

Appendix A



12th October, 2012

To Whom it May Concern

This is to confirm that we have had a dialogue with Capita Symonds in relation to their DRS bid. Specifically we have discussed:

- providing CEEDR resources into their proposed 'Barnet Observatory' (economic/ socio-economic intelligence function);
- organising a biennial 'Innovation Barnet' competition together;
- developing a graduate sponsorship and training programme together (environmental health focussed);
- providing guest lecturers across a range of courses; and
- contributing to the annual graduate employment programme.

Should Capita Symonds be awarded the DRS contract, we confirm that we would be happy to work with them in realising the above.



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CAPITA SYMONDS		3.4 Develop Schemes		Document No.: Version No. :2.2 Date : July 11 Page 1 of 3	
Purpose		To provide design and documentation a solution ready for construction that embraces innovation at all stages to ensure the design is delivered to a pre-determined cost and construction as planned			
Input		Potential Scheme List		Output	
Executive Owner		Project Manager		Local Owner	
Implementation Owner		Designer		Designer	
3.4 Develop Scheme					
Specialist / Supply-chain	<div>1. Advice from specialist as required</div> <div>2. Trip Advice & Contractor + RIU Advice</div> <div>Report Potential Scheme</div> <div>3. Assess Options</div> <div>4. Undertake Journey Time Reliability Review & Value Engineering</div>	Designer (Project Team)	<div>5. Input from Specialist as Required</div> <div>6. Input from Specialist as Required</div> <div>7. Prepare Detailed Design and Draft Technical Approvals</div> <div>8. Undertake Journey Time Reliability Review & Value Engineering</div> <div>9. Finalise Outline Design to Client</div> <div>10. Undertake Road Safety Audit</div>	Designer	<div>11. Input from Contractor & Specialist as Required</div> <div>12. Undertake Stage 2 Road Audit</div> <div>13. Prepare Pre-construction Information</div> <div>14. Finalise Detail Design</div>
Designer (Project Manager)	<div>1. Agree Brief for Stage 1 & Manage Project</div> <div>2. Establish Risk Register</div>	Designer (Project Manager)	<div>15. Agree Brief for Stage 2 & Manage Project</div> <div>16. Prepare Design & Draft Technical Approvals</div> <div>17. Undertake Journey Time Reliability Review & Value Engineering</div> <div>18. Finalise Design to Client</div> <div>19. Undertake Road Safety Audit</div>	Designer	<div>20. Agree Brief for Stage 3 & Manage project</div> <div>21. Prepare Detailed Design and Technical Approvals</div> <div>22. Undertake Journey Time Reliability Review & Value Engineering</div> <div>23. Make Provision at Road Space Booking</div> <div>24. Agree Brief for Stage 3 & Manage project</div>

Develop Schemes

Document No. :

Version No. : 2.2

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Activity 3 Assess Options

Initially all scheme information is reviewed to determine what additional information will be required to deliver the scheme and minimise risk later in the project. Constraints and likely requirement for land, legal orders, consents, certification departures and other approvals are determined. The objective is to enable schemes to be developed quickly, economically and right first time. When all information has been reviewed we consider what other technical surveys are required to deliver the scheme to ensure we avoid re-work and deliver schemes to budget and time. An assessment of affected stakeholders is made. Consultation is carried out, where necessary, to determine potential scheme constraints.. Potential options are Identified and prepared potential for the scheme in accordance with DMRB. For each option consideration is undertaken of the programme, costs, risks and traffic management. Input from specialists is obtained where required. CDM requirements are assessed and carried out in accordance with the Regulations. Options are reviewed to allow recommendation of preferred option, supported where necessary by a completed PAR.

Activity 4 Undertake Journey Time Reliability Review And Value Engineering

When investigating options undertake a review of journey time reliability using JTR toolkit and assess potential for congestion during construction. Undertake value engineering with input from contractor, where possible, and other key supply chain partners to improve efficiency and cost certainty. On completion of Activity 4, seek approval to proceed.

Activity 5 Agree Brief For Stage 1 And Manage Project

Project Manager to agree the brief for Stage 1 including the estimated cost and programme for the scheme. Identify tasks and appoint an integrated team that has the necessary competency for all design tasks. Prepare a plan that includes resources, milestones, reviews and delivery requirements and communicate the plan to the team. Project Manager to be responsible for controlling and managing any proposed changes in agreement with HA to avoid scope creep and unnecessary cost increases

Activity 6 Establish Risk Register

Establish scheme risk register that identifies scheme risk; right-first-time risk and potential mitigation measures. It includes a cost estimate.

Stage Gate 1 Agree Preferred Option

Activity 7 Submit Preferred Option Report To Client

Compile scheme options report along with recommendation of preferred option to inform decision to proceed to next stage

Stage Gate 2 Approve Preferred Option Report

Activity 10 Prepare Outline Design And Draft Technical Approvals

Prepare outline design in accordance with the DMRB. During this stage outline drawings and design specification appendices are prepared in accordance with MHCD. Prepare and submit any technical approvals identified in the design to the approval authorities. As the design develops buildability, costs, risks, CDM Regulations compliance and programmes are regularly reviewed. The design is reviewed to check it complies with the agreed brief and meets the client's project requirements. The review covers all checks and validations carried out during the design process to ensure the design is delivered efficiently and right first time.

Activity 11 Undertake Journey Time Reliability Review And Value Engineering

Review journey time reliability and value engineering with input from contractor and supply chain where appropriate supply chain and Regional Intelligence Units to ensure improved efficiency and consequent cost savings. Agree funding and seek approval to proceed to next stage from client.

Activity 12 Agree Brief For Stage 2 And Manage Project

Project Manager to agree the brief for next stage. Review and update the scheme plan along with resources and communicate the plan to the team. Project Manager continues to manage and control project deliverables

Stage Gate 3 Agreed Reliability Review

Activity 13 Undertake Stage 1 Road Safety Audit

The independent safety audit team carry out a stage 1 Road safety Audit on the outline design in accordance with DMRB. The Design-Team Leader responds

Activity 14 Finalise Outline Design To Client

Review the final design meets the project requirements as defined by the brief and any design changes or outcomes from the risk assessments. Incorporate the actions resulting from the review into the design. The review includes buildability and maintainability considerations to confirm that the design meets the requirements of the CDM Regulations. Submit to HA to agree funding and for approval to move to the next stage

Stage Gate 4 Agree Outline Design

Activity 15 Agree Brief For Stage 3 And Manage Project

Project manager to agree brief for Stage 3 and review and update scheme plan along with resources and communicate the plan to the team

Activity 16 Prepare Detailed Design And Obtain Technical Approvals

Prepare the detailed design in accordance with the DMRB. The requirements for approvals have been developed during stage 2. All technical approvals submissions shall be produced in line with comments and feedback received from the HA. The design stage is not be finalised until all the approvals for the permanent works have been signed and received from the HA. The design drawings and specification appendices are prepared in accordance with MHCD. As the design develops, buildability, costs, risks, CDM-Regulations compliance and programmes shall be reviewed and updated. Hence the design continues to be delivered efficiently and right first time. The final design will be reviewed for compliance with the agreed brief and project requirements. When appropriate for the scheme programme the project manager shall ensure the delivery team identifies the requirements for road space booking and books these as early as possible.

Activity 18 Undertake Journey Time Reliability Review And Value Engineering

The Traffic Management Options Report is finalised and all commercial, safety, local issues and events plus JTR considerations are addressed. Review value engineering and develop scheme estimate with input from contractor and supply chain

Activity 20 Undertake Stage 2 Road Safety Audit

The independent safety audit team shall carry out a stage 2 Road Safety Audit on the design in accordance with DMRB. Any findings of this audit will be incorporated into the design or the Design Team Leader will respond

Activity 21 Prepare Pre Construction Information

The Project Manager is responsible for producing the Pre Construction Health, Safety and Environment Information File is produced. It is reviewed by the CDMC. The document informs the Construction HASEMP and the Health and Safety File.

Activity 22 Finalise Detailed Design

Review the scheme to check that the final design meets the project requirements as defined by the brief; any design changes and the risk assessments. Actions resulting from the review are incorporated into the design. The review covers buildability and maintainability considerations to confirm the design meets the requirements of the CDM Regulations. Submit to HA to agree funding and for approval to move to the next stage

Stage Gate 5 Agree Detailed Design



local futures

September 2012

SMART Observatory
Technical specification

global change: local strategies

1 Introduction

Local Futures has worked with local authorities and the private sector for over a decade, helping them to understand people and places and supporting them in developing place-based strategies. Working with practitioners from a range of disciplines, we have developed a unique approach to visualising data, bringing it to life and telling a 'story of place'. Our data, toolkits and resources are available online, providing researchers and policymakers with an unrivalled decision support tool.

Some of the key benefits of utilising Local Futures online services are summarised below:

- Access to a comprehensive R&I resource, designed to meet a range of research and policy needs
- Covers economic, social and environmental conditions – providing a 'joined-up' analysis of places and communities
- Easy-to-use, brings data to life and tells a 'story of place'
- Access to the latest data, covering over 1,800 indicators drawn from over 130 different sources, at a range of spatial levels
- Includes unique 'Total Place' mapping facility, which has a range of different applications e.g. asset mapping
- A common evidence base that can be used across an organisation and shared with partners
- Support and advice, to ensure you get the most out of the system

As well as improving the quality of local research and decision-making, we are confident that access to our services will result in major cost and efficiency savings for users.

For further information on our full range of products and services, please visit our website www.localfutures.com.

2 SMART Observatories

2.1 Introduction

Our SMART Observatories are designed to meet a range of local research and intelligence needs. Built on our Local Futures web platform, they act as a Local Information System, allowing content to be made available across the council and to be shared with local partner organisations and the public.

The main components of our SMART Observatories are summarised below and described in the following paragraphs. We also provide a range of options for further customising your Observatory to meet specific local needs:

Local Knowledge: this element of the Observatory is designed to help users achieve a better understanding of their place – economy, community, environment. It contains the latest data, at a range of spatial levels, linked to an easy-to-use toolkit.

Customer Knowledge: we also provide online access to the OAC geodemographic classification, together with resources and support to help users develop a better understanding of customers and communities. Together with local data estimates modelled on OAC, it provides a cost effective resource for analysing the characteristics of local communities.

Total Place Maps: the latest version of our SMART Observatories includes a range of new features, including advanced multilayered mapping functionality.

Place Profiles: These computer generated reports provide a high level analysis of an area, telling a 'story of place'. The reports cover a number of different topics, with Summary Place Profiles providing an overarching analysis of economic, social and environmental conditions.



2.2 Local Knowledge

The Local Knowledge element of the SMART Observatory is designed to help users achieve a better understanding of their place. Containing the latest data, linked to an easy-to-use toolkit, it has a wide range of research and intelligence applications.

- Access to the latest data, from a wide range of sources
- Eye-catching visuals
- Interactive and easy-to-use
- Includes unique multi-layered mapping facility

Local Knowledge provides a single point of access to a comprehensive data set, drawn from a variety of different sources. Our database holds over 1,800 indicators for analysing the characteristics of a place. Data is drawn from 130 nationally recognised sources and includes a number of unique Local Futures indicators.

Data is organised within three broad categories – economy, society, environment – and twenty sub-categories.

- **Economy:** economic performance (scale, productivity, growth); industrial structure; business and enterprise; skills and qualifications; labour market
- **Society:** demographics (age; ethnicity; households; migration and change); occupations; prosperity; deprivation; health; change
- **Environment:** housing; commercial & industrial floorspace; transport; local amenities; natural environment

Data is held at a range of spatial levels, down to Census Output Area:

- **District**
- **Ward**
- **LSOA**
- **COA**

The system contains an easy-to-use analytical toolkit, that helps visualise data and bring it to life for users. All outputs can be printed, copied or saved and data can be downloaded from all applications into CSV files.

- **Mapping:** use our unique multilayered mapping facility to create customised maps of your places and communities.
- **Profiles:** create spider charts that graphically describe the characteristics of an area, using a basket of indicators.
- **Tables:** create tables of data for multiple indicators and multiple places and add regional/national averages.
- **Ranks:** create league tables showing the absolute and relative (ranked) performance of wards and neighbourhoods.

- **Compare:** create bar charts showing performance on single or multiple indicators
- **Change:** create graphs plotting change over time
- **Metadata:** search engine for locating indicators and displaying supporting information

2.3 Customer Knowledge

The Customer Knowledge element of the SMART Observatory is designed to help create a better understanding of citizens, customers and communities. We provide access to the Output Area Classification – a geodemographic classification covering the whole country - together with a range of local data estimates.

Developed by the ONS, the Output Area Classification is the only geodemographic tool accredited as a National Statistic. OAC distils key results from the Census for the whole of the UK at output area (OA) level. There are over 223,000 output areas across the UK.

Supergroups	Groups
1 Blue Collar Communities	1a Terraced Blue Collar 1b Younger Blue Collar 1c Older Blue Collar
2 City Living	2a Transient Communities 2b City Living
3 Country Life	3a Country Living 3b Access to Countryside
4 Prospering Suburbs	4a Prospering Suburbs 4b Prospering Suburbs
5 Constrained by Circumstances	5a Senior Communities 5b Constrained by Circumstances 5c Public Housing
6 Typical Traits	6a Typical Traits 6b Typical Traits 6c Typical Traits
7 Multicultural	7a Multicultural 7b Afro-Caribbean Communities

Key benefits include

- Open and transparent geodemographic classification
- Common language for understanding citizens, customers and communities
- Growing supply of local data estimates, based on nationally tagged surveys
- Cost effective solution to customer insight and community-based analysis

Geodemographics is widely defined as the 'analysis of people by where they live'. The term has come into common use to describe the classification of small areas and the use of geography to help draw general conclusions about the characteristics and behaviours of people who live there.

By using the system's analytical toolkit, users can visualise OAC and bring it to life. All outputs can be printed, copied or saved and data can be downloaded from all applications into CSV files.

- **Mapping:** allowing users to display on maps the classification of individual neighbourhoods. Users can also map at a local level the proportion of the resident population classified to specific groups.
- **Profiles:** create spider charts that show the make-up of an area's resident population, according to the different OAC Supergroups/Groups/Subgroups. Overlay data for other places.
- **Tables:** create tables showing the proportion of population in the different OAC groups for multiple places and add regional/national averages.
- **Ranks:** create league tables showing the proportion of population within individual OAC groups and filter by region/county/district etc
- **Compare:** create bar charts showing proportion of population within individual or multiple OAC groups

We also provide access to a range of local data estimates, created by modelling the findings of national surveys using the Classification. The estimates are available at a Census Output Area level and include the following:

- **ONS Expenditure and Food Survey:** a range of local area estimates of household income and expenditure, including household income from benefits
- **British Population Survey:** a range of demographic, education, economic activity data and internet usage.

A new version of the Output Area Classification will be available following the release of 2011 Census small area statistics.

2.4 Total Place Maps

With our unique 'Total Place' maps users can display – on a single map – a range of different features about a place. Using state-of-the-art mapping technology, they can display three different layers of data – a 'base layer', a 'thematic layer' and a 'cosmetic layer'. All layers can be displayed simultaneously, at varying levels of transparency, allowing the user to quickly create unique, high impact maps.

- Control levels of transparency for each layer, creating customised map
- Display 1,800 different indicators, reflecting socio-economic conditions
- Quickly upload postcode points and show their location
- View data points, such as properties, in relation to the types of neighbourhood in which they are located
- Display associated information by clicking on the data points

2.5 Place Profiles

Place Profiles provide a high-level analysis of an area, telling a 'story of place'. Reports can be generated on the following topics at a touch of a button, with Summary Place Profiles providing an overall assessment of local conditions.

Economy: economic performance; industrial structure; business and enterprise; skills and qualifications; labour market

Society: demographics (age; ethnicity; households; migration and change); occupations; prosperity; deprivation; health; change

Environment: housing; commercial & industrial floorspace; transport; local amenities; natural environment



The reports draw on the latest data from over 130 recognised sources and can be generated at a District, Ward and neighbourhood level.

Place profiles set an area within its wider context, comparing performance with neighbouring areas, as well as regional and national averages. They are illustrated with maps and charts and include all the data and indicators underpinning the analysis. The reports also analyse underlying trends and identify areas with similar characteristics.

Place Profiles provide a quick and easy-to-understand analysis of an area. They can be accessed online, as part of a SMART Observatory.

2.6 Customising your SMART Observatory

In addition to the above, we provide a range of options for further customising your SMART Observatory.

Private Space

With Private Space you can include your own locally sourced data within the SMART Observatory. Visible only by authorised users, the data can be analysed using the system's easy-to-use toolkit, alongside the extensive range of Local Futures data sets. Two types of data can be included:

Thematic data could include socio-economic indicators, such as average age, which can be displayed as thematic layers on maps, but can also be analysed and displayed alongside other data, using the fuller SMART Observatory toolkit

Cosmetic data would comprise 'point' (e.g. properties) or 'polygon' data (e.g. industrial site) incorporated within the mapping application. Each of the data points would be interactive, allowing the display of associated information. Data format used in the system is compatible with most GIS systems.

Other content

Within the web site we provide resources designed to help users get the most out of the SMART Observatory. These include tutorials, supporting information on data sources, tips on how to use the toolkits etc.

However, the content can be further customised to meet specific client needs. This could include further resources pages, the facility to share reports and documents, twitter feeds, forums and discussion groups etc

3 Deliverables

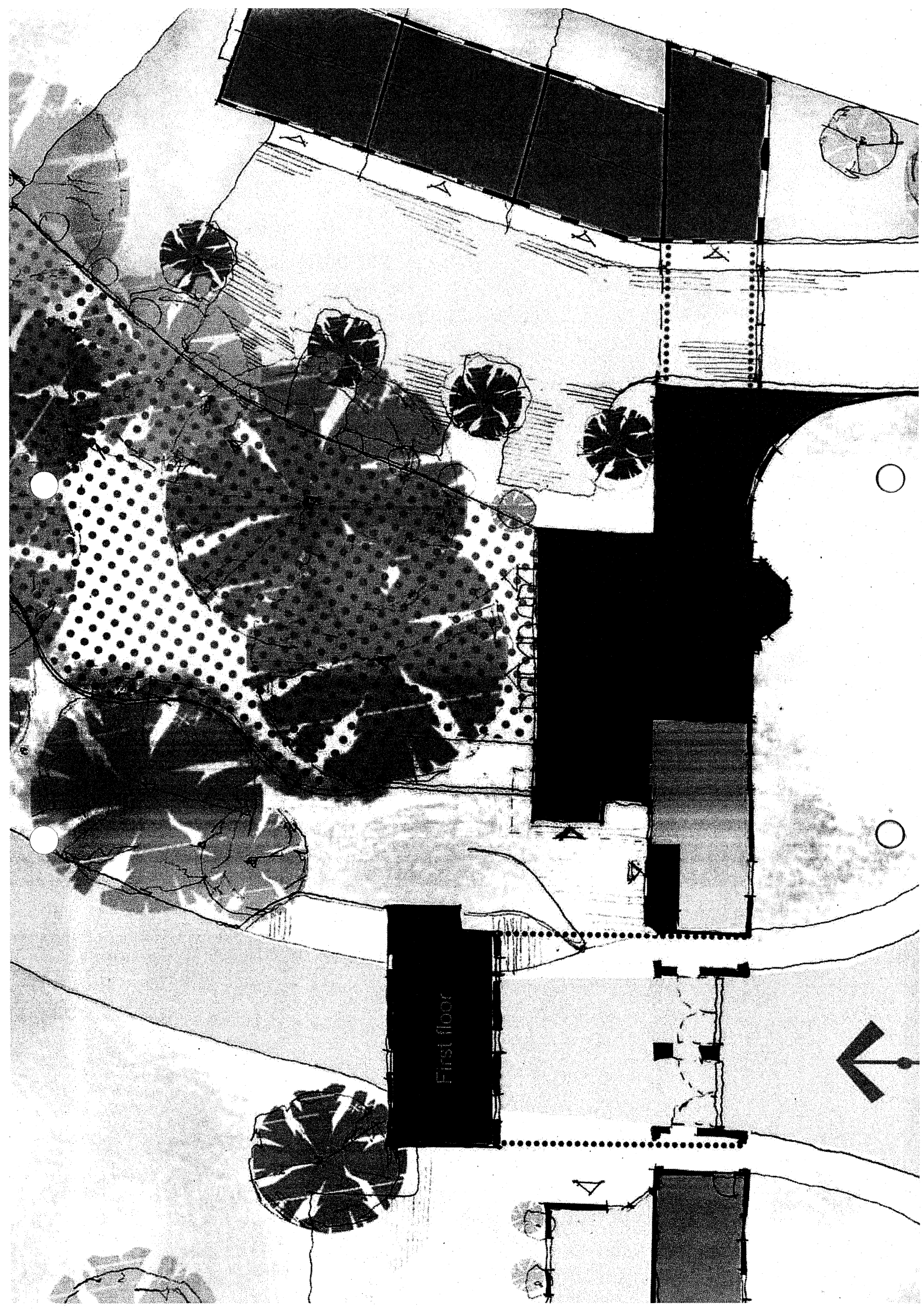
3.1 Deliverables

Once developed, SMART Observatories are available on annual subscription, providing:

- Unlimited use of the service, 24 hours a day, 7 days a week
- Accessible from any PC/workstation
- Compatible with a wide range of browsers, including Internet Explorer, Opera, Firefox, Chrome, Safari
- Externally hosted web based service requiring minimal in-house technical support
- Introduction pack and user manual
- Training/induction session
- Access to a range of online resources, including tutorials, to ensure users get the most out of the system
- Helpline and support

3.2 Costs

Costs are dependent on final specification, but include an initial development cost and, thereafter are available on annual subscription, with discounts available for multi-year licences.



HEALTHCARE

The cusp of transformational change. Emerging technologies promise to reshape not only the energy we use, but how we use it. Understanding and implementing the integration of renewables, emerging technologies into the Smart Grid while responding to demands.

- » Market Modeling & Economics
- » Rates & Regulatory
- » Fuels
- » Transmission
- » Resource Procurement
- » R & D Management
- » Market Research
- » EnergySTAR® Program
- » Codes & Standards for Appliance
- » Benchmarking

VICES

Tor is emerging from the most significant economic crisis in its history. The first thing is clear: "business as usual" will be replaced by a new reality. Closely with clients to develop sound operations, risk management, and strategies to ensure they are well-positioned to anticipate and manage ahead.

- » Design & Compliance
- » Design & Evaluation
- » Program Testing
- » Operations
- » Transformation
- » Innovation
- » Finance Transformation

Operations & Technology Strategy and Transformation

- » Operations Strategy & Target
- » Operating Model Development
- » Operational Excellence
- » Benchmarking & Sourcing Analysis
- » Outsourcing & Off-Shoring
- » Finance Transformation

PUBLIC SERVICES

The public sector across the UK faces unprecedented challenges in funding as cuts in budgets and operating structures are imposed to meet the ongoing fiscal crises. Our expert team operates across the country to bring national leadership in capital programs, policy and procurement to affect demonstrable outcomes to our client's toughest challenges.

- » Policy & Strategy
- » Assets & Infrastructure
- » Smart Procurement
- » Operational Efficiency
- » Debt & Equity Private Placements

FINANCIAL ADVISORY

In this era of distress, disputes, and financial and operational challenges, business leaders are focused on capital management, protection and creation now more than ever. Clients turn to Navigant Capital Advisors (NCA) for our proven ability to create value and optimize recovery through our restructuring, investment banking, valuation, and financial risk management expertise.

Restructuring

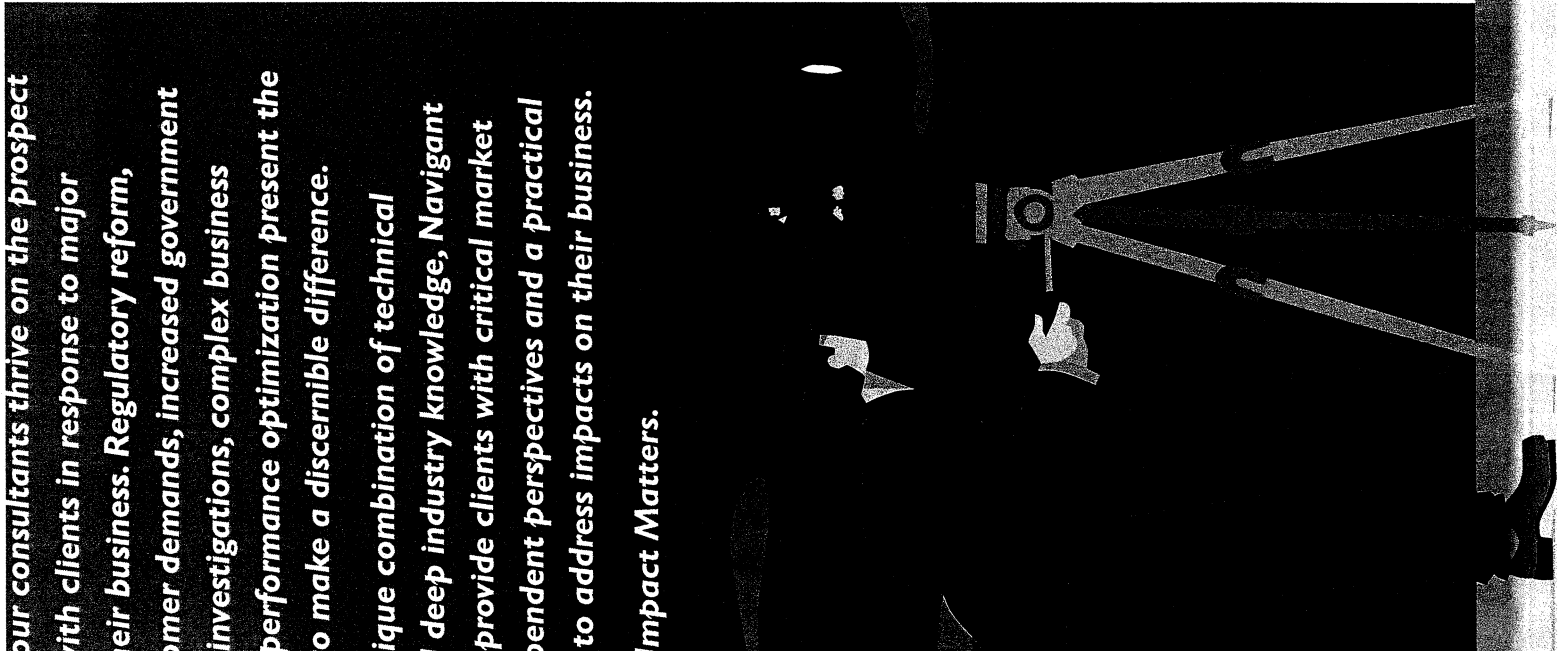
- » Capital & Operating Restructuring
- » Distressed Asset Sales & Recapitalizations
- » Bankruptcy Advisory Support
- » Creditor Rights Advisory Services
- » Interim & Crisis Management

Investment Banking

- » Exclusive Sell-side Advisory
- » Buy-side Advisory
- » Debt & Equity Private Placements

Valuation

- » Financial & Regulatory Reporting (SFAS 157, 142, 141R, etc.)
- » Fairness / Solvency Opinions
- » Tax (IRC Section 382, 338, 280g, etc.)
- » Fresh Start Accounting



Our consultants thrive on the prospect with clients in response to major their business. Regulatory reform, consumer demands, increased government investigations, complex business performance optimization present the to make a discernible difference. Unique combination of technical deep industry knowledge, Navigant provide clients with critical market dependent perspectives and a practical to address impacts on their business. Impact Matters.

CONSTRUCTION

In construction, risk and conflict are constant. Tight funding and bids, compressed schedules, insufficient documentation, design omissions, and lack of experienced personnel are factors impacting the success of large-scale capital projects worldwide. Navigant is recognized globally as the provider of choice on construction disputes, as well as for being the source for sophisticated advisory services on the world's most complex construction projects.

Advisory Services

- » Project Financing
- » Project Planning & Contracting Strategies
- » Regular Progress Analysis
- » Claims Management
- » Training

Dispute Resolution

- » Cost/Quantum & Scheduling Claims
- » International Arbitrations
- » Professional Liability & Defective Construction
- » Government Claims

ECONOMICS

Expert analysis, advice and testimony requires an in-depth understanding of the relevant facts combined with the application of economic theory, guided by the latest scholarly research and supported by rigorous empirical analysis. Our experts serve clients engaged in litigation, regulatory proceedings, policy debates, and strategic planning.

- » Antitrust & Competition Analysis
- » Auctions & Market Design
- » Class Certification
- » Communications & the Internet
- » Consumer Protection
- » Discrimination/Labor
- » Finance, Securities Litigation & Valuation
- » Intellectual Property

DISPUTES & INVESTIGATIONS

Reaching the best possible resolution in complex commercial dispute requires the application of technical skills in accounting, finance, economic management combined with an investigative mentality. Our professional complex issues and enable clients and their counsel to chart the right answer the challenging questions in these matters.

Disputes

- Expert Testimony and Privileged Consulting on Data, Quantum and Valuation
- » Banking & Financial Services Disputes
- » Bankruptcy Disputes
- » Commercial Disputes
- » Insurance Claims
- » Intellectual Property Disputes
- » International Arbitration

Forensic Accounting

- Privileged and Independent Consulting on Complex Accounting and Financial Reporting Issues
- » Accounting Investigations & Disputes
- » Auditor Malpractice
- » Individual White Collar Defense
- » Management/Independent Board GAAP/GAAS Investigations
- » Restatement/Internal Accounting Support

Global Investigations & Compliance

- Privileged Consulting on Complex Investigations Requiring a Combination of Skills
- Deep Investigative Law Enforcement, Industry and Accounting Skills
- » AML Investigations, Compliance & Advisory
- » Bribery & Corruption, Investigations & Compliance
- » Public Sector & Monitoring Services
- » Healthcare Compliance & Investigations
- » Government Contracting

Technology Services

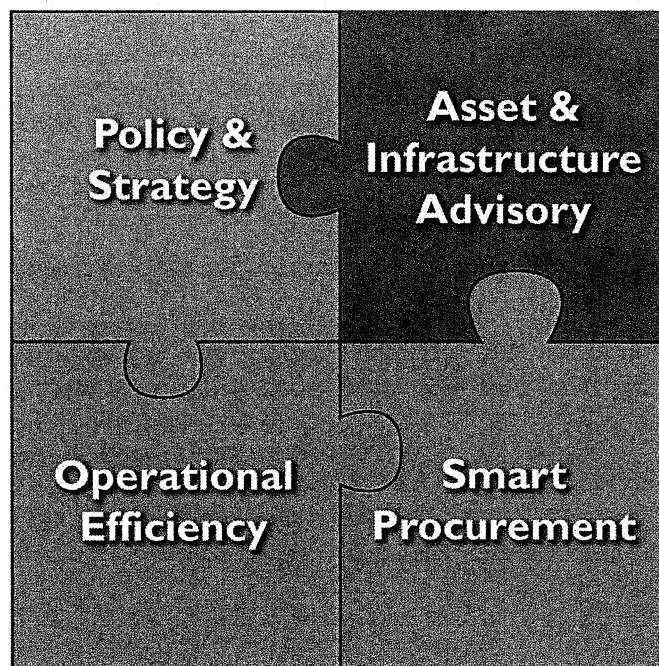
- Technology Solutions and Services to Assist in the Litigation and Investigation Process and in Solving Business Problems
- » Discovery Services
- » Compliance Technology
- » Complex Data Management

asset & infrastructure

The Public Sector is facing exceptionally deep cuts in capital and revenue funding over the next four years. Most public sector organisations have launched far-reaching reviews of their operations services to generate efficiency savings and substantial cost reductions. Withdrawal from discretionary services to core statutory services is underway and radical departures in relation to service sourcing and shared services are being contemplated.

Closely allied to these developments, Local authorities and other public sector bodies are examining how they can exploit their property and land assets, which are conservatively estimated at a quarter of a trillion pounds, to release value, leverage other funding, fuel investment and generate income.

We recognise that each organisation has a unique challenge and we apply our extensive experience to develop and deliver a solution fit for your purpose



SERVICES

Our core development advisory service provides a suite of services of relevance to Local Authorities in assessing options to release value their assets and, at the same time, to ensure there is a strategic alignment between assets and services. This may be part of a comprehensive asset review, in relation to identified surplus assets, or to progress area-based regeneration plans. Services include:

- » Development Agency – scheme inception, masterplan/design option development, detailed financial modelling, delivery options appraisals, financial advisory, procurement advice;
- » Asset Backed Vehicles – financial, funding, commercial and strategic advice to support the establishment of asset joint ventures;
- » Investment Vehicle Design – strategic, commercial and financial advice for delivery of public sector investment; and
- » Asset Review – strategic, commercial and financial advice for the rationalisation and reconfirmation of commercial and residential assets.

CONTACT

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CHALLENGE **STRUCTURING OF A VEHICLE TO SECURE EUROPEAN FUNDING IN WALES**

SOLUTION The Welsh Assembly Government wished to establish an Urban Development Fund under the EU's JESSICA initiative. They required advice on the optimal structure, corporate governance, fund size and procurement routes to meet their objectives. As one of the first JESSICA projects in the UK, there was significant work required in interpreting the structural funds regulations and guidelines, in order to develop a compliant and efficient fund structure, as well as ensuring that land assets could be used as match funding. The UDF business plan was approved in early 2010 which allowed the draw-down of £25m ERDF into the fund in March. The procurement of the Fund and Investment Manager for the Fund was completed in August, and the fund will make its first investments in early 2011.

CHALLENGE **DELIVERING A COMMUNITY ON THE EDGE OF THE OLYMPIC PARK**

SOLUTION Navigant led the commercial and financial aspects of developing a Masterplan and strategy for £4bn of investment in this area in the Canning Town area of east London, with a vision to delivering 10,000 homes, a new town centre with 50,000sqm of retail and 30,000sqm of offices, and over £200m of infrastructure. We have been involved since project inception and advised on the impact of mix and land use on place-making objectives for sustainable communities, as well as how this would impact on financial viability. Navigant has developed a detailed financial model to appraise different development and delivery options, liaising throughout with the client team, stakeholders, cost and value specialists and the design team.

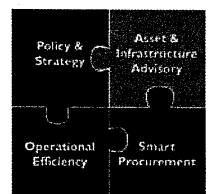
“Technical expertise matched with passion and a real insight into our Welsh way of working.”

Pat Lewis, Director of Strategic Regeneration, Dept of Economy & Transport, Welsh Assembly Government

FACTS & FIGURES

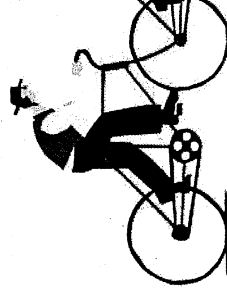
Navigant has successfully;

- » Advised over 80 local authorities on over £20 billion of procurement.
- » Supported 500 schools including Academies, Building Schools for the Future (BSF), PFI/PPP and conventional projects.
- » Successfully concluded an unrivalled portfolio of public procurement 'Firsts' which include the First Welsh Assembly Government JESSICA project, the First (six) single conversation, the forerunner to Total Place and the First wave pilot LEP and secondary estate to be completed under BSF.
- » Pioneered innovative and challenging Health programmes totalling £10bn in project value.



the UK is facing a period of austerity, following a decade when
ing increased significantly in real terms. The cost of the fiscal
combined with a fall in tax revenues and higher unemployment,
it pressure on public finances. In response, the coalition
ked on a programme of unprecedented budget cuts. Major
s have been suspended and all government departments have
gnificantly reduce their budgets.

- Industry leaders in developing strategy, business planning, fund raising and prog
- We have advised over 100 public sector organisations and have assisted them in c
- investment
- Advise the leading private sector organisations that contract or partner with the
- Understand the needs of the UK local government and work alongside them to
- to meet these needs



USING DELIVERY IN LONDON

programme of research and consultation to map the existing pattern of housing
ent in London, identifying weaknesses of the current system and developed
tive, more developing structure of decision making and delivery.

A CATALYST FOR REGENERATION

Wesley Council on their education investment programme – replacing all of their
integrating seven new learning centres into the heart of their community. The
was the most radical and innovative scheme delivered in the UK and secured
vestment into the Borough.

3

A FUND TO DELIVER URBAN REGENERATION

Navigator was lead advisor to the Welsh Assembly Government in its de
Development Fund (UDF). The Welsh UDF is a capital fund established
in Wales utilising the European Commissions JESSICA (Joint European
Investment in City Areas) initiative.

4

DETERMINING NEED – PRIORITISING INVESTMENT

All local authorities in England & Wales are challenged to prioritise their inve
leading advisory team in supporting local government in developing area-w
investment needs and identifying and consolidating funding streams.

OPERATIONAL EFFICIENCY:

- tion and valuation of assets
- Comprehensive assessments of current operational capability against
- a Local Area best in class

SMART PROCUREMENT:

- Advice on value creation and cost effectiveness
- Development of robust and compliant business cases

POLICY AND STRATEG

- Provide clarity and challenge
- to delivery

CAPITA SYMONDS	3.5 Annual Plan		Document No.: Version No. : 2.0 Date : July 09 Page 1 of 2
Purpose	To ensure all agreed work for the year has been identified, planned for, costed and a mechanism exists for implementation.		
Input		Output	
Executive Owner		Local Owner	
Implementation Owner			
3.5 Annual Plan			
Service Head's		6. Revise New Plan To Final Version	7. Implement Plan
Revenue Service Delivery Teams			
Capital Teams			

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> Transport for London Network Asset Management System (NAMS)

Location

London

Client

Transport for London

Start

2010

Completion

2015

Value

£3.35m

Approach

Partnership with TfL and Bentley Systems: working together to successfully deliver the project and services..

Services provided

Managed Service with:

- ▶ Business Analysis;
- ▶ Project Management;
- ▶ Technical Design;
- ▶ Software Development;
- ▶ Data migration
- ▶ Hosting;
- ▶ Support & Maintenance.

Overview

Fully managed service, comprising of, enhanced integrated asset management system and a 24 / 7 / 365 hosting & support service.

Since 2007, Transport for London has used its Asset Inventory and Management System (AIMS-MMS) to manage the £90m annual expenditure on maintenance and capital renewal of the TfL Road Network.

Capita Symonds was appointed to replace the old Asset Management system with a managed service and enhanced software solution that:

- supports TfL's strategic highways asset management business, performance and service ambitions for the next 10-years;
- provides improved access and system performance for TfL staff, and its external business partners through an externally hosted solution;
- generates efficiencies and supports contractor service improvements.

Phase 1 of the project, to deliver a re-hosted enhance system with functional and performance improvements, along with the provision of a comprehensive 24 / 7 / 365 hosting & support service, was successfully completed in February 2011.

Key Benefits

This project has already delivered significant benefits to the client;

- Improved system performance and reliability resulting in faster speeds and increased availability;
- Improved service management including enhanced user support;
- Software enhancements to support re-engineered process delivering efficient working;
- IT cost savings through a managed service.



Next Steps

The next release will include software improvements to deliver further efficiency savings through the automation and streamlining of key business processes.

"A partnership approach supporting strategic highways asset management and delivering real efficiencies through Information Technology managed services."

For further information on this project contact:

Nathan Boyd
T: 07825 843 766
E: nathan.boyd@capita.co.uk

Case Priorities

Name of Document:		Case Priorities		
Distribution		All ZITX		
Version	Version Date	Author	Amendment details	Approved by
1-0	01.04.2011	Tim Reay	<Details of Doc>	Eddy Cain
1-1	11 May 12	Tim Reay	Add Service Requests	Eddy Cain

Case Priorities

Incidents

Priority	Category	Response Within	Target Fix Time
1	Must be logged by phone so immediate action can be taken Critical System down Functions not usable No workaround or alternative is available Data is corrupted Many end users are affected Regulatory / Legal / Commercial deadlines will be missed	up to 30 minutes	up to 4 hours
2	Some functions are usable with severe restrictions No workaround or alternative is available One or more users affected	up to 1 hour	up to 8 hours
3	Basic functions are usable with minor restrictions Workaround or alternative is available One or more users affected	up to 4 hours	up to 2 days

Service Requests

Priority	Category	Response Within	Target Fix Time
3	Password resets (logged via telephone) – immediate response and fix. Starters and leavers mailbox and login creation Start a project (response) Permissions Restore – standard (on site media) Backup Install move and change (IMAC) – standard Telephone management Password resets (logged via email)	up to 4 hours	up to 16 hours
4	Procurement – Standard from the Product Catalogue Advice and Guidance Hardware / Software upgrades	up to 16 hours	up to 5 days
5	Procurement – non Standard IMAC - non standard Disposal Restore – non standard (media offsite) Salford Projects	None	up to 5 days

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Mike Hainge

Director

BA (Hons) Drama

Diploma in Consumer Affairs

Professional Certificate in Management

Role: Service Mentor (Regulatory Services cluster (Environmental Health, Trading Standards, Licensing) and Hendon Cemetery and Crematorium)

The role of Service Mentor is critical in achieving a smooth transition of services and in assisting transferring staff and managers to adapt to new ways of working through the transformation programme. Having been involved with the bid for the DRS services, and engaged with the Council during the bid dialogue process, the Mentor will use their detailed knowledge of the services and the transformation solutions, as well as their understanding of and relationships with transferring managers and staff, to inform the support that they provide to staff. The Mentors will lead the investment in training for transferring staff, aligning their skills to new business opportunities as well as service delivery to enable us to grow and develop our business from within. They will also lead the transformation programme activity within their service cluster, under the overall direction of the Services Director who will act as Transformation Director.

Suitability for the role of Partnership Service Director

Mike is an ideal candidate for this role as he is an engaging, determined and effective leader with a strong track record of service improvement and innovation, partnership development and transformational change in both local government and the private sector.

Director, Capita Symonds (Jun 2011 – Present)

- Led strategy for first outsource of regulatory services in the UK
- Developed critical relationships with professional bodies and central government
- Created and delivered commercial growth strategies for opportunities across local government partnerships and services for live bids

Consultant, Serco Plc (Feb – Jul 2011)

- Ensured profits were either maintained or enhanced despite reducing revenues and taking on additional service obligations
- Led a project team for Serco delivering culture change in a challenging partnership and significantly improved day to day working relationships with officers and the strategic relationship with Councillors

Consultant, Hereford & Worcester Chamber of Commerce (Economic Development) (Feb – Jul 2011)

- Provided strategic advice and consultancy for SMEs wishing to do business with local authorities
- Acted as 'honest broker' with Herefordshire Council to establish web portal for business opportunities
- Facilitated Business to Business portal to promote intra-county trading and partnering for larger opportunities

Interim Assistant Director, Resident

Services, London Borough of

Hammersmith & Fulham (Aug 2010 – Jan 2011)

- Achieved a range of cost reductions in through negotiations with contractors, contract specification revisions, redesign of client side operations / interactions and shared services with other councils.

Interim Head, Joint Local Authority

Regulatory Service, London 2012

Olympics (Mar – Aug 2010)

- Developed and led a cohesive team from four Olympic boroughs
- Built and strengthened partnerships and networks locally, nationally and internationally

Director of Environment & Culture

Herefordshire Council (2007 – 2010)

- Member of the top management team responsible for building the first joint Council / PCT organisation in the UK
- Achieved recurring savings of up to 15% whilst consistently improving services
- Working with partners, rebuilt directorate on a commissioning model to ensure shared outcomes

Assistant Director, Environment London

Borough of Enfield (2004 – 2007)

- Transformed Emergency Planning and Regulatory services to become efficient and effective teams
- Established a new joint tasking process across multiple partnerships that delivered significant reductions in anti-social behaviour and crime

Head of 24 Hour Operations (and other

posts) City of Westminster (1992 – 2004)

- Developed and implemented partnership enforcement and intervention programme

Gary Massey

Business Development Director

BSc (Hons) CEng MICE DMS CM MICM

Role: JV Co New Business Director

The New Business Director, working closely with the Business Development Director, will be responsible for ensuring that the partnership is able to benefit fully from major new business opportunities, such as new DRS type shared service contracts for other Local Authorities and major new contracts from the wider scope of Capita Symonds business.

As part of this role, the New Business Director will ensure that the JV Co has the technical, commercial, and sales and marketing resources needed to support this major new business growth and the establishment and management of the new network JV Co regional offices this will entail.

Suitability for the role of JV Co New Business Director

Gary is an ideal candidate for this role as he has lead Highways and SPR throughout the DRS bid process. He has an in-depth understanding of the Council's objectives and the proposals and plans for developing the partnership as well as an established understanding and network of relationships across Capita Symonds and the wider Capita Group based on 8 years as a senior Director.

