Sean Rooney</p>	<p>May 2012</p>
<p><b>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.</b></p>	<p>Agreed</p>	<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>	<p>Peter Hardy</p>	<p>Sean Rooney</p>	<p>April 2012</p>
<p><b>5. TfB should introduce a Key Performance Indicator to monitor and reduce the number of repeat contacts made by residents to the County Council about TfB services. Consideration should be given</b></p>	<p>Agreed</p>	<p>A Key performance Indicator, (KPI) to measure the number of repeat contacts will be developed and included in the 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</p>	<p>Peter Hardy</p>	<p>Sean Rooney</p>	<p>April 2012</p>

<p><b>to options to improve outbound communication (calling people back) to provide updates and manage expectations.</b></p>		<p>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><b>6. Customer satisfaction Key Performance Indicators should be strengthened, particularly those specific to improving response times to reported faults and customer correspondence.</b></p>	<p>Agreed</p>	<p>The current TfB business and KPI suite is being refocused on the following four challenges:</p> <ul style="list-style-type: none"> <li>○ To deliver a step change in the condition of the Highway network;</li> <li>○ To demonstrate Value for Money and efficiencies in the delivery of the service;</li> <li>○ To deliver a consistent high quality service on a right first time basis; and</li> <li>○ To communicate effectively with the key stakeholders and ensure customer satisfaction.</li> </ul> <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</p>	<p>Peter Hardy</p>	<p>Sean Rooney</p>	<p>April 2012</p>

		times to the issues raised.			
<b>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.</b>	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 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>	Peter Hardy	Sean Rooney	Immediate and on going

<p><b>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.</b></p>	<p>Agreed</p>	<p>The current TfB business and KPI suite is being refocused on the following four challenges:</p> <ul style="list-style-type: none"> <li>○ To deliver a step change in the condition of the Highway network;</li> <li>○ To demonstrate Value for Money and efficiencies in the delivery of the service;</li> <li>○ To deliver a consistent high Quality service on a right first time basis; and</li> <li>○ To communicate effectively with the key stakeholders and ensure customer satisfaction.</li> </ul> <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 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>Peter Hardy</p>	<p>Sean Rooney</p>	<p>Dependant upon budget availability.</p>
<p><b>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</b></p>	<p>Agreed</p>	<p>Most of the LATs are already well known to their local County Councillors. 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</p>	<p>Peter Hardy</p>	<p>Sean Rooney</p>	<p>April 2012</p>

<p><b>works and faults. County Councilors should be provided with the contact details for their LATs in order to support their community leadership roles.</b></p>		<p>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 gully 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 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>			
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