

Partnering & Contract Management

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WCC's journey over the last 5 years

- How we improved the quality of service delivery and reduced costs.
- How we used this journey to also retender our major Highways Terms Service contract.
- Focussing on people, developing trust and quality of service delivery.
- Results based on outcomes for the community and economy.



Worcestershire – ‘Open for Business’

- Our remit is to deliver and maintain an efficient and high-quality highways infrastructure with excellent connectivity to the wider road networks for:
 - The communities that WCC serve
 - Enabling inward investors and economic growth
 - Road users in Worcestershire and the General Public
 - WCC Elected Members



Our Continuous Improvement Journey



90+% reduction in
“open” customer
enquiries



300% productivity increase - £1 Million p/a savings - Flagship contract



Part 1

Reactive Works Area Response Teams & Routine Operations



The Problem

Historic issues with the efficiency of reactive works resulting in;

- Unacceptable jobs backlog
- Poor public perception/quality of repairs
- Excessive costs of the defect repair process
- Contractually – ‘us and them’ contractor client relationship



Project Goals

1. Improve customer perception
2. Improve tax payer value for money
3. Increase productivity
4. Eliminate overdue defects
5. Embed genuine 'WE' joint partnership
behaviour and culture



The Solution

Can we apply LEAN manufacturing techniques into our business?

Yes - & How?

- Integrated team-working
- Cultural change
- Process and planning re-engineering
- Waste elimination
- Engage expert help



Planning & Scheduling

- Process Mapping identified “current state”
- Process inconsistencies across depots
- Excessive supervisory and admin effort (up to 3 days processing)
- Duplication of data entry
- Highways Inspectors and Ringway teams workshops
- Standardisation and review of equipment and ‘Planning Tool’ – clustering work activity



Original
“As Is”



Re-engineered Business Architecture “Future State”



Summary of Achievements

- Management and grass root culture change
- Demonstrated that LEAN works in our environment
- LEAN Champions developed
- Defects per gang per day up from 3.5 to 12, cost down 75% (productivity up 300%)
- Reactive gangs reduced from 25 to 16 (£1 Million p.a. savings)
- Admin cut by 50%
- Overdue Defects/jobs eliminated
- **Expanded into gully emptying, grass cutting, planned reactive works and patching and tree works**

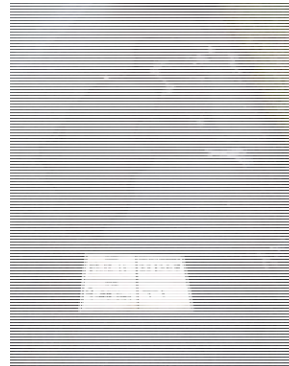


Before & After Photographs – Defect Repairs

Before



Before (Nuphalt)



Before



After



After (Nuphalt)



After



Part 2

Customer Enquiries



Starting Position

- Public/Member perception very poor.
- Public Enquiries on the increase (+7500 open enquiries)
- Duplication of effort (little process control)
- Team motivation low (we can't control this)
- Frustration with system (black hole & issues with enquiry status)

- + Willingness to get a good job done
- + Team knowledge and experience
- + Partnership is gaining positive ground
- + Change for the better is welcome



2015 position

- + Public Enquiries stable & steady state (400 open – over 95% less than 5 yrs ago). Recovery time 400% improvement (after Severe weather events)
- + Reduced duplication of effort (defined processes and accountability)
- + Vastly improved Team motivation (daily performance management)
- + Willingness to get a good job done
- + Wider sharing of Team knowledge and experience
- + Partnership is generating success on success
- + Wider Political support for progress made



How did we do it?