Gary has been involved in the establishment of a number of Capita Symonds new businesses, including the Cumbria County Council and Sefton strategic partnerships. He will ensure the major new shared services opportunities identified in the Commercial Development Plan are secured and established smoothly within the partnership.

Business Development Director, Capita Symonds (2010 – Present)

- Responsible for business development activity for local government services with a particular focus on highways services
- Developing service delivery models, identifying cost savings and growth opportunities and developing associated financial and commercial models

Partnership Director Sefton, Capita Symonds (2010 – Present)

- Responsibility for outsourced Sefton Metropolitan Borough Council technical services partnership
- Led Capita Symonds' successful bid and was responsible for shaping the offer to the council, commercial negotiations and developing the quality and commercial offer
- Achieved cost savings, investment, staff growth, service improvement and increased profitability

Director of Highway Asset Management Services, Capita Symonds (2007 – 2012)

- Lead national Highways Asset Management businesses responsible for increasing efficiency of existing partnership contracts and sales growth across Capita Symonds in asset management services for existing and new clients

Business Director, Cumbria County Council Partnership, Capita Symonds (2006 – 2010)

- Grew Asset Management division from 150 staff and a turnover of £6.8m to £10m with 220 staff
- Developed Innovations (software design) business for Capita Symonds from a team of 4 people to over 50 delivering software solutions including Integrated Highway Management systems, network and web design to a number of local authorities and Cumbria Police.

Director for Business Development and Improvement (2004 – 2005)

- Worked for a number of local authorities in a consultancy capacity providing management consultancy services

Transition Director Salford City Council Partnership, Urban Vision (2004 – 2005)

- Responsible for mobilising and integrating the Urban Vision partnership for highway services

Associate Director for Highways Services, Cumbria County Council (1994 – 2001)

- Project Manager, Carlisle Northern Development Route PFI Project and Technical Advisor, PFI Project Working Group
- Manager of in-house highways consultancy delivering a wide range of highways related projects to the authority.

Ian Tomkinson

Divisional Director

B Sc (Hons) Quantity Surveying

Master of Business Administration

Member of Royal Institution of Chartered Surveyors

Proposed Role: JV Managing Director

The JV Managing Director will provide the principle interface between the JV Co, the NSCSO and the senior client team at London Borough of Barnet

The JV MD is responsible for ensuring alignment with the Council's strategic objectives and delivery performance against contractual commitments (outcomes, service quality and financial) and ensuring the JV operates within the terms of its Memorandum and Articles while complying with its statutory and regulatory responsibilities.

They will have the remit to provide the leadership and drive for the JV, ensuring clarity of overall priorities and production of agreed annual service plans, identifying and promoting achievements and success.

The JV MD will also identify and address setbacks and complaints and provide the ultimate point of escalation for issues.

There will also be a clear responsibility around ensuring effective interfaces with the NSCSO provider and other Barnet delivery units, and driving a greater level of integration with other key stakeholders.

Suitability for the role of JV Managing Director

Ian is the ideal candidate for this role as he has led the Capita Symonds bid team throughout Dialogue and his effective leadership of the most successfully performing divisions in Capita Symonds over the past 6 years provides confirmation of his achievements.

He has a strong track record of leading service growth and partnership development and has spearheaded the significant growth achieved by the Capita Gwent Joint Venture since December 2005.

Divisional Director, Capita Symonds (Dec 2005 – Present)

- Leads a successful multi faceted built environment division of Capita Symonds turning over circa £40m per annum
- Led the Capita Gwent JV driving turnover growth up by 50% and profitability by 100% through effective market development and service diversification
- Created and delivered several commercially beneficial regeneration developments for Local Authority partners
- Responsible within Capita Symonds for developing relationships with local government clients for outsourcing and shared service opportunities

Director, Capita Symonds (May 2000 – Dec 2005)

- Led the project team for the successful bid for Capita to form a Joint Venture with three Welsh Local Authorities for the provision of Highways and Transportation Services

- Seconded to London Borough of Haringey for 9 months to turn around the failing Education Dept Property Service and recruit a brand new team of management and delivery staff
- Advised several Local Authorities (including amongst others Leeds, Gloucestershire, West Berkshire, Wokingham, Havant) on revised models for delivery of Built Environment services

Capital Programme Manager, Hampshire County Council (May 1996 – Apr 2000)

- Achieved a range of cost reductions through the introduction of alternative procurement methodologies and supply chain arrangements
- Successfully jointly led a team focused on winning externally commissioned works across the South East of England for delivery by the internal Hampshire Council teams
- Built and strengthened partnerships with local consultants and contractors to improve delivery resilience and timescales
- Head of Quantity Surveying (and other posts) Hampshire County Council (1990 –1996)
- Member of the senior management team responsible for the delivery of some of the most award winning built environment projects delivered by local government
- Significantly reduced the number and extent of contractual claims on capital projects through more effective initial project analysis of abnormal issues and risks
- Developed and implemented partnership enforcement and intervention programme

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Mike Hainge

Director

BA (Hons) Drama

Diploma in Consumer Affairs

Professional Certificate in Management

Role: Partnership Service Director

The Service Director will have a cross-cutting remit to drive a greater level of integration and facilitate more transformational change across the in-scope services and between them and other key stakeholders, focusing on driving: the enhancement of customer service and citizen engagement; continuous innovation for efficiency and savings; and the delivery of high quality and compliant services. To ensure these objectives are delivered, the Service Director will be proactive in resolving issues and agreeing responsibilities amongst all of the stakeholders, including, for example, Data Protection / sharing protocols, budget/resource hypothecation issues, common IMS and Customer Access Strategy requirements, ICT interoperability and integration issues. They will also be responsible for leading culture change and commissioning appropriate training for staff and managers in new skills and delivery approaches and for overseeing investment in new ICT to join-up data and business intelligence and for the integration with the NSCSO.

Suitability for the role of Partnership Service Director

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- Developed and led a cohesive team from four Olympic boroughs
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- Transformed Emergency Planning and Regulatory services to become efficient and effective teams
- Established a new joint tasking process across multiple partnerships that delivered significant reductions in anti-social behaviour and crime

Head of 24 Hour Operations (and other posts) City of Westminster (1992 – 2004)

- Developed and implemented partnership enforcement and intervention programme

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Service Improvement and Delivery Plan**Service:** Highways Transport and Regeneration**Date:** December 2012

1 Introduction and Overview

1.1 Services in scope

This Service Improvement and Delivery Plan (SIDP) relates to specific services in scope for the Transport and Regeneration service, which is closely aligned with the Traffic and Development Service. With the Strategic Planning and Regeneration service streams, the Transport & Regeneration service plays a vital role in the delivery of Barnet's growth aspirations. It also provides an important service across the DRS cluster including, for example, Planning Development Management.

The specific scope of the Transport and Regeneration service (currently undertaken by the Transport and Regeneration Manager) includes:

Brent Cross Cricklewood (BXC)

- Transportation development control and planning function.
- Discharge of statutory duties of the Highway Authority in respect of new development proposals
- Securing funding of off-site highway infrastructure improvements as well as adoption of new roads
- Securing the delivery of on- and off-site transport improvements through the BXC S106 agreement linked to the outline planning permission.
- Stopping-Up Orders
- Highway recommendations on planning applications/highway assessment of the traffic impact of proposed developments
- Monitoring of BXC Travel Plans (also secured by the S106 Process).
- Reserved matters

Other Regeneration Schemes

- Provision of strategic input, management and specialist advice on:
 - other Regeneration schemes
 - major planning applications
 - strategic & specialist studies and policies
- High level liaison with Transport for London and Sub-Regional Partnerships

- Highways lead officer at Planning & Environment Committee and FGG AESC and Resident Forum meetings.

In terms of the wide range of integrated service elements, the baseline scope of the Transport and Regeneration services is largely identical in content to the Traffic and Development scope, and includes the following as they may apply to specific developments:

- Design Function
- Road Safety Function
- Planning and Development Function
- Travel Planning Function
- Highway Strategy
- Public Rights of Way
- A range of statutory functions relating to Traffic Management, Road Safety
- Public Rights of Way and Sustainable Transport (Mayor's Transport Strategy) including but not limited to the following areas of legislation:
 - Mayor's Transport Strategy & Local Implementation Plan
 - Transport Act 2000
 - PPG13 (Transport) 2011
 - Current Road Traffic and Road Traffic Regulation Acts
 - The Traffic Management Act 2004 (& New Roads and Street Works Act 1991)
 - The Traffic Signs Regulations and General Directions 2002
 - Disability Discrimination Acts 2005
 - Town and Country Planning Act 1990
 - The Road Traffic (Special Parking Areas)(England) Order 2003
 - The Education and Inspection Act
 - Road Safety GB School Crossing Patrol Service guidelines
 - Rights of Way Act 2000
 - Health & Safety at Work Act 1974
 - Construction Design and Management Act

1.2 Vision

1.2.1 Overarching Vision

Our overarching vision for the DRS is of an operation recognised nationally as the exemplar for a local authority service maximising the financial, economic and social benefits of regeneration for its communities whilst delivering excellent, compliant services which are valued and acknowledged by its customers as comparable with the best organisations, in any sector, in the UK.

Our ambitious growth plans for the JV Co include plans to develop the capability to offer DRS services and support for other authorities, by leveraging the modernised and enhanced JV Co service delivery platform created through our Investment and Development Programme (including additional capacity, new and enhanced technology, enhanced skills and best practice processes).

[REDACTED]

[REDACTED]

To achieve this we will enable proactive engagement with users of the DRS to ensure that service delivery is tailored to their needs and easy for them to access at their convenience. We will also provide the resources and processes to enable proactive engagement with other organisations from the public, voluntary and private sectors to join-up services providing customer-centric delivery and maximising effectiveness driving Place-shaping and regeneration objectives.

In the future, Barnet's DRS will be nationally recognised as a business-led and truly customer-focussed organisation which provides excellent, cost effective services which are responsive and flexible. As a result, the services will be in demand from local authorities and other customers - the Barnet DRS partnership will be seen as the leading public-private shared service hub in the UK, helping councils across London, the South and nationally to maintain excellent services whilst realising savings, allowing them to overcome the challenges of austerity and reducing budgets.

Delivering the Overarching Vision

Investment for efficiency, quality and growth

As Barnet's trusted DRS partner, we will deliver a step change in the capacity and capability of the services through a concerted Investment and Development Programme (IDP) which will enable more integrated working, an increased focus on outcomes and increased efficiency and customer responsiveness. This enhanced capability, combined with investment in increased capacity will provide the platform for growth in the services, providing the return on the investment in the services. The IDP is focused on the following key areas:

- Adding commercial skills and acumen to the services to enable growth
- Developing existing staff and managers with new skills to maximise flexibility
- Investing in new ICT to enhance customer service and maximise efficiency
- Investing in additional capacity to optimise service quality and enable growth
- Introducing best practice to improve productivity for further savings and capacity

We recognise that the transferring services are already lean and efficient so the Council's financial objectives cannot be delivered from productivity efficiencies alone. Therefore, our investment in services will also develop a platform for growth, the income from which will provide for the recovery of the investment and profit to deliver net financial benefits to the Council. This 'viability circle' approach is illustrated below.

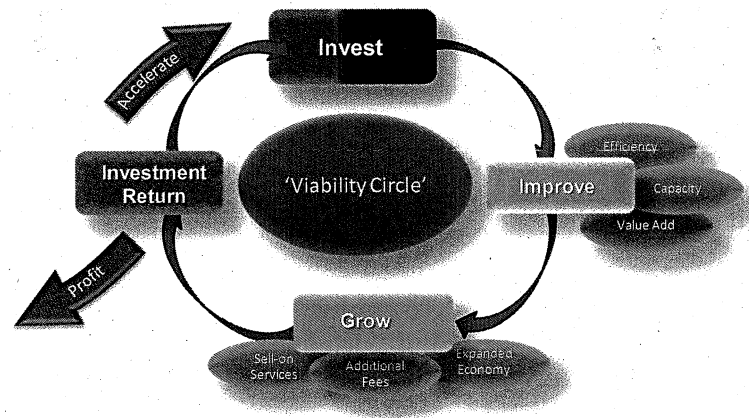


Figure 1 - Viability Circle

The 'Viability Circle' approach is based on growth providing the return on early investment

Increasing efficiency

Efficiency

- **Productivity improvements:** through investment in new and upgraded ICT and the introduction of more flexible working (including mobile working and training to introduce cross-skilling, enabling staff to work across a wider range of activities, improving resource utilisation across work-loads)
- **Reduced external spend on third party consultants:** through training existing staff (especially those with released capacity as a result of productivity improvements) to take on this work internally and providing more cost effective access to wider Capita Symonds specialist resources, when required, at more competitive Partnership rates.

Increased Capacity

Capacity

- **Investment in capacity for growth:** bringing our established business development capability (and additional resources) to the partnership to develop products and collateral; and providing commercial and business development training for staff to fully exploit the significant growth opportunities we have identified
- **Capacity for enhanced and new value-add services:** providing additional resources to enable more proactive delivery of value-add services, such as 'end to end' support service to start up business - dealing with all their regulatory needs as a 'one-stop-shop' and to proactively promote regeneration and economic development activity
- **Additional capacity from wider Capita Symonds through the use of the 'MOB' system:** providing access to additional resources from wider Capita Symonds as required to deal with any specific peaks in workload through the use of the Capita Symonds Management of Business (MOB) process, which forward forecasts workload across all major partnerships to identify where pinch-points are due to arise in some operations whilst spare capacity exists in others allowing 'load balancing' of work and resources

Value Add Initiatives

Value Add

Implementing more than 100 specific 'value add' best practice initiatives, both cross-cutting and service specific, to help enhance service delivery for the Council and strengthen our commercial offer to the market place.

Service Delivery Model

We will establish a robust Service Delivery Model which enables certainty of delivery and performance, flexibility (commercial and operational), with investment in ICT and capacity to deliver enhanced customer service, improved efficiency and support realisation of wider outcomes. The key features of the model are shown in the following diagram:

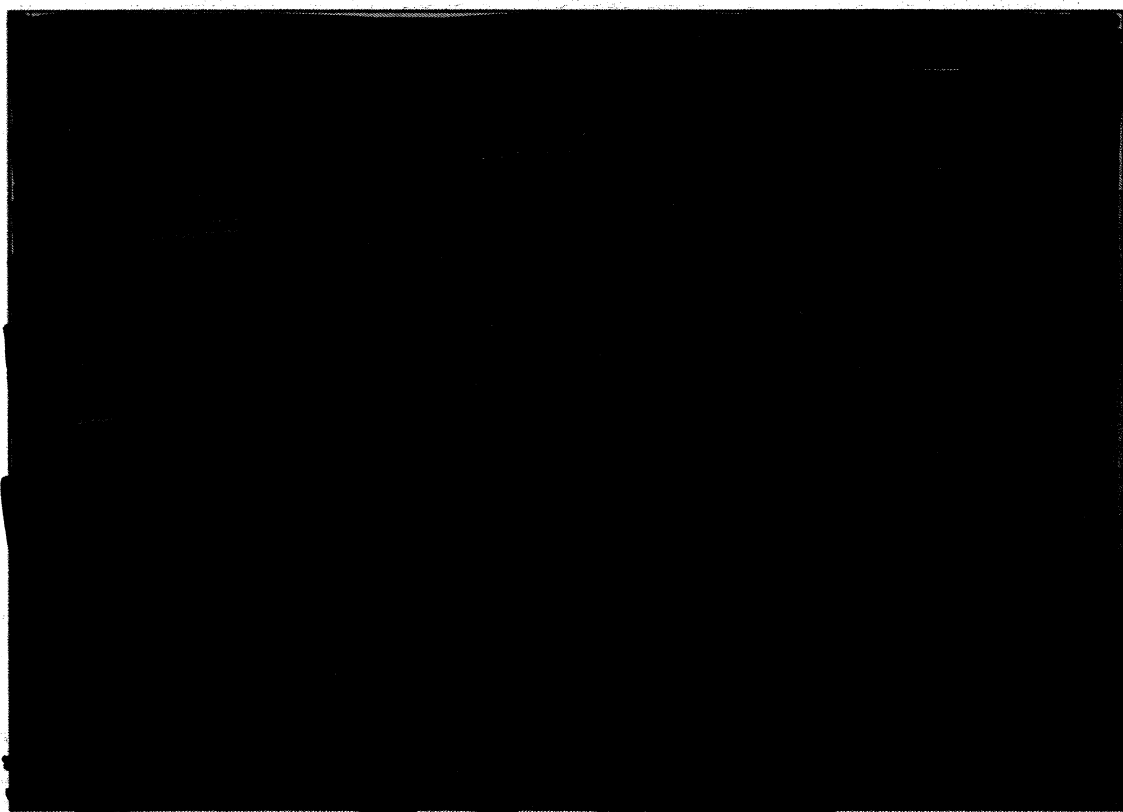


Figure 2 - [REDACTED]

Enhanced Customer Service

- **Dedicated DRS customer service team and systems:** we will create a consolidated team to focus on providing excellent customer service, equipped with new and enhanced customer service systems (integrated to the Council's corporate customer service function). The team will receive specialist training in customer service delivery and to enable them to provide a high-level of first touch resolution across all DRS service areas. We are also introducing a new, senior director to focus on driving customer service excellence.
- **Dedicated Member support team:** we are implementing a Member Liaison Service with dedicated full time Member Liaison personnel to act as a 'single point of contact to DRS for Members to answer their enquiries promptly and to proactively keep them informed, including the preparation of reports and briefings to Members for decision
- **Analytics function to enhance engagement with service users and tailoring of services to their needs and priorities:** to enhance the engagement with and acknowledged relevance and value of DRS to the users of the services we will provide an insight capability and system to record and analyse customer engagement, including Community Liaison officers to increase

the amount and reactivity of engagement and in new ICT to make services more accessible and enable users to contribute ideas for the redesign of service provision

- **'One-stop-shop' business support function:** through cross-skilling and the provision of enhanced ICT and mobile technology we will provide an enhanced 'one-stop shop' business support services to help local businesses thrive in the borough

Delivering High Quality Compliant Services

- **Additional capacity and expertise, including a 'virtual team' within the wider Capita Symonds business:** we are investing in additional expert resources and skills to increase the capacity and capability of the DRS to deliver the Council's objectives, including a 'virtual support team' from within the wider Capita Symonds' organisation, comprising named specialists who will be available to provide top-up or ad-hoc specialist support from the same pool of experts, ensuring continuity of knowledge.

Ensuring Flexibility to respond to change and ensure alignment with strategic objectives

- **Collaborative and robust governance framework:** we will operate a governance framework, based on 3 boards, to ensure the partnership remains flexible to change and aligned with evolving priorities over time without additional cost to the Council and without the need for constant recourse to contract. This will enable us to fulfil and demonstrate delivery of our guarantee that the majority of requests for change will be effectively managed without the need for recourse to the contract for formal contract change control and to guarantee that any change implemented will not result in the Council incurring any additional cost or other negative impact which exceeds that which would have been incurred if the DRS had remained in-house

Leading public, voluntary and private sector partners in joining up services

- **Additional resources to drive coordination and contractual arrangements to transfer responsibility for delivering outcomes ('Super KPI's'):** we are providing additional resources to enable the DRS to take a leadership role in coordinating partners from across the public, voluntary and private sector to drive the realisation of priority strategic objectives and outcomes. This leadership will include bringing together and coordinating the resources and activities of key stakeholders, including other Barnet Council Delivery Units, the NSCSO, Barnet Homes and the other key stakeholders identified in the 'DRS Key Stakeholder Map' (see Partnership Approach SIP). Through the contract price performance mechanism, using 'Super KPIs', we will take direct responsibility for realising a number of these objectives and for providing a significant contribution to others

Maximising opportunities from Central Government

- **Dedicated, specialist bidding team:** we are providing additional resources with specialist skills to increase the success in winning available Central Government funding (in terms of the 'hit rate' of applications made leading to award of funding)
- **Analytics and Barnet Observatory:** we are developing an economic observatory function with Middlesex University to 'horizon scan for opportunities' and provide data and insight to contribute to more robust business and benefits cases to support applications for funding.
- **Revolving Fund:** we will establish a 'Barnet Revolving Fund' process to increase the impact of available funding in terms of supporting regeneration and unblocking economic growth, as well as supporting the process for maximising New Homes Bonus, NNDR and CIL funding, including access as required to specialist finance and funding experts and tool-kits from Navigant.

1.2.2 Service Specific Vision

Our vision for the Transport and Regeneration service is to grow the service and develop additional capacity and skills to support the existing manager in delivering our plans for growth. we will do this through:

- Providing additional skills and capacity to manage peaks and troughs in demand across DRS through our proposals to deliver growth for the London Borough of Barnet (London Borough of Barnet)
- Providing access to the Virtual Team and

▪ [REDACTED]

The focus and key priority for the service is to support the regeneration growth plans working across the service clusters including primarily Strategic Planning, Regeneration, Planning and Development Management and the Highways services. Through our plans for growth, we will increase the number and range of DRS clients, expand the number of projects undertaken and establish a new specialist Transport & Regeneration service delivered by the DRS team and based in London Borough of Barnet. Over time, this growth will extend beyond the current London Borough of Barnet boundaries and clients (as detailed in our Commercial Development Plan). Our growth plans cover Transportation Planning, Traffic Modelling, Ecology, Road Safety, Travel Planning, Hydrology, Construction Design Management Coordination and Highway Infrastructure Design.

This vision requires that in the short term we build capacity around the current single Technical Specialist. This capacity will initially be provided by a Capita Symonds Transport Regeneration support team through our proposals for a 'Virtual Team' (which are outlined within our delivery plans), together with a flexible resource pool approach across the broader Highways Service. Resource capacity will be forecast and managed in line with an annual forward programme for transport regeneration project inputs.

Transport & Regeneration will be part of a closely integrated Highways Service that will include the Network Management and Traffic & Development teams. Through our overarching proposals for Partnership Management and management of the Highway cluster (alongside the Strategic Planning & Regeneration cluster), Transport & Regeneration will help to deliver a clearly articulated set of joined up development objectives that are aligned with Barnet's Strategic Objectives and growth aspirations. This will stimulate development opportunities.

We will address current resource pressures and improve resource capacity by improving the overall efficiency of planning and development process, details of which are included in the separate Strategic Planning, Development Management and Regeneration SIDPs.

Our proposals for improving the Transport & Regeneration service specifically recognise the importance of Project Management resources and training for multi disciplinary major regeneration projects. Capita Symonds' current Transport & Regeneration team includes experienced multi disciplinary project managers to support our transport specialists in project delivery.

Our Transport & Regeneration vision includes the delivery of excellent customer services through improvements in the long term management and use of the highway infrastructure in terms of safety, integrated transport and parking. We will achieve quality infrastructure from new development. Customer service for developers will be specifically supported by our Account Management approach which is set out in the Planning Development Management SIDP. We will achieve the right service focus by:

- investment in web based information technology
- turning data into information about our customers' current and future needs by providing dedicated business analysis through the Barnet Observatory initiative (as detailed in the Regeneration SIDP).

We expect Barnet's approach to development management to be recognised by peer professionals as innovative and at the forefront of best practice both in terms of strategy and operational delivery. This is a key part of our plans for growth in respect to specialist design and transportation services.

1.3 Link to London Borough of Barnet Strategic Objectives

1.3.1 One Barnet Objectives

A new relationship with citizens – delivery of our vision for the service will be underpinned by our approach to Customer Service and our Stakeholder Management Plan (SMP). Our vision is very much centred on the highway as a public asset (the Place) and changing the traditional relationship between the service and the stakeholders. The SMP will adopt a new approach and will include the key relationship between Transport and Regeneration and the London Borough of Barnet Client in terms of the need to achieve agreement on London Borough of Barnet policies, approach to consultation and approval requirements. The DRS will be a modern customer facing service with appropriate use of technology and systems to enhance the customer experience and improve process efficiency to assist with creating resource capacity.

A relentless drive for efficiency – we are committed to introducing systems, processes and staff training and development that will ensure we achieve greater efficiency and provide the necessary capacity and capability for growth. Our investment in ICT will deliver real efficiencies and we will provide the manager with improved ICT services, including the capability to work remotely, saving time in travel and associated costs. Our proposals to merge the three existing highways services and provide specialist support from the 'Virtual Team' will enable the Transport & Regeneration service to respond more flexibly and effectively and manage the significant workload challenges it currently faces as the regeneration of Barnet, and particularly Brent Cross, accelerates.

A one public sector approach – We are committed to identifying opportunities for joining up activities with other organisations in the public sector, and aligning the Transport and Regeneration services activities, where we can, to support wider strategic objectives. Strategic decision making significantly improved through new governance arrangements linking Highways Transport & Regeneration with Strategic Planning, Regeneration and Planning Development Management. Key stakeholder relationships with Transport for London will be enhanced through additional capacity within the service and facilitated with our proposals for a Stakeholder Management Plan.

Multi disciplinary teams will help shape and deliver schemes which support social and physical regeneration within Barnet.

1.3.2 People and Place Objectives

Capturing financial, economic and social benefits of major regeneration projects and return to Borough – The Transport & Regeneration service plays a significant and influential role in helping to deliver strategic objectives through major development and regeneration opportunities. The Brent Cross Cricklewood (BXC) Regeneration scheme (comprising £0.5billion of direct delivery improvements to transport infrastructure, and a £46m S106 contribution, including £11.5m towards a network of new and improved local bus services) offers tremendous opportunities for London Borough of Barnet and the DRS.

The scope and scale of the comprehensive mixed use redevelopment project for the Brent Cross Cricklewood area will make significant contributions to the achievement of key London Borough of Barnet strategic objectives, most notably capturing financial economic and social benefits of major regeneration projects.

As we have the resources, skills and capabilities to deliver significant public transport improvements, we will progress and deliver the obligations in the 106 agreement utilising both transferring staff supplemented by our in-house capability from across Capita. In instances where we do not have the right internal resource available, we will procure external consultants.

We will apply additional resources to Transport and Regeneration to maximise the opportunities presented by the creation of a new metropolitan town centre that incorporates:

- Rail-based freight facility
- Rail served waste handling facility
- New mainline train station and public transport interchange
- New relocated 'state of the art' bus station
- Vehicular and pedestrian / cyclist bridges
- Transport link across the Midland mainline linking the site with the A5
- Underground and multi-storey car parking
- Alterations to the existing Cricklewood train and Brent Cross underground stations
- Creation of new strategic road access points including a new M1 junction 1 with the A406 and A5 at Staples Corner
- New internal highway layout including bus lanes, bus priority and an extensive cycle network.

High and measured customer satisfaction – we are committed to delivering the precise requirements set out in the KPIs and in addressing customer satisfaction across the service and the DRS cluster. We will regularly survey service users and compare this profile to the demographic profile prevailing in Barnet at the time. Our starting point will be the data recently provided. We will create and implement specific plans to address any significant or trending deviations from this Barnet profile in each and every service area affected. As well as quantitative data in the surveys we will include the opportunity to make a narrative comment. We will also create user groups utilising social media for rapid exchange of views and information. By careful analysis of these data sources we will review how services are delivered and base proposals for changes on aggregated customer views. We will then test any new service designs with representative customer groups relevant to the proposals to validate our approach and will follow this up post-implementation.

Finally we are proposing to use the Net Promoter method to benchmark service users' satisfaction against the leading customer service organisations in the UK. Please refer to the Customer Service and Engagement SIP for a detailed description of our approach.

Services joined up with other public, private and third sector organisations – Our proposals include appointing a Place Director to lead public, voluntary and private sector partners in joining up services, and to maximise the financial, economic and social benefits of regeneration. We are committed to investing in additional resources to capture and analyse a wide range of data from

across the public sector. The products of this analysis will provide the basis for very well defined projects that reach out across the sector.

Continuous and innovative improvement in service delivery – our commitment to implement ISO 9001 and 14001 are rigorous means by which our ambitions for service improvement and innovation can be shaped and evaluated by independent third parties. Close working with our other partnerships will allow sharing of new service delivery ideas and options and create a community of like-minded, well supported professionals. The new Innovations Board process will support and bring forward innovative ideas

Investment in production of new Developer Design Guide will bring improvements in the quality of developers' proposals.

Information Technology mobile working investment (as set out in ICT SIP) will give full mobile working with access to project files, planning applications and email. New laptops and 3G will enable staff to work remotely from the office and have access to servers and their email accounts to enable flexible working. Improvements to electronic document and record management systems will help with long term knowledge management and succession planning.

Effective consultation and engagement - as well as the close engagement with customers outlined above, we will create user groups exploiting social media (such as Twitter, Facebook and LinkedIn) to facilitate a rapid exchange of views and information. We will do this within existing and prevailing Council policies as the contract requires. We will also join and participate in the local Chamber of Commerce and other local societies. We will also develop a Stakeholder Management Plan for the service. This follows three stages:

- Firstly, we will identify key stakeholders, evaluate their importance in terms of service delivery and the state of their current relationship with the service.
- Secondly, we develop a plan to address any shortcomings or needs identified to change the current position,
- Thirdly, we will implement the plans.

The process begins again periodically to ensure progress is made and to review the current status once again. By managing stakeholder relationships well and in a systematic fashion we are able to ensure we have the right connections to the right groups at the right time in order to fulfil what will be changing needs and requirements of the service. Our wider approach to consultation and engagement can be found in the **Partnership Approach SIP**.

We will implement a member liaison service that will undertake a role that encompasses proactive management of issues, communication and education, trouble shooting and public relations management. This will enable members to be more responsive and better briefed on customer issues and enquiries. More details can be found in the **Partnership Approach SIP**. We will continue to support the various committees and the wider machinery of local government including consultation with the community

Effective HR practices and professional development – Our approach to HR and OD is set out in the HR, Pensions & OD SIP. In addition, we are committed to training and developing staff to appropriate professional standards including qualifications offered by the professional bodies. We are committed to create more flexibility in resource allocation and improve responsiveness of the whole service across the highways cluster. We will promote from within, wherever possible, and as the service grows, actively seek to develop staff that are interested and capable of taking on more complex roles. Opportunities across our other partnerships and the entire Capita business will be available for those who wish to develop their careers in any one of a multiplicity of directions.

Maximise opportunities from central government for the benefit of the Borough – We will maintain the focus on involvement and participation in key Transport for London for a, and through our existing relationships with TfL bring additional opportunities for funding schemes. We will make available additional resources and expertise to support the preparation of bids and grant applications within deadlines and give access to our specialists in central government to maximise opportunities. We will do this through:

- a mix of active membership of relevant business fora, eg CBI, Business Process
- Capita Group and Capita Symonds Sector Leads and Fora, eg. Health, Local Government
- relationships with leading 'think tanks' and representative bodies – LGA, Policy Exchange, Centre for Cities
- relationships with relevant Government Departments and officials, eg. DCLG, DWP, Health, Transport
- media scanning, for example Municipal Journal and Local Government Chronicle.

2 Commitments

This is a short summary of our key commitments to support and improve the Transport & Regeneration service, the full details of which can be found in Schedule 36 Service Provider Commitments:

- The integration of the DRS Partnership with Capita Symonds in house Best Practice boards across other partnerships for Transport and Regeneration skills and activities
- Investment in Member and Community Liaison Officers to assist officers with workload and customer communications and help improve customer perceptions and satisfaction levels for the highway service
- Investment in the NSCSO Customer Care interfaces so that it is fully integrated with the Highways [REDACTED] IT investments in order to establish the platform for live information management and reduced administration.
- A dedicated DRS Customer Care team
- Implementation of the [REDACTED] system to support the management of GIS system data
- Investment in the production of a number of key plan & policy documents, including the Network Management Plan, the Operational Network Hierarchy Plan, Stakeholder Management Plan and the Developer Design Guide
- Investment in 5 days annual training and development, together with additional training for highway service managers in commercial awareness, business development and financial skills to help commercialise the services
- The implementation of Lean best practice systems and processes

3 Day 1 Service Delivery Proposals

How the Services will be delivered

To ensure that service continuity is maintained, we will not be carrying out any significant organisational changes to the Transport and Regeneration service prior to go-live and we recognise that the Transport and Regeneration Manager is an integral part of the change process.

The key issue is to ensure that the Transport and Regeneration Manager is supported throughout the Transition process and into go-live with appropriately skilled personnel to ensure that 'in flight' projects are transferred seamlessly to Capita Symonds new systems and relevant knowledge is captured.

During transition, Capita Symonds will supply additional capacity through access to operational skills and knowledge gained from our long term partnerships undertaken with other local authority clients. This will, in particular, bring extensive resource planning skills to the contract which we know will be particularly important in terms of transition stage when service continuity is critical. Detailed tasks are set out in our SIPs for ICT, HR, Pensions & OD and Transition & Transformation.

3.1 Senior Level Management Structure

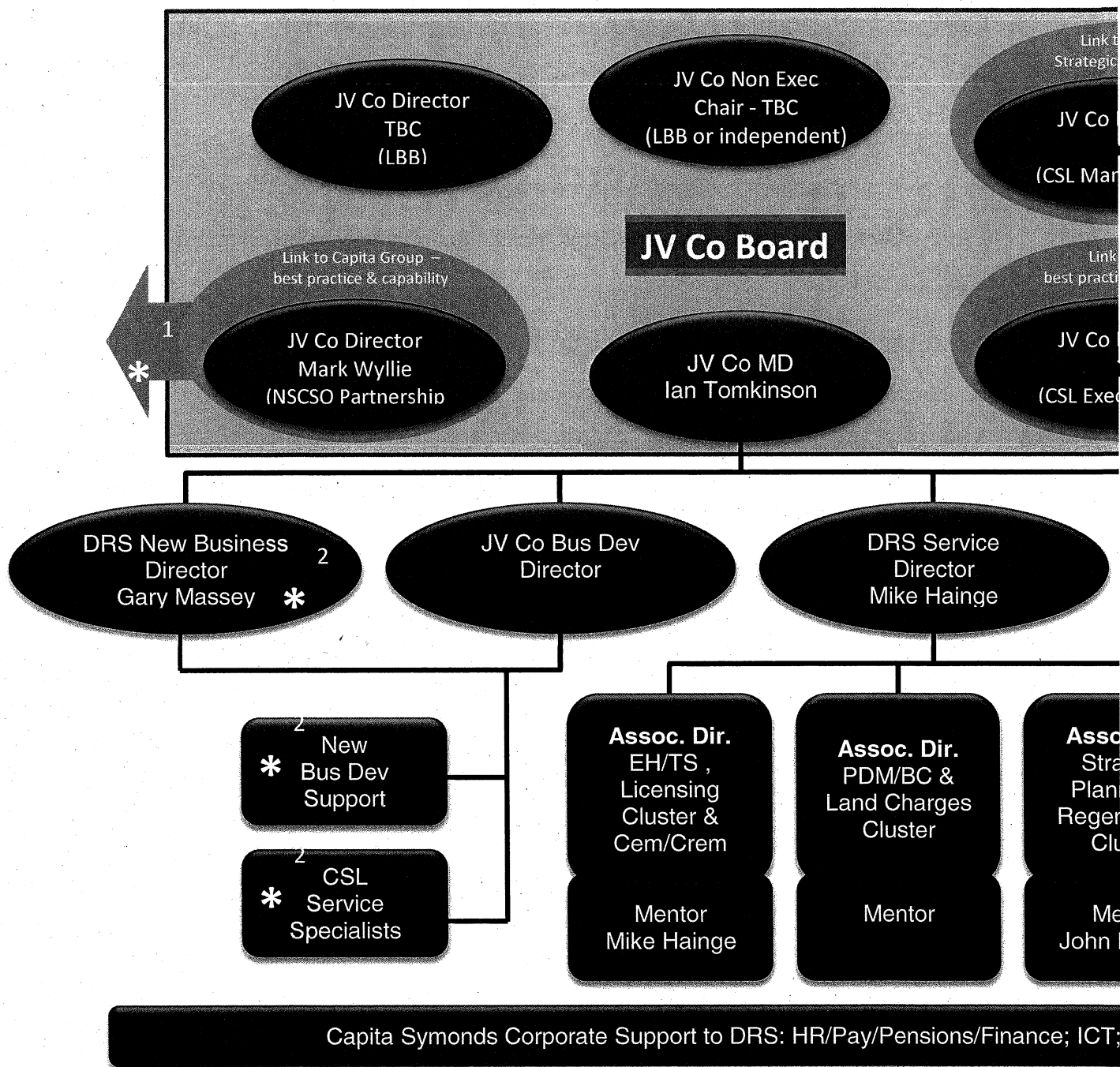
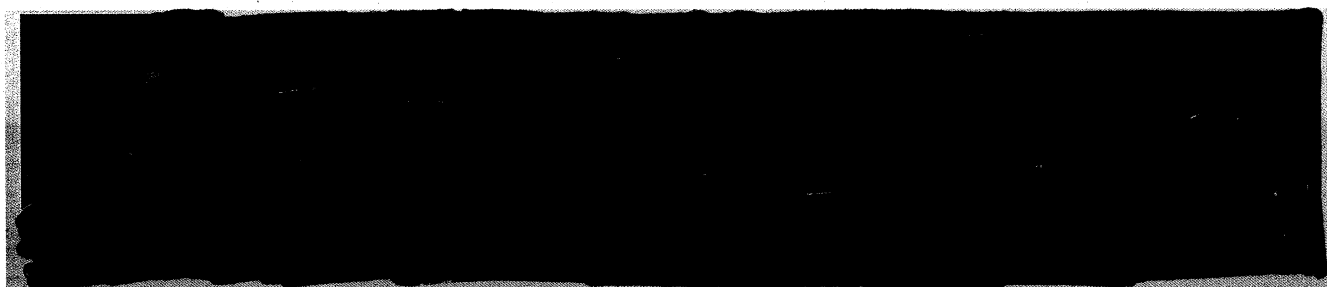


Figure 3 - Senior Level Management Structure

The day one services will continue to be delivered by the existing Transport and Regeneration manager, but supported by a comprehensive team of additional resources within Capita Symonds from transition (minus 3 months) and on through into transformation. The support team will include Capita Symonds' mentors, who will be tasked with helping the T&R manager throughout the Transition Period to ensure that on Day1 (at go-live) all transition activities as set out below in our Transition Plan have been fully implemented.

Mentors will provide support to help in areas such as:

- Implementing the requirements of the Output Specifications
- Helping to ensure that data for service KPIs is being captured and monitored
- Developing service delivery plans
- Identifying and understanding the service budget and spend profile
- Understanding Capita Symonds' approach to the commercial aspects of managing businesses
- Capita Symonds' Business Management Systems
- Identifying new training and development needs
- Communicating with the teams and other stakeholders
- Helping to manage change in the business
- Developing action plans to understand and implement the activities defined in the Transformation Plan for service improvement
- Provide expertise and capacity for preparing bids and applications for external funding (where this is available).



We will manage any potential capacity issues by the direct and quick utilization of professionals and technical staff from within Capita Symonds.

Our 'Virtual Team' will help to manage any potential capacity issues by the direct and quick utilisation of professionals and technical staff from within Capita Symonds for the Transport & Regeneration manager as highlighted in the following diagram.

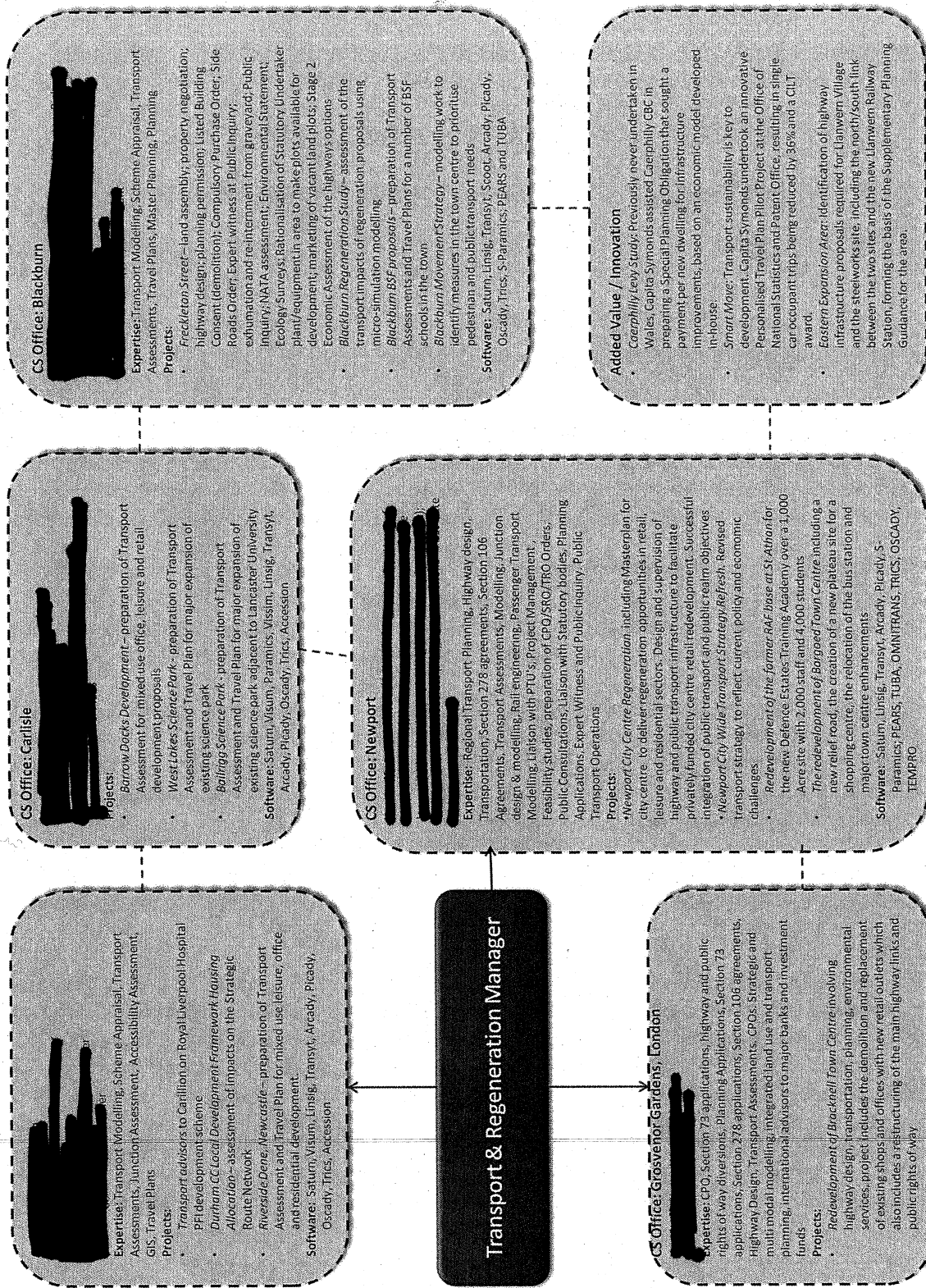


Figure 4 - Virtual Team

We understand and accept the scope of the services specified by the Council in the Output Specification and will deliver these requirements as described below. We will have particular regard to the continued effective delivery of all the Council's functions contained in the legislation listed in the Specification. We will have full regard to all the relevant codes of practice and guidance, and to the Council's stated policies and procedures for these services.

We will ensure that all relevant steps are taken in the first three months to ensure a smooth transition, and will make the necessary resources available to achieve this. Priority will be given to:

- Maintaining current service performance as measured by the indicators
- Ensuring the Council meets its statutory duties in respect of the relevant legislation
- Managing in accordance with agreed budgets and allocating human and other resources accordingly
- Making prompt contact with all relevant partners and reviewing the current liaison arrangements and stakeholder management
- Delivering contributions to corporate strategies

We will have regard to all the listed service requirements set out in the Transport and Regeneration Output Specification and specific measures will be taken as detailed. (All references for service areas and functions are linked to the Transport and Regeneration Baseline Output Specification).

TR001 – The Transport & Regeneration Manager will provide highways advice on all BXC-related planning pre-applications as requested by a developer/applicant and as per the highways pre-application note, having regard for planning and highway policies and National, Local and Borough Standards. He will attend meetings as required to represent the interests of the Council.

We will agree the scope of work/documentation required to be submitted with any BXC application, including but not limited to travel plans and transport assessments, construction management plans, activities management strategies and parking management strategies. This will enable applicants/developers to seek advice prior to the submission of the planning application to ensure proposals are likely to be acceptable.

TR002 – The T&R Manager will attend all BXC planning forums and other consultation events held in relation to other major planning applications in Barnet to provide specialised highway advice and attend meetings as required.

TR003 – We will undertake transportation development control work compliant with that outline planning approval (or any other application that may be submitted via section 73), S106 agreement and conditions, and ensure that all obligations and borough allocations are delivered using the T&R manager supported by the resources in the 'Virtual Team'. We will assess reserved matter planning applications and provide comments and recommendations on the transport and highways aspects of all subsequent BXC applications, including submitting details of new conditions and informatives by reviewing transport assessments, and will also provide recommendations on the negotiation of supplementary BXC highways S106 contributions to mitigate the impact of the proposed development, within 13 weeks for a major planning application, whilst also having regard for planning and highway policies and National, Local and Borough Standards.

The T&R Manager will ensure that the Authority's planning functions / departments and councillors are provided with adequate and timely information to enable them to progress BXC applications and appeals in line with Statutory Procedures and relevant guidelines.

TR04 – We will monitor the receipt of BXC highways & transport related S106 contributions and shall ensure the proper and efficient discharge of conditions and that funding is allocated and measures implemented within the timescales agreed within the individual S106 legal agreements. For allocations to be controlled by the Authority on receipt of highway S106 contributions we will carry out feasibility, detailed design and implementation of all BXC mitigation measures included within the S106 agreement (and any supplementary agreements) where the Authority is obliged to deliver the scheme or initiative.

This includes delivery of:

- step-free access at the existing Cricklewood railway station
- a new bus interchange at the Cricklewood railway station
- a new bus interchange at the Brent Cross tube station
- a rapid transit bus service linking the key public transport interchanges

We will progress and deliver the obligations in the 106 agreement utilising our in-house capability across Capita Symonds as we have the resources, skills and capabilities to deliver public transport improvements. Where for any reason we do not have the right resource we will procure external consultants.

We will provide highways and transport input to the following key aspects that control the delivery of the BXC development, as set out in detail in the S106 agreement:

- A5 corridor study and the area wide walking and cycling study
- Detailed delivery programmes for each phase
- Triggers and thresholds for key pieces of transport infrastructure, such as the new railway station and, with LB Brent, TfL and the HA, the major junction improvements;
- Necessary consents – required pre-phase commencement (control via S278 and S38 of the Highways Act 1980 procedures, bonds etc.)
- Transport reports for each phase, to be submitted as part of each RMA
- Framework travel plan (FTP), framework servicing and delivery strategy and individual travel plans
- The advisory and liaison TAG, including attending meetings;
- TSG (with TfL) and the management of the £46m CTF, including the £11.5m allocated to TfL to fund new, improved, diverted and extended local bus services

In addition to the above, we will provide the transport and highways input in overseeing and operating the following controls which will regulate the delivery of the BXC scheme in terms of the transport impacts:

- monitoring of travel movements including vehicle surveys
- travel plans
- The FTP (and the individual travel plans) will help to achieve the development framework target of a mode share of 49% of all trips by public transport and no more than 34% of all trips by car.

There will also be a construction workers travel plan for each contractor employed on the development (see below for further sections on travel planning)

- Construction consolidation centres (subject to feasibility study)
- Framework servicing and delivery strategy
- Travel plan co-ordinator

TR05 - The T&R manager will attend all relevant Planning & Environment Committees where BXC and other major planning applications are being considered providing specialised highways input as and when required or requested by the Authority. Sign-off of all non-BXC schemes by the highways manager will be undertaken jointly with the traffic and development department prior to the committee meeting.

TR06 - The T&R manager will attend FGG AESC meetings and fora as a lead advisor, providing specialised highway advice, including briefing the meeting chairman and overseeing related enquiries and action points to ensure all Authority related matters are addressed.

TR07 - We will provide highways and transport input to major planning applications and other regeneration schemes, strategies, policies and specialist studies, such as the LP including input in relation to the key parameters and principles and specialist modelling advice, and including attending and providing input at meetings and other fora as required. We will also ensure that input is provided to all relevant strategies, policies, major planning applications, regeneration schemes and specialist studies

TR08 - We will undertake regular liaison with TfL, including the lead officers for north and west London and for planning, including attending and representing the Authority as appropriate on the North and West London sub-regional panels, and also attending LoTAG meetings. We will ensure that the views of the Authority are communicated to these stakeholders or groups, as well as obtaining and feeding back relevant information to the Authority.

TR09 - We will attend cabinet member theme meetings and / or provide briefings with specialised advice to the cabinet member for environment on all aspects of the BXC regeneration scheme and any other matters related to this output specification.

TR10 - In conjunction, with the Authority's legal department (and / or nominated external legal advisor) and the planning service we will assist in the drafting of individual supplementary S106 agreements.

TR11 - We will oversee all new BXC infrastructure, as set out below in order to assess whether it has been designed and constructed to appropriate Authority standards, and to work collaboratively with the other transport authorities - TfL, HA and LB Brent as appropriate - to ensure schemes are implemented in accordance with the planning permission, and in accordance with the ICP, and are compliant with all relevant highways legislation, as set out in the Definitions section:-

Phase 1 (PDP)

- A406 Brent Cross Ingress/Egress Junction
- A41/A406 junction works including the A41 Underpass works- this will provide a new slip road access to BXSC
- Brent Cross pedestrian underpass works - the pedestrian link between the BXSC and Haley Road, and Shirehall Lane

- Diversion of Prince Charles Drive
- River Brent alteration & diversion works (Part 1) – these allow the A41/A406 mid level junction and new ingress to BXSC to be introduced
- New A406 bridge, Templehof Avenue and Link Road
- Claremont Avenue and Claremont Avenue Junction with Tilling Road - this road will act as a main route for local traffic and will replace a section of Claremont Road
- Claremont Road North Junction - new junction
- Claremont Park Road (Part 1) - new road
- Cricklewood Lane (A407)/Claremont Road and A407/A5 - junction improvements
- A5 Junction to Waste Handling Facility – new junction
- Tilling Road West (Part 1) - re-alignment and improvement works

Phase 2

- M1/A406 and A5/A406 junction – new gyratories to be built during phase 1 with the improvement to be completed and open at the start of this phase. Includes M1 Junction 1 pedestrian and cycle bridge
- Whitefield Avenue including new junction with the A41 Claremont Park Road (Part 2)
- High Street North and South
- Whitefield Street
- Tilling Road East
- A41 Pedestrian Bridge

Phase 3

- Pedestrian bridge over the A406.

Phase 4

- Claremont Road South junction - new junction
- A5/Rail Freight Facility junction
- A5/MML link bridge junction, as well as the bridge itself.

Phase 5

- Geron Way pedestrian bridge
- Spine Road North and South.

Phase 6

- Tilling Road West (Part 2) - realignment and improvement.

Through direct highways approval processes for schemes on Authority highways, or through providing appropriate input for other schemes on third party highways, we will ensure that schemes are implemented in accordance with the planning permission

TR12 – We will work with and oversee the applicants' BXC travel plans co-ordinator (who will provide support and guidance to all relevant businesses, developments and other establishments within the BXC area to assist them in the production of their own travel plans) to ensure site specific travel plans are in accordance with the FTP. We will also ensure that the travel plans meet the requirements of the FTP

TR13 – We will oversee the monitoring of all BXC travel plans included within the planning permission for individual developments within the agreed timescales set out in the S106 agreement (and any supplementary agreements). Also, we will oversee the monitoring and review of all travel plans, including the targets set within them, in accordance with the terms of the S106 Agreement, in particular examining the contribution to and progress made against the FTP phase mode split targets, and other key parameters and principles established in the FTP. We will ensure that travel plans are monitored in accordance with the S106 agreement, and that targets are being met wherever possible. Where targets are not met then we will ensure corrective action is taken in accordance with the terms of the S106 agreement

TR14 – We will deal with and respond to all BXC-related correspondence and enquires from all internal (e.g. councillor) and external sources within 10 working days.

TR15 – We will ensure that information to enable the Authority to respond to all BXC FOIA enquires is passed to the Authority within good time to enable a response to be made within 20 working days.

TR16 – We will advise the Authority on all Local Government Ombudsman complaints related to BXC, within 10 working days unless otherwise agreed.

TR17 – We will deal with all BXC press releases and respond to all press enquiries within pre-agreed timescales. Releases and responses will all be co-ordinated with the relevant third party such as the TfL and / or the development partners. We will provide press releases and responses in accordance with the requirements of the Authority's communications team

TR18 – We will deal with and respond to all BXC related Authority questions, and also 'ward walk' and FGG forum enquiries within the agreed timescales. Also, we will attend and present at relevant seminars and consultation exhibitions and provide specialist and strategic input at site meetings as required. We will respond to enquiries and attend meetings / exhibitions / seminars as required.

TR19 – We will manage and monitor all relevant BXC capital and revenue budgets and control expenditure. This includes delivering capital schemes to budget, overseeing the expenditure of the Transport Contingency Fund (TCF) within the CTF and ensuring officer time is recharged to developers in line with the S106 agreement. We will also provide input as required into the preparation and submission of funding bids to external funding sources.

TR20 – We will provide proofs of evidence if there are highways reasons for refusal on a BXC planning application and the applicant appeals the decision. This may also apply to major applications on other schemes considered at the Planning & Environment Committee.

Our Transport and Regeneration manager will provide proofs of evidence and attend public inquiries as required.

Staffing Arrangements

On day one we will implement the high level senior level management structure as detailed in our overarching SIP for Partnership Approach and shown below. This includes support staff and services for HR, IT, legal and commercial and Business Development. This SIDP also includes details of our proposed arrangements for governance of the partnership and how these relate to the Transport and Regeneration service.

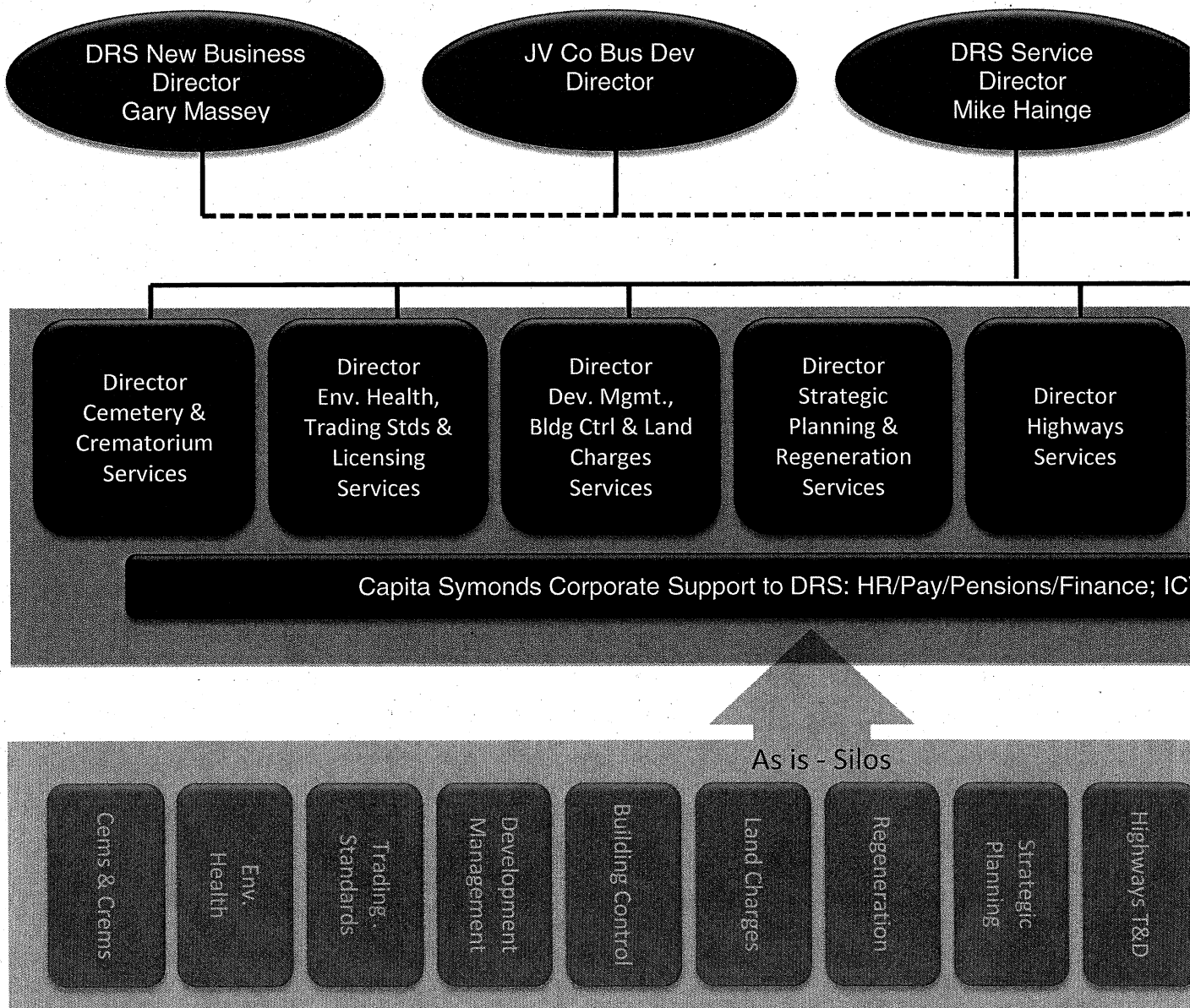


Figure 5 - Senior Level Management Structure

The Service Director will be responsible for delivering our commitments and plans for enhancing Customer Service and Customer Satisfaction, joining-up engagement and delivery in an integrated way with all other Delivery Units and Council partners across the borough, not only the NSCSO.

The Service Director will have personal responsibility for, and be empowered to work across, all of the DRS services and to work with all of the Council's Delivery Units and other appropriate partners to drive joined-up working.

The Service Director will lead the key critical activity of establishing a dedicated DRS Customer Service team within 12 months of service commencement to provide the main focus for customer services. Full details are provided in the Customer Service and Engagement SIDP.

We commit to immediately incorporating the LB Barnet Transport & Regeneration Manager into the wider organisation by:

- Introduction events and visits to our other Partnerships
- Hosting local or regional meetings at Barnet
- Regular peer interaction through video conferences and our company IT services
- Inviting service managers to Capita Symonds organised conferences and symposia for the shaping and implementation of service improvement, business cases and development of best practice.

We confirm our commitment to maintain and enhance existing interfaces and we will also develop new interfaces in accordance with the development of the Stakeholder Management Plan.

The new senior management team will support the Transport and Regeneration Manager and comprise the following key roles:

JV Co MD – to own the senior relationship between Capita Symonds and the Council and to ensure flexibility and responsiveness to change and alignment with the Council's strategic objectives throughout the partnership term. This role would be filled by a Capita Symonds employee.

Services Director – to take ownership for and focus on enhancing customer service and citizen engagement; driving continuous innovation for efficiency and savings; and ensuring the delivery of high quality and compliant services. This role will initially be filled by a Capita Symonds employee and our ambition is to identify a suitable candidate from amongst the transferring management team who could be mentored into this role over time

Director of Place – to lead public, voluntary and private sector partners in joining up services, and to maximise the financial, economic and social benefits of regeneration. Initially this role will be filled by a Capita Symonds appointee

Business Development Director - to maximise income from growth and maximise Barnet's share of opportunities arising from Central Government ensuring the viability of the significant investment being made in developing the services. This role will be filled by a Capita Symonds employee.

The three delivery roles, **Services, Place and Business Development**, will manage the day to day activities of the partnership as a 'triumvirate' each with a cross-cutting remit to achieve a greater level of integration and facilitate more transformational change. Each Director will focus on driving the realisation of the partnership's key strategic objectives on which they are focused, taking responsibility for joining up teams (both within the DRS Service and with other teams across the Council and its other partners), resolving issues and agreeing responsibilities amongst all of the stakeholders, as required to achieve the outcomes they are responsible for.

They will also be responsible for leading culture change and commissioning appropriate training for staff and managers in new skills and delivery approaches and for overseeing investment in new ICT to join-up data and business intelligence and for integration with the NSCSO.

Use of Accommodation/Assets

All staff will be located within Building Number 4 from the go-live date up to the end of year 2 of the service. It is our intention to co-locate all DRS staff on one floor of building 4 with secure access for Capita Symonds employees. We will reconfigure the office space and desks to create the optimum layout for enhancing communication between the teams and to enable effective working and culture change. We will provide 'hot desk' facilities for external support staff to work from during transition and following go-live.

On Day1 all staff will have new desktop equipment and new highways specific software as detailed in our ICT SIP.

Infrastructure

We are committed to significantly improving existing ICT equipment and infrastructure and recognise the vital importance of efficient, highly available and highly performing systems in supporting operational delivery. Our ICT changes in support of transformation of this service are outlined in Section 5 of this document. Full details of our investments in ICT are detailed in our ICT SIP.

We will provide the equipment and infrastructure to allow fully functional mobile working. This will reduce unnecessary travel, improve productivity, improve service to clients and reduce our impact on the environment.

Improvements in how data is captured and then manipulated will allow us to design services and allocate resources, we may choose to curtail some activities based on sound evidence. New initiatives can be tracked for effectiveness and inferences drawn from the data will provide insights as yet unknown.

Partnership Governance

The day-to-day interface between the DRS Business Unit and the Council client-side team will be governed through a framework based on three boards, each feeding in to the other, focusing on strategic direction (taking a 3 year view), operational delivery (within the context of an annual service plan) and supporting change and innovation on a continuous basis. The Boards are illustrated in the following diagram:

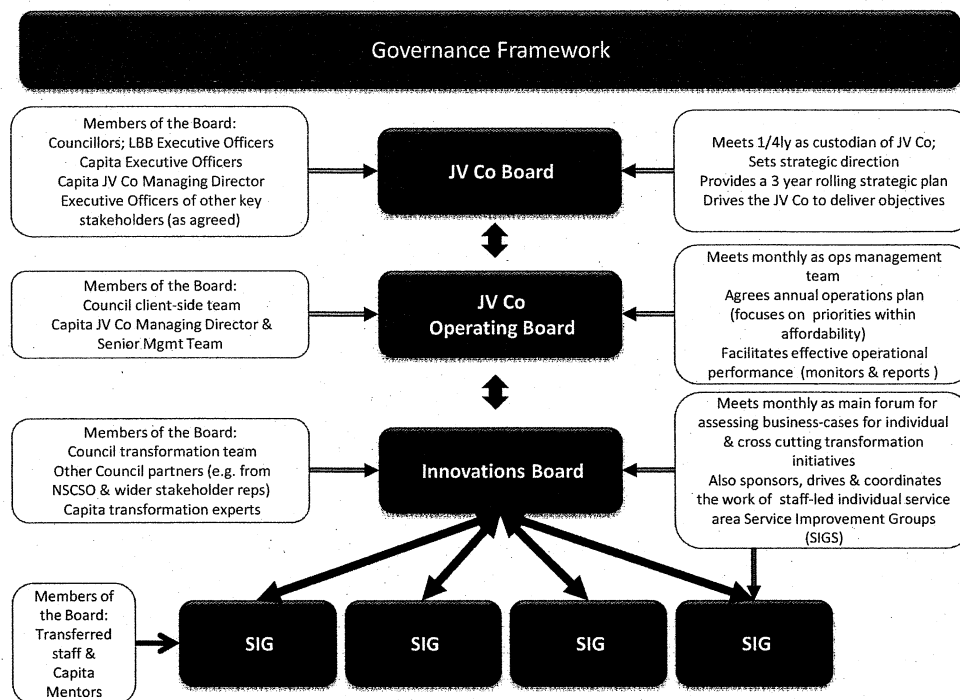


Figure 6 - 3-tier Governance Framework

JV Company Board (JVCB)

The JV Company Board should include members alongside directors from the delivery organisation (the JV Company) and be the key forum for monitoring progress of delivering the target benefits of the partnership. Its primary function will be to agree the strategic development of the Partnership through a three year Strategic Plan and an annual Business Plan. It will meet quarterly to monitor performance against high level strategic performance indicators that are aligned with the Council's strategic objectives.

JV Company Operating Board (JVCOB)

The JV Company Operating Board will meet monthly and include representatives from the Council client-side team and senior operational staff from the delivery partner to facilitate the effective operational performance of the services. The JVCOB will be responsible for the development and approval of the annual service plan, the establishment of an internal management structure (including delegated authorities) to enable the partnership to meet its strategic objectives, the performance of the partnership in meeting its service objectives, including budget management, customer satisfaction and continuous improvement in delivery through innovation.

The JVCOB will provide overall performance monitoring of the in-scope services including:

- Staffing/resourcing issues
- Demand requirements
- Monitoring of any third-party suppliers
- Regular review of key service level agreements and performance indicators
- Proposals for take-on of any additional business

- Identifying and prioritising service improvement opportunities; monitoring performance on a service by service/functional basis; ensuring that the spirit of partnership pervades all activities
- Designing and agreeing changes to services

Innovations Board and Service Improvement Groups (SIGs)

The Innovations Board and the Service Improvement Groups it launches will drive continuous improvement both within individual service teams and on a cross-cutting basis. This Board will enable all of the Council's key partners to work together to generate ideas for innovation, develop robust business cases and jointly deliver their implementation.

The board's principal objectives will be:

- To provide a forum to which all of the Council's partners can bring business case based ideas for innovations that will help to deliver the Council's specific objectives for the Partnership and its wider strategic objectives
- To provide a common and transparent process for assessing the cost and value of proposed initiatives, with the starting point that investments should be self-funding
- To make joint recommendations for which new investment initiatives should be pursued, with the Council holding the final decision
- To jointly coordinate any 'Invest to Save' pump-priming funding that the Council and the Partners provide, to ensure the maximum return on that investment
- To jointly consider the most appropriate resources to undertake detailed design, development and implementation of agreed initiatives based on selecting the best party for the job in terms of capability and cost
- To jointly manage shared and cross-cutting initiatives, especially IT projects
- To promote a shared culture of excellence and continuous improvement across the delivery of all Council services
- IPR for new innovations would be defined within the business cases, on a case by case basis

On Day1 we will implement the high level senior level management structure as detailed in our overarching Partnership Management SIP. This includes support staff and services for HR, IT, legal and commercial and Business Development as shown below.

We have made commitments to maintain an on-going process of continuous improvement, facilitated by the Innovations Board and Service Improvement Groups (see Partnership Approach SIP for full details). These fora will drive on-going review, challenge and innovation across the service throughout the life of the partnership, continuously bringing forward outline business-cases developed at Capita Symonds' expense. Subject to approval under the Special Projects process, we have committed to implement, monitor, and manage the delivery of all opportunities for improvement identified through this process and approved by the Innovations Board, subject to the Authority wishing to proceed with each of them.

We have also guaranteed to ensure that other relevant stakeholders will be invited to participate in the Innovations Board as necessary to expedite the joint further development and approval for implementation of plans presented by Capita Symonds to the Board. Plans developed and

approved by the Innovations Board (including other Stakeholders involved) will be implemented within the context of the DRS Annual Service Plan, engaging and coordinating the resources and activity of other stakeholders as defined within the agreed plan. We will continue to participate in local government benchmarking arrangements and national highway KPIs, but we will also benchmark to other partnerships and commercial organisations to help drive performance improvement.

We will use our partnership with Local Futures to identify comparable London Boroughs (using criteria to be agreed with the transferring Highways team) to regularly monitor and compare our performance with theirs reporting this to client side and utilising the information in support of service development plans.

Customer Service Interface

The Service Director, one of three new senior personnel that we will introduce on Day 1 of the Partnership to provide an increased and cross-cutting focus on the partnership priorities, will be drive the focus on the Customer experience. A key feature of that role and responsibility is to ensure a seamless working relationship is maintained between the DRS Business Unit (including the dedicated DRS Customer Service team we will develop) and the NSCSO provided corporate customer service function.

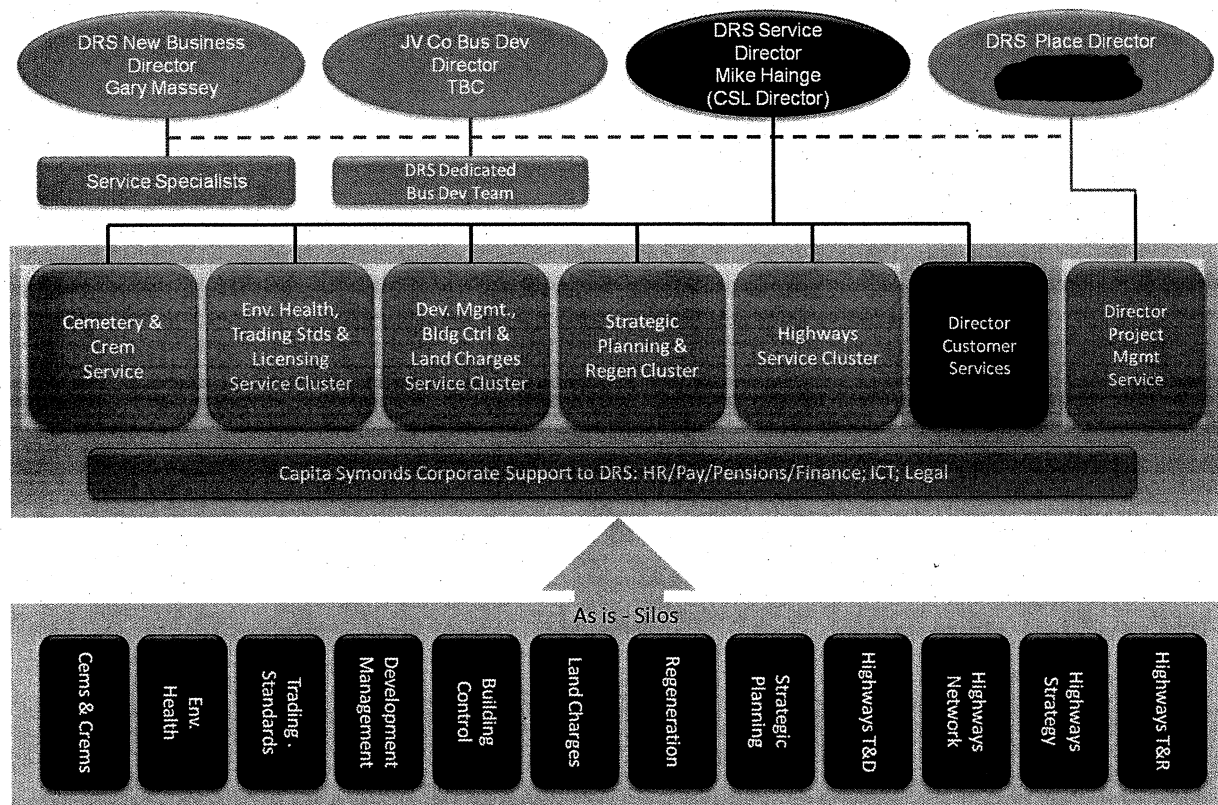


Figure 7 - Customer Service Interface

The Service Director will be responsible for delivering our commitments and plans for enhancing Customer Service and Customer Satisfaction, joining-up engagement and delivery in an integrated way with all other Delivery Units and Council partners across the borough, not only the NSCSO.

The Service Director will have the personal responsibility for and be empowered to work across all of the DRS services and to work with all of the Council's Delivery Units and other appropriate partners to drive joined-up working, agreeing and implementing the embedding of the DRS customer interface within the Council's wider Access Strategy and jointly resolving issues and agreeing responsibilities with other stakeholders, including:

- Data Protection/sharing protocols
- budget/resource hypothecation agreements
- common Information Management and Customer Access protocols and processes
- ICT interoperability and integration

The Service Director will lead the key critical activity of establishing a dedicated DRS Customer Service team within 12 months of commencement to provide the main focus for customer services.

Full details are provided in the Customer Service and Engagement SIP.

The overarching Partnership Approach SIP describes in detail the interface with the client from an operational and tactical level right through to the strategic. In respect to service level client interface we shall ensure key performance data and reports are available for the client at agreed intervals.

We currently deliver these services in our core consultancy business across the UK

[REDACTED] We have very well developed networks through other partnerships and the professional bodies. We have already made commitments to supporting staff in peer-to-peer networking and development. We further commit to immediately incorporating the Transport and Regeneration service by:

- Introduction events and visits to our other Partnerships,
- Hosting of local or regional meetings at Barnet
- Regular peer interaction through video conferences and our company IT services.
- Inviting T&R service managers, regeneration specialists and developers into Capita Symonds organised conferences and symposia for the shaping and implementation of service improvement, business cases and development of best practice.

Working with Members

We will implement a Member Liaison Service to ensure Members and the Transport and Regeneration Manager benefit from additional support. They will undertake a role that encompasses proactive management of issues, communication and education, troubleshooting and public relations management. This will enable them to be more responsive to customer enquiries and requests.

This approach will have the added benefit of supporting connectivity with Planning by including monthly updates & assurance of access to Planning officers. It will also assist with an ongoing knowledge management / training programme for all Members and detailed training for members of Planning Committee.

We will draw together our approach to communications with Developers. In particular we will facilitate Developer engagement with the community at pre-application stage to help ensure the aspirations of the community are properly addressed through their statement of community involvement. We aim to ensure that there is continuous updating of information for Members and the community to ensure it is clear and understandable. We will look to promote the Considerate Contractor scheme to be the eyes and ears for breaches of health and safety rules on site.

Either directly or through the Member Liaison Service we will ensure Member briefings on key development proposals at pre-application and pre-decision stages.

We anticipate some formal Member involvement in the JV Co Board, alongside senior officer representation from the Council and in addition to this we would encourage Members to feel free to be involved in the Innovations Board on an ad-hoc, flexible basis. The Partnership Senior Management team will also engage regularly with Members outside of these formal forums, for example to informally consult and socialise new ideas which are emerging to get Member input, gain buy-in and pre-empt issues.

Clearly, the DRS would continue to provide information and reports to Members as before, including attending committee meetings as required.

As detailed on our overarching Customer Services & Engagement SIP we will also invest in a Member Liaison resource to support the current teams with customer service capacity and the ability to focus on key issues. This resource will undertake a proactive management, troubleshooting, education and PR role for members and help support the service manager. This team is not intended to replace the Council's governance services department but are there to assist members in carrying out their normal day to day ward business. The member liaison team will work closely with the Council's governance services department to help fulfil member requests for information and advice.

The key features of the Member Liaison Service are:

- a dedicated single point of contact for Members to discuss any issues
- all Member queries logged and managed to ensure fully response within deadlines
- statistics are provided on a monthly basis
- monthly Members Information packs are provided covering all key service activity
- Member awareness training is provided for all staff including
- the role of councillors
- the level of response required
- the processes for managing and monitoring member queries

The Member Liaison Service will provide additional resource dedicated to supporting and proactively providing information to Members and, under the direction of Members, to Community representatives, providing:

- formal opportunities for review and comment on Partnership performance and also help to Members and community groups with queries relating to the Partnership's Services
- a dedicated, single point of contact for each Town Centre area, who will, working to the lead of Members, attend Community meetings to collect neighbourhood issues and concerns

- ongoing records of every Member and community query raised, ensuring a response within an agreed timescale is provided
- a dedicated Member Liaison database to maintain and track all queries raised with monthly performance reports being provided to Council Members and
- regular information packs to increase the wider knowledge and understanding of the scope and achievements of the Services and the Partnership amongst Members and community groups

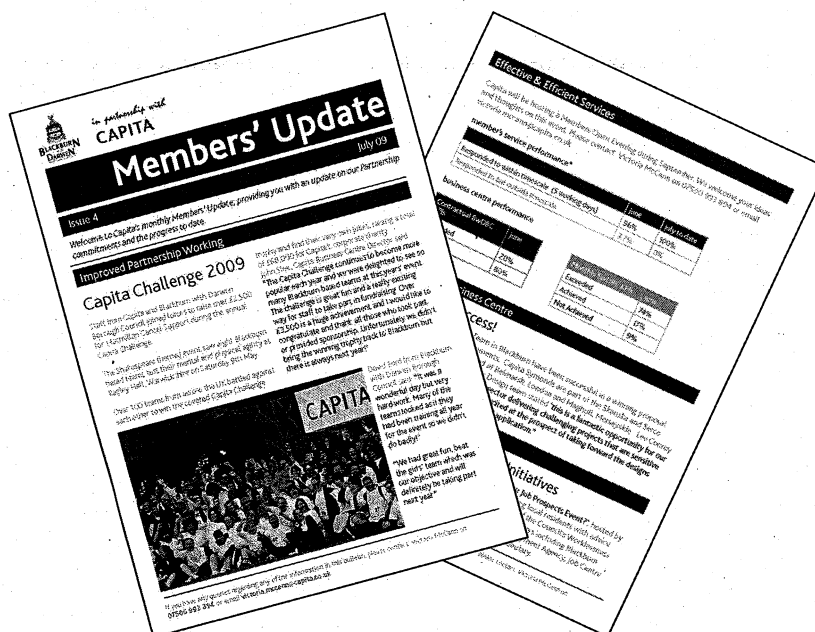


Figure 8 - Example Member Communications

Monthly Member/Community communications/packs could include:

- 'Programmed Highways Works Leaflet' - details of programmed highways works in each area
- 'Reactive Highways Maintenance Leaflet' - details of defects and potholes repaired in area
- 'Decisions Made on Planning Applications leaflet' - details of decisions made on all planning applications submitted in area
- 'Delivering For You Report' - containing 'good news stories' and showcasing what each service is specifically delivering in each area
- 'Members Newsletter' - containing details of the added value provided by the services and the Partnership
- 'Regeneration Focus Report' (quarterly) – highlighting progress on key and current regeneration initiatives
- Twitter updates – regular updates communicated via a Partnership Twitter page targeted at local residents, local businesses and the local media (including, for example, tweets providing updates on road works, status of projects, properties and 'good news stories')

In addition to training staff to be aware of the role of Members, we have made provision to give Members the opportunity to receive 'training' and to ask detailed questions about a particular area of service giving them the knowledge they need to help answer queries from their constituents (e.g.

Road Resurfacing Demonstration, Pot Hole Repair Demonstration, Land Ownership Issues seminars etc.

We have identified a key role of the Community Liaison Officer whose role will be to proactively engage with citizens and local businesses through regular community surgeries to facilitate and encourage their input as to how DRS services should be designed and delivered and to gather feedback, information and data to allow the DRS to identify and remove barriers to those citizens and business using the DRS Services. They will work with and interact with our other complementary customer care initiative to provide four dedicated Member Liaison Personnel (See our Customer Service and Engagement SIP offer details for how the Member Liaison Service will operate).. We have not specified the exact number of CLOs as we need to work with London Borough of Barnet to develop the Stakeholder Management Plan to define how many would give value for money.

Customer Satisfaction

We will implement the customer satisfaction survey as specified in the Transport and Regeneration output specification. In addition to 'traditional highway survey' type questions (focusing on how an improvement project was delivered) and the 'corporate surveys' measuring overall satisfaction generally (see Customer Satisfaction & Engagement SIP for further information we will work with the local knowledge of the transferring staff and the client-side team at the start of the partnership to jointly identify the critical success factors for the Barnet Highways Service and jointly design questions for inclusion in surveys for the Highways cluster of services. The feedback from these surveys will be used to inform our service development plans and priorities for investment (both our investment in service improvement and development investment and the Council's investment for highways maintenance works). The feedback from these surveys will ensure that we are reflecting directly what customers consider would improve the service, which may include, for example, the best way of communicating with customers, different opening hours, approaches to consultation etc. In addition to these formal, structured periodic surveys, our improvements to the electronic management of customer enquiries will also provide key ongoing customer feedback. All customer feedback will be shared with the Council's corporate Insight team. Examples of the sort of analysis that will take place include:-

- Analysis of pot-hole reports to determine community tolerance levels and inform service delivery e.g. what type of people show a propensity to report.
- If the reports have been made using a mobile device and barnet.fixmystreet.com as a key indicator of digital connectedness and level of engagement with council affairs.
- Analysis of injury claims against road and street-scene to understand the profile of claimants and identify possible fraud.
- Analysis of controlled parking zones, parking payment schemes, local communities and local High Street businesses.
- Profile of the appeals around parking to understand the communities and neighbourhoods most likely to appeal enabling tailored responses using a risk based assessment of the likely future cost of contesting appeal.

This will be undertaken using the following measurement methodologies:

- **customer use of services** – quantitative, via customer contact management data surveys, and qualitative via workshops with customer groups
- **informal customer feedback** – monitoring such channels as social network sites as well as local press for positive and negative feedback
- **formal customer feedback** – undertaking structured customer surveys, including periodic sample surveys as well as short (typically 5 questions) ad-hoc surveys following customer contact events to capture a real time view of the service experience from the customers viewpoint
- **outbound telephone surveys** - utilising a series of structured questions using live agent outbound calls
- **outbound automated surveys** - prompting customers to provide feedback through automated channels, e.g. SMS, email offering the opportunity to complete an on-line satisfaction survey
- **web surveys** – via a 'pop-up' questionnaire following self-service
- **usability and accessibility tests of the services** including 'mystery shopping' type techniques

Participation in London Customer Satisfaction Surveys

In accordance with the output specifications we will continue to participate and respond to service delivery surveys. We will deploy a range of tools to understand client satisfaction and the basis for the baseline position. Our SIDPs for the Highway Services collectively are aimed at the key delivery outcome measure of improved customer satisfaction. We intend to measure customer satisfaction within a survey scoring matrix and also through the measurement of additional indicators including levels of repeat business and the frequency with which first time resolution of issues and requests for service is achieved. More detail can be found in the Customer Service and Engagement SIP. We are fully aware that many aspects of customer satisfaction will be directly or indirectly linked to funding. We intend to take initiatives in respect of the Highway Asset Management Plan which will be part of the customer satisfaction improvement plan and we will, in parallel, address the key aspect of managing customer expectations through our Stakeholder Management Plans, Member Liaison Officers and investment in service performance information accessible through the Web. Our SIDPs also highlight our plans to integrate the London Borough of Barnet DRS Highway Teams into the CS Virtual Asset Management teams to encourage access to benchmarking and best practice initiatives.

In advance of these new surveys being implemented we will maintain all existing customer satisfaction measures in place. Customer service levels in general will be reviewed to reflect the new governance and the achievement of joined up outcomes that the highway service will contribute towards.

We are fully aware that many aspects of customer satisfaction directly or indirectly link to funding (or lack of funding). We will proactively engage with the public to raise their understanding of the services that we deliver and the associated funding to better manage their expectations. We will do this through our investment in ICT as well as the Member Liaison and Community Liaison officers. We will publish our performance to the public and using Insight gained from our investment in the Barnet Observatory as described in our Regeneration SIDP we will be able to respond to the public's needs and develop our services around this.

Service Reputation

We are aware that the highway service as a front line, high profile service is prone to service reputation risks. We are aware from dialogue that the Highway service has a baseline 40% rating.

The Service Reputation issue (adverse public relations) is actually included in our HNM SIDP risk section, notwithstanding that the risk applies across the services. We have classified the risk as low but this categorisation of the likelihood of the risk as 'low' is in no way intended to suggest that we do not consider this to be an issue. We are experienced network management providers and regeneration development infrastructure providers and are aware that as a front line service that there are constant and everyday opportunities for user dissatisfaction with the service. The risk assessment was made on the basis that we expect our SIDPs to keep the risk low and that our quality systems for Transport Regeneration will manage the risk. Our plans to proactively manage the protection of the service reputation cover initiatives to protect and improve funding; our investment in IT web services and communication interfaces and management of expectation through our Stakeholder Management Plan, Member Liaison Officers, Community Liaison Officers; specific Communication Plans including Emergency situations and Public Relations and the joined up Developer Design Guide. We will above all aim to enhance long term service reputation by delivering quality core services in terms of our service and relationships with Developers and TfL, maximising regeneration opportunities for London Borough of Barnet, maintaining traffic flows, supporting businesses and ensuring a safe highway environment during all conditions.

We have included a number of proposals that will assist the Traffic and Development service to improve public awareness and the perception of the service (ref. Highways SIDPs, the Customer Services and Engagement SIP and our Partnership Approach SIP). These specific initiatives, including the introduction of Member Liaison Officers, Community Liaison Officers and plans for Stakeholder Management and Engagement and Communications, are all designed to facilitate engagement and enhanced communication with customers and stakeholders across the DRS services. We are investing in ICT particularly EXOR to provide real time information via the internet to customers to track their enquiries.

Reporting and Performance Management

The key principles underpinning our proposals for performance management and reporting are:

- putting payment at risk against agreed performance standards (KPIs) within a structured payment and performance mechanism;
- improving performance against KPIs over time
- operating on a full Open Book basis, including transparency of our profits and overhead in managing the services

We have committed to deliver all of the requirements of the Output Specifications to the standards defined in the agreed Key Performance Indicators (KPIs).

We will monitor and report performance against all of these KPIs regularly (at least monthly) to the JV Co Operating Board and the JV Board.

As well as KPIs for the specific requirements of the individual service output specifications, we have also committed to achieve a higher level of performance against indicators of the overarching requirements for customer satisfaction and effective partnership working (with both the Council and other of its partners with whom the DRS service must collaborate effectively) as well as in delivering broader strategic objectives and outcomes, reflected in a series of 'Super KPIs'.

KPIs will be benchmarked against other London Boroughs and appropriate national targets and will be linked to service credits through the agreed Payment Performance mechanism.

We will commit to ensuring that the annual service planning and monthly performance reviews undertaken by the JV Co Operating Board focus on assessing these performance reports and providing the required additional resources necessary to rectify any shortfalls, at no additional cost to the Council.

In addition to our commitment to deliver all of the requirements of the Output Specifications in full and our proposals for ensuring these are consistently maintained, described above, we are also committing to maintaining a continuous improvement process, through an Innovations Board and Service Improvement Groups in order to ensure service quality is not only maintained but improved throughout the life of the contract.

Quality Assurance

In addition to the arrangements set out in the Partnership Approach SIP we will introduce Capita Symonds best practice Business Management Systems and Processes including iNav, our on-line system, from day 1 tailored to meet the specific service needs of the Barnet partnership. We will appoint BMS champions from within the services to manage the BMS and ensure compliance. We will gain ISO accreditation for the Barnet BMS system within the first 12 months of the partnership and also implement Capita Symonds' internal business management systems to support managers in delivering the services.

Capita Symonds is committed to assuring quality in everything the company does. We are committed to reducing year on year our environmental impact and in assuring the health and safety of our staff, clients and public. Our commitment to these serious and sincere aims is underpinned by our registration to ISO9000, 14000, 18000.

We will extend the scope of these registrations to our Barnet partnership to operationally support our continuing commitments in these areas.

The most important factor in achieving an assured level of quality is the professional development and competence of staff. This will be underpinned by a comprehensive professional development plan to uplift staff skills and competencies in a systematic framework that matches competency to business need and individual ambitions.

Highway Legislative Requirements

We fully appreciate and accept through our 3 'Highway Service' SIDPs the services in scope and that the scope of the services is shaped by legislative requirements for statutory and non-statutory requirements. The Output Specifications are detailed and include legislation details which we have accepted. The SIDPs have listed the main services including a range of statutory functions but do not always reproduce the full Output Specification details as set out in detail under 'Statutory Functions'. It is recognised that there are some London specific aspects of legislation such as The Mayors Transport Strategy, the London Permit Scheme, various London Local Authority Acts and the Greater London Authority Act 1999 that the service will operate, notwithstanding that the majority of Highway Legislation applies UK wide such as the primary Highways Act, Road Traffic and Road Traffic Regulation Acts as well as Code of Practice guidance documents. These requirements are reflected in the existing operational procedures undertaken by the current teams, the Output Specifications and performance monitoring requirements.

We are aware that the Transport and Regeneration Manager in particular plays a key role in representing London Borough of Barnet and interacting with peer groupings in the London region. We will, in accordance with the Output Specifications, continue to participate and respond to service delivery surveys. The Customer Service and Engagement SIP sets out our plans for

measuring customer satisfaction. We will apply a range of tools to understand client satisfaction and the basis for the baseline position. Our SIDPs for the Highway Services collectively are aimed at the key delivery outcome measure of improved customer satisfaction. We intend to measure customer satisfaction within a survey scoring matrix but also through the measurement of additional indicators including levels of repeat business and the frequency with which first time resolution of issues and requests for service is achieved.