- Focus on the Customer e.g. customer facing Motorcycle Liaison Officers
- Process re-engineering and control
- Responsible/Accountable framework for officers and Teams
- Performance management
- Cross- functional working groups, from Worcestershire Hub through to Maintenance Depots and Ringway
- Focus on “right first time” enquiry management as early as possible (HUB)
- Success Zoning - Sticking at it for the long term

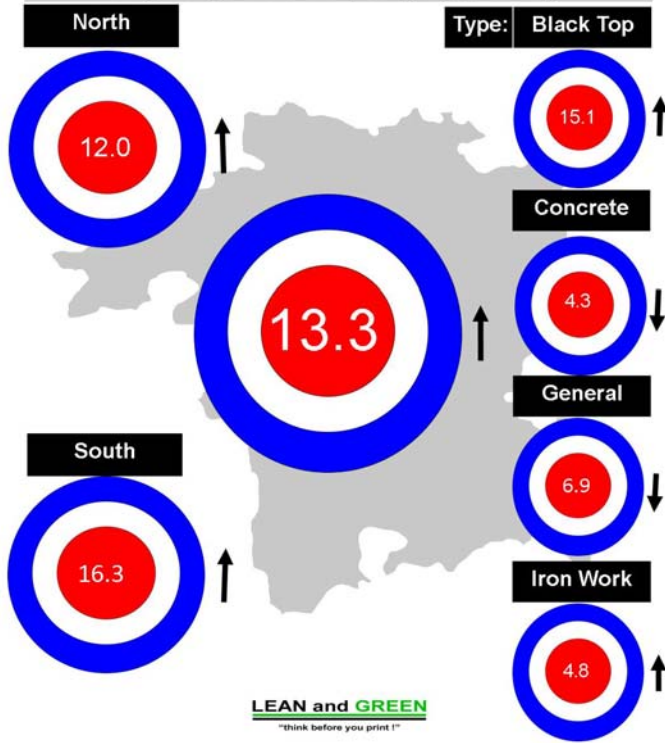


worcestershire highways **Target 10** RINGWAY

Week Ending 22nd February 2015

Depots average -

Highways defects per gang per day

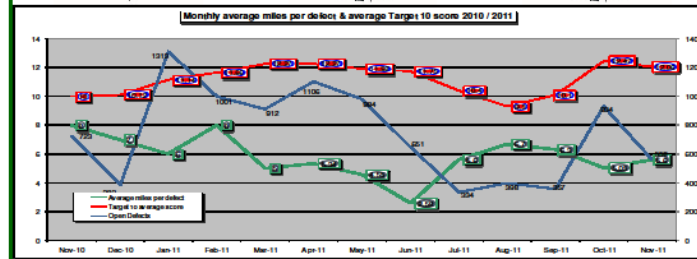
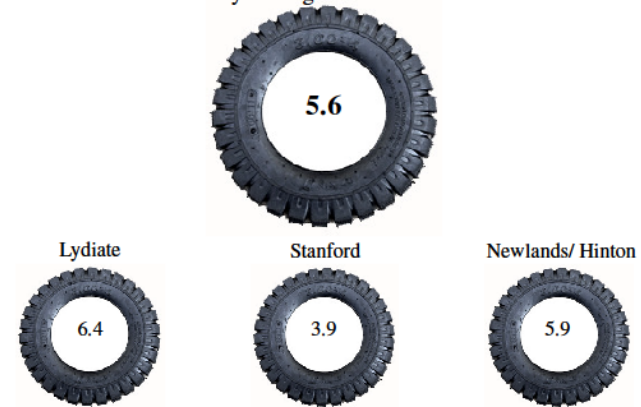


Miles Per Defect



The MPD (Miles Per Defect) is a measure that will measure the miles per defect in conjunction with the Target 10, which measures the defects/gangs/day. The M.P.D will be one of the several initiatives we are using in Worcestershire to drive down the carbon footprint.

County Average November 2011



LEAN and GREEN

"think before you print!"