Fuller details are found in the Customer Service and Engagement SIP. We are fully aware that many aspects of customer satisfaction directly or indirectly link to funding. We intend to take initiatives in respect of the Highway Asset Management Plan which will be part of the customer satisfaction improvement plan and we will in parallel address the key aspect of managing customer expectations through our Stakeholder Management Plans, Member Liaison Officers and investment in service performance information accessible through the Web. Our SIDPs also highlight our plans to integrate the London Borough of Barnet DRS Highway Teams into the CS Virtual Asset Management teams to encourage access to benchmarking and best practice initiatives.

Interfaces

The overarching Partnership Approach SIP describes in detail the interface with the client from an operational and tactical perspective right through to the strategic level. In respect to service level client interface we shall ensure key performance data and reports are available for the client at agreed intervals.

We commit to immediately incorporating the LB Barnet Transportation & Regeneration service into the wider organisation by:

- Facilitating introduction events and visits to our other Partnerships,
- Hosting of local or regional meetings at Barnet
- Encouraging regular peer interaction through video conferences and other appropriate media
- Inviting service managers to Capita Symonds organised conferences and symposia for the shaping and implementation of service improvement, business cases and development of best practice.

We confirm our commitment to maintain and enhance existing interfaces and we will develop new interfaces in accordance with the development of the Stakeholder Management Plan.

Decisions made and influenced by Transport and Regeneration's early engagement will have a long term impact on a wide range of important current and future customers. Importantly, Transport and Regeneration is influential with the key issues of road safety and sustainable transport modal shift and the primary stakeholder relationship with Transport for London (TfL), together with the Highways Agency (HA).

We expect the relationship with the Transport & Regeneration service to be enhanced through joint resource planning and by working as multi-disciplinary teams on projects across the DRS and particularly with Regeneration. We acknowledge the importance of the specialist input from both Traffic & Development and Transport & Regeneration teams and our understanding is that whilst there is clearly a strong reliance on the services provided by specialist staff within these teams there can be an issue of resource availability to respond flexibly and proactively to support the regeneration objectives of the Council. We will bring additional breadth and depth of resources and technology in terms of transport modelling and assessment tools through our 'Virtual Team' to support the Council. Furthermore, closer working between Regeneration and the Traffic & Development and Transport & Regeneration teams on the funding applications and processes will

result in higher quality applications e.g.. preparation of the annual LIP for consideration by TfL. These resources will be planned and utilised across DRS and the current highways specialists and should be seen as an added value service to realise the growth Barnet. They will also help to develop the services in regeneration generally and help to identify future schemes through involvement at the outset.

We will take a proactive approach to working collaboratively as described in Section 3.3 of our overarching SIDP Partnership Approach. We are developing multi-disciplinary teams to promote joint solution development, for example highways and planners and introducing co-location of multi-disciplinary teams, formal and informal communications, joint objectives in teams and for individuals to drive a culture of joint working.

We acknowledge the increasing demands from the BXC project and the importance that the transportation development control team resource planning is fully integrated with SPR cluster resource planning.

The Transport and Regeneration Service is a key front line service and interface with a whole range of stakeholders, particularly Developers and TfL.

For many people the Highway Department is the Council and Transport & Regeneration is certainly the key point of contact for development. We know this from our current operational partnerships and many of our team have significant experience in the public sector. As a result we know that Transport & Regeneration with its' close working with Traffic & Development is particularly subject to customer perceptions on service performance and provision of information requirements including FOIs.

Conflict of Interest

We are aware of the significance of conflicts of interest particularly with the Transport and Regeneration service and we have committed to ensuring that there will be no actual conflicts of interest through the implementation and management of service delivery in accordance with a clear Conflict of Interest Protocol (as detailed in Schedule 28 of the contract).

The key features of this Protocol are that all staff will be trained and managed to work within the Protocol, in particular, ensuring the following safeguards are undertaken:

- checking (COI Check) will be undertaken regularly (using a wide range of prescribed data sources) to identify conflict of interest issues - actual or perceived conflicts of interest or bias: this process will align fully with the Council's own and all other relevant organisations' codes of practice (and maintain these to comply with any changes in Law and Industry Good Practice)
- any Conflict of Interest Issues identified will be immediately prevented from progressing further and the appropriate remedy or mitigation applied
- staff will operate under a duty to disclose and report activities that may give rise to Conflict of Interest Issues to the Partnership Manager immediately
- all staff will be trained and given information to ensure that they are aware of the COI Protocol procedures relating to resolution and notification and how they should act on these
- any conflicts of Interest Issues arising which are not reported by the member of Staff in accordance with this COI Protocol will be investigated to determine whether additional training or disciplinary action is required to address the failing
- any potential Conflict of Interest Issue arising (even if determined to be insignificant) shall be reported

- where any Conflict of Interest or Perceived Bias issue does arise, a Conflict of Interest Information Barrier will be put in place to ensure appropriate separation from the entirety of the Service and the Service Provider's other businesses; and information relating to the Services will only be accessible for the purpose of the Services
- in addition, an Avoidance Plan will be put in place including defined actions and timescales to prevent the conflict arising

In the event that these measures are felt insufficient to avoid a conflict of interest the Authority will have the option to exercise its Rights of Step-In and Capita Symonds could be required to refrain from any action or inaction which will result in a potential or an actual Conflict of Interest, potentially requiring a Related Party, Sub-contractor or Third Party Contractor that has been pre-approved by the Council to carry out the Services; or to refer the Service User's request to another local authority

We believe that our governance arrangements and approach to working with the Council's wider stakeholder community are fully aligned with the concept and operating principles of the Council's planned 'Collaborative Delivery Board'. Our governance approach provides and enables ready support for the same key tasks required by the CDB, including:

- Identification and prioritisation of opportunities for collaboration
- Identification and resolution of issues of non-collaboration in day-to-day delivery
- Approval of business cases for commissions for submission to the CG
- Monitoring and managing performance to ensure DUs are acting collaboratively
- Monitoring of existing commissions where these are being delivered collaboratively
- Maintaining a strategic view of the delivery side of service provision in Barnet

4 Transition Plan – preparing for Day 1 Position

Please refer to the Transition Plan and the Transition and Transformation SIP for full details and a comprehensive project plan.

There are number of areas that will be addressed in the Transition period including:

- HR
- Payroll
- Health and safety
- Induction into the wider Capita Symonds organisation
- Benefits and opportunities
- Wider entitlements

The Services Director for the Partnership will act as Capita Symonds' Transition Director. He will be based in Barnet on a full time basis and will work closely alongside key Barnet staff during the transition period (see Dependencies section below). The Transition Director will be joined by an experienced team of HR advisors, project managers, technical subject matter experts and organisational development resources.

The team will comprise the following roles:

- Transition Director – responsible for creating and managing the implementation of a detailed Transition Plan
- A team of experienced Transition Project Managers - reporting to the Transition Director and responsible for specific project areas: Human Resources, Organisational Development, ICT, Finance and Commercial
- Communications Manager – reporting to the Transition Director and responsible for ensuring that staff and key customers/stakeholders (e.g. Corporate Core Team, Members and Trade Union Representatives) are kept fully aware of the transition process and that information is up to date, consistent and easily accessible
- Service Mentors – reporting to the Transition Director and responsible for mentoring Heads of Service across the ten service areas. Our proposed Service Mentor for highways services is [REDACTED]

Our mentors will ensure that our transition activities are tailored to specific issues in relation to individual teams and service areas.

The team will be joined by our JV Co MD, who will spend significant time during transition working alongside retained client functions and in the Barnet business community, helping to raise the profile of the Partnership and to manage queries and concerns.

5 'To be' – Service Delivery Proposal

5.1 Service Improvements

Our strategic plan for the Transport & Regeneration service will improve service quality through investment in:

- Customer Services
- Restructuring across all the highways services
- Implementing new roles and responsibilities for the highways managers
- Staff training and development
- Legal advice and support
- Working across Capita Symonds' partnerships to implement best practice and identify continuous improvement initiatives
- Technology
- New Systems and Processes
- Plans and Policies
- Funding

5.1.1 Customer Services

Our Customer Service and Engagement SIDP details our process for engagement with other stakeholders. Specifically related to the Highway Services we have included a commitment to produce a detailed Stakeholder Management Plan for the Authority (T3-82) which will address how we engage with these particular stakeholders where there is significant cross over in terms of service delivery. We will establish a schedule detailing the areas of interface/overlap with these partners and a working group to identify areas for service improvement and efficiencies and develop joint business cases to realise these benefits for London Borough of Barnet. Our Highways SIDPs Section 5 responses include details of how we will deliver this initiative.

We are committed to delivering the precise requirements set out in the KPIs and in addressing customer satisfaction across the service and the DRS cluster. We will regularly survey service users and compare this profile to the demographic profile prevailing in Barnet at the time. Our starting point will be the data recently provided. We will create and implement specific plans to address any significant or trending deviations from this Barnet profile in each and every service area affected. As well as quantitative data in the surveys we will include the opportunity to make a narrative comment. We will also create user groups utilising social media for rapid exchange of views and information. By careful analysis of these data sources we will review how services are delivered and base proposals for changes on aggregated customer views. We will then test any new service designs with representative customer groups relevant to the proposals to validate our approach and will follow this up post-implementation.

Finally we are proposing to use the Net Promoter method to benchmark service users' satisfaction against the leading customer service organisations in the UK. This is outlined in more detail in our Customer Services and Engagement SIP.

The Net promoter model will form part of the measurement of user satisfaction as it is designed to work alongside other provisions which are focused on the specific and complex issues within individual service areas, providing an additional perspective on how customers perceive the services of the DRS in the same terms as they would assess services they consume, where there is a choice of suppliers from which they can choose in the market. We believe that this additional perspective will be valuable both in terms of enabling a level of comparison of what are often effectively 'no choice of supplier' services from the local authority (or its partner) with services and suppliers who operate in intensely competitive market environments in terms of whether customers would recommend our services to others.

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- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Project Managers

- Design and Regeneration project services
- Specialist technical advice

The benefits of this approach will be:

- Clear accountability and clarity of roles and responsibilities across the cluster
- Improved lines of communication
- Better integration and closer working between the service clusters
- Consistency in service delivery
- Focus on service delivery and improvement
- Increased service innovation
- Improved management of resources to deliver variations in work programmes
- A commercial focus on the services
- A service that is geared for growth

We understand through the dialogue process that the support service for the highways services is not managed by the highways managers and operates at arm's length to the service, which leads to inefficiency in service delivery as the technical staff who should be focussing on project and service delivery are carrying out routine administrative functions and unable to focus on delivering services. It is our intention to improve the service across DRS through a shared support service resourced from the existing administrative personnel across DRS.

We have developed this shared service across our local authority partnerships and have seen significant benefits in terms of giving greater flexibility and resilience in supporting the technical teams, better management of the support through a dedicated Support Manager who works with the service delivery teams to develop the support service to better meet the changing needs of the service managers and technical staff and introduction of performance measures and service standards to give greater clarity and accountability within the services.

5.1.4 Staff Training and Development

We will invest in significant training and development of highways staff as detailed in our HR Pensions & OD SIDP. In the Transport & Regeneration service this will be informed by the personal development review process and will be built into the following service plan (provided for illustrative purposes):

Training Matrix: Engineering Services		Job Role				Timeline for Delivery	
		Operative	Technical Admin/Support	Technical Professional	Manager	During Transition	Post Transition
Network and Transportation	○ Essential Training						
	○ Essential Training for person(s) in applicable role						
	○ Desirable Training						
	Legislation Updates	○	○	○	○	✓	
	Traffic Management Act	○	○	○	○		✓
	NRSWA Streetworks Qualification Register	○	○	○	○		✓
	Safety Audit Training	N/A	○	○	○		✓
	Road Safety Audit: certificate of Competency	N/A	○	○	○		✓
	ROSPA Road Safety Engineering	N/A	○	○	○		✓
	National School Crossing Patrol Guidelines	○	○	○	○	✓	
	Transport Assessments	N/A	○	○	○		✓
	Modelling	N/A	○	○	○		✓
	Traffic Management	○	○	○	○		✓
	Development Control	N/A	○	○	○		✓
	Traffic Calming	N/A	○	○	○		✓
	Manual for Streets and Public Realm	○	○	○	○		✓
	Pavement Design	N/A	○	○	○		✓
	Highway Design	N/A	○	○	○		✓
	MX Design	N/A	○	○	○		✓
	Design for Urban Areas	N/A	○	○	○		✓
	Roundabout Design	N/A	○	○	○		✓
	Low Carbon Emissions	N/A	○	○	○		✓
	CDM for Designers	N/A	○	○	○	✓	
	CDM for Project Managers	N/A	N/A	○	○	✓	
	CDM Co-ordinator	N/A	N/A	○	○	✓	
	Lone Working	○	○	○	○	✓	
	Managing Contractors Safely	○	○	○	○	✓	
	Construction Skills Certification Scheme	○	○	○	○	✓	
	Mobile Working Technology	○	○	○	○	✓	
	Management Information System	N/A	○	○	○	✓	
	Relevant Academic/Vocational Qualification	○	○	○	○		✓
	CPD for latest industry developments	○	○	○	○		✓
	Professional Membership and Qualifications	○	○	○	○		✓

Table 1 - Training & Development Service Plan

5.1.5 Legal advice and support

By bringing dedicated legal support into the DRS team and co-locating within the office we will ensure speedy, simple and assured access to legal advice and support when it is required. This

will reduce delays in case progression, provide expertise at times relevant to officers and minimise the amount of work that is sent out to external counsel.

The lawyers will also horizon scan ensuring changes in case law and statute are communicated rapidly and any operational changes are made urgently. They will also provide tailored training for staff in respect of developments ensuring the highest standards of professional practice.

The dedicated legal support to be provided will be through fully qualified solicitors, at least one of whom will have expertise in Regeneration issues.

5.1.6 Working across 'Capita Symonds' partnerships to implement best practice and identify continuous improvement initiatives

Improvement will be attained through engaging with our other partnerships to implement best practice working with our traffic management and transportation services teams at Salford, Blackburn with Darwen, the new North Tyneside MBC; also our established team in Newport; as well as the teams [REDACTED]. These teams have long standing experience of regional strategic transport planning, traffic modeling, travel planning, road safety and all aspects of major development design incorporating integrated transport including rail design. Our Transportation Planning service is an established discipline nationally and already has a well established network of contacts to share and jointly fund the development of new initiatives.

We will progress and deliver the obligations in the 106 agreement utilising our in-house capability across Capita Symonds, where we have the resources, skills and capabilities to deliver public transport improvements. In instances where we do not have the right resource we will procure external consultants.

5.1.7 Technology

Our proposals for investment in ICT span across the three highways services and will benefit all service areas. In summary our proposed Technology Improvements include:

- Investment in [REDACTED] Customer Care interfaces
- Introduction of Mobile Working
- Investment in on line Web Services and payments
- Implementation of [REDACTED] software
- Project Management software/BIMS to support development management
- Hosting/support for Transportation software applications including:

[REDACTED]

- VDA pro
- Insight capability

Investment in the existing [REDACTED] maintenance management systems and web services will address current problems identified during dialogue specifically in terms of the efficiency of customer care management and record administration. It will deal with the ICT systems issues together with the cultural issues in terms of staff process efficiency and service performance. We will expand the functionality of [REDACTED] to add value to major transport and regeneration projects e.g. Works tray function; alerts and development site management records.

The key developments which are focused on supporting improvements to Customer Service across the Highways groups are outlined below:

Interface from [REDACTED] to the NSCSO CRM systems – we will work with the NSCSO to provide (within 6 months of commencement) an electronic interface between the DRS [REDACTED] Highways management system and NSCSO's CRM system, to enable information and service updates to be generated and transferred automatically between the DRS service and the NSCSO customer service team. This will directly support the objectives of providing a single point of contact, high-levels of first time resolution, a single view of the customer and increased self-service.

Integration of [REDACTED] Systems with GIS – within 9 months we will integrate [REDACTED] with GIS to enable publication on-line of key information about the management of the network in a graphical and accessible format.

[REDACTED]

Our specific investment in the introduction of effective mobile working technology will benefit all areas of the service over time, including Transport & Regeneration, and represent a significant step forward in giving greater controlled access to information, removing silos and driving public customer engagement and self help strategies.

Mobile working for the Transport & Regeneration service will offer new ways of working. The mobile working system [REDACTED] is a fully connected 'live' system that will transmit and receive data continuously so enabling the 'mobile office'.

We will realise the benefits of effective working with Planning in terms of on line stakeholder engagement and consultation together with on line real time reporting of planning enforcement cases.

We will also apply our Highway Systems and mobile working expertise from our current TfL Network Asset Management System (NAMS) project relationship with [REDACTED] via the Capita Symonds Innovations team.

The new service will benefit from:

- A Capita Symonds managed and hosted integrated asset management system with central data repository and web portal for accessing network information
- Secure IT infrastructure with dedicated access and 24/7/365 support
- Enhanced functionality to support more efficient working
- Full GIS mapping interface
- Mobile working and remote access support
- Improved system performance and reliability resulting in higher performance and increased availability;
- Improved service management included enhanced user support in conjunction with our on site dedicated Systems Administrator;
- Software enhancements to support re-engineered process delivering efficient working;
- IT cost savings through a managed service

The implementation phases will include data migration, end to end user acceptance testing, end user training, dry run implementations, stakeholder communications, new software release management, end user support and custom training guides.

[REDACTED]

We will specifically deliver a project to migrate existing paper traffic regulation order records using a new deployment of [REDACTED] software and our experience of undertaking this work at our offices in Blackburn with Darwen and Newport. This project will take place over a period of 6-9 months and will assist with the working interface with the NSL Parking Services.

We will use the 'Insight' capability to tailor communication channels for different audiences (e.g. social media, on-line, face to face, print etc.) This will work in conjunction with, and be informed by, our on-line stakeholder engagement and consultation. In terms of stakeholder management we will ensure that communications and consultations are regular and appropriate to provide all stakeholders including Members and Developers with a clear understanding of progress on schemes.

In addition to our investment in new plans we will invest in a key records management migration programme from paper to electronic format. This will be prioritised on the basis of impact on service improvement. The new service delivery systems will be distinctly different in terms of being largely paperless and real time web systems allowing the workforce to be fully mobile and our business analysts to undertake strategic service innovation.

Other records that will be included in the programme of electronic transfer are the public rights of way and adopted maintainable highways records. This investment will integrate with our Land Charges SIDP.

5.1.8 Systems and Processes

We will introduce Capita Symonds best practice Business Management Systems and Processes including iNav, our on-line system, from Day1 tailored to meet the specific service needs of the Barnet partnership. We will appoint BMS champions from within the services to manage the BMS

and ensure compliance. We will gain ISO accreditation for the Barnet BMS system within the first 12 months of the partnership and also implement Capita Symonds' internal business management systems to support managers in delivering the services.

Systems for both Traffic & Development and Transport & Regeneration will link in with initiatives within our Planning Development Management SIDP. We will adopt an Account Management approach to our engagement with major developers with significant regeneration aspirations within the Borough. This involves designating a planner as an Account Manager for a particular developer who will provide an interface between the developer and other Council services including other consultees with the aim of providing an early rapid response to queries and issues and resolving blockages. We will also work with developers in effectively engaging with the local community.

5.1.9 Plans and Policies

We will invest in the production of a number of new Highway plans and policy/guidance documents across the Highways Cluster. This is in response to current service issues and identified efficiency improvements that there are limited plans, policies and process documentation in the highways service. Specifically relating to the Transport & Regeneration service we will produce the following two plans:

- Developer Design Guide
- Stakeholder Management Plan

Creation of, and adherence to, these policies and plans will lead to efficiency in service delivery and improvements in the joined up service approach throughout Highways, and with Planning Development Management and Regeneration. The process of producing the plans and policies will itself be a key part of introducing new ways of working.

To help support the service and take forward improvements, we will produce a Developer Design Guide which will be delivered as a discrete project undertaken by our additional resource with key inputs from experts within the existing London Borough of Barnet team, in particular the Transport & Regeneration Manager. It is planned that this will have minimum impact on BAU core services. We intend this to be a new document that draws together best practice from our other partnerships. We have produced a design guide for developers within our Cumbria Partnership to help deal with the range of developer sites that exist within an area consisting of densely populated urban conurbations and areas of outstanding national beauty and sites of special scientific interest. The benefits of the guide were consistency in design and a reduced requirement for our teams to carry out design checks as well as a clear understanding from developers of the standards expected of the authority. The council sold the guide to raise additional revenues.

This project will also help with the process to integrate the highways teams and the planning and regeneration teams and to design out potential internal conflicts. We are confident that our indicative resource commitment of a minimum of 30 working days will deliver this key project, however should the guide need additional resource input then we will provide this with the cost to be wholly met by Capita Symonds.

We consider that a real benefit for the Traffic and Development Service is our commitment to produce a detailed Stakeholder Management Plan for the Authority. The Stakeholder Management Plan will encompass all stakeholders to ensure that it is a plan that can be delivered, that it is manageable and that it gives value for money. The democratic relationship with all citizens (the Public) will be a common interface built into most if not all the bespoke plans for different types of stakeholders. For the Highway Service which is relied upon by all aspects of society and daily activity there are a multitude of citizen service users each and every day – car drivers, pedestrians, cyclists – using the highway infrastructure.

Our proposals to design and develop a Stakeholder Management Plan has the additional benefit of helping the service to understand the often conflicting interests and demands of stakeholders which we recognise as being particularly relevant to the Transport & Regeneration service. There will clearly be conflicting requirements when regeneration proposals have for example a major impact on the highways network perhaps in terms of the additional traffic generated on the existing network and the impact in terms of congestion and the environmental disbenefits. Also we recognise the conflict between the different authorities responsible for transport such as TfL, the Highways Agency, the Boroughs adjacent to Barnet, London Underground etc. This is particularly apparent at the proposed Brent Cross Cricklewood project.

In our experience Transport, Regeneration and Planning services have to work together to meet the challenges faced by conflicting needs and through early engagement and our Stakeholder Management approach we will mitigate the impact of conflict and seek early identification of potential areas of conflict such that we are able to resolve them early in a project lifecycle. We have experience of working with stakeholders with conflicting interests across our partnerships and from our work with, for example, TfL, Network Rail, the Highways Agency and other local authorities which will help us to develop relationships with the key stakeholders to benefit individual projects and programmes of work.

Our process will categorise stakeholders into primary groupings A-H covering:

- Strategic Governance
- Local Government
- Service Users
- Statutory bodies
- suppliers
- volunteer organisations
- Emergency Services
- Media.

We plan to apply both Capita Symonds and the London Borough of Barnet team's experience from operational partnerships to understand the range of stakeholder engagements that currently take place and the fundamental reasons (objectives/purpose) for the interface. Our experience suggests that there is a tendency for historical custom and practice to drive the format and frequency of stakeholder meetings. This process of challenge and agreeing the objectives based on the categories will achieve the best solution for all in the partnership. This approach ultimately results in specific SMPs suited to particular stakeholders covering such things as topic agendas, frequency and most appropriate type of communication media. The London Borough of Barnet SMP will then be the vehicle for maintaining details of all live stakeholder groups within a quality controlled environment.

This approach has a number of benefits including the development of a 'relationship history' for each stakeholder that can be used for review and improvement purposes. We recognise that in terms of customer satisfaction that many citizens will not, or will rarely, engage but will nevertheless have opinions and views that may be reflected in surveys. It is for this reason that the approach we take to developing our Stakeholder Management Plan will look closely and with a fresh perspective on how to engage and involve people.

Our flexible approach to the management of stakeholders has included:

- market research
- induction packs
- newsletters
- self-service information via web site
- electronic messaging
- project extranets
- staff social events
- celebrating success events
- thank-you receptions for volunteers
- service expert forums
- Knowledge Management Sessions.

Clearly engagement can be time consuming and the citizen is represented by their democratic local Elected Member. Members and London Borough of Barnet senior officers will be assisted by a number of supporting initiatives to help maintain relationships and manage workload efficiency.

5.1.10 Funding

The Transport & Regeneration Manager undertakes a key role in securing all available funding opportunities, working closely with the Traffic & Development Group that incorporates Highway Strategy. There are established TfL stakeholder management roles through the Local Implementation Plan process, and these teams are key to securing Community Infrastructure Levy and also TIF funding opportunities. In this respect there are overlaps with our responses for Regeneration in terms of the Outer London Fund, which aims to boost local high streets deliver growth new jobs and improve lives. The OLF is mentioned in the Funding Protocol section of the Regeneration SIDP. This has already secured in Round 2 important additional funding in Cricklewood and North Finchley. We would also refer to the proposed 'Engine of Growth' in terms of funding found in the Regeneration SIDP. Our collective SIDPs recognise the competitive nature of bidding and the need for the London Borough of Barnet bids to stand out from others.

Part of the rationale for the processes behind the Barnet Observatory, Fund and programme modelling approach is to build a more robust, evidenced based approach to bidding for funds. We note that the GLA are proposing to take 20% of the NNDR uplift and that as a result we will need to be pro-active and forthright in our bidding to win this back for the Borough and to ensure it is directed into the transport projects in the IDP which relates to TfL infrastructure.

There will be severe limits on UK public sector investment for several years, so applications to external funding bodies will need to be well considered and presented. Capita Symonds, in conjunction with [REDACTED] funding specialists, continuously scan for external funding sources ranging across:

- DfT
- HCA
- DCLG

- DWP
- BIS
- Private Investors/City institutions / Banks
- EU

This list is not exhaustive and may change over the course of the contract. We have proposed a Funding Protocol for each funding opportunity to add rigour to the application process. The funding protocol process map is presented in our Regeneration SIDP.

Our funding scanning will be further reinforced by the Barnet Observatory and by our network of colleagues engaged with Central Government e.g. Richard McCarthy ex Director General of the Department for Communities and Local Government. We will draw on this depth of resource to achieve earlier visibility of potential funding opportunities and build stronger business cases for Barnet.

Funding for local transport schemes is allocated each year by TfL in response to applications from boroughs based on their Local Implementation Plans (LIPs) for transport. Through the production of the annual LIP, we propose to apply more resource to generating high quality TfL area based funding applications. We will make the applications more robust by drawing on the specialist funding expertise of [REDACTED]

Part of the rationale for the processes behind the observatory, Fund and programme modelling method is to build a more robust, evidenced based approach to bidding for funds. Our intelligence suggests that the Mayoral Precept on the NNDR may be 20% of the 50% LA share. Therefore we will be pro-active and forthright in our bidding to win this back for the Borough and to ensure it is diverted into the transport projects in the IDP which relate to TfL infrastructure

For further information please refer to our proposed 'Engine of Growth' in the Regeneration SIDP. Transport infrastructure investments from the Fund may be made on the basis of:

- investments for a Charge Over Future Income
- projected future business rates, CIL and/ or NHB income

We have proposed a Director of Place as a core part of our management team. Part of his responsibilities relate to lobbying to GLA/TfL and Central Government departments to find and exploit funding opportunities. Specifically, his role will include promoting the case for a BXC TIF (ahead of other TIF funded infrastructure propositions and prior to the expected re-emergence of major TIF investment at government policy level).

Where funding is available through the developer partner then we would seek to charge for these specialist services. Where we require their services to deliver the growth ambitions for schemes that are not funded then we will deliver the services 'at risk' for no additional charge.

5.1.11 Transport & Regeneration Growth

Our detailed Commercial Development Plan (CDP) contains a number of important growth initiatives (summarised in the table below) that will be delivered with the associated Traffic & Development service during the life of the DRS and will also benefit from our Regeneration growth plans.

It is these growth initiatives which will create the opportunities that we project will see the overall Highway service increase by around 88 FTEs. The Traffic and Development service that starts on Day1 with 23 FTEs is projected to grow by around 24. The Transport and Regeneration team will grow from 1 to a minimum 4 FTEs through the 10 years.

These additional staff relate to the CDP business cases HNM 3 and HNM 4 and will work in the Barnet partnership to support our growth aspirations, they will also provide additional capacity to support the existing service and work across the regeneration service.

This will bring greater resilience to the service and together with the support of the Virtual Team will ensure that not only will the requirements of the Output Specification and associated KPIs be realised but the service will be more able to support the other services within DRS particularly regeneration and planning in addition to the highways cluster. Our plans for growth in the regeneration service will rely on specialist skills that sit within the Transport and Regeneration service and the service will benefit from increasing resource levels.

These initiatives will create new job opportunities for managers, engineers, inspectors, technicians as well as underpinning a sustainable future for the initial DRS team. This growth offers opportunities for new training and development (including supporting local apprenticeships, graduate and technician training), career progression with exciting and challenging opportunities for the Transport and Regeneration service.

Our vision from the outset for the Transport and Regeneration Manager and the Traffic and Development team is that their core specialist knowledge will allow the team to steadily grow around them and through their initiatives. We envisage that the team will build a strong service with centres of excellence around regeneration and development opportunities.

We have identified particular areas of design and transportation solution advice and inputs to projects where we see that workload will trigger an ongoing recruitment plan and career development opportunities for the existing team.

We recognise the need to properly resource and support the growth initiatives which we will do through:-

- A dedicated DRS Business Development Team – this team will comprise transferred senior technical personnel who, as a result of increased capacity from productivity and efficiency improvements, can be released for training and mentoring in the skills needed to undertake commercial consultancy and wider business development in support of the DRS growth plans.
- The team will be supported by four other full time individuals, drawn from a mix of transferees and personnel from Capita Symonds Business Development who will be assigned to the DRS partnership. These staff will be trained and equipped to identify and successfully bid for both new business and central government and other funding.

Under the leadership of the dedicated business development director this Barnet based business development team (with the support of the Capita Symonds professional mentors) we will bring our best practice product and sales campaign development methodologies and service and product innovations to underpin our income growth commitments.

The partnership sales support/bid team will develop compelling service offers and sales campaigns to win work. (In addition, we will commit to providing additional capacity for dedicated business development activities within individual service areas - to target, for example, Regional Frameworks for Highways, regeneration and development opportunities etc.)

The teams will feel fully integrated and connected with the wider Capita Symonds virtual teams for Traffic, Development and Regeneration that are set out in Section 3 and this will result in stimulating opportunities to help develop innovative solutions and business cases to drive new ways of working.

Growth Initiatives

Transport Impact Advice in London Borough of Barnet

The Opportunity

The objective of this initiative is to develop a new income stream for the Council by charging for the advice given on the transport impact of planning applications made within the Borough of Barnet. Currently the Highway Team does not charge for their time on inputs to planning applications and could legitimately do so.

In 2009/10, 3,688 planning applications were determined in London Borough of Barnet. In Capita Symonds' existing Local Authority Partnerships, approximately 10% of all planning applications contain transport issues which may require specialist advice. Therefore we estimate that approximately 368 planning applications per annum may require transport impact advice. We currently charge between [REDACTED] in other Partnerships for the provision of this advice. Therefore, if we set the charge for advice at [REDACTED] within Barnet then the potential market size is [REDACTED].

We have targeted a market share of 75% for customers who may buy specialist transport advice on their planning applications. Typically, specialist planning and transport consultancies such as JMP, Steer Davies Gleave and TTP that provide this advice target major applications and focus less on the minor applications market, meaning that the competition for the provision of applications in Barnet will not be significant.

We believe that take up of this service will be high as customers will be incentivised to purchase advice as it is more likely they will get a positive decision on their application in a shorter turnaround time.

The introduction of this initiative will be subject to the agreement of the Council that a charge for transport advice can be levied to planning applicants. The Council must also agree to the value of the proposed fee before this is implemented.

How it works

The advice provided within a clear, chargeable and performance managed Service Level Agreement arrangement. The arrangement will more accurately reflect Highway staff inputs into projects, alongside the other planning and development costs and charges which are already borne by developers. It will have wider benefits for developers such as resolving potential planning consent obstacles faster and will be promoted as an added value service. The proposed unit fee per application will be [REDACTED] which is in line with the fee currently charged in Capita Symonds' other Local Authority partnerships.

Making it happen

London Borough of Barnet's core Highway Design Service will continue to work as before during the transition period to ensure that the introduction of this initiative does not adversely affect core service delivery. However, given that Council staff already provide a significant amount of advice on planning applications now, some of the income can be immediately generated by simply introducing the charge and the infrastructure to claim payment.

During that period we will begin to introduce the Barnet Highways Team to the existing specialist teams within Capita Symonds within our Regions and Infrastructure Division. Two key relationships in the development of the service will be with our Infrastructure Regeneration Teams and also our regional Transportation Planning Teams.

As well as directly introducing staff to their counterparts in other teams, we will include a senior member of the existing Barnet team in Capita Symonds' national transport forum to support the integration of the Barnet. Highways Service specifically. This will highlight the skills available across Capita Symonds that can be utilised by the Barnet team to support the provision of transport advice on planning applications. .

[REDACTED]

During the transition period we will develop marketing and business development literature to demonstrate the comprehensive skills coverage that will be on offer for Transport Impact Advice on planning applications. This information will be made available for download through the Council's external website, as well as for issue in hard copy by post. This literature will be developed by our in-house marketing team with input from the Highways team to ensure that it reflects what Barnet's customers might want and need. We will assign business development resources to work with the Highways Team to identify both new internal clients within the London Borough of Barnet and external clients for the service (as described in Business Case HW NM02. A lead manager within the transferring Highways Team will be identified and tasked with implementing this new initiative. The manager would also receive dedicated support in the development of a bespoke project implementation plan from Capita Symonds' Highways and Planning mentors, [REDACTED] and [REDACTED] who would also be able to provide general implementation support and advice.

In order to develop the service Capita Symonds will invest in training and professional development for transferring staff. Key areas for training and development will include business development and marketing, bidding, commercial awareness, and contract arrangements.

Benefits for Barnet

Successfully delivering this service will:

- Provide a significant additional income stream and help to move the service from enforcement to compliance
- Encourage Developers to undertake new projects in the Borough as this service will support them in achieving a positive response on their planning applications as well as quicker response times
- Provide a new way for the service to engage with customers and encourage the take up of advice
- Establish the London Borough of Barnet as a centre of excellence for the provision of transport advisory services on planning applications

- Improve the robustness and resilience of the Highways service overall as the increased income will enable the Partnership to recruit additional specialist advisors to be utilised for transport advice on both major and minor applications
- Provide opportunities for transferring staff to develop and diversify their skills through the provision of additional training in business development, marketing and commercial awareness
- Increase the number of new jobs available to the population of Barnet

Evidence and Track Record

Our plans for this service are based on our experience of successfully introducing this service elsewhere including:

- Salford City Council – revenues of almost £40,000 based on approximately 4,500 applications

Transport Impact Advice for Other Local Authorities

The opportunity

This initiative will see the development of a service to provide advice on the transport impact of planning applications outside of the London Borough of Barnet. The service will make use of the extensive transportation expertise available across Capita Symonds to attract clients beyond the Borough's boundaries. Good transport advice is a key requirement for a successful planning application and this service can be used equally by Local Authority Highway Teams to review Transport Assessments and by Developers who are submitting proposals.

In 2011/12, 76,700 planning applications were determined across all London Boroughs. Subcontracting the number relating to London Borough of Barnet itself (3,688 in 2009/10) this leaves a further 73,012 planning applications across London. In Capita Symonds' existing Local Authority Partnerships, approximately 10% of all planning applications contain transport issues which may require specialist advice. Therefore we estimate that approximately 7,300 planning applications per annum may require transport impact advice.

We have targeted a market share of 25% for customers who may buy specialist transport advice on their planning applications. We believe this is achievable as we currently hold a similar market share in the delivery of planning assessment services to Local Authorities.

We currently charge between [REDACTED] in other Partnerships for the provision of this advice. Therefore, if we set the charge for advice at [REDACTED] then the potential market size is [REDACTED] per annum.

We believe that take up of this service will be high as customers will be incentivised to purchase advice as it is more likely they will get a positive decision on their application in a shorter turnaround time.

How it works

Through this initiative we will develop a consultancy service for the whole of London. We will target customers with interests in London such as major developers and individuals who are developing property assets. We will also target London Boroughs who require support with transport assessments. We propose to limit the service to London initially as the issues faced by them are often different to those Local Authorities in other parts of the UK. Although the product concept is clear, the propensity of people to buy the service (and the comparison to overall cost of the planning application) is not yet known.

Planning applicants whose planning applications have a transport impact will be offered, for a flat fee, advice on the impact of their plans and recommendations for possible plan amendments which may improve the application, thereby increasing the likelihood of achieving planning consent.

The service will be designed and managed to ensure that any potential conflicts of interest with the planning approvals process are managed and mitigated in line with the process identified within Schedule 28 of the main contract. This is particularly important if the decision is being made by a neighbouring Borough or has a bearing on Barnet at all. The service will be promoted to potential clients as a means to support regeneration by devising workable transport infrastructure solutions. It will integrate naturally with highway design services.

Involvement with adjacent or nearby authorities will also facilitate the liaison and strategic coordination required by the Traffic Management Act Network Management legislation.

The proposed unit fee for this service is [REDACTED] as stated in the previous section.

Making it happen

London Borough of Barnet's core Highway Design Service will continue to work as before during the transition period to ensure that the introduction of this initiative does not adversely affect core service delivery. We also propose to introduce the service within Barnet first as this will enable the Partnership to demonstrate experience in implementing this service in London.

In terms of targeting London Boroughs, we propose to start by targeting authorities in the West London Alliance before widening the target market to the full list of 32 councils within London.

During the service transition period of the contract we will begin to introduce the Barnet Highways Team to the existing specialist teams within Capita Symonds within our Regions and Infrastructure Division. Two key relationships in the development of the service will be with our Infrastructure Regeneration Teams and also our regional Transportation Planning Teams. This will generate additional potential clients to target, as well as increase the scope of the skills and advice we are able to offer.

As well as directly introducing staff to their counterparts in other teams, we will include a senior member of the existing Barnet team in Capita Symonds' national transport forum to support the integration of the Barnet Highways Service specifically. This will highlight the skills available across Capita Symonds that can be utilised by the Barnet team to support the provision of transport advice on planning applications.

[REDACTED]

During the transition period we will develop marketing and business development literature to demonstrate the comprehensive skills coverage that will be on offer for Transport Impact Advice on planning applications. This information will be made available for download through the Council's external website, as well as for issue in hard copy by post. This literature will be developed by our in-house marketing team with input from the Highways team to ensure that it reflects what potential customers in London might want and need. We will assign business development resources to work with the Highways Team to identify both new internal clients within the London Borough of Barnet and external clients for the service (as described in Business Case HW NM01). A lead manager within the transferring Highways Team will be identified and tasked with implementing this new initiative. The manager would also receive dedicated support in the development of a bespoke project implementation plan from Capita Symonds' Highways and Planning mentors, [REDACTED] who would also be able to provide general implementation support and advice.

In order to develop the service Capita Symonds will invest in training and professional development for transferring staff. Key areas for training and development will include business development and marketing, bidding, commercial awareness, and contract arrangements.

Benefits for Barnet

Successfully delivering this service will:

- Provide a significant additional income stream and enable the services to be provided outside of Barnet
- Provide a new way for the service to engage with external customers and reduce the reliance on customers within the Borough for work
- Establish the London Borough of Barnet as a centre of excellence for the provision of transport advisory services on planning applications, therefore encouraging Developers to consider the Borough for future schemes
- Improve the robustness and resilience of the Highways service overall as the increased income generated across London will enable the Partnership to recruit additional specialist advisors to be utilised for transport advice on both major and minor applications, both inside and outside of the Borough
- Provide opportunities for transferring staff to develop and diversify their skills through the provision of additional training in business development, marketing and commercial awareness
- Increase the number of new jobs available to the population of Barnet as the Partnership provides services across the whole of London
- Positive impacts on air quality zones throughout London (including Barnet) which can be delivered through the provision on specialist transport impact advice
- Improved journey times and reduction in congestion across the whole of London including Barnet by providing services to customers working in neighbouring Boroughs

Evidence and Track Record

Our plans for this service are based on our experience of successfully introducing this service elsewhere. For example, in Salford City Council we delivered revenues of almost £40,000 based on approximately 4,500 applications. On the assumption that we will deliver the service to approximately 6 other London Boroughs that would generate a further £240,000.

Transport Impact Advice for Major Schemes in Barnet & Advice on Major Transport Schemes in other Local Authorities

The opportunities

These two separate initiatives will deliver new income streams by charging for advice given on the transport impact of planning applications for major schemes made within the Borough of Barnet and also for other local authorities.

The valuation for the major scheme transport advice service in Barnet is based on the assumption of there being applications for two major schemes (worth in excess of £1m) per annum and current externally supplied services being delivered by the partnership. We estimate that the market valuation for the services in the other 32 London Boroughs and adjacent authorities is at least £1,920,000 per annum based on the number of major schemes across the region with major transport implications (an estimate of up to two major schemes per annum per borough and

authority across London and the region). From the regional market we would expect to be able to develop a service which supported 8 major schemes per annum.

Based on Capita Symonds' own experience in this sector within our transport and infrastructure teams, consultancy fees for the service would be between [REDACTED] for the production of full transport advice and solution recommendation reports. The variation in cost is dependent on the level of specialist advice required and the size of the scheme itself. Additional markets exist for the provision of specialist reviews of transport advice reports prepared by third parties which we will also target. The variation in cost is dependent upon the level of specialist advice required and the size of the scheme itself. We have assumed the same fee level as it is the same service. It is accepted that with less familiarity it be slightly different but the fee is based on our experience elsewhere and needs to be competitive.

We will develop a commercial service team using a combination of existing transferring staff, existing Capita Symonds staff and new recruits to be capable of providing this kind of advice on two major schemes per annum in Barnet and eight outside Barnet, which we forecast will generate revenue of [REDACTED] and [REDACTED] respectively over the ten years.

We have assumed that there will be 2 schemes per annum on average over the 10 year contract period that would require this service.

This is a service and growth area over and above the existing PDA arrangements. It reflects the opportunity to provide the services to developers in Barnet that DRS do not currently provide. The schemes in the IDP are some of those to which this service relates but we will also be proactively engaging with developers to identify new sites within Barnet that are either in the council's ownership or in private ownership.

Our financial model recognises that we will have to undertake some work at risk where London Borough of Barnet is the development partner.

This business case does not relate to existing projects. The business case relates to new (currently unidentified) projects that we will identify through our investment in business development resources and drawing on our Observatory to identify future opportunities to target specific clients.

How it works

This services will operate within a clear, chargeable and performance managed Service Level Agreement arrangement. The arrangement will more accurately reflect Highway staff inputs into projects, alongside the other planning and development costs and charges which are already borne by developers. It will have wider benefits for developers such as resolving potential planning consent obstacles faster and will be deemed an added value service. The proposed unit fee for this service is [REDACTED] which is dependent upon the complexity of the scheme and the type of specialist advice required. By combining the specialist expertise that already exists within the Council's Highways Team and topping this up with the breadth of skills available from within Capita Symonds existing Transport and Infrastructure consultancy teams we will be able to offer Developers in Barnet a service of premium quality.

Making it happen

London Borough of Barnet's core Highway Traffic and Design and Transport and Regeneration service will continue to work as before during the transition period to ensure that the introduction of this initiative does not adversely affect core service delivery. However, given that Council staff already provide a significant amount of advice on major planning applications now, some of the income can be immediately generated through identifying the opportunities and marketing our services.

During transition we will begin to introduce the Barnet Highways Team to the existing specialist teams within Capita Symonds within our Regions and Infrastructure Division. Two key relationships in the development of the service will be with our Infrastructure Regeneration Teams and also our regional Transportation Planning Teams.

In terms of targeting London Boroughs, we propose to start by targeting authorities in the West London Alliance before widening the target market to the full list of 32 councils within London and the adjacent authorities in the region.

We currently work with a number of major developers including Hammersons plc and Grainger plc providing a range of specialist consultancy services. We would propose to target these Developers first as we can leverage our existing relationship to diversify the range of services provided to include transport impact advice on their London based schemes.

[REDACTED]

As well as directly introducing staff to their counterparts in other teams, we will include a senior member of the existing Barnet team in Capita Symonds' national transport forum to support the integration of the Barnet Highways Service specifically. This will highlight the skills available within transport consultancy across Capita Symonds that can be utilised by the Barnet team to support the provision of transport advice on their major applications.

In addition to this, to ensure we fully utilise the broad range of skills this Partnership will be able to offer, we will set up a dedicated joint planning and transport working group. This group will be specifically tasked with defining the combined advisory services offer for major planning applications. The members of this group will be drawn from the Council's transferring highways and planning teams, who will be joined by senior members of Capita Symonds' existing highways and planning teams in London to ensure the maximum range of specialisms are represented. Key early tasks for this group will include:

- Undertaking a review of recent major planning applications in the Borough to determine what skills were required and what the major issues were
- Looking at upcoming applications to ensure that the team has sufficient resources to cover all of the specialist areas of advice required and offer a fully inclusive service that Developers would benefit from
- Developing a skills matrix based upon the historic and likely future requirements to ensure that all areas of expertise can be covered

This group would subsequently become a peer review body to ensure that the service provided to Developers continues to meet their requirements and is of the highest quality, while constantly seeking to develop new services to improve the service further.

During the transition period we will develop marketing and business development literature to demonstrate the comprehensive skills coverage that will be on offer for Transport Impact Advice on major planning applications. This information will be made available for download through the Council's external website, as well as for issue in hard copy by post. This literature will be developed by our in-house marketing team with input from the joint planning and highways working group to ensure that it reflects what Developers in Barnet will want and need. We will assign business development resources to work with the Highways Team to identify potential clients for the service.

A lead manager within the transferring Highways Team will be identified and tasked with implementing this new initiative. The manager would also receive dedicated support in the development of a bespoke project implementation plan from Capita Symonds' Highways and Planning mentors, [REDACTED] who would also be able to provide general implementation support and advice and would be part of the joint working group.

In order to develop the service Capita Symonds will invest in training and professional development for transferring staff, as well as regular knowledge management sessions to ensure lessons learned from each application are used to develop the service further. Key areas for training and development will include business development and marketing, bidding, commercial awareness, and contract arrangements.

Benefits for Barnet

Successfully delivering this service will:

- Provide a significant additional income stream and help to move the service from enforcement to compliance
- Encourage Developers to undertake new projects in the Borough as this service will support them in achieving a positive response on their planning applications as well as quicker response times
- Provide a new way for the service to engage with customers and encourage the take up of advice
- Establish the London Borough of Barnet as a centre of excellence for the provision of transport advisory services on planning applications
- Improve the robustness and resilience of the Highways service overall as the increased income will enable the Partnership to recruit additional specialist transportation specialists to be utilised for transport advice on both major and minor applications and support the council's own growth agenda
- Provide opportunities for transferring staff to develop and diversify their skills through the provision of additional training in business development, marketing and commercial awareness
- Increase the number of new jobs as this service grows in associated areas such as transportation, traffic modelling, traffic impact assessment, road safety audit, highways design, project management and traffic engineering.

Our track record

Capita Symonds has extensive experience of undertaking preliminary and detailed design of motorways, major highways and urban road projects including all traffic and transport related services such as:

- Transport Planning
- Traffic Engineering
- Traffic Impact Assessment
- Road Safety Audit
- Signal Design and Maintenance

- Road Marking and Sign Design

We also have extensive experience of leading schemes through statutory procedures involving public inquiries including expert witness services relating to traffic and transportation.

For example, Capita Symonds acted as transport advisor on Liverpool One, a major development project which features more than 600 residential apartments, two hotels, office space, 160 new shops, 36 new buildings, a cinema, over 20 bars, restaurants and cafes, parking for over 300 cars, five acres of parkland and over 1.65 million square feet of retail space.

Capita Symonds has experience of major schemes, providing multi-disciplinary services including transport advice and environmental impact assessments for the planning application of the £1.1bn Blackwall Reach Regeneration Project, a mixed use scheme which included up to 3,000 homes.

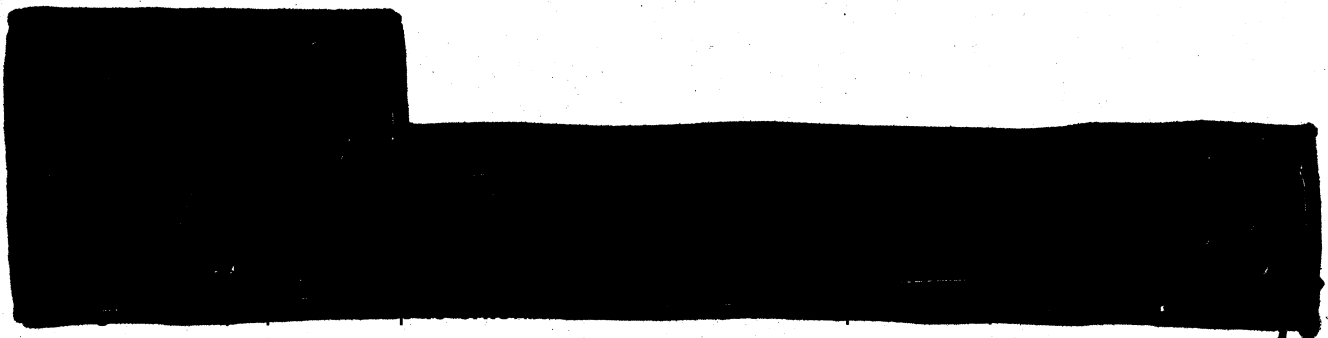
We work for both promoting clients and on design and build contracts. Our major highways projects include:

- M6 Carlisle – Guardsmill
- A14 Copdock
- Pontypridd Town centre Regeneration
- A69 Haydon Bridge
- A486 Ceredigion Link Road
- Simmons Street Diversion Project, Blackburn
- Church Village Bypass

In addition to our extensive experience in the provision of highways design services on major projects, we are also one of the leading transport advisors on major schemes and applications in the UK. We also have extensive experience of leading schemes through statutory procedures involving public inquiries including expert witness services relating to traffic and transportation.

For example, Capita Symonds acted as transport advisor on Liverpool One, a major development project which features more than 600 residential apartments, two hotels, office space, 160 new shops, 36 new buildings, a cinema, over 20 bars, restaurants and cafes, parking for over 300 cars, five acres of parkland and over 1.65 million square feet of retail space.

We have previously provided modelling and advice on major schemes such as the Lower Lea Valley Olympic Park and Blackwall Reach in London.



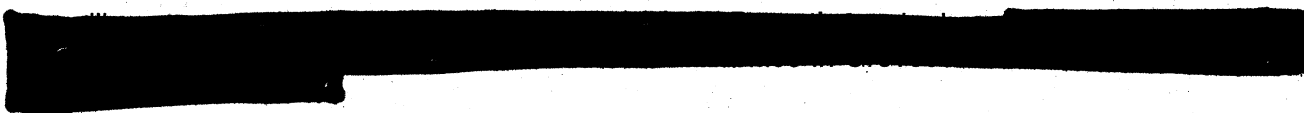


Based on our experience in delivering these services we expect to be able to employ a full time ecological specialist to carry out these surveys and deliver additional works that may follow on.

How it works The service will provide Local Authorities' Highways Services, other local authority departments and developers with expert ecological advice and support in terms of statutory surveys, management plans and mitigation measures. Many aspects of the service are highly specialist and suit an easy to use one stop shop for an integrated service. The resource would be available to work across DRS and support for example the planning service. This would provide a responsive and flexible service with someone who will develop expert knowledge of Barnet and the adjacent area. It would also help to develop longer term relationships with stakeholders including the statutory bodies responsible for environmental regulation.

The service will compete effectively with other bodies who provide similar services because of the very competitive cost base enabled by such a 'shared service' based model and through leveraging the existing specialist expertise available across Capita Symonds.

Making it happen



We have an established and extensive fully trained expert capability in [redacted] services which staff will be able to assist setting up then complement and add to the delivery resource base for the Barnet partnership service.

As well as expert technical support, we will also provide additional business development support to the partnership from the start, in particular from colleagues in [redacted]. These teams will help to establish within the partnership a range of business development techniques and expertise in bidding for work with new clients.

We will invest in the training and professional development of the Barnet CD expert team. Key areas for training and development will include business development and marketing, bidding, commercial awareness, and contract arrangements.

We will promote our capability and capacity through a range of business development techniques and our experience of bidding for work with new clients. This will provide the reassurance to new clients of the levels of expertise and experience in delivering ecology services. We will prepare a focused business development plan with targets to attract new clients representing broadly 50% of potential clients across the region. We will use our bidding and cost appreciation experience to

Benefits for Barnet

- Establish the London Borough of Barnet as a centre of excellence and a unique provider of specialist [REDACTED] services to both public and private sector clients
- Improve the robustness of service by providing employment opportunities
- Provide staff development opportunities in ecological and environmental services
- Provide a dedicated and responsive ecological service across DRS
- Provide additional income stream for the Council

Our consultancy services include:

[illegible]

Hydrology Specialist Services

The Opportunity

This initiative will generate additional income for the partnership from fees for the provision of specialist hydrology/drainage consultancy services for other clients in the London area, primarily, but also by linking into the wider Capita Symonds network of clients for such services in both the public and private sector.

These services are required by legislation and ageing drainage infrastructure and global warming issues present a long term opportunity for this service.

Although other private consultancies offer similar services to local authorities we believe the Barnet partnership service will be able to attract clients due to its competitive cost base and the quality of the expert staff from within Barnet and Capita Symonds. We will also be able to offer a fully integrated multi-disciplinary design service to clients where required.

Capita Symonds has a strong team of specialists covering all aspects of hydrological services who have been involved with the ongoing Drain London project, which is dealing with the statutory requirements for Authorities to produce Strategic Flood Risk Assessments and Surface Water Management Plans.

Working with colleagues in the Barnet partnership to support sales and delivery and to transfer skills and experience, these established Capita Symonds specialists will enable the partnership to be able to fill the skill/experience shortages in the market - our experience of working in the Drain London project indicates that there is a lack of capacity and capability within Authorities to undertake this type of statutory work.

We carry out hydrological and drainage services across our partnerships but have a number of specialists based in our office in Grovesnor Gardens, Victoria. Their main area of business is environmental impact assessment which includes drainage and hydrological consultancy. They have a growing client base for environmental impact assessment and a need for further specialists with drainage design and hydrology skills.

We will use this growth area to develop the service in Barnet. Every environmental impact assessment requires this service as do most planning applications for new developments. Based on the number of planning applications received across London and the region there is a significant market for this service and it is increasing as legislative requirements increase. We also intend to provide this service to our development partners therefore increasing the market potential.

Cost-effective design of foul and surface water drainage for development projects is a key skill area which aligns well with our expertise in Flood Risk Management and environmental impact assessment services. Our design and assessment skills encompass building drainage, adoptable sewers, storage / balancing facilities, sewerage treatment plant and sustainable urban drainage systems (SUDS) from initial assessment through to detailed design and construction. We apply these skills on commercial, industrial, residential, institutional and leisure schemes both in the UK and internationally, either for developers or Design & Build contractors.

The fees and charges for these services vary depending upon the scope required by the client. They typically range from a single one-off fee of [REDACTED] for desktop studies to [REDACTED] for a full hydrological survey and drainage design on a major development site.

We will develop the growth to employ up to 2 full time equivalents charging an average of [REDACTED] per day for the service. The [REDACTED] daily fee is competitive in the current environment and our experience suggests that a daily fee of up to [REDACTED] would still be competitive in the south.

How it worksThe new Barnet partnership hydrology consultancy services will be developed along the lines of the established services Capita Symonds has been delivering successfully as part of the Drain London project and in our other local authority partnerships.

The services will integrate design solutions to prevent or mitigate flooding risks and incorporate management of records and policies based on the provision of a managed service.

It will have the added advantage of providing the resilience and capacity to deliver specialist technical services to the core services across highways. It will also offer the potential for support with new activities such as Consenting and SUDs Approval requirements.

Making it happen

We will utilise support from our existing expert hydrology teams, including through the mentors being provided from the existing Capita Symonds business which will be integrated in to the partnership. These resources will support the local team to develop and promote an expert capability in the same way as has been successfully achieved by the existing Capita Symonds hydrology teams.

As well as expert technical support, we will also provide additional business development support to the partnership from the start, [REDACTED]

[REDACTED] These teams will help to establish within the partnership a range of business development techniques and expertise in bidding for work with new clients.

We will invest in the training and professional development of the new Barnet hydrology team. Key areas for training and development will include business development and marketing, bidding, commercial awareness, and contract arrangements.

We will use our bidding and cost appreciation experience to ensure that the price offered for specialist services is competitive and attractive to clients referencing our current database of charges and contract arrangements for clients for similar services in the UK.

These resources will assist in the preparation of a focused business development plan with detailed targets. They will also help develop marketing and business development literature to support the team's business development activities and publicise the new specialist services. Business development resources will be assigned to identify potential clients for the specialist services both internally and externally.

We will:

- Agree and establish a schedule of lead specialist service contacts
- Establish easy to use commissioning arrangements using the Capita Symonds Work Share Agreement process
- Implement workload opportunities forecasting and resource planning to inform the business case for phased local recruitment
- Provide training guidance and mentoring for staff.

We will promote our capability through a range of business development techniques and our experience bidding for work with new clients, which will provide reassurance of our expertise to new clients acquired directly or indirectly through the London Borough of Barnet base.

Benefits for Barnet

Delivering a specialist hydrology service to other clients will:

- Improve the quality of the existing highways service by adding a specialist resource to help and advise the core service delivery
- Enable us to start to grow a team of specialists based in Barnet to work with our London office
- Begin to develop a centre of excellence in LondonDevelop an additional income stream

Evidence and track record

Capita Symonds is a market leader in flood risk and water management. Our existing established teams work across the UK and deliver a full range of flood risk management services - from strategic level assessments of flood risk for regional and local government to the design and delivery of on the ground flood risk management measures.

Our services are supported by leading specialists in computational hydraulic modelling, hydrology, flood risk management, engineering management, hydrometry, integrated sustainable drainage and environment.

Examples of recent projects that we have worked on include:

Project	Client	Services	Fee Value
Woolston Riverside	Crest Nicholson	SUDS, foul & SW sewerage	[REDACTED]
Newhaven Energy Recovery Facility	Veolia Environmental Services	Foul & SW sewerage, rising main	[REDACTED]
Popley Fields	David Wilson Homes	SUDS, foul & SW sewerage	[REDACTED]
Grange Park	Devirgo Ltd	SUDS, foul & SW sewerage	[REDACTED]
Southampton Surface Water Management Plan	Southampton City Council	SUDS, SW sewerage, flood modelling	[REDACTED]

Table 2 - Recent Hydrology Service Projects

We provide these services across the UK primarily in the following offices: Belfast, Berkhamsted, Bristol, Cheadle Hulme, Colwyn Bay, Cumbria, Cwmbran, Durham, East Grinstead, London, Salford, Sefton, Southampton, Watford and York.

Our expertise enables us to fully support and inform high level and tactical decision-making for policies, plans and proposals where the natural and built environment must account for the influence of water management issues and climate change effects.

We are market leaders in the areas of:

- Emergency Planning and Exercising
- Flood Risk & Consequence Assessments
- Strategic Flood Risk Assessments
- Catchment Flood Management Plans
- Hydrology and Water Management
- Hydrometry
- Computational Hydraulic Modelling in 1, 2 or 3D
- Probabilistic Flood Management
- Hazard and Vulnerability Mapping
- Flood Mapping
- Hydro-ecology and Wetlands Hydrology
- Training

- Research and Development
- Engineering Management and Design of Mitigation and Alleviation schemes
- Asset Inspection
- Flood Risk Management
- Expert Witness
- Due Diligence
- Business Continuity advice
- Sustainable Integrated Drainage

We are a key consultant on the Environment Agency's National Strategic Flood Risk Management Framework and have produced Strategic Flood Risk Assessments and Surface Water Management Plans for numerous public sector clients through this framework.

These expert resources and this collateral will be used to support the development of the new team in the Barnet partnership as it grows a local specialist drainage and hydrology team.

6 Transformation Plan: Achieving the 'To Be' Position

The Transformation Plan includes detailed actions to ensure that the requirements of other stakeholders and service users continue to be met through the transition period and after the go-live date. The Transformation Plan focuses on the first 12 months following go-live. The project will be governed and progress measured by a proposed Transition Management Board. The following diagram outlines key transformation activities for the service and their associated timelines. Please refer to our Transformation Plan and Transition and Transformation SIP for further detail.

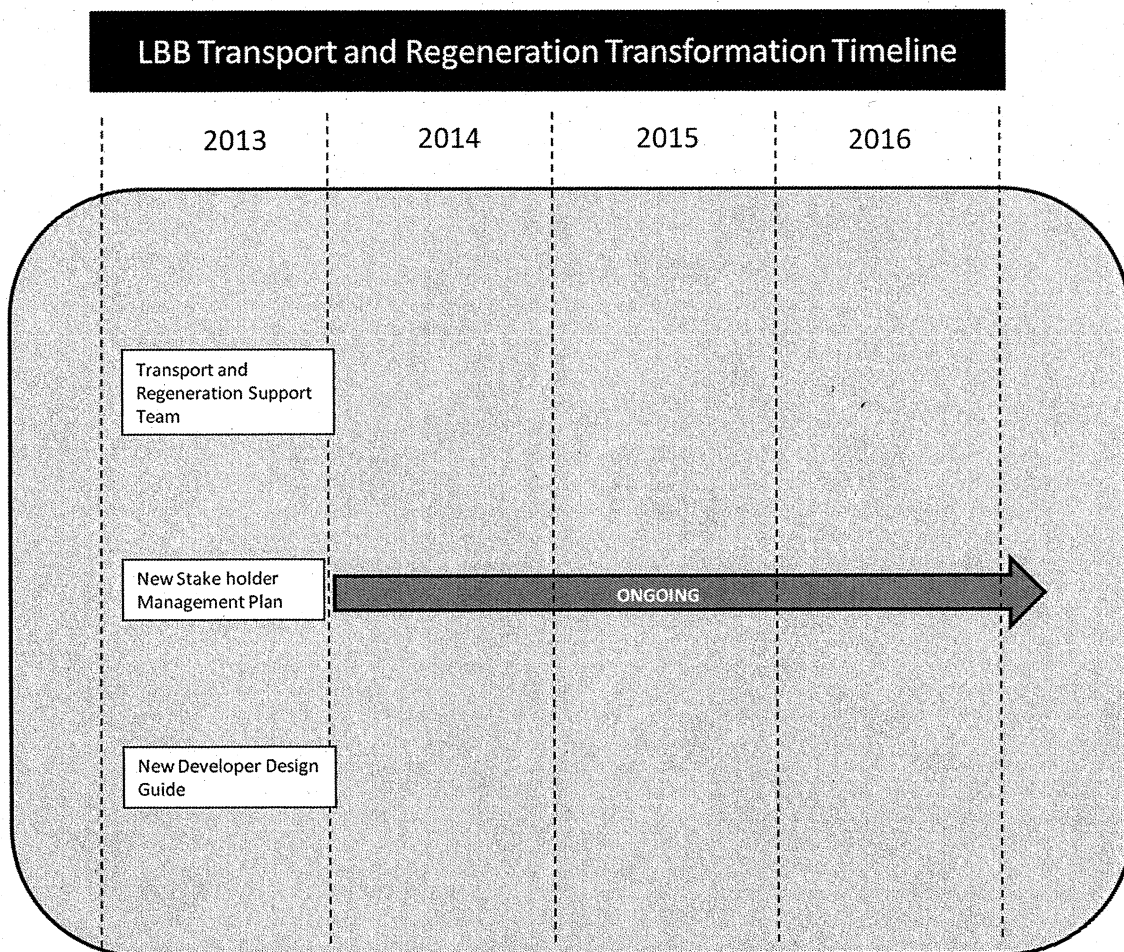


Figure 10 - Transformation Plan Timeline

Service Continuity

Within a period of transformation it is important to preserve service continuity to ensure that BAU is maintained at the same time change is being introduced. To ensure we provide service continuity within the Council whilst implementing our Transformational Change programme we will implement our Staff Care programme to support staff retention and team motivation.

We will also implement a Business Project Sponsor for each project who will represent the business within the transformation programme and ensure that what is to be delivered meets user requirements, is being delivered within a framework that allows BAU to continue, is fit for purpose and will enable the business to achieve the expected benefits

Prior to the implementation of a transformational change project, we will develop a Readiness Assessment plan. This will include the project team and the relevant business project sponsor,

agreeing a series of readiness assessment measures against which the new system/ procedures are to be judged. Against each readiness assessment, one or more acceptance criterion will be applied - these have to be met before the readiness assessment exercise can be deemed complete.

Where practical, parallel running will be used to observe the operation of the new system alongside the operation of the system it replaces. This allows fine-tuning and improvements to the operational performance of the new system, prior to the business becoming completely reliant upon it.

Capita Symonds' wide experience of business transformation and change means that we fully appreciate the need for stability of operation to be achieved rapidly and on a lasting basis. Not only will this contribute to a consistently high standard of customer service, it will also support the transition process for the transferring staff

7 Supporting Information

7.1 Benefits to be achieved and the plan for managing their achievement

The benefits to be achieved for both Transport & Regeneration and Traffic and Development are set out in our investment commitments and further discussed under quality improvements (Section 5) in this SIDP.

We consider that our growth plans for the service which establish through the period of the DRS a major highway consultancy incorporating key specialisms will provide:-

- Long term resilience for the service and the teams
- Sustainable locally based skills
- New clients who will support workload peaks and troughs

We will manage achievements through our performance management approach and overall governance structure that is set out in the overarching Partnership Approach SIP. This will encompass our commitments, KPIs, super KPIs and commercial plans.

The Transport & Regeneration Manager working with Traffic and Development and alongside Network Management play an important role in ensuring perceptions of the Authority are excellent—a key benefit.

The particular perceptions that the T&R and T&D team influence include:

- The experience that potential investors (developers) gain when dealing with the team including whether the authority is joined up;
- How traffic flows around the network (queues and congestion)
- Integrated transport facilities and assets (impact on lifestyle choices)
- Safety and air quality statistics for the Borough
- Public satisfaction

This responsibility for ensuring an excellent all round perception of Barnet ultimately supports the attraction of businesses and people to live and work in Barnet. Our focus on joined-up Highway Infrastructure service improvement and development plans (SIDPs) will achieve a number of benefits for Traffic & Development and Transport & Regeneration:

The Transport and Regeneration service will benefit from our investment in new Highway Infrastructure policy and guidance documents because the process will provide the opportunity for the service to:

- Undertake a collective new team review
- Be designed logically around the customer journey in terms of the services and information they need.
- Improve information flows between T&D and Planning facilitated by open access to IT in and out of the office

- Streamline and devolve decision making to drive efficiency by reducing duplication, minimising meetings and empowering teams and the community to focus on practical outcomes

Our targeted investment in systems and information technology will benefit Transport & Regeneration because it will facilitate our:

- Planned improvements to the public's awareness and perception of the services by providing live data on performance, planned works and the background to how and why services are delivered.
- Help residents and other customers to shape service offerings and facilitate co-working with residents and other customers to deliver outcomes by embracing the role of social media groups
- Support and facilitate the One public sector approach with cost efficiencies created through more joined up working with appropriate organisations by mapping and reviewing all key network contacts and creating connections
- Support the need for current levels of customer satisfaction to be exceeded over the term of the contract

Our investment in a clear Stakeholder Management Plan will benefit the whole DRS, including Transport & Regeneration as it will:

- Enhance customer satisfaction taking account of Equalities and particular stakeholder group needs for service
- Provide additional dedicated engagement with Members.
- Facilitate staff efficiencies that help to create capacity for growth
- Dovetail with our other SIDPs to develop new communication channels.

Our organisational changes (Partnership Approach SIP) that focus on operational and business management together with the introduction of Champions will benefit London Borough of Barnet as these changes to the way we work will:

- Underpin the change in culture needed for transition
- Integrate the Transport and Regeneration Manager more closely with Traffic & Development, Planning and Regeneration through outcome KPIs that will influence strategic decisions on new infrastructure
- Identify, incentivise and communicate business opportunities to deliver growth through our additional Business Development resources, the Innovations Board and a new Business Manager role.
- Produce robust and detailed business plans that show how commercial opportunities will be developed and implemented by making available commercial expertise and our staff development training programmes
- Provide training and mentoring in workforce development and wider horizon new opportunities for staff through our growth plans and access to wider Capita Symonds contracts
- Actively seek new funding by applying our learning and expertise/experience from other similar partnerships and Joint Ventures

7.2 Business Continuity Plan

In keeping with best practice we maintain a policy of Business Continuity Management (BCM) across all operations that is supported by an Emergency Response System, ensuring effective management of any incident affecting or having the potential to affect the day-to-day operation of the business. Our approach to Business Continuity / Disaster Recovery is to understand Barnet Council's business requirements for availability and response within differing situations, align to the existing policies and plans which have been developed and implemented within the Council and where appropriate build upon these plans to further develop suitable cost effective continuity solutions to ensure customer support and critical services can be maintained.

7.3 Analysis of Business Critical Activities – Our Approach

We have undertaken analysis of the business critical functions within DRS Services, adopting the British Standard (BS25999) approach. This approach is augmented with the many years of experience Capita Symonds has gained through developing and managing our many strategic partnerships and through provisioning multi-disciplinary services of this nature.

In summary the best practice approach we follow is:

1. Identify the activities that support each service area
2. Review the existing business continuity plans in place for each service area
3. Identify the impacts resulting from the disruption of these activities, and determine how these vary over time
4. Establish the Maximum Tolerable Period of Disruption (MTPD) for each activity by identifying
 - The maximum time period after the start of a disruption within which each activity needs to be resumed.
 - The minimum level at which each activity needs to be performed upon resumption.
 - The length of time within which normal levels of operation needs to be resumed.
5. Categorise the service activities according to their priority for recovery and identify the critical activities
6. Identify all dependencies relevant to the critical activities, including suppliers and partners
7. Set Recovery Time Objectives (RTO) for the resumption of the critical activities within their MTPD
8. Estimate the resources that each critical activity will require for resumption

When carrying out our analysis we will consider four principal areas within an emergency situation which are to:

1. Protect the Council's Community Strategy and Service improvement targets

2. Maintain or rapidly recover critical activities within each service area
3. Maintain the availability of key resources to support critical activities
4. Prevent or limit the impacts to service users, council services, partners and stakeholders

We understand that each of the Business Continuity Plans currently in place within the Council have been developed in line with these principles. Our Business Continuity Plans will align to the existing robust plans which have been developed and enhanced where appropriate.

7.4 Assumptions

1. The Transport and Regeneration service is supported by a clear specification which is very similar to Traffic and Development. Reasonable assumptions have been made on typical levels of Transport & Regeneration service activities based on historical data, cross referenced to experience from other Capita Symonds' partnerships that undertake similar services.
2. It has been assumed that those parts of the service scope which are major new regeneration development driven are funded from the development related capital fees which facilitate increased staff resources when activities increase beyond the baseline. This reflects the current approach.
3. Transport and Regeneration records are primarily paper based.

7.5 Risks

All activities carry a degree of risk and the ability to manage those risks effectively is essential to efficient and high quality service delivery. Capita Symonds has considerable experience in risk management and mitigation and we will bring in additional resources to do ensure this is carried out, in particular in the Transition phase. This is set out in the Transition and Transformation SIP and detailed plan.

The following table shows the top level risks that we will address as a priority.

Risk	Likelihood of Risk	Potential Impact of Risk	Management of Risk
Significant Change in TfL Strategy & Funding for infrastructure	Low	Reduced capital work programme Reduced infrastructure revenue programme	Effective communication with TfL team Regular LIP performance review audits Active involvement with key strategic decision making forums
Legal challenges (to development planning decisions)	Low	Additional staff time demands Financial liabilities Loss of technical reputation	Specialist team knowledge Staff training Dedicated legal/contract document support Access to commercial expertise
Loss of TfL Local Implementation Plan (LIP) funding due to poor performance	Low	Reduced capital work programme Reduced infrastructure revenue programme	Effective communication with TfL team Regular LIP performance review audits
TfL Sustainable Transport milestone KPIs not achieved	Low	Adverse publicity – KSI statistics Loss of technical reputation Loss of funding associated with targets Additional staff time to recover position London Borough of Barnet less attractive for growth & new housing Air Quality compromised	Effective communication with TfL team Regular LIP performance review audits Holistic sustainable transport and road safety programme.
Critical IT Software System failures	Low	Temporary service efficiency Data lost	IT contingency/back up plans Managed Service IT Business Continuity Plan Use of phone communications for emergencies
Staff Welfare – Health & Safety including out of hours/lone working	Low	Staff injuries	Effective health & safety plans incorporating task specific risk assessments Lone worker system
Service Reputation (adverse public relations)	Low	Adverse media attention Additional staff time	Effective Communication Plan Dedicated Member Liaison Officer Staff training

Risk	Likelihood of Risk	Potential Impact of Risk	Management of Risk
New Highway Infrastructure – design/quality issues	Low	Long term maintenance liabilities	Ensure team skills & experience Ensure additional specialist support capacity & mentoring Best practice set out in Developer Design Guide Access to IT design software
Records not maintained (PROW, maintainable highways, future planned schemes)	Low	Lost investment Service inefficiency Legal liabilities arising from provision of incorrect data PROW challenges	Practical systems for management of key records Use of mobile technology Performance management and data audit
Significant reductions in volumes of planning applications	Low	Reduced income	Service costs based on historical levels Monitoring and cost adjustments Review of charges
Income Collection – bad debt	Low	Reduced income	Effective communication of charges Pre-invoice agreements Effective bad debt recovery procedures including legal action when necessary
Staff motivation and retention (including sickness absence levels)	Low	Service efficiency compromised	Effective HR and line management strategy Effective staff PDRs and training and development
New IT improvements not implemented	Low	Process improvements would not proceed Consistent meeting of KPIs more difficult Customer unable to self help Mobile working not possible Increased capacity reduced	Early dialogue with provider and identification of a delivery programme with dependencies and critical success factors mapped out Managed Service approach to achieve control Effective staff engagement and training programme
Change process impacts on existing customers and stakeholders	Low	Customer enquiry response times not met Customer dissatisfaction	Effective mobilization plan based on continuity

Table 3 - Risk Management

8 SUMMARY

We have worked very closely with service lead for Transport & Regeneration over the last eighteen months to bring forward a number of innovative and exciting investment proposals. These investments will help move Barnet Council's T&R service to being one of the market leaders in London to being the market leader in London and the South.

We are ambitious for the service to succeed in both growth and quality of service provision. Our commitments to staff development, deepening and increasing professional competence, will help us fulfil this.

As a consequence we will not only be delivering excellent services to Barnet residents and businesses but we will be developing and growing the service to bring jobs, opportunities and a growing reputation for innovation and excellence to the Borough.



Service Improvement Delivery Plan**Service:** Highway Network Management**Date:** December 2012

1 Introduction and Overview

1.1 Services in scope

This Service Improvement Delivery Plan relates to all services in scope for the Highways Network Management Service as documented in the baseline specification. The scope of these services includes:

- Implementation of carriageway resurfacing schemes
- Implementation of footway relay schemes
- Implementation of highway improvements schemes
- Signs, Lines, Street Furniture and Width Restriction Maintenance
- Weed Spray operations management
- Highway Safety Inspections
- Emergency and Reactive Response
- Highway Enforcement
- Highway Obstructions
- Insurance Claims
- Insurance claim investigation
- Health & Safety Regulations Compliance
- Temporary Road Closures
- Financial Management
- NRSWA Management including operation of the London Permitting scheme
- Network Management
- Highway Asset Management
- Commissioning Annual Highway Condition Assessment

- Issuing of Highway Licences
- Vehicle Crossovers - The assessment of crossover applications and the construction of vehicle crossovers on the public highway on a rechargeable basis.
- Drainage -The provision of a highway drainage service covering all highway drainage assets and carrying out the functions of a LLFA.
- Drainage – manage the APC service (provided by JC Decaux)
- Winter Gritting- The provision of Winter Maintenance service to ensure, so far as is reasonable, the safe passage along a highway is not endangered by snow or ice.
- Bridges -The management, maintenance and, where appropriate, the improvements of the Council's Bridges/Structures.
- Term Contracts Management- The management, extension and renewal of the term contracts that are currently in place or any replacement contracts entered into by the new Partner in order to deliver all works in scope of the existing highways maintenance contracts.

1.2 Vision

1.2.1 Overarching Vision

Our overarching vision for the DRS is of an operation recognised nationally as the exemplar for a local authority service maximising the financial, economic and social benefits of regeneration for its communities whilst delivering excellent, compliant services which are valued and acknowledged by its customers as comparable with the best organisations, in any sector, in the UK.

Our ambitious growth plans for the JV Co include plans to develop the capability to offer DRS services and support for other authorities, by leveraging the modernised and enhanced JV Co service delivery platform created through our Investment and Development Programme (including additional capacity, new and enhanced technology, enhanced skills and best practice processes).

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

To achieve this we will enable proactive engagement with users of the DRS to ensure that service delivery is tailored to their needs and easy for them to access at their convenience. We will also provide the resources and processes to enable proactive engagement with other organisations from the public, voluntary and private sectors to join-up services providing customer-centric delivery and maximising effectiveness driving Place-shaping and regeneration objectives.

In the future, Barnet's DRS will be nationally recognised as a business-led and truly customer-focussed organisation which provides excellent, cost effective services which are responsive and flexible. As a result, the services will be in demand from local authorities and other customers - the Barnet DRS partnership will be seen as the leading public-private shared service hub in the UK, helping councils across London, the South and nationally to maintain excellent services whilst realising savings, allowing them to overcome the challenges of austerity and reducing budgets.

Delivering the Overarching Vision

Investment for efficiency, quality and growth

As Barnet's trusted DRS partner, we will deliver a step change in the capacity and capability of the services through a concerted Investment and Development Programme (IDP) which will enable more integrated working, an increased focus on outcomes and increased efficiency and customer responsiveness. This enhanced capability, combined with investment in increased capacity will provide the platform for growth in the services, providing the return on the investment in the services. The IDP is focused on the following key areas:

- Adding commercial skills and acumen to the services to enable growth
- Developing existing staff and managers with new skills to maximise flexibility
- Investing in new ICT to enhance customer service and maximise efficiency
- Investing in additional capacity to optimise service quality and enable growth
- Introducing best practice to improve productivity for further savings and capacity

We recognise that the transferring services are already lean and efficient so the Council's financial objectives cannot be delivered from productivity efficiencies alone. Therefore, our investment in services will also develop a platform for growth, the income from which will provide for the recovery of the investment and profit to deliver net financial benefits to the Council. This 'viability circle' approach is illustrated below.

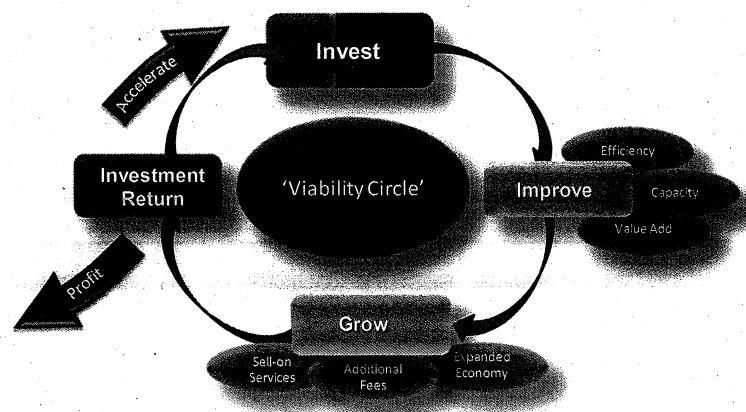


Figure 1 - Viability Circle

The 'Viability Circle' approach is based on growth providing the return on early investment

Increasing efficiency

Efficiency

- **Productivity improvement:** investment in new and upgraded ICT and the introduction of more flexible working (including mobile working and training to introduce cross-skilling, enabling staff to work across a wider range of activities, improving resource utilisation across work-loads)
- **Reduced external spend on third party consultants:** through training existing staff (especially those with released capacity as a result of productivity improvements) to take on this work internally and providing more cost effective access to wider Capita Symonds specialist resources, when required, at more competitive Partnership rates.

Increased Capacity

Capacity

- **Investment in capacity for growth:** bringing our established business development capability (and additional resources) to the partnership to develop products and collateral; and providing commercial and business development training for staff to fully exploit the significant growth opportunities we have identified
- **Capacity for enhanced and new value-add services:** providing additional resources to enable more proactive delivery of value-add services, such as 'end to end' support service to start up business - dealing with all their regulatory needs as a 'one-stop-shop' and to proactively promote regeneration and economic development activity
- **Additional capacity from wider Capita Symonds through the use of the 'MOB' system:** providing access to additional resources from wider Capita Symonds as required to deal with any specific peaks in workload through the use of the Capita Symonds Management of Business (MOB) process, which forward forecasts workload across all major partnerships to identify where pinch-points are due to arise in some operations whilst spare capacity exists in others allowing 'load balancing' of work and resources

Value Add Initiatives

Value Add

Implementing more than 100 specific 'value add' best practice initiatives, both cross-cutting and service specific, to help enhance service delivery for the Council and strengthen our commercial offer to the market place.

Service Delivery Model

We will establish a robust Service Delivery Model which enables certainty of delivery and performance, flexibility (commercial and operational), with investment in ICT and capacity to deliver enhanced customer service, improved efficiency and support realisation of wider outcomes. The key features of the model are shown in the following diagram:

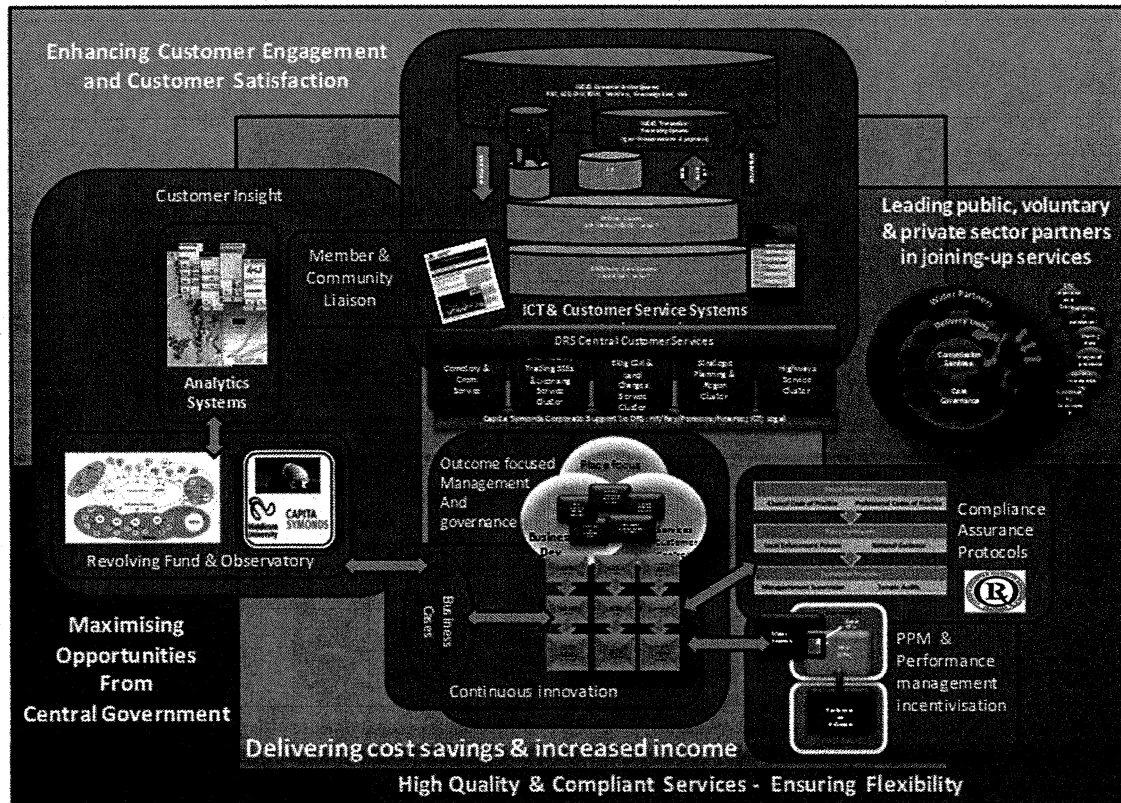


Figure 2 - Service Delivery Model

Enhanced Customer Service

- **Dedicated DRS customer service team and systems:** we will create a consolidated team to focus on providing excellent customer service, equipped with new and enhanced customer service systems (integrated to the Council's corporate customer service function). The team will receive specialist training in customer service delivery and to enable them to provide a high-level of first touch resolution across all DRS service areas. We are also introducing a new, senior director to focus on driving customer service excellence.
- **Dedicated Member support team:** we are implementing a Member Liaison Service with dedicated full time Member Liaison personnel to act as a 'single point of contact to DRS for Members to answer their enquiries promptly and to proactively keep them informed, including the preparation of reports and briefings to Members for decision
- **Analytics function to enhance engagement with service users and tailoring of services to their needs and priorities:** to enhance the engagement with and acknowledged relevance and value of DRS to the users of the services we will provide an Insight capability and system to record and analyse customer engagement, including Community Liaison officers to increase the amount and reactivity of engagement and in new ICT to make services more accessible and enable users to contribute ideas for the redesign of service provision
- **'One-stop-shop' business support function:** through cross-skilling and the provision of enhanced ICT and mobile technology we will provide an enhanced 'one-stop shop' business support services to help local businesses thrive in the borough

Delivering High Quality Compliant Services

- **Additional capacity and expertise, including a 'virtual team' within the wider Capita Symonds business:** we are investing in additional expert resources and skills to increase the capacity and capability of the DRS to deliver the Council's objectives, including a 'virtual support team' from within the wider Capita Symonds' organisation, comprising named specialists who will be available to provide top-up or ad-hoc specialist support from the same pool of experts, ensuring continuity of knowledge.

Ensuring Flexibility to respond to change and ensure alignment with strategic objectives

- **Collaborative and robust governance framework:** we will operate a governance framework, based on 3 boards, to ensure the partnership remains flexible to change and aligned with evolving priorities over time without additional cost to the Council and without the need for constant recourse to contract. This will enable us to fulfil and demonstrate delivery of our guarantee that the majority of requests for change will be effectively managed without the need for recourse to the contract for formal contract change control and to guarantee that any change implemented will not result in the Council incurring any additional cost or other negative impact which exceeds that which would have been incurred if the DRS had remained in-house

Leading public, voluntary and private sector partners in joining up services

- **Additional resources to drive coordination and contractual arrangements to transfer responsibility for delivering outcomes ('Super KPI's'):** we are providing additional resources to enable the DRS to take a leadership role in coordinating partners from across the public, voluntary and private sector to drive the realisation of priority strategic objectives and outcomes. This leadership will include bringing together and coordinating the resources and activities of key stakeholders, including other Barnet Council Delivery Units, the NSCSO, Barnet Homes and the other key stakeholders identified in the 'DRS Key Stakeholder Map' (see Partnership Approach SIP). Through the contract price performance mechanism, using 'Super KPIs', we will take direct responsibility for realising a number of these objectives and for providing a significant contribution to others

Maximising opportunities from Central Government

- **Dedicated, specialist bidding team:** we are providing additional resources with specialist skills to increase the success in winning available Central Government funding (in terms of the 'hit rate' of applications made leading to award of funding)
- **Analytics and Barnet Observatory:** we are developing an economic observatory function with Middlesex University to 'horizon scan for opportunities' and provide data and insight to contribute to more robust business and benefits cases to support applications for funding.
- **Revolving Fund:** we will establish a 'Barnet Revolving Fund' process to increase the impact of available funding in terms of supporting regeneration and unblocking economic growth, as well as supporting the process for maximising New Homes Bonus, NNDR and CIL funding, including access as required to specialist finance and funding experts and tool-kits from Navigant.

1.2.2 Service Specific Vision

Our vision for the Highways Network Management service is that it will be a service that is recognised nationally for its excellence in customer services where perceptions of the service for all road users, residents and visitors alike are in the upper quartile for all highways authorities. Where service users are listened to and their individual needs addressed. Our vision for the highways asset is that all stakeholders, including residents and members, recognise that the footways and highways are maintained to a high standard and they receive excellent value for money for the service.

We expect Barnet's approach to be recognised by peer professionals as innovative and at the forefront of best practice both in terms of strategy and operational delivery. This is a key part of our plan for growth.

We will deliver a modern customer facing service through investment in technology and systems to enhance the customer experience.

1.3 Link to London Borough of Barnet Strategic Objectives

1.3.1 One Barnet Objectives

People and Place Objectives

Capturing financial, economic and social benefits of major regeneration projects and return to Borough

We are committed to significantly improve strategic decision making through new governance arrangements linking Highways Network Management with Strategic Planning /Regeneration/Development Management. This will ensure an important voice for important long term Highway Network Management asset management considerations in all new infrastructure.

We will maintain key stakeholder relationships with Transport for London (TfL) and put in place additional capacity through Capita Symonds Highways Network Management virtual team to support current resources and deal with peaks and troughs to pursue new opportunities. We will provide specialist Legal/Commercial support for the Highway Service [set out in Commercial Development Plan (CDP)] to help negotiate favourable contracts and optimise the financial benefits for London Borough of Barnet. We are committed to use multi-disciplinary teams who will help

shape schemes which support social regeneration through communities and London Borough of Barnet town centres.