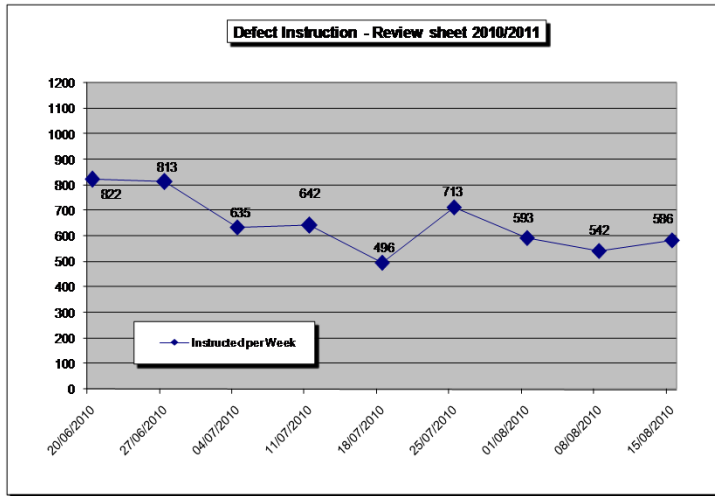


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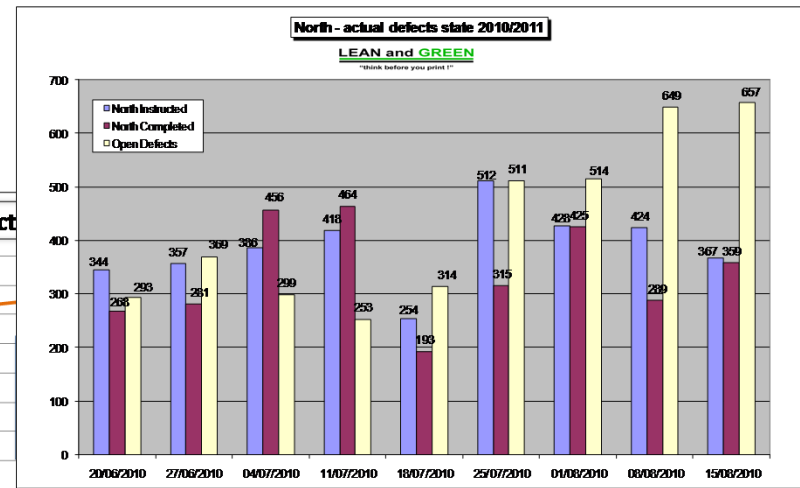
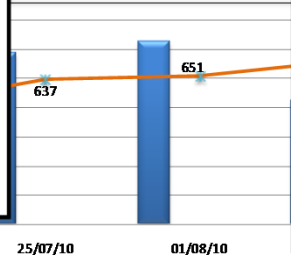


Weekly Performance Contract Management

Based on the range of measures we now have to measure productivity, quality and status of defects, and other targets



Current Completed Defect



	18/07/10	25/07/10	01/08/10	08/08/10	15/08/10
Completed on Time	432	587	626	426	524
Abortive Visits	4	0	0	0	0
< 14 Days	0	0	0	1	0
> 14 Days	0	0	0	0	0
Open Defects	520	637	651	724	786



worcestershire
highways



Re-tender of Highways Term Service Contract

- Clear supporting information and evidence for re-tendering of the contract.
- Whilst unsettling time for client and contractor, enabled an open and positively managed transition.
- Used a Term Service Model, outcome-based on service delivery.
- Trust and cohesive working between people and the contractual process



Outcomes of tendering process

- Re-secured existing contractor
- £1.35m cost reduction per annum through further efficient working
- Seamless transition into new contract from a public and Member perspective
- Additional elements incorporated into new contract to enable 'Open for Business', Public Realm and economic enabling works to be more effective



Challenges and Pressures for Local Government

- WCC £110m savings/ increased efficiencies required now and over the next 3 years.
- Increasing expectations and pressures from our customers
- Doing more for less.
- In Worcestershire going from a major provider of services to a commissioner of services.

- WCC Highways Commissioning Process has enabled:
 - £1.35m contractual efficiencies contributing to savings
 - More effective competitive bidding team in place to secure funding eg DfT – Severe Weather Fund £2.8m, Pothole Challenge Fund £3.8m & Local Highways Maintenance Challenge Fund: £12m for highways and £7m for street lamps