High and measured customer satisfaction

We are committed to delivering better core Highway Network Management IT systems which are mobile enabled and which will improve the management of customer enquiry and resolution information. This investment will help make operation of the service easy to use for officers and customers alike. The improved functionality to the [REDACTED] computerised Maintenance Management System will implement electronic works orders which will improve average response times for repairs. The improved on-line web services will allow customers to increase the amount of 'self-help' services such as applying for licences, checking the progress status of their enquiry and accessing information on services generally.

We are committed to important investment in the key interface with the NSCSO and a properly trained DRS customer team will drive improved customer service. Customer service and engagement will also be improved through our initiative to provide additional support to Members and lead officers through Member Liaison Officers (4 in number) which will strengthen the DRS focus on engagement with members and address some of the current time demand pressures on officers

We are committed to a key initiative to produce a Stakeholder Management Plan (SMP). We will undertake a comprehensive review of all London Borough of Barnet stakeholders and their particular needs for service and communication which will help to drive improved customer satisfaction. The SMP will enable the service to respond to ever changing customer needs by engaging with residents and other stakeholders to help shape services. Our Knowledge Management initiative, the Barnet Observatory, will provide forward analysis of customer needs and service trends which will help shape the Network Management Service

Compliant, high quality service delivery

We are committed to Investment in training programmes that are included in our HR strategy and commitments and include 5 days training for each member of Highways

Services joined up with other public, private and third sector organisations

We are committed to undertake a 'new start' Stakeholder Management Plan (SMP) which will identify and manage all London Borough of Barnet stakeholder interfaces in a controlled environment, including those internal to London Borough of Barnet. We are committed to maintain Highway Network Management key communication channels through key community fora such as the Area Fora.

Continuous and innovative improvement in service delivery

We are committed to a major investment in the [REDACTED] maintenance management systems which will facilitate a near paperless and mobile working system for the Highway Network Management (HNM) team. This investment in mobile working technology [REDACTED] as set out in detail in the ICT SIP will enable the HNM team to be more efficient and will reduce the amount of administrative tasks. The system will provide real-time access to inspection data, customer care enquiries, framework contract Schedules of Rates and emails.

We are committed to implement the New Innovations Board process which will support and bring forward innovative improvements. We will make an initial investment in lean process review as part of our investment in new technology.

We are committed to invest in a fundamental review of the London Borough of Barnet network operational hierarchy which will enable optimisation of service delivery and better use of inspection and repair response resources.

We will undertake the production of a comprehensive Network Management Plan which will be the tool for the Traffic Manager to deliver joined up network performance indicators, including short and long term congestion management measures.

We will also invest in the production of a new Developer Design Guide which will help HNM to implement best practice and Asset Management Life Cycle planning requirements for all new adopted highway infrastructure. This will address the need for long term maintenance costs to be a material consideration at the design stage for new roads and footways.

We will make improvements to electronic document and record management systems which will help with long term knowledge management and service continuity, including succession planning and staff training and development. Our engagement with customers through the process of implementing the Stakeholder Management Plan will help develop innovative customer focussed services that include developing solutions to help people to help themselves and allow customer co-working solutions. This will assist with long term capacity management.

Effective consultation and engagement

We are investing in the production of a Stakeholder Management Plan to re-engage with all stakeholders and develop appropriate and relevant communication plans to understand their specific service needs. We will invest in four Member Liaison Officers to support the managers and staff in working with Members and we will further invest in Community Liaison Officers to work within the community to help understand their individual needs.

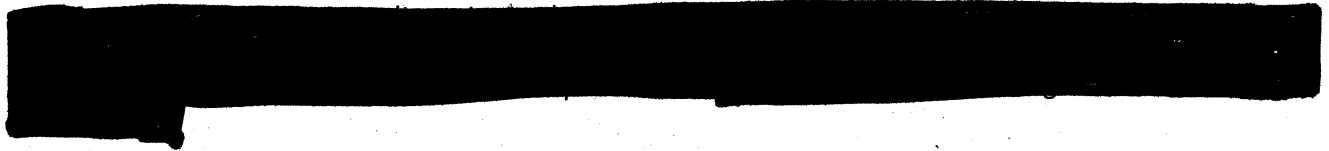
We are committed to make key improvement to Information Technology on-line services and web functionality to connect with and understand London Borough of Barnet customers.

Maximise opportunities from central government for the benefit of the Borough

We are committed to maintain focus on involvement and participation in key Transport for London TfL groups that are influential in obtaining funding for the London Borough of Barnet network. We will make available additional resources and expertise to support the preparation of bids and grant applications within deadlines.

2 Commitments

The key commitments we are making that will support and improve the Highway Network Management service are:-



- Implementation of the [redacted] system to support the management of GIS system data
- The introduction of the [redacted] mobile working solution
- Investment in the NSCSO customer care interface so that it is fully integrated with the Highways [redacted] IT investments in order to establish the platform for live information management and reduced administration.
- A dedicated DRS Customer Care team
- The implementation of the Capita Symonds's best practice 'Asset Protection Initiative' Streetworks management approach, including investigatory coring of utility reinstatements in conjunction with mobile working technology
- Investment in the production of a number of key plan/policy documents including the Highways Asset Management Plan, the Network Management Plan, the Operational Network Hierarchy Plan, Stakeholder Management Plan and the Developer Design Guide
- The integration of the DRS Partnership with Capita Symonds in-house Best Practice boards across other partnerships
- Investment in 5 days training and development for each member of the Highway Network Management team together with additional training for highway service managers in commercial awareness, business development and financial skills to help commercialise the services
- The implementation of Lean best practice systems and processes
- Investment in Member and Community Liaison Officers to assist officers with workload and customer communications and help improve customer perceptions and satisfaction levels for the highway service.

Schedule 36 Service Provider Commitments contains our comprehensive list of DRS commitments.

3 Day One Service Delivery Proposals

We will have regard to all the listed service requirements set out in the Highway Network Management Output Specification and specific measures will be taken to continue to deliver the specification as set out below. (All references for service areas and functions are linked to the Highway Network Management Baseline Output Specifications and the Network Management organisational groupings).

How the Services will be delivered

To ensure that service continuity is maintained we will not be carrying out any significant organisational changes prior to go-live as we recognise that staff inclusion is key to the change process. This principle will also be applied to the current technical administrative support that the Highway Network Management relies upon. We are investing in the highways maintenance and management systems as detailed in our ICT SIP to enhance these services. The new systems and approach to managing them will be in place on Day1.

We will deliver the core services with the existing HNM service delivery team.

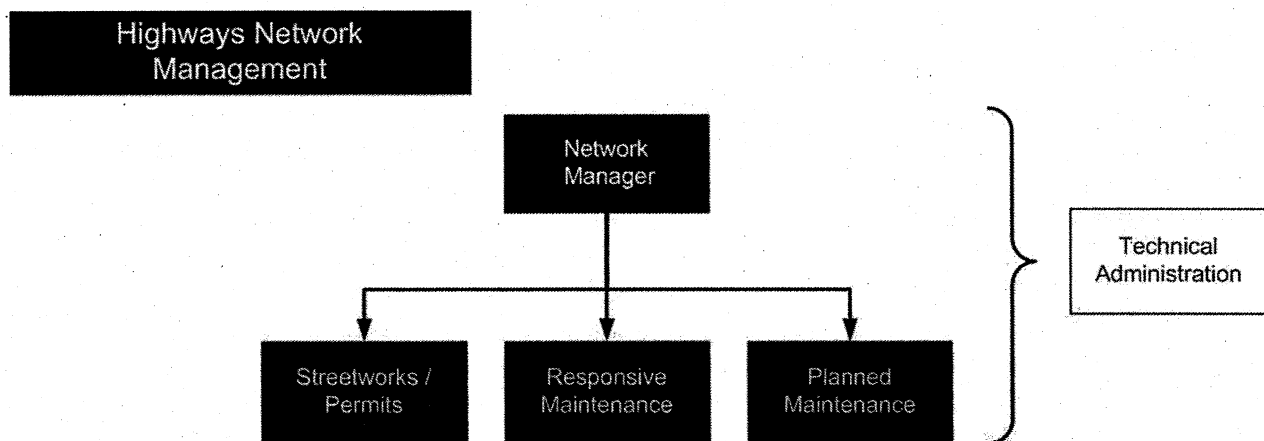


Figure 3 - HNM Transition Team

Staffing Arrangements

The current Network Management team is resourced and experienced to deliver all aspects of the service Output Specification on Day1. There are established systems and custom and practice in terms of how the service is delivered operationally and performance measures in place to monitor performance which we will retain and continue to operate.

We recognise the importance of a smooth transfer of employees and maintaining the service to the Council without disruption. Therefore on transfer we plan to maintain the existing organisational structure (subject to the inclusion of additional senior management roles as described in the Partnership Approach SIP), and this 'no change' approach on Day1 will apply to the Highway Network Management structure.

The Traffic Manager role will sit within the DRS in the HNM Service

The Capita Symonds monthly Management of Business (MOB) process, which looks each month at rolling forward forecast of workload across all of our partnerships, will also allow 'workload balancing' of peaks and troughs across a much broader resource pool than that of any one single partnership, allowing additional resources to be deployed within the existing cost envelope where required.

During transition Capita Symonds will supply additional capacity and service leads, as detailed in our Partnership Approach SIP, through access to operational skills and knowledge gained from our long term partnerships undertaken with other local authority clients. This will, in particular, bring extensive resource planning skills to the contract which we know will be particularly important during transition when service continuity is critical. Detailed tasks are set out in our SIPs for ICT, HR Pensions & OD and Transition & Transformation.

On Day1 the Highway Network Management services will be supported by a comprehensive team of additional resources from within Capita Symonds from transition (minus 3 months) and into transformation. The support team will include Capita Symonds' mentors who will be tasked with helping the manager and his staff throughout the Transition Period to ensure that on Day1 at 'go-live' all transition activities have been fully implemented.

Our Mentors will facilitate a two-way exchange of information and provide support to help the manager in areas such as:

- Implementing the requirements of the new Output Specifications
- Helping to ensure that data for service KPIs is being captured and monitored
- Developing Service Delivery Plans
- Identifying and understanding the highways budget and spend profile (London Borough of Barnet to Service Lead)
- Understanding Capita Symonds' approach to the commercial aspects of managing businesses
- Capita Symonds' Business Management Systems
- Identifying new training and development needs
- Communicating with the teams and other stakeholders
- Helping to manage change in the business
- Developing action plans to understand and implement the service improvement activities defined in the Transformation Plan
- Providing expertise and capacity for preparing bids and applications for external funding
- Providing expertise for the re-procurement of the works contracts
- Providing Specialist Asset Management/Network Management support resources

We will manage any potential capacity issues by the direct and quick utilisation of Network Management/Asset Management professionals and technical staff from within Capita Symonds.

3.1 Delivery of the HNM Output Specification

We have highlighted below our commitments to deliver the Highway Network Management (HNM) Output Specification covering specific staffing, management and organisation details for the Highway Network Management Service for four HNM grouped activities covering:

1. **Planned Maintenance** - Highway Asset Management Plan & Planned Programmes (including budgets, condition assessments, policies & strategies)
2. **Highway Safety Inspections & Enforcement** including vehicular crossings
3. **Streetworks/Permits** (London Permit Scheme)
4. **Reactive/Cyclic Maintenance** (including Drainage , Highway Structures, Winter Maintenance)

3.1.1 Planned Maintenance

Highway Asset Management Plan (HAMP)

On Day1 the Network Manager will be responsible for the Highway Asset Management Plan (HAMP) which is the fundamental plan that encapsulates how we will strategically approach highway asset management for London Borough of Barnet in the long term. A formal HAMP document does not exist at present and our 'to-be' proposals are to initiate the development of a HAMP during the Transition period.

We will implement our commitment to produce an London Borough of Barnet HAMP working with the Highway Network Manager and using additional specialist support resources from across the CS Asset Management Virtual Team.

The Plan will be produced to accord with any specific aspects of London legislation and prevalent realistic budgets.

We have assumed levels of funding to deliver the HAMP will be that as of 2012/2013 for both revenue (dependent on service incomes) and Transport for London LIP funding. We have assumed all funding types including any capital funds provided by the Council. We have not assumed any increases or decreases in 2013/2014 financial year.

We will continue to advise the Council on HAMP funding requirements and lobby for improved funding for Highways. We will bring forward opportunities for invest to save projects through the new Innovations Board.

Highway Legislative Requirements

We have accepted the services in scope as detailed in the Output Specifications, and that the scope of the services is shaped by legislative requirements. We will deliver the services in accordance with London specific legislation such as The Mayor's Transport Strategy, the London Permit Scheme, various London Local Authority Acts and the Greater London Authority Act 1999, notwithstanding that the majority of Highway Legislation applies UK wide such as the primary Highways Act, Road Traffic and Road Traffic Regulation Acts and also Code of Practice guidance documents.

These requirements are reflected in existing operational procedures undertaken by the current teams, the Output Specifications and performance monitoring requirements. We will continue with

these procedures whilst at the same time introducing our investments and delivering our commitments

Highway Asset Management System [REDACTED]

On Day1 we will maintain the continuity of the [REDACTED] Maintenance Management System that the Highway Network Management team use to manage highway inspections and Streetworks.

This system is fundamental to the day to day management of the network and we will implement a significant group of IT commitments to improve the system.

We will implement detailed ICT plans that will ensure that current software modules such as Public Enquiry Manager (management of customer enquiries) that are 'dormant', are activated and available for use by the Highway Network Team. We will also implement the necessary latest software version upgrades to address speed and system reliability issues.

We will also implement key functionality within the [REDACTED] software to allow electronic work-ticket instructions that are fully integrated with the inspection data and eventually with the framework contractor. This in conjunction with the [REDACTED] Contractor and Financial interface modules, and importantly our associated [REDACTED] mobile data system, will accelerate the system forward to a live data paperless system.

We will introduce a Systems Administrator to implement and support these initiatives.

Overall Budget Management

On Day1 the Highway Network Management service will continue to use existing financial management systems which will be developed into the Capita Symonds monthly MOB process.

We will establish through our management organizational structures clear financial management responsibility with the Business Manager

Technical Condition Surveys

On Day1 we will continue with current arrangements to commission annual condition surveys of the highway network using available Asset Management LIP funding.

This process is an important part of the delivery of the Highway Asset Management Plan (HAMP) and the Whole of Government requirement for financial asset valuation of the highway infrastructure. The condition data is required to monitor performance in respect of Highway Asset Management National Indicator Standards NI 168 and 169.

The raw data for both carriageways and footways will be analysed by using deterioration modelling techniques within specialist software systems to identify treatment options and options appraisals. We will draw upon our 'Network Recovery' and Pavement Management System (PMS) experience in the UrbanVision Partnership to apply resources and support to this very important process.

We will use this condition data alongside other network information to compile the annual/forward planned maintenance programme.

We will review the current scope and quality of network asset inventory data and devise a long term plan to address the collection of appropriate asset inventory data.

Planned Maintenance Programme

On Day1 we will maintain business continuity in respect of using annual condition assessment information from the Technical Condition Surveys to produce a programme of planned works.

We will ensure that the programme is produced at the appropriate lead-in time to ensure delivery 'on the ground' of carriageway and footway schemes. This will equally apply to the programme of works based on the Local Implementation Plan or any other externally funded schemes.

We will afford due regard to prior notification requirements to Transport for London (TfL) and other adjacent authorities, as required under Section 301A of the Highways Act 1980 where schemes or works are likely to affect traffic operations on the TfL Road Network or the Strategic Road Network (SRN).

We will, in formulating a practical programme, ensure all appropriate consultation is undertaken including with local members.

We will commission the works with our Design Teams and initiative any necessary Traffic Regulation Order procedures and road occupation permits to ensure Streetworks parity requirements are met.

The annual/forward planned maintenance programme is a key part of the Highway Asset Management Plan (HAMP). We do not expect to deviate from current proven procedures in delivering the programme which is driven by the Local Implementation Plan strategies; Pavement Management System condition information and the needs-based maintenance requirements generally. We do see the forward programme as both a key part of our Network Recovery approach, and also directly linked to strategic network infrastructure to assist economic growth and development. In this respect we expect that our revised management governance will draw such processes together to establish a clear overall infrastructure plan. This plan will also be informed by our data analysis investments set out in the Barnet Observatory.

We appreciate that compiling and gaining approval for such programmes requires a range of communication with key stakeholders, not least the London Borough of Barnet Members and Transport for London. It also requires effective internal communications and forward planning in terms of consultation, permit applications and preparation of traffic regulation orders and the like.

The forward programme is dictated by capital funding availability. We will provide resources to ensure that all funding bid opportunities are progressed and that a good success rate is achieved in securing project funding.

We will take a strategic approach to wider initiatives and focus in respect of Section 106 agreements and the Community Infrastructure Levy to maximize funding. We will ascertain where other authorities have made successful project bids, such as wider area bids, and factor this into our forward programming. We will seek to maximise S278 contributions and in general through our Developer Design Guide manage long term maintenance costs through the initial design process.

We will deliver the core outputs with the existing resources.

We appreciate that London Borough of Barnet currently use agency staff to supplement the core service delivery and particularly, for example, when additional funding is granted through LIP. We will continue to resource the services to deliver the work currently carried out by the agency staff, delivering these services using in-house resources where capacity permits and allowing the core services to be delivered in accordance with the specification and KPIs. We recognise the local knowledge and understanding that many of the agency staff will have gained over time working for Barnet and would look to retain that knowledge. We will also look to offer permanent appointments to agency staff to retain them within the highways teams as we grow the services.

Term Maintenance Contracts

On Day1 the existing term maintenance frameworks used by the Highway Network Management Service will continue unchanged. The contracts expire in March 2014. However, we will review the existing contracts and begin to design a new procurement approach to bring greater value for money and better outcome such as local job creation and apprenticeships.

In Section 5 we describe our plans going forward to look for new opportunities in the term maintenance contracts that will be procured to commence in 2014. During Dialogue we have confirmed that in any such new framework agreements it is not our intention to take a profit i.e. add a % to the tendered rates charged to London Borough of Barnet.

The Network Management Team will maintain a detailed contract monitoring regime to ensure compliance with contract conditions. We will particularly focus on response times, submission of Streetworks Permits, quality of repairs and customer care.

Area Forums/Ward Walks

The Highway Network Management team will continue to be an active part of the London Borough of Barnet Area Forum and Ward Walk initiatives. We will attend the forums and help to address matters of concern or ideas for service improvement raised through these particular communication channels.

We will implement a number of important commitments to help with customer engagement, customer care and the provision of relevant information to all the London Borough of Barnet Stakeholders so that our services remain relevant and focused on customer needs.

We are committed to developing a London Borough of Barnet Stakeholder Management Plan and this will incorporate a review of all such customer and communication interfaces. This approach will improve the time efficiency of our methods of dealing with customer requests.

Cabinet Member Support (and Elected Members)

We will ensure that the London Borough of Barnet Cabinet Member for Highways, all Local Members and London Borough of Barnet senior officers will be assisted by a number of supporting initiatives to help maintain relationships and manage workload efficiency.

The key features of the Member Liaison Service are:

- a dedicated single point of contact for Members to discuss any issues
- all Member queries logged and managed to ensure a full response within deadlines
- statistics provided on a monthly basis
- provision of monthly Members Information packs covering all key service activity
- provision of Member awareness training for all staff including
- the role of councillors
- the level of response required
- the processes for managing and monitoring member queries

The Member Liaison Service will provide additional resource dedicated to supporting and proactively providing information to Members and, under the direction of Members, to Community representatives, providing:

- formal opportunities for review and comment on Partnership performance and also help to Members and community groups with queries relating to the Partnership's Services
- a dedicated, single point of contact for each Town Centre area, who will, working to the lead of Members, attend Community meetings to collect neighbourhood issues and concerns
- ongoing records of every Member and community query raised, ensuring a response within an agreed timescale is provided
- a dedicated Member Liaison database to maintain and track all queries raised with monthly performance reports being provided to Council Members
- regular information packs to increase the wider knowledge and understanding of the scope and achievements of the Services and the Partnership amongst Members and community groups

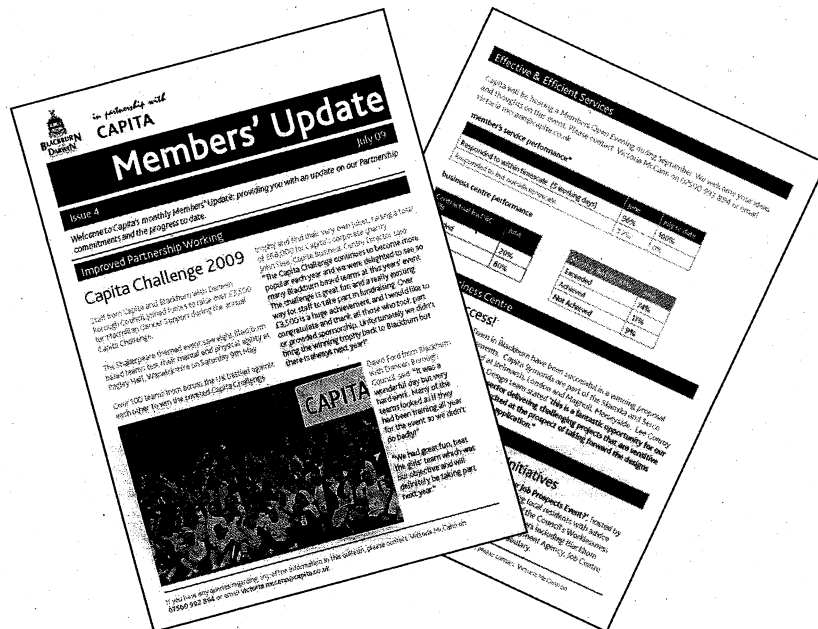


Figure 4 - Example Members' Update

Monthly Member/Community communications/packs could include:

- 'Programmed Highways Works Leaflet' - details of programmed highways works in each area
- 'Reactive Highways Maintenance Leaflet' - details of defects and potholes repaired in area
- 'Decisions Made on Planning Applications leaflet' - details of decisions made on all planning applications submitted in area
- 'Delivering For You Report' - containing 'good news stories' and showcasing what each service is specifically delivering in each area
- 'Members Newsletter' - containing details of the added value provided by the services and the Partnership
- 'Regeneration Focus Report' (quarterly) – highlighting progress on key and current regeneration initiatives
- Twitter updates – regular updates communicated via a Partnership Twitter page targeted at local residents, local businesses and the local media (including, for example, tweets providing updates on road works, status of projects, properties and 'good news stories')

In addition to training staff to be aware of the role of Members, we have made provision to give Members the opportunity to receive 'training' and to ask detailed questions about a particular area of service giving them the knowledge they need to help answer queries from their constituents (e.g. Road Resurfacing Demonstration, Pot Hole Repair Demonstration, Land Ownership Issues, seminars etc.)

We have also identified a key role of the Community Liaison Officer (set out within the Customer Service and Engagement SIP). Their role will be to proactively engage with citizens and local businesses through regular community surgeries to facilitate and encourage their input to how DRS services should be designed and delivered and to gather feedback, information and data to allow the DRS to identify and remove barriers to those citizens and business using the DRS Services. They will work with and interact with our other complementary customer care initiative to provide four dedicated Member Liaison Personnel (see Schedule 36 Service Provider Commitments). Our Customer Service and Engagement SIP offer details for how the Member Liaison Service will operate. We have not specified the exact number of CLOs as we need to develop the Stakeholder Management Plan working with London Borough of Barnet to define how many would give best value for money.

General Correspondence (communication)

The Highway Network Management Service is a key front line service and interfaces with a whole range of stakeholders. For many people the Highway Department is the Council and 'Highway Maintenance' will often be a key point of contact for a range of day to day issues around potholes, footway schemes, streetworks, gritting, flooding and road safety concerns – these issues are often small, but numerous and very important to the individual customer. We have significant experience in the public sector and have direct experience of these issues from our current operational partnerships. As a result of the type and scale of these contacts HNM is particularly subject to customer perceptions on service performance and provision of information requirements, including Freedom of Information (FOI) formal requests.

On Day1 the existing Customer interface with the public and key stakeholders will be improved through our Highways ICT interface, on-line web services and mobile working initiatives. This will improve our handling of all types of 'correspondence' including letters, e-mails, telephone and on-

Examples of the type of analysis that will take place include:-

- Analysis of pot-hole reports to determine community tolerance levels and inform service delivery e.g. what type of people show a propensity to report
- If the reports have been made using a mobile device and barnet.fixmystreet.com as a key indicator of digital connectedness and level of engagement with Council affairs
- Analysis of injury claims against road and street-scene to understand the profile of claimants, identify possible fraud, trends in types of surfacing construction, geographical hot spots.
- Analysis of controlled parking zones, parking payment schemes, local communities and local High Street businesses

This will be done using the following measurement methodologies:

- customer use of services – quantitative, via customer contact management data surveys, and qualitative via workshops with customer groups
- informal customer feedback – monitoring such channels as social network sites as well as local press for positive and negative feedback
- formal customer feedback – undertaking structured customer surveys, including periodic sample surveys as well as short (typically 5 questions) ad-hoc surveys following customer contact events to capture a real time view of the service experience from the point of view of customer
- outbound telephone surveys - utilising a series of structured questions using live agent outbound calls
- outbound automated surveys - prompting customers to provide feedback through automated channels, e.g. SMS or email, offering the opportunity to complete an on-line satisfaction survey
- web surveys – via a 'pop-up' questionnaire following self-service and usability and accessibility tests of the services including 'mystery shopping' type techniques

In advance of these new surveys being implemented we will maintain all existing customer satisfaction measures. Customer service levels in general will be reviewed to reflect the new governance and joined up outcomes that the highway service will contribute towards.

We are fully aware that many aspects of customer satisfaction directly or indirectly link to funding (or lack of funding). We will proactively engage with the public to raise their understanding of the services that we deliver and the associated funding to better manage their expectations. We will do this through our investment in ICT as well as the Member Liaison and Community Liaison officers. We will publish our performance to the public and using Insight gained from our investment in the Barnet Observatory, as described in our Regeneration SIDP, we will be able to respond to the public's needs and develop our services around this.

Participation in London Customer Satisfaction Surveys

We will in accordance with the output specifications continue to participate and respond to service delivery surveys. We will apply a range of tools to understand client satisfaction and the basis for the baseline position. Our SIDPs for the Highway Services collectively are aimed at the key delivery outcome measure of improved customer satisfaction. We intend to measure customer satisfaction within a survey scoring matrix but also through the measurement of additional

indicators including levels of repeat business and the frequency with which first time resolution of issues and requests for service is achieved. We intend to take initiatives in respect of the Highway Asset Management Plan which will be part of the customer satisfaction improvement plan and we will in parallel address the key aspect of managing customer expectations through our Stakeholder Management Plans, Member Liaison Officers and investment in service performance information accessible through the Web. Our SIDPs also highlight our plans to integrate the London Borough of Barnet DRS Highway Teams into the CS Virtual Asset Management teams to encourage access to benchmarking and best practice initiatives.

Bidding for Funding

On Day1 we will ensure that the Highway Network Team has the right resources and skills to prepare robust bids for funding working in conjunction with colleagues in Traffic & Development Highway Strategy. We have included specific commitments to make available specialist Capita Symonds resources to assist with bidding for funding.

Our approach to the production of robust commercial business cases to take forward innovative investment ideas will provide a strong basis for funding bid submissions.

We will constantly look for ways and opportunities to secure additional funding for the highway service.

Other Bids from Central Government

We have not specifically detailed different funding bid opportunities but we recognise that the Traffic & Development Group that incorporates Highway Strategy and also the Transport & Regeneration Manager have key TfL Stakeholder Management roles as part of the LIP process and that these will be key in securing Community Infrastructure Levy CIL and Tax Incremental Finance TIF Funding opportunities. In this respect there are overlaps with our separately described plans for Regeneration. For example the Outer London Fund (OLF) which aims to boost local high streets delivers growth, new jobs and improves lives. The OLF is mentioned in the Funding Protocol section of the Regeneration SIDP. This has already secured in Round 2 important additional funding in Cricklewood and North Finchley. We would also refer to the proposed 'Engine of Growth' in terms of funding in the Regeneration SIDP.

All of SIDPs recognise the competitive nature of bidding and the need for the London Borough of Barnet bids to stand out from others. Part of the rationale for the processes behind the Barnet Observatory, the Revolving Fund programme modelling approach is to build a more robust, evidenced based approach to bidding for funds. We note that the GLA are proposing to take 20% of the NNDR uplift and that as a result we will need to be pro-active and forthright in our bidding to win this back for the Borough and to ensure it is directed into the transport projects in the IDP related to TfL infrastructure.

Risk Register

We will ensure that we review the initial risk register that we have prepared for this SIDP alongside the London Borough of Barnet risk register for the Highway Network Management service. We will, through our Business Management Systems (BMS) and Monthly Order of Business (MOB) processes, continually monitor risks and implement appropriate actions to mitigate the risks.

We will continue to input service risk issues to the London Borough of Barnet Corporate Risk Register.

Staff Training Plan

We will implement the programme of individual staff reviews as detailed in our HR & OD SIDP. We will develop staff training plans through this process in accordance with our commitment to provide 5 days training for all staff.

Health and Safety

We will manage all aspects of operational Health and Safety through our established Capita Symonds Business Management System. This system will include risk assessments for all Highway Network Management activities.

3.2 Highway Safety Inspections & Enforcement

Highway Inspections

The core service of network safety inspections and safety defect repairs (including out of hours emergency situations) will continue to use the processes set out in detail in the London Borough of Barnet Highway Maintenance Inspection Manual and will be delivered by the transferring responsive maintenance team.

We will continue to carry out safety inspections in accordance with prescribed inspection intervals to the carriageway, footway, and cycleway assets. We will instruct works to maintain a safe highway environment. We will identify and record Emergency Category 1 and Category 2 defects as set out in the Code of Practice and documented in the London Borough of Barnet Highway Maintenance Inspection Manual.

We will continue to undertake general routine inspections of the highway assets and apply the LoTAG Skid Resistance Policy for London where the condition of the road surfacing requires remedy or warning signing.

We will continue to ensure that this emergency response service is properly resourced and available on a 24hr 365 day basis and that procedures for dealing with emergencies are set out in the Highway Emergency Plan. We will make the necessary arrangements to ensure a 2 hr response standard for emergencies which are considered a danger to life or limb, ensuring that as part of this service obstructions such as accident damage, animal carcasses, fly tipping and spillages, are removed from the highway to reduce congestion and maintain traffic flow.

We will, in conjunction with the identification of safety defects and emergency situations, also continue to inspect all elements of the highway asset inventory and street furniture including signing, road markings, safety barriers, pedestrian barriers, bollards, street nameplates, benches and the like, and make necessary arrangements to make any dangerous damage safe. This will include highway vegetation from a sight line/obscured signing perspective, and also weed treatment to maintain a tidy appearance and to prevent encroachment onto the highway

This inspection core element of the Highway Network Management 24-7 service will be the focus of our investments in the [REDACTED] system along with staff training and support which will improve the service efficiency by moving towards a paperless and mobile data system.

We will improve the organisation and scheduling of highway inspections both routine and ad hoc, introduce electronic work ticket instructions (by linking electronically to maintenance works framework Schedule of Rates (SORs) to move the service forward from the current paper reliant systems and we will, through our [REDACTED] investments, facilitate electronic record keeping generally. Collectively it is expected that customer enquiry response demands will reduce over time as potholes are less prevalent and those that do occur are repaired more quickly, and because customers will be able to directly access live information on progress.

The Inspection service currently relies on a support team to undertake administrative tasks such as raising work-tickets and invoices, dealing with vehicular crossovers, licence applications and general record administration. We understand through the dialogue process that the support service for the highways service is not currently managed by the highways managers and that this operates at arms-length to the service. We further understand that technical staff who should be focussing on project and service delivery need to carry out routine administrative functions leading to inefficiency in service delivery.

It is our intention to improve the service through a shared support service that will be resourced from the existing administrative personnel across DRS. We have developed this shared service in our existing local authority partnerships and have seen significant benefits in terms of:

- giving greater flexibility and resilience in supporting the technical teams
- Provision of better management of support through a dedicated Support Manager who works with the service delivery teams to develop the support service to better meet the changing needs of the service managers and technical staff
- introduction of performance measures and service standards to give greater clarity and accountability within the services.

The package of initiatives, investments and training related to the [REDACTED] system and the implementation of new mobile communication technology are all targeted at significantly reducing administration. Examples of core processes where such efficiencies will be realised based on experience in other partnerships are:-

- Electronic work ticket preparation linked to electronic SOR/BOQ and contractor invoicing/payments
- Auto allocation/routing of customer enquiries to officers;
- Updating Customer enquiry records
- Automated standard paperwork for enforcement issues, applications and management of vehicular crossings
- On-line licence applications
- organisation of inspection schedules
- Inspection records – removing written transcriptions and need to undertake office based preparation/data entry

- Third Party claim investigation records and reports – using auto generate report template to speed up process and ensure consistent quality.

The 5 support staff that would be released as a result of the investments described above will remain with the service and support the growth initiatives across the highways cluster. Their priority will be to support the core highways services until such time that they can be released to support the growth initiatives. We will invest in additional support resources should the extent of the planned efficiency not be realised.

Insurance Claims

The highway inspection processes that we have described above will be continued which will include, as necessary, carrying out investigations in relation to insurance claims.

We will ensure that our records and systems for response to the London Borough of Barnet Insurance and Risk Manager, in accordance with the Civil Procedure Rules Pre-Action Protocol (Woolf) time requirements will be achieved.

We will maintain close working relationships and communication channels with the Insurance and Risk Manager to proactively look for any improvements that can be made to systems, process, records and risk management to strengthen the Councils statutory Section 58 defence to claims made for damage whether this be 'material' (damaged tyres/wheels) or personal injury (trips and falls)

Through our IT investments in the [REDACTED] system we will develop a template insurance claim information report to help improve the consistency and quality of insurance report information.

In Section 5 we have provided details of how a number of our commitments, investments and Asset Protection strategies are targeted at achieving a reducing trend in the number of claims received by London Borough of Barnet. We will also develop an Operational Network Hierarchy which is a risk-based assessment of all parts of the network to differentiate between different levels of use. This will be developed in close liaison with the Insurance and Risk Manager

Highway Enforcement/Licences/Temporary Signs

The core service of network safety inspections and safety defect repairs (including out of hours emergency situations) will continue to use the processes set out in detail in the London Borough of Barnet Highway Maintenance Inspection Manual and will be delivered by the transferring responsive maintenance team.

This team will in parallel with safety inspections undertake a range of highway enforcement and licensing procedures.

We will continue to regulate and monitor skips, scaffolding, hoardings and materials and storage containers required to be placed within the highway under formal licence and undertake necessary investigations or considerations to ensure that any such matters shall minimize obstructions and generally coordinate such placements as part of the Traffic Management Act Section 2 Network Management requirements to manage and minimize congestion on the network.

We will implement procedures to ensure that licences are issued to customers within the prescribed service quality response time. Our IT investments in [REDACTED] and web services will target improved functionality to encourage a greater proportion of licence applications to be made on-line.

We will monitor adherence to licence conditions and identify and take appropriate enforcement action against instances of illegal (non-licensed or contravening-licence conditions). Our enforcement arrangements will include any instances of illegal trading from the Highway or unauthorized use as defined in the Highways Act.

We will continue to coordinate and liaise with other parts of the Highway Network Team and Traffic and Development to ensure that any temporary signing requirements and special events within the highway are managed properly and do not cause obstructions or safety risks.

Vehicular Crossovers

We will continue with well established operational procedures that approve and manage requests from the public for formal crossing points across the public highway (footway) to provide vehicular access to their drive/frontage.

The Inspection Team will continue to assess new crossover applications and extensions to existing crossovers in accordance with appropriate legislation and the Council's current procedures.

We will, as part of this process, prepare accurate quotations and apply the Council's current charge fees. If necessary we will involve other London Borough of Barnet departments in order to deal with the impact of trees or parking bays or other street furniture that may be affected.

We will maintain and try to improve the quality of the service in terms of ensuring that crossovers are constructed within 4 -6 weeks of payment being received depending on the extent of referral (for trees/parking bays).

We will input all new vehicular crossover asset information into the [REDACTED] Maintenance Management Asset System and associate all document records with the asset to confirm the legal status of the crossover.

We will if necessary instigate the Councils Crossover Appeal Process. This may apply in instances where we are not able to agree/approve an application

Abnormal Loads

On Day1 we will continue to respond to notifications that Abnormal (sized) Loads are planning to be routed through the Borough. We will assess the suitability of the route particularly in terms of weight or headroom restrictions on bridges.

This is a service that Capita Symonds undertakes in its partnerships so is familiar with the process as set out in the Road Vehicles General Order 2003.

3.3 Streetworks (London Permit Scheme)

Streetworks

The Streetworks team will continue to use clearly set out process and procedure in accordance with the London Permit Scheme (LoPS). We will continue with established process and procedure set out in the Streetworks legislation and the LoPS to validate and process all types of planned works permit applications within the time limits according to the rules and guidance of the LoPS, including emergency permit applications. We do not intend to reduce the headcount in the staff delivering the core services within the Streetworks /Permit team. We recognise the impact a reduction would have on the ability to generate the current charges.

We will continue to ensure that appropriate conditions are attached to Permits such that we can enforce the issue of Fixed Penalty Notices (FPNs) for all non-compliance under the Traffic Management Act 2004.

We will also, as part of this process, deal with agreeing acceptable Temporary Road Closures with the objective of minimizing disruption to road users and pedestrians. We will prepare the Traffic Management Order. Our plans to introduce new TRO software (ParkMap) will help improve the efficiency of this process.

We will produce monthly key parity measures as required by the LoPS.

We will continue to carry out inspections of Statutory Undertaker works in accordance with the New Road and Street Works Act 1991 Code of Practice for Inspection to the minimum 30% sampled basis where our inspection costs can be recovered, but we will instigate additional inspections as described below. We will administer the inspection defects process to ensure that reinstatement works or unsatisfactory signing and guarding of the trench/hole are properly dealt with and that legitimate cost recovery for London Borough of Barnet is achieved.

We will ensure that as part of our inspection systems that we gather sufficient evidence to prove works that have gone beyond their permit conditions (overrun) were actually ongoing in order to apply Section 74 (works overrun) charges and recover legitimate income for London Borough of Barnet.

We will undertake a support programme of investigatory core testing in accordance with the Streetworks Output Specification (5%). This is a service that at the time of Dialogue the London Borough of Barnet Streetworks team had not commenced. We will further develop the investigatory coring service as described below and in Section 5.

The Streetworks Manager will continue to participate in Streetworks liaison meetings and conduct monthly meetings with significant works promoters working within the Borough. This process will require site meetings with statutory undertakers in advance of all major/disruptive planned works prior to agreeing permits. We will continue to ensure through these arrangements that we liaise closely with Transport for London (TfL)

We will continue to process all requests for NRSWA Section 50 licences within agreed timescales

Streetworks Vision

Our intention is to increase revenue through investing in this service. We will introduce mobile working technology [REDACTED] and invest in mentors to support the Streetworks service. We will also identify and deliver training and development for the Streetworks staff. We will review the existing processes for Streetworks with the team and bring in best practice from where we deliver these core services within our other partnerships.

This is an important area of growth but also is key to our Asset Protection strategy which will help deal with Highway Asset Management Plan funding pressures in the medium to long term.

We plan to enhance the current 'Statutory Inspections' where charge recovery is stipulated within the Code of Practice up to its maximum level (30%). We will undertake 'at risk' inspections which cover all other inspections that can be undertaken at the discretion of a Streetworks Authority, in terms of whether the costs of undertaking them can be recovered. The Code of Practice for Inspections states "Apart from sample inspections, street authorities may identify defects or inadequacies... during their own routine inspections". This applies to our proposal to undertake 100% of Cat C (2/3 year) final inspections.

We will be using the Streetworks team to undertake all these inspections and we have made informed assumptions in our business cases for the level of defects detected, inspection events, and levels of income to help resource these activities. We will provide additional support resources as necessary.

Mobile working will not be introduced on Day1 of the contract, unless appropriate systems and technology already exist and in recognition of the Council's requirement for a 3 month standstill period re systems change and service provision by NSCSO. This will be prioritised for Streetworks and is planned for it to be introduced from 6 to 12 months of the go-live date.

We have included in our ICT SIDP details of our proposals for upgrading [REDACTED] and taking over the management of the service from Day1. We have a mobilisation plan that describes how we will do this based on our extensive experience of this system from our contract with TfL. [REDACTED] is our subcontractor on the TfL contract and therefore we understand exactly and implicitly their requirements. We will work with the NSCSO provider to facilitate the introduction of the [REDACTED] upgrades and the mobile working solution that will ensure electronic connections between the front office and the Highway Network Management back offices. The Interface Agreements within the contract require them to work with us in partnership to achieve our objectives.

We have used expert input from our Street Works Managers to develop our growth plans in this area. The engagement of these experts from our other partnerships, and in particular our knowledge of Permit Schemes from our involvement with Greater Manchester authorities in addition to advice from our contacts in TfL and other London Boroughs gives us the confidence in our ability to support and grow the service.

We have considered various risks including impact on permit related income and note that there is a clear distinction between the permit management element and the other inspection and monitoring aspects of the service. We have assumed that the staff structure submitted which informed the current permit fee level at the time of scheme submission was based on reasonable staffing levels.

We have also taken into account the other key variable in terms of overall permit revenue projections i.e. the annual number of permit applications and any associated variations to the permits.

The staffing structure is designed to comply with the permit scheme and also carry out the functions allowable under other regulations such as:

- sample inspections
- investigatory core samples
- Section 74's (for statutory undertaker overruns beyond their agreed permit) and other parts of the Streetworks legislation are deemed over and above the principle of cost neutral for permit schemes.

Enhanced IT functionality will be key to ensuring all permit applications are acted upon and no 'deemed' permits are allowed to slip through the system. (Deemed permits being those which have not been acted upon within the specified timeframes and therefore are deemed granted without fee). The efficiencies this gives will help re-distribute work tasks across the current structure.

We do not consider that any material change to the permit fee charge level will be required or appropriate and any minor changes to staffing allocations in our structure going forward would have sufficient balancing additional operational costs to ensure that current permit fee levels are at least maintained and not reduced. We therefore expect permit charge related incomes to remain

the same on a like for like permit numbers basis. We have taken a realistic view on the annual number of permits based on available data received during Dialogue.

The actual permit scheme element of streetworks income is not part of our Streetworks business cases for growth which predominantly relate to investigatory coring related charges. The current permit income baseline has been assumed unchanged.

We have looked closely at the risks around this perceived issue and what mitigation options exist. We consider that based on comparative staffing levels with other partnerships that a case could if necessary be made for more charges to be allocated to permit management. We have taken this into account when considering the treatment of the staff organisation efficiencies we propose to implement from IT investment and training from the staff structure.

3.4 Routine/Cyclic Maintenance

Drainage HNM 051 – HNM 061 inclusive

On Day1 the Highway Network Management team as part of its overall management and inspection of the network will investigate significant problems of issues with the drainage infrastructure – roadside gullies, pipework, culverts, trash screens and drainage channels/highway ditches.

We will continue to manage and monitor performance in respect of the routine cyclic maintenance Gully Cleansing Service which is undertaken by a framework contractor. We will work with the contractor and analyse records to seek to identify gullies which require higher or lower frequencies of cleansing to focus the service to mitigate instances of network flooding.

We will continue to be involved in the Drain London collaborative project to ensure that London Borough of Barnet complies with the requirements of the Flood Risk Regulations 2009 and the Flood and Water Management Act 2010 in its role as a Lead Local Flood Authority required to co-ordinate the management of flooding from different sources.

Our systems will ensure that we maintain all necessary records in respect of flood events and an appropriate register of Flood Risk Management Assets. This is well progressed and directly funded through the Drain London project. This project will address the production of Flood Risk Management Plans, Preliminary Flood Risk Assessments, Surface Water Management Plans and the Flood Risk Strategy.

Capita Symonds has a significant level of expertise currently delivering this work so we will be able to provide effective support and additional resources if necessary.

We will ensure the necessary systems needed for a SUDs Approving Body to approve, adopt and maintain new drainage systems working in conjunction with the Development Team in Traffic and Development

Winter Gritting

We will ensure that the Winter Gritting Service (WGS) is fully operational in accordance with London Borough of Barnet's duty under Section 41 (1A) of the Highways Act 1980 and the current London Borough of Barnet Winter Gritting Plan. This will ensure that the highway network is safe during periods of heavy frost, ice or snow.

The precautionary gritting/salting is undertaken by the London Borough of Barnet Direct Services Organisation (DSO) and it is our understanding that the decision making in terms of precautionary salt treatment prior to the onset of sub zero conditions is currently made by the DSO who are experienced winter maintenance service providers.

We will maintain all records of the forecasts and actions taken and work with the DSO to ensure that sufficient vehicles, plant and rock salt are in place at all times to deliver the precautionary treatment programme.

We will ensure that there is good information for all highway network users (drivers and pedestrians) on the winter maintenance service through our web site and information leaflets and links with local media radio and television.

We will undertake an annual review of the service and liaise with adjoining authorities to ensure the service is coordinated for the travelling public.

We will explore any opportunities to extend 'self help' for communities and businesses during periods of winter maintenance.

Bridges

We will undertake as part of our overall Highway Asset Management Plan all necessary inspections to the London Borough of Barnet Structure assets in accordance with the guidelines in the 2005 National Code of Practice 'Management of Highway Structures' and the 2010 Notes for Guidance.

We will carry out the relevant cycle of General (2 years) and Principal (6 years) Inspections. It is our understanding from Dialogue that currently such inspections are sub-contracted to an existing framework contractor. Capita Symonds has a number of specialist Highway Structures teams who are part of the CS Virtual Asset Management team and can be deployed to undertake this service.

We will maintain all necessary inventory asset and condition data within the Bridge Management System or Bridge Station provided by LoBEG.

We will instruct and monitor any necessary repair and maintenance works to the London Borough of Barnet structures.

We will use the data from inspections to justify, prepare and submit bids and will as with all other areas of highway asset management look to maximize funding.

The Capita Symonds Partnership support team is described in the following diagram:

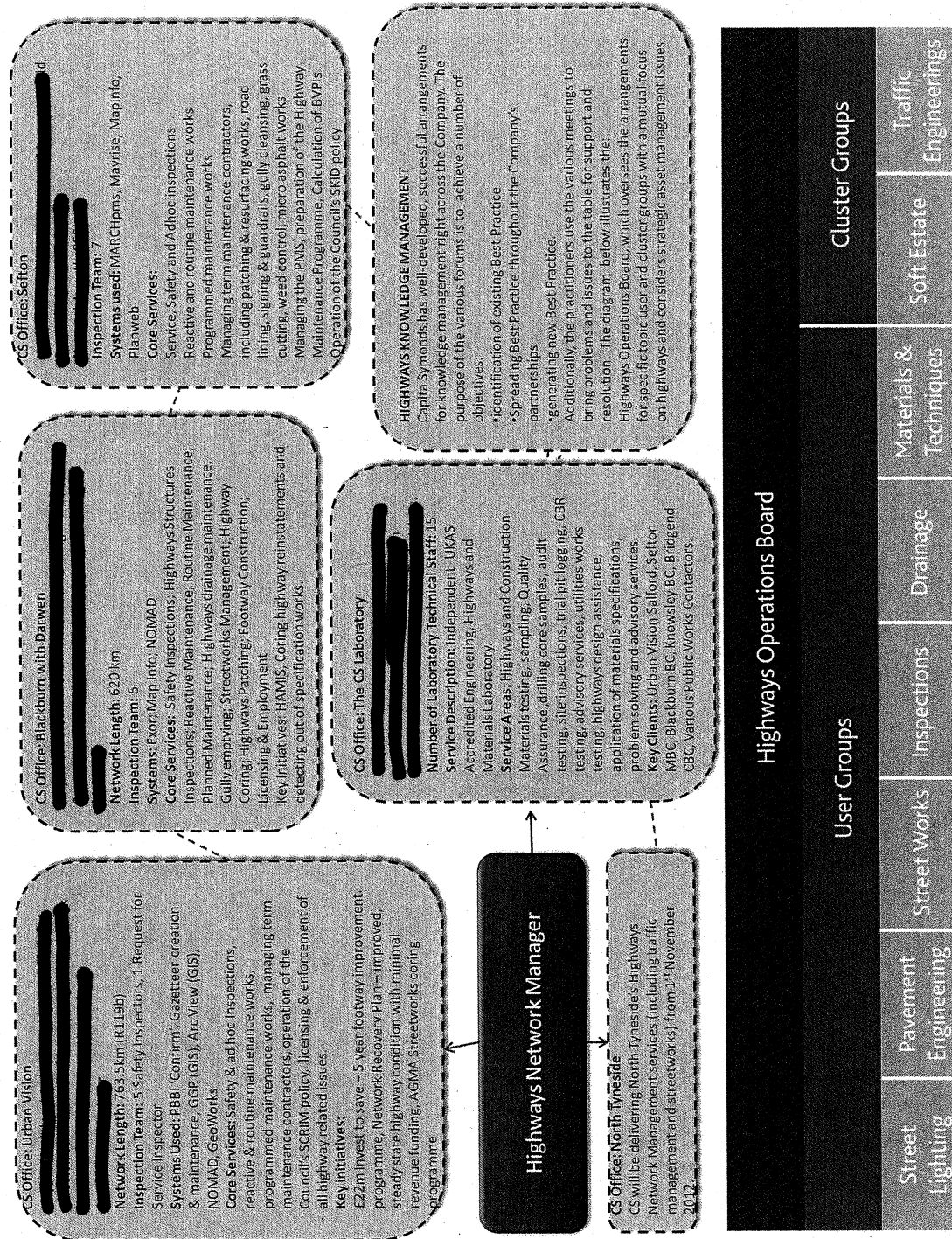


Figure 5 - Capita Symonds Partnership Support Team

In addition to our service specific Day1 management arrangements we will also, on Day1 implement the high level senior level management structure as detailed in our overarching Partnership Approach SIP. This includes support staff and services for HR, IT, legal and commercial and Business Development. This SIP also includes details of our proposed arrangements for governance of the partnership and how these relate to the Highways Network Management Service.

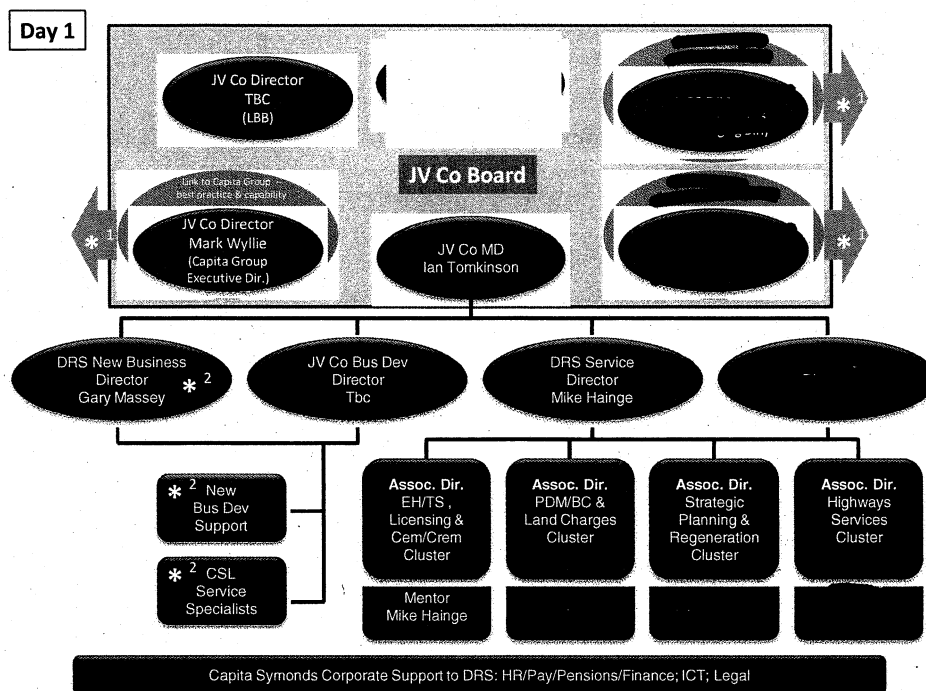


Figure 6 - JV Co Support Team

Use of Accommodation/Assets

All staff will be located within NLBP Building 4 from the go-live date up to the end of year 2 of the contract. It is our intention to collocate all DRS staff on one floor of building 4 with secure access for Capita Symonds employees. We will reconfigure the office space and desks to create the optimum layout for enhancing communication between the teams and to enable effective working and culture change.

Interfaces

Partnership Governance

The day to day interface between the DRS Business Unit (whether operated by Capita Symonds or by a JV Company) and the Council client-side team will be governed through a framework based on three boards, each feeding in to the other, focusing on strategic direction (taking a 3 year view), operational delivery (within the context of an annual service plan) and supporting change and innovation on a continuous basis. The Boards are illustrated in the diagram below:

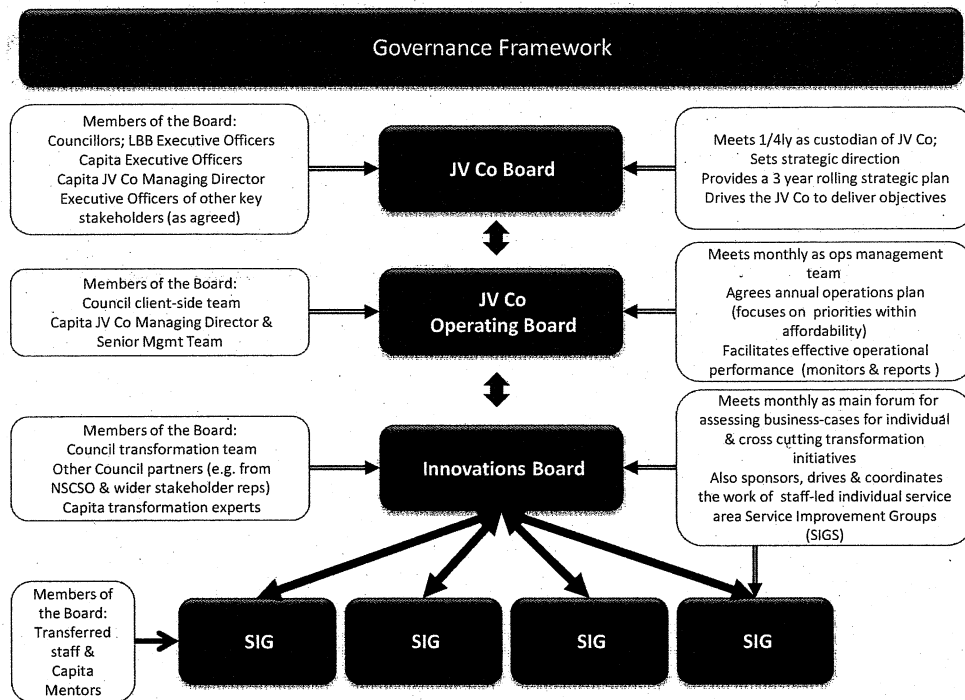


Figure 7 - 3-Tier Governance Framework

JV Company Board (JVCB)

The JV Company Board should include Members alongside directors from the delivery organisation (the JV Company) and be the key forum where progress of delivering the target benefits for the partnership are monitored. Its primary function will be to agree the strategic development of the Partnership through a three year Strategic Plan and an annual Business Plan. It will meet quarterly to Monitor performance against high level strategic performance indicators that are aligned with the Council's strategic objectives.

JV Company Operating Board (JVCOB)

The JV Company Operating Board will meet monthly and include representatives from the Council client-side team and senior operational staff from the delivery partner to facilitate the effective operational performance of the services. The JVCOB will be responsible for the development and approval of the annual service plan, the establishment of the internal management structure, including delegated authorities to enable the partnership to meet its strategic objectives, the performance of the partnership in meeting its service objectives, including budget management, customer satisfaction and continuous improvement in delivery through innovation.

The JVCOB will provide overall performance monitoring of the in-scope services including:

- Staffing/resourcing issues
- Demand requirements
- Monitoring of any third-party suppliers
- Regular review of key service level agreements and performance indicators

- Proposing take-on of any additional business
- Identifying and prioritising service improvement opportunities; monitoring performance on a service by service/functional basis; ensuring that the spirit of partnership pervades all activities
- Designing and agreeing changes to services

Innovations Board and Service Improvement Groups (SIGs)

The Innovations Board and the Service Improvement Groups that it launches will drive continuous improvement both within individual service teams and on a cross-cutting basis. The Board will enable all of the Council's key partners to work together to generate ideas for innovation, to develop robust business cases and jointly deliver their implementation.

The board's principal objectives will be:

- To provide a forum to which all of the Council's partners can bring business case based ideas for innovations that will help to deliver the Council's specific objectives for the Partnership and its wider strategic objectives
 - To provide a common and transparent process for assessing the cost and value of proposed initiatives, with the starting point that investments should be self-funding
 - To make joint recommendations for which new investment initiatives should be pursued, with the Council holding the final decision
 - To jointly coordinate any 'Invest to Save' pump-priming funding that the Council and the Partners provide, to ensure the maximum return on that investment
 - To jointly consider the most appropriate resources to undertake detailed design, development and implementation of agreed initiatives based on selecting the best party for the job in terms of capability and cost
 - To jointly manage shared and cross-cutting initiatives, especially IT projects
- and
- To promote a shared culture of excellence and continuous improvement across the delivery of all Council services

IPR for new innovations would be defined within the business cases, on a case by case basis

Working with Members

We would expect some formal Member involvement in the Strategic Partnership Board, alongside senior officer representation from the Council and in addition to this we would encourage Members to feel free to be involved in the Innovations Board on an ad-hoc, flexible basis. The Partnership Senior Management team will also engage regularly with Members outside of these formal forums, for example to informally consult and socialise new ideas which are emerging to encourage Member input, gain buy-in and pre-empt issues.

Clearly, the DRS would continue to provide information and reports to Members as before, including attending committee meetings as required.

- Our governance structure enables the inclusion of other key stakeholders including the NSCSO. The JV Co Board will facilitate joined-up planning and joint delivery initiatives with the

Council's established partners in the local community and key local, regional and national agencies with whom the Council must collaborate and coordinate, such as the LSP, the PCT, Barnet Homes, FE/HE colleges etc., other London Boroughs and TfL. It will also enable effective collaboration with any new bodies which emerge through the Localism/Big Society agenda, such as employee mutuals or local social enterprises.

- The Innovations Board and Service Improvement Groups will ensure that delivery of the services is fully aligned and integrated with both the Council's wider One Barnet change programme but also fully coordinated with the other partners involved in delivering public services in Barnet. The boards are designed to allow smart interface points to facilitate inter-organisation communication.

Key personnel from the Partnership Management Team (in particular the Services Director and the Director of Place) will proactively attend appropriate existing Boards to promote and facilitate joined-up working. The key Boards with whom the DRS partnership team will engage and coordinate are illustrated in the diagram below and include the 'One Barnet Partnership Board' (including the Regeneration Board, Health and Well-being Board, Safer Communities Board and Children's Trust Board).

This Governance Framework will enable flexibility whilst protecting Value for Money for the Council: it allows the Partnership to be transformational and flexible in responding to changing legislative requirements, changing priorities, changing levels of demand and changing affordability, without constant recourse to formal contract change control.

Full details are provided in the Partnership Approach SIP.

Customer Service Interface

The Service Director, one of three new senior personnel that we will introduce on Day1 of the Partnership to provide an increased and cross-cutting focus on the partnership priorities, will drive the focus on the Customer experience. A key feature of that role and responsibility is to ensure a seamless working relationship is maintained between the DRS Business Unit (including the dedicated DRS Customer Service team we will develop) and the NSCSO provided corporate customer service function.

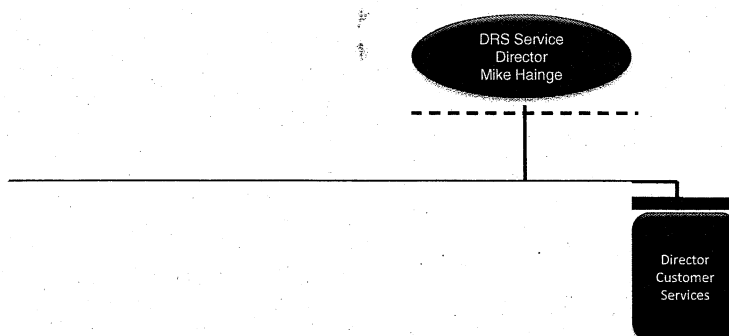
To Be

Figure 8 - Customer Services Interface

The Service Director will be responsible for delivering our commitments and plans for enhancing Customer Service and Customer Satisfaction, joining-up engagement and delivery in an integrated way with all other Delivery Units and Council partners across the borough, not only the NSCSO.

The Service Director will have the personal responsibility for and will be empowered to work across all of the DRS services and to work with all of the Council's Delivery Units and other appropriate partners to drive joined-up working, agreeing and implementing the embedding of the DRS customer interface within the Council's wider Access Strategy, jointly resolving issues and agreeing responsibilities with other stakeholders, including:

- Data Protection/sharing protocols
- budget/resource hypothecation agreements
- common Information Management and Customer Access protocols and processes
- and
- ICT interoperability and integration

The Service Director will lead the key critical activity of establishing a dedicated DRS Customer Service team within 12 months of commencement to provide the main focus for customer services. (full details can be found in the Customer Service and Engagement SIDP)

We commit to immediately incorporating the LB Barnet Highways Network Management service into the wider company by:

- Introduction events and visits to our other Partnerships,
- Hosting of local or regional meetings at Barnet
- Regular peer interaction through video conferences and our company IT services.

and

- Inviting service managers to CAPITA SYMONDS organised conferences and symposia for the shaping and implementation of service improvement, business cases and development of best practice.

We confirm our commitment to maintain and enhance existing interfaces, we will also develop new interfaces through the development of the new Stakeholder Management Plan.

To complete our explanation of the new senior management team and how it will support Highway Network Management, the team has the following roles:

JV Co Managing Director – to own the senior relationship between Capita Symonds and the Council and to ensure flexibility and responsiveness to change and alignment with the Council's strategic objectives throughout the partnership term. This role will be filled by a Capita Symonds employee.

Services Director – to take ownership for and focus on enhancing customer service and citizen engagement; driving continuous innovation for efficiency and savings; and ensuring the delivery of high quality and compliant services. This role will initially be filled by a Capita Symonds employee but our ambition is to identify a suitable candidate from amongst the transferring management team who can be mentored in to this role over time

Director of Place – to lead public, voluntary and private sector partners in joining up services, and to maximise the financial, economic and social benefits of regeneration. Initially this role will be filled by a Capita Symonds appointee

Business Development Director - to maximise income from growth and maximise Barnet's share of opportunities arising from Central Government ensuring the viability of the significant investment being made in developing the services. This role will be filled by a Capita Symonds employee.

The three delivery roles, Services, Place and Business Development, will manage the day-to-day activities of the partnership as a 'triumvirate' each with a cross-cutting remit to achieve a greater level of integration and facilitate more transformational change. Each Director will focus on driving the realisation of the aspects of the area of the partnership's key strategic objectives on which they are focused, taking responsibility for joining up teams (both within the DRS Service and with other teams across the Council and its other partners), resolving issues and agreeing responsibilities amongst all of the stakeholders, as required to achieve the outcomes they are responsible for realising.

These roles will also be responsible for leading culture change and commissioning appropriate training for staff and managers in new skills and delivery approaches and for overseeing investment in new ICT to join-up data and business intelligence and for the integration with the NSCSO.

We will take a proactive approach to working collaboratively as described in Section 3.3 of our overarching SIDP Partnership Approach. We are developing multi-disciplinary teams to promote joint solution development, for example highways and planners and introducing co-location of multi-disciplinary teams, formal and informal communications, joint objectives in teams and for individuals to drive a culture of joint working.

Reporting and Performance Management

The key principles underpinning our proposals for performance management and reporting are:

- putting payment at risk against agreed performance standards (KPIs) within a structured payment and performance mechanism;
- operating on a full Open Book basis, including transparency of our profits and overhead in managing the services

We have committed to deliver all of the requirements of the Output Specifications to the standards defined in the agreed Key Performance Indicators (KPIs).

We will monitor and report performance against all of these KPIs regularly (at least monthly) to the Partnership Operating Board and the Strategic Partnership Board.

As well as KPIs for the specific requirements of the individual service output specifications, we have committed to achieve a higher level of performance against indicators of the overarching requirements for customer satisfaction and effective partnership working (with both the Council and other of its partners with whom the DRS service must collaborate effectively) as well as in delivering broader strategic objectives and outcomes, reflected in a series of 'Super KPIs'.

KPIs will be benchmarked against other London Boroughs and appropriate national targets and will be linked to service credits through the agreed Payment Performance mechanism.

We will commit to ensuring that the annual service planning and monthly performance reviews undertaken by the JVCOB focus on assessing these performance reports and providing the required additional resources necessary to rectify any shortfalls, at no additional cost to the Council.

In addition to our commitment to deliver all of the requirements of the Output Specifications in full and our proposals for ensuring these are consistently maintained, described above, we are committing to maintain a continuous improvement process, through an Innovations Board and Service Improvement Groups. This will ensure service quality is not only maintained but improved throughout the life of the contract.

Quality Assurance

In addition to the arrangements set out in the Partnership Approach SIDP we will introduce Capita Symonds best practice Business Management Systems and Processes including iNav, our on-line system, from Day1. These systems and processes will be tailored to meet the specific service needs of the Barnet partnership. We will appoint Business Management System (BMS) champions from within the services to manage the BMS and ensure compliance. We will gain ISO accreditation for the Barnet BMS system within the first 12 months of the partnership and also implement Capita Symonds' internal business management systems to support managers in delivering the services.

Capita Symonds is committed to assuring quality in everything the company does. We are committed to reducing year on year our environmental impact and in assuring the health and safety of our staff, clients and public. Our commitment to these serious and sincere aims is underpinned by our registration to ISO9000, 14000 and 18000.

We will extend the scope of these registrations to our Barnet partnership to operationally support of continuing commitments in these areas.

The most important factor in achieving an assured level of quality is the professional development and competence of staff. This will be underpinned by a comprehensive professional development plan to uplift staff skills and competencies in a systematic framework that matches competency to business **Continuous Improvement**

We have made commitments to maintain an on-going process of continuous improvement, facilitated by the Innovations Board and Service Improvement Groups (see Partnership Approach SIP for full details). These fora will drive on-going review, challenge and innovation across the service throughout the life of the partnership, continuously bringing forward outline business-cases developed at Capita Symonds' expense. Subject to approval under the Special Projects process, we have committed to implement, monitor, and manage the delivery of all opportunities for improvement identified through this process and approved by the Innovations Board, subject to the Authority wishing to proceed with each of them. We have also guaranteed to ensure that other relevant stakeholders will be invited to participate in the Innovations Board as necessary to expedite the joint further development and approval for implementation of plans presented by Capita Symonds to the Board.

Plans developed and approved by the Innovations Board will be implemented within the context of the DRS Annual Service Plan, engaging and coordinating the resources and activity of other stakeholders as defined within the agreed plan. We will continue to participate in local government benchmarking arrangements and national highway KPIs, and we will also benchmark against other partnerships and commercial organisations to help drive performance improvement. We will use our partnership with Local Futures to identify comparable London Boroughs (using criteria to be agreed with the transferring Highways team) to regularly monitor and compare our performance with theirs, reporting this to the client side team and utilising the information in support of service development plans.

Customer Awareness/Perceptions

We have included a number of proposals that will assist the Highway Network Management service to improve public awareness and the perception of the performance of the service. (ref. Highways SIDPs, the Customer Services and Engagement SIP and our Partnership Approach SIP). These specific initiatives, including the introduction of Member Liaison Officers, Community Liaison Officers and plans for Stakeholder Management and Engagement and Communications, are all designed to facilitate engagement and enhanced communication with customers and stakeholders across the DRS services. We will invest in ICT particularly [REDACTED] to provide real time information via the internet to customers to track their enquiries.

We consider that a real benefit for the Highway Network Management Service is our commitment to produce a detailed Stakeholder Management Plan (SMP) for the Authority. The Stakeholder Management Plan will encompass all stakeholders and the specific scope of stakeholders is to be determined through the process of developing the plan to ensure that it is a plan that can be delivered, is manageable and gives value for money. The democratic relationship with all citizens (the Public) will be a common interface built into most, if not all the bespoke plans for different types of stakeholders. For the Highway Service, which is relied upon by all aspects of society and daily activity, there are hundreds of thousands of citizen service users each and every day – car drivers, pedestrians, cyclists – using the highway infrastructure.

We have included this commitment because our experience with such partnerships recognises that conflicting interests and political pressures will exist and that they require close attention, training and monitoring to ensure effective communication and negotiation skills. Our Customer Service & Engagement SIP sets out specifically how the Member Liaison Service will be a key component and resource commitment to delivering our Stakeholder Management Plan. Also, Schedule 28 of the contract details our Conflict of Interest Protocol across the whole of DRS services. Through

developing a detailed Stakeholder mapping exercise and plan we will identify and address any specific areas of conflict.

Our SMP process will categorise stakeholders into primary groupings A-H covering:

- Strategic Governance
- Local Government
- Service Users
- Statutory bodies
- suppliers
- volunteer organisations
- Emergency Services
- the Media.

We plan to apply both Capita Symonds and the London Borough of Barnet team's experience from operational partnerships to understand the range of stakeholder engagements that currently take place and the fundamental reasons (objectives/purpose) for the interface. Our experience suggests that there is a tendency for historical custom and practice to drive the format and frequency of stakeholder meetings. This process of challenge and agreeing the objectives based on the categories will achieve the best solution for all in the partnership. This approach ultimately results in specific SMPs suited to particular stakeholders covering such things as topic agendas, frequency and most appropriate type of communication media.

The London Borough of Barnet Stakeholder Management Plan will become the vehicle for maintaining details of all live stakeholder groups within a quality controlled environment.

This approach has a number of benefits including the development of a 'relationship history' for each stakeholder that can be used for review and improvement purposes. We recognise that in terms of customer satisfaction that many citizens will not, or will rarely, engage but will nevertheless have opinions and views that may be reflected in surveys. It is for this reason that the approach we take to developing our Stakeholder Management Plan will look closely and with a fresh perspective on how to engage and involve such people. Our flexible approach to the management of stakeholders includes:

- market research
- induction packs
- newsletters
- self service information via web site
- electronic messaging
- project extranets
- staff social events
- celebrating success events

- thank-you receptions for volunteers
- service expert fora
- Knowledge Management sessions.

Conflict of Interest

We are aware of the significance of conflicts of interest and we have committed to ensuring that there will be no actual conflicts of interest through the implementation and management of service delivery in accordance with a clear Conflict of Interest Protocol (as detailed in Schedule 28 of the contract).

The key features of this Protocol are that all staff will be trained and managed to work within the Protocol, in particular, ensuring the following safeguards are undertaken:

- checking (COI Check) will be undertaken regularly (using a wide range of prescribed data sources) to identify conflict of interest issues - actual or perceived conflicts of interest or bias: this process will align fully with the Council's own, and all other relevant organisations', codes of practice (and maintain these to comply with any changes in Law and Industry Good Practice)
- any Conflict of Interest Issues identified will be immediately prevented from progressing further and the appropriate remedy or mitigation applied
- staff will operate under a duty to disclose and report activities that may give rise to Conflict of Interest Issues to the Partnership Manager immediately
- all staff will be trained and given information to ensure that they are aware of the COI Protocol procedures relating to resolution and notification and how they should act on these
- any Conflicts of Interest issues arising which are not reported by the member of Staff in accordance with this COI Protocol will be investigated to determine whether additional training or disciplinary action is required to address the failing
- any potential Conflict of Interest Issue arising (even if determined to be insignificant) shall be reported
- where any Conflict of Interest or Perceived Bias issue does arise, a Conflict of Interest Information Barrier will be put in place to ensure appropriate separation from the entirety of the Service and the Service Provider's other businesses; and information relating to the Services will only be accessible for the purpose of the Services
- in addition, an Avoidance Plan will be put in place including defined actions and timescales to prevent the conflict arising

In the event that these measures are felt insufficient to avoid a conflict of interest the Authority will have the option to exercise its Rights of Step-In and Capita Symonds could be required to refrain from any action or inaction which will result in a potential or an actual Conflict of Interest, potentially requiring a Related Party, Sub-contractor or Third Party Contractor that has been pre-approved by the Council to carry out the Services; or to refer the Service User's request to another local authority

- Our governance structure is also important as it enables inclusion of other key stakeholders to facilitate joined-up planning and joint delivery initiatives with the Council's established partners in the local community and key regional national agencies with whom the Council must

collaborate and coordinate. Through this approach, we will fulfil our commitment to take responsibility for providing leadership in bringing together and coordinating the resources and activities of key stakeholders, including the NSCSO, other Barnet Council Delivery Units and the other wider stakeholders to increase outcomes (including our Super KPI commitments).

Our key information reference point for this question is the Customer Service and Engagement Document. In addition and specifically for the Highway Services we have included a commitment to produce a detailed Stakeholder Management Plan for the Authority (T3-82). We have included this commitment because our experience with such partnerships recognises that conflicting interests and political pressures will exist and require close attention to effective communication and negotiation skills. Our Customer Service & Engagement SIP sets out how the Member Liaison Service will be a key part and resource commitment to delivering our Stakeholder Management Plan.

- In preparation for this role we have already started to map the key stakeholder community and (where appropriate during the procurement process) to engage with some of the key stakeholders including Middlesex University and Barnet Homes with whom we have established partnership agreements to work together on key initiatives – the Barnet Observatory with Middlesex University and initiatives to accelerate housing development (through effectively leveraging HRA headroom, [REDACTED]). Using this Key Stakeholder map we will proactively engage with the other commissioning, delivery unit and wider partner organisations from the start of the contract.

We believe that our governance arrangements and approach to working with the Council's wider stakeholder community are fully aligned with the concept and operating principles of the Council's planned 'Collaborative Delivery Board'. Our governance approach provides and enables ready support for the same key tasks required by the CDB, including:

- Identification and prioritisation of opportunities for collaboration
- Identification and resolution of issues of non-collaboration in day-to-day delivery
- Approval of business cases for commissions for submission to the CG
- Monitoring and managing performance to ensure DUs are acting collaboratively
- Monitoring of existing commissions where these are being delivered collaboratively
- Maintaining a strategic view of the delivery side of service provision in Barnet

4 Transition Plan – Preparing for Day1 Position

Please refer to the Transition Plan and the Transition and Transformation SIP for full details and a comprehensive project plan.

There are number of areas that will be addressed in the Transition period including:

- HR
- Payroll
- Health and safety
- Induction into the wider Capita Symonds organisation
- Benefits and opportunities
- Wider entitlements

The Service Director for the Partnership will act as Capita Symonds' Transition Director. He will be based in Barnet on a full time basis and will work closely alongside key Barnet staff during the transition period (see Dependencies section below). The Transition Director will be joined by an experienced team of HR advisors, project managers, technical subject matter experts and organisational development resources.

The Transition team will comprise the following roles:

- Transition Director – responsible for creating and managing the implementation of a detailed Transition Plan
- A team of experienced Transition Project Managers - reporting to the Transition Director and responsible for specific project areas: Human Resources, Organisational Development, ICT, Finance and Commercial
- Communications Manager – reporting to the Transition Director and responsible for ensuring that staff and key customers/stakeholders (e.g. Corporate Core Team, Members and Trade Union Representatives) are kept fully aware of the transition process and that information is up to date, consistent and easily accessible
- Service Mentors – reporting to the Transition Director and responsible for mentoring Heads of Service across the ten service areas. Our proposed Service Mentor for Highways Network Management is [REDACTED]

The team will be joined by our JV Co MD, who will spend significant time during transition working alongside retained client functions and in the Barnet business community, helping to raise the profile of the Partnership and to manage queries and concerns.

In summary, the Transition Director will be responsible for:

- Directing and motivating the project team
- Planning and monitoring the progress of the project, ensuring key risks are being properly controlled
- Managing business and project risks, including the development of appropriate contingency plans

- Taking responsibility for overall progress, resources and initiating corrective action, where necessary
- Reporting progress to the Transition Board
- Identifying and obtaining any support required for the management, planning and control of the project
- Ensuring staff, customers and stakeholders are receiving accessible, timely and helpful information
- Preparing any follow-on recommendations and actions required

Our Transition Team of experienced staff has been structured and resourced to ensure that transition is completed smoothly, implementing the necessary changes, whilst ensuring that Council staff are able to continue uninterrupted service delivery.

5 'To be' – Service Delivery Proposal

5.1 Service Improvements

Our strategic plan for the Highway Network Management service will improve service quality through investment in:

- Improved Customer Services
- Restructuring across all the highways services
- Implementing new roles and responsibilities for the highways managers
- Staff training and development
- Dedicated Legal advice and support
- Procurement Advice
- Working across Capita Symonds' partnerships to implement best practice and identify continuous improvement initiatives
- Technology
- New Systems and Processes
- Plans and Policies
- Managing Highway Third Party Claims
- Highway Network Management Growth
- Focusing the Streetworks Management team on growth in Barnet

5.1.1 Improved Customer Services

Our approach to customer services is included in our Customer Services & Engagement SIP

The Highway Network Management service will focus improvements in three key areas:

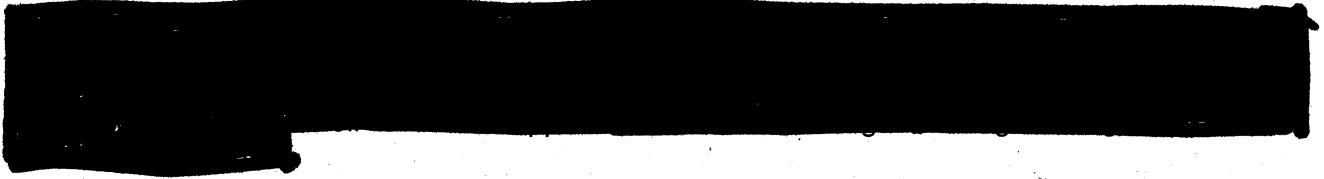
- Information Technology in the form of the interface with the NCSO, Bentley EXOR Enquiry Manager , mobile working and improved on line web services
- A Stakeholder Management Plan
- Dedicated Member Liaison resources

We are making a significant investment in enhancing the DRS core systems, especially to enhance their capacity for effective customer case management. Full details of these ICT development proposals are included in our specific SIP for Customer Services & Engagement.

The key developments which are focused on supporting improvements to Customer Service in Highway Network Management are outlined below:

Interface from [REDACTED] to the NSCSO CRM systems – we will work with the NSCSO to provide within 6 months of service commencement an electronic interface between the DRS [REDACTED] Highways management system and the NSCSO's CRM system to enable information and service updates to be generated and transferred automatically between the DRS service and the NSCSO customer service team. This will directly support the objectives of providing a single point of contact, high-levels of first time resolution, a single view of the customer and increased self-service.

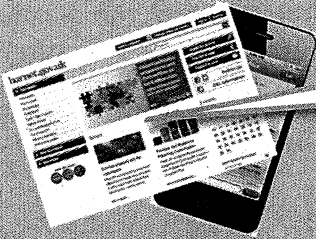
Integration of [REDACTED] Systems with GIS – within 9 months of service commencement we will integrate [REDACTED] with GIS to enable publication on-line of key information about the management of the network in a graphical and accessible format.



The example below illustrates how a customer would report and follow the progress of a customer reporting a pothole using the new highways systems.

Highways Pot Hole

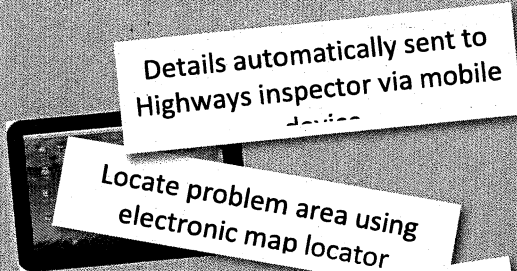
1. Respond to pot hole complaints



"There have been lots of calls and requests logged through the website regarding a large pothole."

Automatically recognised as the contacts about the same location and composite request for inspection created

2. Update mobile team



Details automatically sent to Highways inspector via mobile device

Locate problem area using electronic map locator

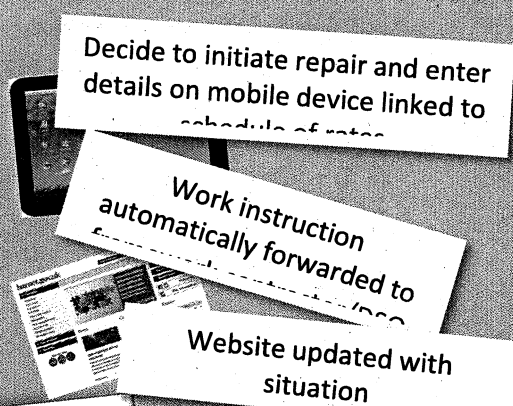
Inspect problem location



"It's great being able to get details of problems that need inspections in real time – it means I don't have to go back

Joe,
Highways Inspector

3. Deal with problem



Decide to initiate repair and enter details on mobile device linked to schedule of works

Work instruction automatically forwarded to framework contractor

Website updated with situation



"I get the instructions to do the repair so quickly. We can get to the problem before it

Frank,
Framework Contractor

4. Complete



Contractor work, Auto send to those



Jennifer,
Local Resident

5.1.2 Restructuring across all the highways service

New Governance Structure:

We will create closer working between Highway Network Management and Regeneration/Strategic Planning/ Regeneration/ Development Management. It will galvanize the DRS to focus on delivery of the strategic objectives and key performance indicators and will help to remove a silo approach.

It is our aim to integrate all highways teams into a single Highways Service Cluster that will include:

- Highways Network Management
- Traffic & Development (including Strategy)
- Transport & Regeneration

We will do this within the first year of the partnership. This integrated service would be led by a new post of Associate Director (Highways) and managed by 2 new roles with the introduction of a new role of Technical Director.

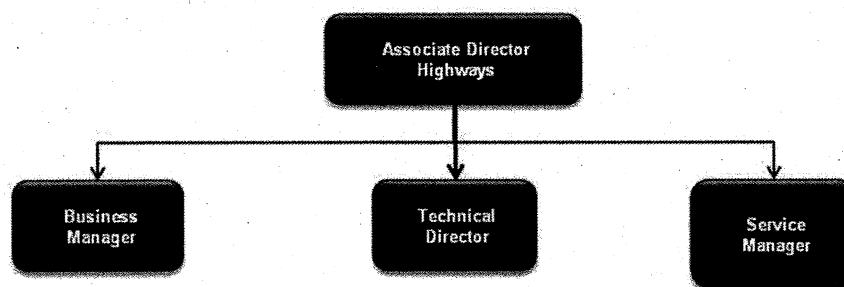


Figure 9 - Highways Service Cluster

Our intention is to integrate the existing highways teams under a management structure of Associate Director, Service Manager, Business Manager and Technical Director. The existing highways managers will continue to fulfil their current roles. We will create a single highways team where, through joint resource planning and programming, the available resources can be better utilised across the service and manage fluctuations in workload more effectively.

In our other partnerships, we have integrated the equivalent of the highways network management team with the traffic and development team. We have invested in staff development to enable staff to work on both 'maintenance' and 'improvement' schemes so, as budgets change and the nature of the services vary, we are able to use our resources more efficiently.

We will identify staff who will be able to work across the current service areas and ensure appropriate investment in their training to enable this. Projects will be resourced from the 'pool' of specialists within the existing service streams; this will develop a 'one team' culture leading to improved communication and performance.

5.1.3 Implementing new roles and responsibilities for the highways managers

The key roles and their key responsibilities include:

Associate Director

- Focus on 'place' outcomes across highways services and the other clusters
- Relationships with external partners
- Work with the other cluster Associate Directors and the Insight team to identify future customer needs and develop implementation plans and associated business cases
- Work with Service Managers to raise Service Standards & Consistency of service delivery
- Contract Management
- Client Relationship
- Line Management of Business Managers
- Implementing Best Practice / Future Initiatives
- Create 'Centres of Excellence'
- Implement growth initiatives working with the Business Development team

Business Manager

- Relationship management within the London Borough of Barnet partnership
- Overview of Key Performance Indicators across the highways cluster
- Resource Optimisation across the cluster
- Overall responsibility for defining and delivering the business plan for the service cluster
- Capita Symonds' Business indicators and implementing performance management
- Financial monitoring/reporting and performance
- Health & Safety
- Staff care and welfare with the Associate Director
- Support organisational development initiatives
- Identify resources requirements and support recruitment and selection

Service Manager

- Management & Delivery of the Output Specifications
- Management and delivery of the service KPIs
- Continuous improvement e.g. maintaining knowledge of the latest developments in the market, legislation, use of improved technology, more efficient working practices
- Co-ordination of associated activities and outputs with the project managers
- Single point of contact for internal staff, source of advice and support
- Single point of contact for client for specific service matters
- Working with the Member Liaison staff to enhance customer services
- Responsible for managing and documenting Service Procedures and the Business Management System
- Agreeing Delivery Programmes and projects
- Management of the external highways contractors
- Attendance at council meetings

Technical Director

General

- Delivery of specialist services within the highways service
- Project services
- Specialist technical advice and consultancy across the service clusters and within Capita Symonds
- Work across Capita Symonds' partnerships with peers to identify chances and implement best practice
- Business development for specialist services
- Expert witness services
- Highways Manager to attend Finchley & Golders Green Area Environmental Sub Committee meetings and forums as a lead advisor.
- Strategic and specialist input to Barnet Regeneration schemes, major planning applications, town centre strategies and strategic studies
- Regular sub-regional strategic liaison with TfL, including North and West London Sub Regional meetings, including the relevant Panel and pan London meetings such as LoTAG
- Cabinet Theme Meeting
- S278 and S38 agreements

- Preparation and submission of funding bids to external funding sources.
- Reserved application matters
- Planning Appeals (Public Enquiries). Proofs of evidence. Public Inquiry inputs.

Brent Cross Cricklewood (BXC)

- Undertake specialised highways input Highways Manager role at all relevant Planning & Environment Committees (and other non BXC major planning applications are being considered).
- Highways Pre-Application Advice on Planning Applications
- Service Planning Forums & Public Exhibitions, and other public consultation / engagement events
- Major Planning Applications highway recommendations (including reserved and other matters applications)
- Condition discharge, S106 monitoring and delivery of mitigation measures (borough related obligations)
- Drafting of Supplementary S106 Agreement(s)
- Travel Planning – Delivery and Monitoring
- Correspondence, FOIs, Ombudsman, Press Releases
- Manage and monitor all relevant capital and revenue budgets and control expenditure. To include the Transport Contingency Fund (TCF) within the Consolidated Transport Fund

The benefits of this approach will be:

- Clear accountability and clarity of roles and responsibilities across the cluster
- Improved lines of communication
- Better integration and closer working between the service clusters
- Consistency in service delivery
- Focus on service delivery and improvement
- Increased service innovation
- Improved management of resources to deliver variations in work programmes
- A commercial focus on the services
- A service that is geared for growth

5.1.4 Staff Training and Development

We will invest in significant training and development of highways staff as detailed in our HR, Pensions & OD SIP.

Our approach to a specific staff training programme for the [REDACTED] improvements will be a key investment and will comprise:

- training management
- local training facilities
- session plans
- hands on classroom learning
- user process and system guides
- go-live individual training support

The following table highlights some of the key training and development initiatives that we will introduce within the Highways Network Management service.

Training Matrix: Engineering Services		Job Role				Timeline for Delivery	
		Operative	Technical Admin/Support	Technical Professional	Manager	During Transition	Post Transition
○	Essential Training						
○	Essential Training for person(s) in applicable role						
○	Desirable Training						
Network and Transportation	Legislation Updates	○	○	○	○	✓	
	Traffic Management Act	○	○	○	○		✓
	NRSWA Streetworks Qualification Register	○	○	○	○		✓
	Safety Audit Training	N/A	○	○	○		✓
	Road Safety Audit: certificate of Competency	N/A	○	○	○		✓
	ROSPA Road Safety Engineering	N/A	○	○	○		✓
	National School Crossing Patrol Guidelines	○	○	○	○	✓	
	Transport Assessments	N/A	○	○	○		✓
	Modelling	N/A	○	○	○		✓
	Traffic Management	○	○	○	○		✓
	Development Control	N/A	○	○	○		✓
	Traffic Calming	N/A	○	○	○		✓
	Manual for Streets and Public Realm	○	○	○	○		✓
	Pavement Design	N/A	○	○	○		✓
	Highway Design	N/A	○	○	○		✓
	MX Design	N/A	○	○	○		✓
	Design for Urban Areas	N/A	○	○	○		✓
	Roundabout Design	N/A	○	○	○		✓
	Low Carbon Emissions	N/A	○	○	○		✓
	CDM for Designers	N/A	○	○	○	✓	
	CDM for Project Managers	N/A	N/A	○	○	✓	
	CDM Co-ordinator	N/A	N/A	○	○	✓	
	Lone Working	○	○	○	○	✓	
	Managing Contractors Safely	○	○	○	○	✓	
	Construction Skills Certification Scheme	○	○	○	○	✓	
	Mobile Working Technology	○	○	○	○	✓	
	Management Information System	N/A	○	○	○	✓	
	Relevant Academic/Vocational Qualification	○	○	○	○		✓
	CPD for latest industry developments	○	○	○	○		✓
	Professional Membership and Qualifications	○	○	○	○		✓

Table 1 - Engineering Service Training Matrix

5.1.5 Dedicated Legal advice and support

By bringing legal support into the DRS team and co-locating within the office we will ensure speedy, simple and assured access to legal advice and support when it is required. This will

reduce delays in case progression, provide expertise at times relevant to officers and minimise the amount of work that is sent out to external counsel.

The lawyers will also horizon scan ensuring changes in case law and statute are communicated rapidly and any operational changes are made urgently. They will also provide tailored training for staff in respect of developments ensuring the highest standards of professional practice.

5.1.6 Procurement advice

We will invest in procurement specialists from Capita Symonds to provide procurement advice during transition and beyond to ensure that the new works contracts can be implemented on time and give increased cost savings to the council as well as enhanced outcomes such as better use of local skills and residents of Barnet in the service delivery.

5.1.7 Working across Capita Symonds' partnerships to implement best practice and identify continuous improvement initiatives

Highway Network Management (Asset Management) Support Team:

The objective of this initiative is to put in place an easy to use network of experienced asset and network management specialists available from Day1 to support the delivery of the transition programme. Application of the virtual team approach will mitigate traditional agency/recruitment requirements. The virtual support team is illustrated in Section 3.

Improvements will be realised through engaging with our other partnerships to implement best practice working with our highways services at Salford Urban Vision, Blackburn with Darwen and the new North Tyneside MBC partnership, which include both highways network management professionals, works managers and operatives.

Our Highways Network Management service is an established discipline nationally and already has a well established network of contacts to share and jointly fund development of new initiatives.

5.1.8 Technology

The Technology Improvements in outline include:

- Investment in [REDACTED]
- Introduction of Mobile Working
- Investment in on-line Web Services and payments

[REDACTED] Maintenance Management System:

The objective of this initiative is to underpin a range of operational service efficiencies and optimise the current system investment. Major investment in [REDACTED] systems as detailed in our ICT SIDP will facilitate a near paperless and mobile process system for the HNM team.

Investment in the existing [REDACTED] maintenance management systems and web services will address issues identified during dialogue. It will deal with IT systems issues (reliability, availability, system speed) and also benefit the service in terms of realizing staff related process efficiency and service performance.

We will apply our Highway Maintenance Systems and mobile working expertise from our current TfL Network Asset Management System (NAMS) project through our relationship with [REDACTED] via the Capita Symonds Innovations team.

The new service will benefit from:

- A Capita Symonds managed and hosted integrated asset management system with central data repository and web portal for accessing network information
- Secure IT infrastructure with dedicated access and 24/7/365 support
- Enhanced functionality to support more efficient working
- Full GIS mapping interface
- Mobile working and remote access supported
- Improved system performance and reliability resulting in faster speeds and increased availability;
- Improved service management included enhanced user support in conjunction with our on site dedicated Systems Administrator;
- Software enhancements to support re-engineered process delivering efficient working;
- IT cost savings through a managed service

The implementation phases will include data migration, end to end user acceptance testing, end user training, dry run implementations, stakeholder communications, new software release management, end user support and custom training guides.

We have described in detail in our ICT SIDP and our Transition SIDP how we will deliver our proposals for investment in ICT on Day1. We have made specific commitments within our bid for example T3-47 to deliver these investments and the associated timescales. As described in Clarification HNM104a we are providing specialist resources from mobilisation and through transition to ensure that our commitments can be achieved. We are able to guarantee this because we have done it in our other partnerships and from our work with TfL where we manage the implementation of their highway maintenance systems.

Mobile Working:

The objective of this initiative is to facilitate new ways of working which will benefit the service and the teams. It will achieve significant time efficiency and record administration benefits. IT mobile working investment as set out in detail in the ICT SIDP will give HNM teams real time mobile office and free up staff from admin tasks with access to inspection data, customer care enquiries, contract SOR, emails and the like.

Our specific investment in the introduction of effective mobile working technology will benefit all areas of the service over time and represent a significant step forward in opening up information, removing silos and driving public customer engagement and self help strategies.

Mobile working for the Network Management service will represent a significant step forward in terms of optimizing the benefits of the Maintenance Management system. The mobile working system, [REDACTED], is a fully connected live system that will transmit and receive data continuously. [REDACTED] has two components, a desktop application which is used to manage what information goes where, and a PDA application which is used by the inspectors when off-site. The information is transferred wirelessly so staff do not need to come into the office to download data. The information flow is from [REDACTED] to the [REDACTED] desktop application to the PDA.

The implementation plan for mobile working prioritises the Highway inspection and Streetworks Inspection teams.

5.1.9 New Systems and Processes

We will introduce Capita Symonds best practice Business Management Systems (BMS) and Processes including iNav, our on-line system, from Day1 and tailored to meet the specific service needs of the Barnet partnership. We will appoint BMS champions from within the services to manage the BMS and ensure compliance. We will gain ISO accreditation for the Barnet BMS system within the first 12 months of the partnership and also implement Capita Symonds' internal business management systems to support managers in delivering the services.

Some examples of process mapping for a Highway Network Management service are included at Appendix D - Annual Plan process document and Appendix E Scheme Value Management process

5.1.10 Plans and Policies

We will focus on establishing plans and the specialist support resources to ensure business critical and critical path services are improved in terms of consistent quality.

We will respond to a key current service issue and identified efficiency improvement that there are limited plans, policies and process documentation. We have identified specific plans for the Network Management service that do not currently exist and would improve current services.

1. The Highways Asset Management Plan
2. Stakeholder Management Plan
3. Network Management Plan
4. Operational Network Hierarchy
5. Developer Design Guide

Highway Asset Management Plan:

The objective of this initiative is to produce a London Borough of Barnet Highway Asset Management Plan to encompass the current Highway Maintenance Inspection Manual. The manual will incorporate latest best practice ideas on highway asset management including life cycle planning and network recovery.

Opportunities for Community Self Help

Looking to the future the delivery of HAMPs will require new innovative approaches and we will look closely at how we can develop the traditional relationships to both devolve and seek greater engagement with the London Borough of Barnet communities.

Our SIDP initiatives for IT investment in live data management and also the fundamental engagement with all stakeholders will establish the platform for self help and as importantly create a voice for citizens. The core self help initiative will involve customers having the web based facility to track status changes with their enquiries. This will be made possible through our investment in Bentley/EXOR and mobile communication technology deployment and the interfaces with the NSCSO Customer Care front end. For a large number of customers being able to see what is happening with their enquiry or raising a new enquiry will be appreciated for its' convenience. We will continue to identify and support local initiatives such as local community supplies of rock salt to assist with winter conditions and if appropriate flood mitigation sandbags. We consider that the

potential exists for (under controlled conditions) local partnerships or designated community neighbourhood groups to be incorporated into our network inspection systems through mobile device technology. In Salford we have made some steps forward by engaging with the local Jewish Community who were keen to establish what is effectively a local additional neighbourhood inspector.

Our investment in Community Liaison Officers is there to support and encourage interaction and the shaping of services. We consider that opportunities exist to provide access to Community Response Teams to help direct focus on matters of local importance which might include painting fencing or maintaining benches, dealing with overgrowth, graffiti removal and the like. In our Partnership in Blackburn with Darwen we now have a new campaign called Your Call. Quite simply, it gives citizens the opportunities to make a real difference in the community

Stakeholder Management Plan:

The objective of this initiative is to conduct an innovative new start to managing relationships and contemporary information needs to both streamline the operational service and target customer service to need. The Stakeholder Management Plan will identify and manage all interfaces, including internal London Borough of Barnet, in a controlled environment. It will streamline and optimize traditional custom and practice to achieve reduced costs for stakeholder management. It will support 'channel shift' customer access and communication strategies and promote stakeholder involvement in developing London Borough of Barnet services that are customer driven and focussed.

TMA Network Management Plan:

The objective of this initiative is to produce a single document Network Management Plan to meet the legal requirements of the Traffic Management Act (TMA). It will be owned and managed by the Traffic Manager. The production of a composite Network Management Plan will be the tool for the Traffic Manager to deliver joined up network performance indicators in terms of short and long term congestion management

Operational Network Hierarchy:

The objective of this initiative is to look closely and objectively at the London Borough of Barnet highway network in terms of the relative importance and utility of different roads/routes. It uses a system of 10 factors, the application of which result in a points score which achieves finer differentiation between traditional Code of Practice same status route hierarchies. Investment in this fundamental review of the operational hierarchy is innovative and will drive service delivery optimisation in terms of inspection and maintenance focus. It will provide an objective, clear, and transparent methodology

Developer Design Guide:

The objective of this initiative is to draw together best practice. The Guide will then help ensure consistency and communicate London Borough of Barnet requirements to all potential developers. This will achieve staff efficiencies by reducing ad hoc enquiries and 'free' consultancy. The process to produce this document will facilitate new team approach. It will capture best practice and efficient process management in one document. The process of producing the document is designed to span traditional service demarcation boundaries

Collectively these policies and plans will lead to improvements in the highways asset and associated network value as well as increased customer satisfaction through proactive management and engagement with customers.

We will invest in a document and records management migration programme from paper to electronic format. Within the [REDACTED] application a number of tools are available to manage

electronic documentation relating to Network Management information such as plans and policies, inspections, defects, works orders, public enquiries, standard letter templates and photos. We will configure the document management module within the [REDACTED] application to enable these documents to be stored and managed appropriately.

We will also provide a structured Sharepoint site to enable any documentation which does not sit logically within the [REDACTED] application to be stored and accessible to all appropriate users.

This approach will ensure all key Network Management operational documents are managed electronically and will benefit the efficient production of accurate third party claim reports.

This approach to electronic documents will integrate with our mobile working initiative which will deploy CIM Contractor Interface Manager and allow data to be exported out of [REDACTED]

5.1.11 Managing Highway Third Party Claims

We have not included commitments or business cases that specifically highlight the highway network management risk with highway based third party claims and the potential for them to escalate. It is nevertheless a major part of our 'Network Recovery' plan to proactively manage our systems to help London Borough of Barnet (the Insurance and Risk Manager) contain the current level of annual financial liability [REDACTED].

We are aware from dialogue that injections of funding by the authority have been forthcoming but that the reactive budget has recently reduced.

Our Highway Network Management SIDP and CDP business cases contain a combination of initiatives that we consider will reduce the annual highway claims financial liability, working closely with the London Borough of Barnet Insurance and Risk Manager who was present as part of our early dialogue. This relationship with the IR Manager will be important, going forward, in terms of supporting investment decisions and protecting levels of reactive maintenance annual budgets.

These initiatives address the critical success factors:-

- Risk based highway safety inspections informed by all available accident data (claim trends and hotspots)
- High quality data collection and records to support the Insurance and Risk Manager with Section 58 report data defence (part of the agreed HNM Output Specification)
- Effective electronic maintenance management systems to ensure 'report to repair' service performance in terms of identifying and responding to safety defect repair situations
- Coordinated planned maintenance programmes with Invest to Save initiatives to minimise future claims
- Effective Streetworks Management to ensure the highway asset is protected and the authority is not drawn into unnecessary claims
- Inspection team training

We have an excellent track record in UrbanVision of making significant reductions in claims liabilities where a major invest to save reduced annual liabilities from £4m to £2m. Our core Highway Asset Management support team have implemented similar initiatives in several authorities.

The package of initiatives across our SIDP and CDPs that will in combination help manage claim liabilities are:-

1. Various [REDACTED] Maintenance Management System improvements including Mobile Working and Document Management

These investments will help claims management as the Highway Inspection Team will deal with defect/claim issues consistently within target performance response times and our event records in respect of the issue will be very good allowing the authority to ensure its' Section 58 defence is upheld, subject to the legal system known variables.

2. Asset Protection Initiative Streetworks Management

This will have a significant impact in the long term on the level of safety defects that will occur. Currently we estimate that a typical authority will be dealing with and paying for repairs which should have been corrected at the cost of the Statutory Undertaker. This will have a double benefit in reducing annual reactive maintenance liabilities and also assigning some claims to the Statutory Undertakers.

It will present an important opportunity for the redirection of funds to planned maintenance which will reduce defects and claim opportunities going forward.

3. New Highway Maintenance Framework Procurement

This initiative will present the opportunity for incentivised response times and potentially a risk based arrangement to provide long term warranties for reactive repairs.

4. New Works – Developer Design Guide

This will assist in the long term with the quality of new infrastructure which will help mitigate the rate of development of claims on the network.

5. Operational Network Hierarchy Plan

This initiative will help focus inspection and repair resources based on a combination of factors that reflect the use of a particular part of the network. This might mean that a Category 4A/4B road may, based on conditions, be afforded a monthly inspection due to risks at that part of the network.

6. HAMP - Network Recovery Plan

Our plans to use our learning from the Urban Vision Invest to Save experience will play a key part in a targeted reduction in the rate of occurrence of safety defects around the network

The management of highways based claims is subject to a number of variables that the DRS will have different levels of control. We have a high level of confidence based on our experience in other partnerships that, subject to budgets levels not falling significantly and further periods of extreme weather, that the number of claims received will be reduced as a result of our package of initiatives.

5.1.12 Highway Network Management Growth

Our detailed Commercial Development Plan (CDP) contains a number of important growth initiatives (summarised in the table below) that will be delivered through the Highway Network Management service during the life of the DRS.

We recognise the need to properly resource and support the growth initiatives which we will do through:-

- **A dedicated DRS Business Development Team** – this team will comprise transferred senior technical personnel who, as a result of increased capacity from productivity and efficiency improvements, can be released for training and mentoring in the skills needed to undertake commercial consultancy and wider business development in support of the DRS growth plans.

The team will be supported by four other full time individuals, drawn both from transferees and personnel from Capita Symonds Business Development who will be assigned to the DRS partnership. These staff will be trained and equipped to identify and successfully bid for both new business and central government and other funding.

Under the leadership of the dedicated business development director this Barnet based business development team (with the support of the Capita Symonds professional mentors) we will bring our best practice product and sales campaign development methodologies and service and product innovations to underpin our income growth commitments.

The partnership sales support/bid team will develop compelling service offers and sales campaigns to win work. (In addition, we will commit to providing additional capacity for dedicated business development activities within individual service areas - to target, for example, Regional Frameworks for Highways, regeneration and development opportunities etc.)

It is these growth initiatives that will create the opportunities we project will see the overall Highway service increase by around 88 FTEs. The Highway Network Management service that starts on Day1 with 30 people is projected to grow during the first 10 years by 64 FTEs.

These initiatives will create important new job opportunities for managers, engineers, inspectors, and technicians. They will underpin a sustainable future for the initial DRS team that offers opportunities for new training and development (including supporting local apprenticeships, graduate and technician training), career progression and a create the opportunity for all staff to develop new skills should they wish to.

Our vision from the outset for the Highway Network Management service is that the London Borough of Barnet approach to strategic highway infrastructure maintenance (the Highway Asset Management Plan) and network management (the Network Management Plan) will be recognised by peer professionals as effective, innovative and at the forefront of best practice both in terms of strategy and operational delivery.

5.1.13 Focusing the Streetworks Management team on growth in Barnet

We will introduce our Asset Protection initiative including an enhanced Streetworks inspection service and a coring service. This will be delivered through investment in mobile working systems, sharing best practice from our other partnerships, investing in specialists to support Barnet's managers and help to introduce our approach. Our investment is set out in a detailed business case and in the CDP and will be implemented through a combination of the existing London Borough of Barnet Streetworks team with support provided from our wider CS Streetworks expertise, to focus on our asset protection initiative which is part of the Network Recovery Plan

We have included supporting information within the appendices:

- Appendix A Streetworks
- Appendix B Coring
- Appendix C Streetworks Laboratory

The enhanced coring investment will be undertaken in conjunction with a further investment to improve upon the output specification requirement for the maximum (30%) of inspections (10% each of Cat A, B and C) to ensure 100% of Cat C, end of warranty, inspections are undertaken.

We consider that based on our experience and database of Streetworks defect results (compiled from several years' data), that it is important to inspect all openings before they go out of warranty. We have undertaken financial modelling of the benefits of taking this approach elsewhere and subject to actual London Borough of Barnet defect levels we would expect a significant financial benefit for London Borough of Barnet in terms of financial reductions in annual reactive maintenance as a result of mitigating the historical tendency for local authorities to fund safety defects arising from premature failures in Statutory Undertaker repairs.

Streetworks Management

The Opportunity

Under the New Roads and Street Works Act and its 'Code of Practice for Inspections', Highway Authorities are able to inspect completed Statutory Undertaker works and as deemed necessary, take a core sample for testing. If the core sample fails to meet the minimum standard of material type, depth, skid resistance, air voids etc the Highway Authority can recover all reasonable costs from the Statutory Undertaker who promoted the works.

The Council are allowed to inspect 30% of openings and can charge the undertakers a fee of £50 for each regardless of the test result.

The 30% is:

Cat A – 10%

Cat B – 10%

Cat C – 10%

For all openings that fail this inspection the defect rectification process is initiated.

At Risk Inspections

The Council also has the option to inspect the remaining 90% of Cat C openings. For those works that pass the Council is unable to make any charge to the undertaker so the cost of these inspections is borne by the council unless a defect is identified and then a charge is made to the undertaker.

For those works that fail the defect rectification process is initiated.



Defect Rectification Process

Following a fail the Council set up a D1 meeting with the undertaker. The undertaker is charged a fee of £47.50 regardless of them attending or not.

A D3 meeting is then arranged for a date after the D1 to inspect the rework. Our experience again is that often the rectification work hasn't taken place. Again the undertaker is charged a £47.50 fee for each D3 event.

These D1s and D3s will continue for each opening until the rectification has taken place and the inspector passes it.

There is also a stage, D2 which is where the inspector attends the site whilst the rectification is taking place. For Councils that operate notice schemes D2s don't happen as the Council has no knowledge of the date and time the work will take place. For Councils operating Permit schemes such as Barnet then D2 can be planned as the SU has to inform the Council as to when the work will take place. Again the SU is charged a £47.50 fee for each D2 event.

Coring

For those openings that pass the visual inspection the Council has the option of taking a core sample from the site. Our experience suggests 50% of openings have the potential to be cored.

Coring and testing is undertaken at the Council's own risk i.e. if the core passes all tests then the Council is unable to make any charge to the SU.

Should the Council decide to core then the laboratory will send someone to the site to extract a core. The sample will then be taken to the lab and tested. When a core is found to fail the SU is charged at the following rates:

- Test 1 fail - £155
- Test 2 fail - £217
- Test 3 fail - £250

If a core passes test 1 it moves onto test 2. If it passes test 2 it moves onto test 3. Failing a core for any of the tests initiates the defect rectification process.

[REDACTED]

The Highway Authority is able to charge for inspections, administration, core sampling, laboratory work, overheads etc and charge for further inspections of the remedial works whilst being undertaken and the final reinstatement.

Programmes of this nature are designed to reduce long term highway maintenance costs by around 5-10%, based on research undertaken by the Transport Research Laboratory on behalf of Transport for London and The County Surveyor's Society. Non complaint reinstatements cause carriageways and footways to suffer structural deterioration and create the need for early maintenance that has to be funded from limited highways budgets. The cost to Local Authorities of this early maintenance has been estimated to be over £200m nationally.

The Local Government Agency (LGA) recently held a discussion event to discuss the impact of streetworks and reported as follows:

"Shoddy streetworks carried out by utility companies are costing small businesses thousands of pounds a week and stunting local growth, according to new research published today"

"Across the country, high street shops are being forced to close, having deliveries delayed or seeing shoppers driven away by needless works which could easily be avoided."

"Council highways bosses are also warning that having to repair poorly re-laid surfaces by utility company contractors costs taxpayers £218 million a year, and want more to be done so contractors can be held to account."

"The Local Government Association (LGA), which represents more than 370 councils across England and Wales, has today (12th December 2012) organised a meeting of highways managers, business leaders, utility company executives and leading politicians where the research will be presented. They will discuss what measures can be taken to improve the quality of streetworks to lessen the impact on shops and so support local growth, as well as reduce the inconvenience to motorists and burden on council budgets."

"Utility companies are responsible for about two million road openings a year. Though many are necessary, some could be avoided by better coordination between companies and 17 per cent – 340,000 – are poorly resurfaced, meaning they have to be redone at the expense of local councils, causing more traffic disruption and loss of earnings to local traders."

The LGA, in conjunction with the Association of Convenience Stores, last month surveyed hundreds of high street businesses across the country to assess the impact of nearby streetworks. Key findings include:

- 57 per cent of shops have had street works nearby over the past three years.
- 72 per cent of these were negatively affected by streetworks, with issues including forced closure, delivery delays, reduced footfall and reduced sales.
- 43 per cent were affected for at least a month, with nine per cent at least six months.
- 31 per cent say streetworks reduced their footfall by at least a quarter with, at worst, some losing about 2,500 customers a week.
- Half say they lost at least 10 per cent of sales with, at worst, some losing about £7,500 a week.
- 96 per cent would like to see councils given enough power to ensure roads are returned to the proper standard after streetworks, and 79 per cent believe utility companies should help finance the resurfacing.

The streetworks initiative is designed to protect Barnet's highways asset. We will develop a service to ensure that reinstatements in the highway and footways are completed in accordance with the relevant highways specifications following works by contractors or Statutory Undertakers within the Borough of Barnet.

We have included 3 separate business cases within our model which are:

- Streetworks Management in Barnet – Guaranteed
- Streetworks Management in Barnet - Aspirational
- Streetworks Management outside Barnet - Aspirational

[REDACTED]

[REDACTED]

[REDACTED]

There were approximately 9,000 openings in the Borough in 2011-12, only 10% of these currently have Cat C inspections leaving 8,100 openings available to inspect.

[REDACTED]

We have undertaken research across the London Boroughs and with TfL and very few of the London Boroughs currently carry out any coring activity. We believe that the market for our coring service is between 20 and 30 of the London Boroughs alone. Combined with the potential for growth with the adjacent authorities across the region there is the potential to introduce our approach and grow this service stream significantly.

We have previously provided consultancy services for TfL on New Roads and Streetworks services and priced to provide the full range of services but these are currently the responsibility of the network management contractors.

Capita Symonds is also unique in that there are few if any competitors who have the breadth and depth of our service offer which includes:

- Inspections
- Asset Management systems consultation and design
- Coring Services
- Laboratory testing facilities
- Bespoke staff training and Development
- Bespoke software design for systems such as [REDACTED] for mobile working

In addition, we are able to offer a unique approach as we can provide this as a 'one-stop shop' through an integrated service model.

How it works

Charges will be levied in accordance with statutory legislation for the statutory and at risk inspections. Charges will also be levied for the failed cores. These charges will generate revenues for the council over and above those generated from the Council's permit scheme.

We have consulted with TfL and existing London Boroughs about streetworks management in London and are satisfied that our approach and charging mechanism is in line with London's requirements.

The programme is expected to reduce maintenance liabilities and create surplus income for London Borough of Barnet.

Making it happen

We will establish a transition plan with the Streetworks team based on re-assignment of part of the existing team to implement a new Asset Protection Initiative and will undertake an initial coring trial.

Capita Symonds will also employ IT support to ensure the [REDACTED] Streetworks software is optimised for additional inspections and investigatory coring and that mobile working for Streetworks is implemented using [REDACTED]. We will establish a Systems Administrator specialist support resource and effective [REDACTED] supplier support.

We will also review back office debt collection process and procedures and finally designate a transition Project Manager.

In order to develop the service Capita Symonds will invest in the learning and professional development of the team. Key areas for training and development will include:

- Inspections
- Coring
- Mobile Working
- NRSWA legislation
- Health & Safety

Transition Approach and Plan

The transition phase will include using resources from our existing partnerships in Blackburn and Salford to provide a mentoring role. The Barnet street works team will be included in Capita Symonds' existing Best Practice Groups, to ensure established best practices are transferred and supported through a wider network of peers and professionals.

The following stages are intended during the transition period:

- Review of current volumes of inspections
- Review of current failure rates and assessment of inspectors skills
- Review of current debt recovery rates
- Engagement with Statutory Undertakers

- Assessment of locations suitable for coring
- Undertake initial trial of coring, establishing baseline for programme
- Establish a coring programme and implement process
- implementation of a mobile working solution, NOMAD
- Appropriate support and representation at local HAUC and JAG committees identified

Benefits for Barnet

This unique service can deliver the following benefits for the Local Authority:

- Improvement in asset quality and longevity
- Repairs to poor road patching is paid for by the contractor / utility company rather than the Local Authority
- Reduction in maintenance costs over the long term
- Improved resident satisfaction rates due to improved network surface quality and fewer complaints
- Establish the London Borough of Barnet as a centre of excellence capable of providing the service to other Local Authorities
- Improve the robustness of service by providing employment opportunities including additional inspectors, coring technicians and streetworks coordinators
- Provide additional significant income stream for the Council
- Provide staff development opportunities through additional training and the opportunity to work with colleagues across Capita Symonds businesses nationally delivering similar services

Our track record

Capita Symonds can bring its tried and tested approach to streetworks management including inspections and coring services to grow a successful service in Barnet, based on the systems developed for our Urban Vision model and financial debt recovery.

For example, Salford City Council employed Capita Symonds to provide a Street Works Management Service to monitor and assess the quality of reinstatement work carried out on Salford's network.

Statutory undertakers carry out approximately 9000 excavations and associated works per annum in Salford and despite improvements in technology and materials they still consistently fail to achieve the minimum standards of reinstatement.

Urban Vision's Street Works Management Service provides a diligent and rigorous inspection process, which has resulted in cost savings, additional revenue and significant service improvements for Salford City Council.

In 2012 we generated £450k of additional revenues to the council.

Salford City Council was chosen by AGMA (Association of Greater Manchester Authorities) to lead on the implementation of a Greater Manchester (GM) coring service as Lead Authority under the Local Government Act, ie the Service will be delegated by each local authority district to Salford, for Salford to deliver on their behalf.

Capita Symonds Urban Vision is undertaking this service on behalf of the council across the Greater Manchester authorities.

The GM collaborative Coring Service will:-

- create a consistent 'Coring Strategy' across Greater Manchester
- improve the quality of reinstatements
- develop an ongoing driver of change in undertaker activity

Urban Vision Service Scope includes:-

- Programme Management & Governance
- Supervisory resources
- Invoicing and debt management services
- Co-ordination and technical support
- Training and guidance
- Performance monitoring and reporting

Our inspection and coring services are also in operation in other parts of the UK including:

England

- Blackpool Borough Council
- Blackburn with Darwen Borough Council
- Knowsley Borough Council
- Salford City Council
- Sefton Council
- North Tyneside Council
- South Tyneside Council
- Warrington Borough Council

Wales

- Bridgend County Borough Council
- Merthyr Tydfil County Borough Council
- Monmouthshire Council
- Torfaen County Borough Council

We were also responsible for developing this initiative in our Cumbria partnership over 7 years ago and generated over £1m per annum in additional revenue for the authority.

Our business case reference HW NM40 Highways Testing Facility details our proposals to develop a laboratory testing service to support the development of this business case and bring additional benefits and revenues to the Council.

Capita Symonds' UKAS Accredited Engineering Services Laboratory is based in the north west of England and offers materials testing services to a number of public and private sector clients who carry out works in the highway.

Our coring service comprises of both an extraction & testing regime & is 100% compliant with the requirements of the Specification for the Reinstatement of Openings in Highways, (SROH) and the HAUC (UK) Advice note No. 2012/01 dated 31st January 2012.

Our testing and analysis service for every core sample we extract or receive includes:

- Preparation for tests
- Thickness of layers and material types identification
- Determination of bulk density per layer
- Determination of maximum density per layer
- Determination of air voids per layer
- Interpretation of test results in accordance with NRSWA SROH
- Store of completed specimens to make available for inspection up to 3 months after extraction or longer if agreed
- Use of UKAS techniques to meet requirements: equipment calibration

The laboratory team provide a technical report for every core that includes a specialist engineering assessment and engineering judgement undertaken by a technically competent member of the team. This is a very powerful tool that assists in minimising challenges and disputes within the industry. Other laboratories tend not to do this and may therefore be open to challenge.

Our Laboratory Manager has vast technical knowledge, is very well respected within the industry and is appointed to the NW HAUC Materials Sub Group.

Our team of technical specialists are able to provide knowledge and advice related to specification compliance, materials selection, and quality control, we offer a wide range of high quality consultancy services that includes:

1. Guidance & Training:

- Industry legislation
- UKAS accreditation
- Materials selection and use
- Equipment
- Application and compaction techniques

2. Audits & Spot Checks:

- Site organisation
- Materials in use
- Equipment
- Application and compaction techniques

3. Self Regulation & Testing:

- Quality control on site
- Core extraction and testing
- Material testing

4. Materials Advice:

- Specification of materials to comply with the SROH
- UKAS testing requirements
- Economical selection for all highway construction and reinstatement materials, including asphalts and bitumens, recycled aggregates, soils and foundation materials
- Environmental technology issues
- Research and development
- Emerging best practices

5. Quality Systems:

- Quality control of materials
- Site records

6. Compaction Trials:

- Legislative and specification requirements
- Material selection
- Equipment
- Application techniques

7. Laboratory Site Visits & Invitation Sessions:

- An open door policy for the inspection of samples and testing techniques
- Meeting our staff
- On-site attendance during core extractions
- Specific meetings related specific issues
- Training sessions

In summary we have the full capability, knowledge and skills to provide a streetworks management service for Barnet that will generate significant revenues for the council from additional inspections and coring services – the revenues are derived from standard fees and charges. We will ensure that the quality of reinstatements is enhanced through this programme and that the systems for inspection, testing, debt collection and coring are of a very high quality making Barnet a centre of excellence and develop the service across London and the south of England as we have successfully done across the north of England and Wales.

Highways Testing Facility

The Opportunity

This initiative aims to develop a product and material testing service initially for highway projects building on our proposals to introduce a coring regime in Barnet and across London and the surrounding authorities from our proposals for an enhanced Streetworks service as detailed in business case HW NM27.

Due to the specialist testing facilities and the mandatory requirement for UKAS accreditation, there are a relatively small number of similar testing facilities in the UK and we intend to use the Barnet coring service to establish a satellite laboratory from our existing operation in Merseyside, where Capita Symonds already operates a specialist laboratory facility for testing including coring.

The market for the testing service is significant and includes all the London Boroughs and TfL as well as the existing utility companies and highway maintenance contractors within London. We will also target customers in the authorities adjacent to London across the South and South East of England. Few local authorities in London and the adjoining areas currently carry out the coring regime and consequently as a result of our proposals to grow the Streetworks service across London and the South we will bring a significant amount of work in to the new laboratory with the streetworks operation alone. The laboratory will also develop its range of testing services to deliver other material testing across the construction sector.

We have estimated a total market volume of over 5,000 tests per annum at an average of [REDACTED] per test and estimate our potential share of the market could reach [REDACTED] by year four. These

projected fees are informed by the actual experience of the Sefton Laboratory Business Plan for Highways and Infrastructure.

The market will grow as we expand the streetworks management service across the region and start to introduce new testing services in addition to highways materials testing.

How it works

Effective highway product and material testing can deliver an important benefit in ensuring that long term valuable public assets not only last for their planned design life but also perform well in terms of the look and feel of an area.

The service will apply to all forms of testing including carriageway materials and structures. The demands for testing are driven by construction quality assurance compliance and site supervision/management programmes.

In terms of the coring operation the process is relatively straightforward simple and takes only 30 minutes to extract a core. We operate the coring service using single man-trained in manual handling with robust health and safety training and processes.

Making it happen

The Asset Protection (streetworks) growth initiatives will establish a utility management and reinstatement testing service to support the Highways Team. Initially testing will focus on streetworks and be undertaken remotely using our established UKAS accredited engineering laboratory but we will transfer skills and knowledge from our North West business. Our Business Director, Ian Halton, will support the development of the service in Barnet.

During transition we will undertake market research to establish a database of potential clients for a wider suite of highways and infrastructure material testing in addition to the streetworks testing.

Capita Symonds will establish a laboratory material testing facility locally within the London Borough of Barnet. We will develop marketing literature and will assign business development resources to identify clients for the service. The UKAS accredited testing services will be implemented under the control of the Capita Symonds Laboratory Manager.

We will invest in the development of the specialist lab facilities in the borough, we estimate that the level of investment required will be approximately [REDACTED] to develop the necessary facilities and acquire the UKAS accreditation.

Benefits for Barnet

Developing the service will:

- Establish the London Borough of Barnet as a centre of excellence and a unique provider of services to both the public and private sector
- Improve the robustness of service by providing employment opportunities for a laboratory manager, testing technicians and trainees as well as providing an opportunity for graduates
- Provide additional income stream for the Council
- Provide staff development opportunities to develop skills in the laboratory

Our track record

The Merseyside Engineers Laboratory Service was originally operated by Sefton Metropolitan Borough Council (SMBC) on behalf of the other four Merseyside districts but was closed down in April 2011 due to significant budget cuts. We carried out a detailed due diligence exercise and developed a business case which showed that there was the potential to develop the service as the Capita Symonds Engineering Laboratory. We agreed a commercial offer with the council and took over full responsibility for the laboratory service. We employed the two key staff who had been made redundant by SMBC and recruited two new operatives from day one. The laboratory commenced trading on the 1st June 2011 with 4 staff and has since gained a significant number of new clients. Its turnover for 2012 is almost [REDACTED] and the facility currently employs 16 members of staff.

Current local authority clients include:

- Blackburn with Darwen Borough Council
- Blackpool Borough Council
- Bridgend County Borough Council
- Knowsley Borough Council
- Merthyr Tydfil County Borough Council
- Monmouthshire Council
- North Tyneside Council
- Salford City Council
- Sefton Council
- South Tyneside Council
- Torfaen County Borough Council
- Warrington Borough Council

In addition to these we also work for a number of private sector clients and deliver secondary highway testing work.

Capita Symonds Engineering Laboratory is based in the north west of England and offers materials testing services to a number of public and private sector clients who engage in works in the highway.

Our coring service comprises of both an extraction & testing regime & is 100% compliant with the requirements of the Specification for the Reinstatement of Openings in Highways, (SROH) and; the HAUC (UK) Advice note No. 2012/01 dated 31st January 2012.



Our testing and analysis service for every core sample we extract or receive includes:

Preparation for tests:

- Thickness of layers and material types identification
- Determination of bulk density per layer
- Determination of maximum density per layer
- Determination of air voids per layer
- Interpretation of test results in accordance with MGSWA SROH
- Store of completed specimens to make available for inspection up to 3 months after extraction or longer if agreed
- Use of UKAS techniques to meet requirements equipment calibration

The laboratory team provide a technical report for every core that includes a specialist engineering assessment and engineering judgement undertaken by a technically competent member of the team. This is a very powerful tool that assists in minimising challenges and disputes within the industry. Other laboratories tend not to do this and may therefore be open to challenge.

Additional services

In addition we can also take an additional reference core and hold it in the laboratory for inspection for as long as is agreed. And in accordance with the HAUC (UK) Advice note No. 2012/01, core samples that fail on thickness or material type, are not tested for void content and therefore minimise the associated costs where applicable.

Capita Symonds Engineering Laboratory is Independently Quality Assured as a **UKAS** (United Kingdom Accreditation Service) accredited Laboratory

Our Laboratory Manager has vast technical knowledge, is very well respected within the industry, and is appointed to the **NW HAUC** Materials Sub Group.

Our full schedule of tests can be viewed on the UKAS website www.UKAS.com

Our team of technical specialists are able to provide knowledge and advice related to specification compliance, materials selection, and quality control, we offer a wide range of high quality consultancy services that includes:

1. Guidance & Training

- > Industry legislation
- > UKAS accreditation
- > Materials selection and use
- > Equipment
- > Application and compaction techniques

2. Materials & Equipment

- > Site organisation
- > Materials in use
- > Equipment
- > Application and compaction techniques

3. Field Regulation & Training

- > Quality control on site
- > Core extraction and testing
- > Material testing

4. Materials Advice

- > Specification of materials to comply with the SROH
- > UKAS testing requirements
- > Economical selection for all highway construction and reinforcement materials, including asphalt and bitumens, recycled aggregates, soils and foundation materials
- > Environmental technology issues
- > Research and development
- > Emerging best practice

5. Quality Systems

- > Quality control of materials
- > Site records



6. Compaction Tests

- > Legislative and specification requirements
- > Material selection
- > Equipment
- > Application techniques

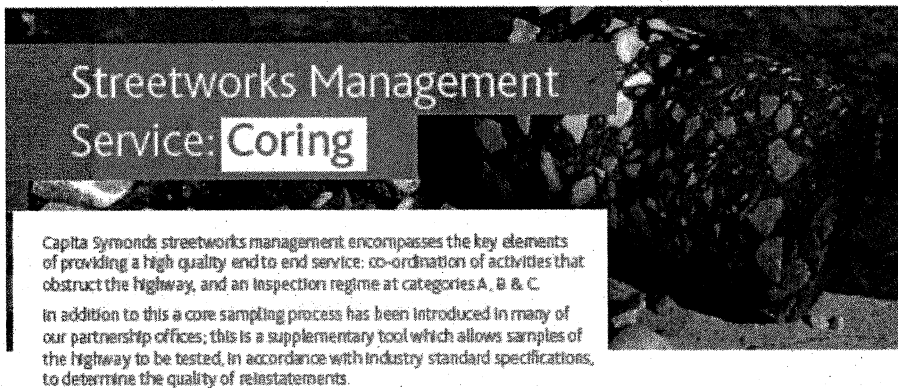
7. Materials & Equipment Selection

- > An open door policy for the inspection of samples and testing techniques
- > Meeting our staff
- > On-site attendance during core extractions
- > Specific meetings related specific issues
- > Training sessions

The services outlined in this document and our team can deliver the service with the individual company needs. We believe in working with our clients to make practical improvements to the selection of materials and workmanship and ultimately assist in delivering improved applications and consistent quality standards.

Figure 10 - Capita Symonds Engineering Laboratory

CAPITA SYMONDS



Streetworks Management Service: Coring

Capita Symonds streetworks management encompasses the key elements of providing a high quality end to end service, co-ordination of activities that obstruct the highway, and an inspection regime at categories A, B & C. In addition to this a core sampling process has been introduced in many of our partnership offices; this is a supplementary tool which allows samples of the highway to be tested, in accordance with industry standard specifications, to determine the quality of reinstatements.

What is coring?

An intrusive investigation of statutory undertakers reinstatements to determine their quality and compliance with specifications to ensure there is no legacy or negative impact on the highway network in the long term.

Why do core samples fail?

The use of incorrect materials, inadequate compaction methods or incorrect depth measurements can cause reinstatements to fail in the long term and core sample testing can identify these failures.

What happens if the defects aren't discovered?

If failures are not identified (visually), within the undertakers guarantee period, carriageway or footway defects become the responsibility of the Highway Authority, who are required to put them right through their own revenue budgets. Core samples can assist in detecting failures after the guarantee period is finished.

How many statutory undertaker excavations are there each year?

In the City of Salford there are around 8,000 excavations and approximately 50% of these reinstatements are subject to core sample testing and there is currently a failure rate of 70%.

Industry benchmarking has shown long term sustained core test failure rates lie in the region of 60% to 80%, it is the hope and aim of many Local Authorities who implement a coring programme that these core failure rates will drive behavioural change in statutory undertakers to improve the quality and process of reinstating our highways.

Capita Symonds offer an end to end random core sampling service which consists of identifying and extracting cores to analysis, testing and reporting results using a UKAS accredited laboratory.

We also support follow up meetings with utilities. We also offer to carry out an initial core sample trial for prospective clients in advance of establishing a planned long term coring programme.

The coring trial gives Local Authorities who are not yet carrying out coring the opportunity to share our knowledge and experience in providing this service and the opportunity to gain an insight in to the current condition of the network and the potential number of cores before implementing a coring programme.



CAPITA SYMONDS

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Contact us now for more information or to request a core sample trial.

Ian Halton
Director

e: ian.halton@capita.co.uk
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Figure 11 - Coring Service Overview

Highways Safety Inspections External Service

The Opportunity

This initiative will generate additional income for the partnership from fees for delivering both 'top-up' or full Highway Safety Inspection services to other Local Authorities in London and the surrounding area.

Based on providing these services from our Blackburn with Darwen partnership for other clients such as Lancashire County Council, we have forecast the average fee to be [REDACTED] per inspector per month with the average requirement being for 3 FTE inspectors generating an average of [REDACTED] in revenues from each authority.

This is a service that we have been successful in tendering in Lancashire and South Tyneside and in the case of Lancashire we won 2 successive re-tenders. So we were competitive and delivered an efficient service to the client whilst still maintaining a margin.

Across London and the surrounding area we have identified over 50 authorities where the service could be delivered, valuing the market at over £10m per annum. We have assumed that 10% of these potential targets will be active in the market for support of this service and over the 10 year period we would secure at least 3 new authorities for an average of 3 years each. We have forecast revenues of [REDACTED] over the 10 years of the partnership.

How it works

The service provided is the Capita Symonds standard best practice highway safety inspection service managed remotely from the client authority, which is facilitated by our maintenance management system software and mobile working systems including [REDACTED]

Line management arrangements for remote workers are put in place, comprehensively covering all aspects of Health and Safety and performance and quality management based on our approach in Lancashire which was managed via our Cumbria partnership some 100 miles away.

The service will compete effectively with in-house and temporary staff solutions because of the very competitive cost base enabled by the 'shared service' based model enabled through remote and mobile working technologies. We will be able to demonstrate best value based on our previous contracts which have been retendered and won competitively on more than two occasions.

Making it happen

Our investment in mobile working within the London Borough of Barnet DRS will be fully established and extended to provide the platform for promoting this shared service solution to other authorities.

Technical resources from across the wider Capita Symonds business will assist with establishing initial additional capacity and operational flexibility. Capita Symonds has an established and extensive fully trained expert capability in highways safety inspections which staff will be able to assist setting up then complement and will compliment the delivery resource base for the Barnet partnership service.

As well as expert technical support, we will also provide additional business development support to the partnership from the start, in particular from [REDACTED]

These teams will help to establish within the partnership a range of business development techniques and expertise in bidding for work with new clients.

Marketing and business development literature will be prepared and business development resources assigned to identify potential clients for the service. A lead manager will be identified and tasked with achieving a phased expansion of the service. This will be informed by the Capita Symonds businesses delivering similar support for Highway Inspections in Lancashire and South Tyneside. We will promote our capability through a range of business development techniques and experience bidding for work with new clients. This will provide the reassurance to new clients and will promote our track record of quality inspection performance and IT initiatives, for example in Lancashire and Newcastle. We will prepare a focused plan with targets to attract new clients. Our systems will include comprehensive training and induction and also include 'on the job' mentoring and in situ performance reviews. Performance management data obtained from the [REDACTED] mobile working system will be used to monitor all aspects of service quality.

We will invest in the training and professional development of the Barnet team. Key areas for training and development will include business development and marketing, bidding, commercial awareness, and contract arrangements.

Benefits for Barnet

Offering this service to other Authorities will:

- Establish Barnet as a centre of excellence for highway inspections
- Build additional capacity and flexibility in to the existing Barnet core service
- Provide existing staff with the opportunity to develop their skills and create prospects to advance their careers with other clients as well as Barnet Create an additional source of revenue for Barnet
- Support additional investment in the service through advances in technology
- Help develop best practice arrangements across the new service providers

Evidence and track record

We currently have highway safety inspection teams in all of our local authority Partnerships and from this base we have been delivering this kind of shared service to other authorities in the immediate area, for example to Lancashire County and South Tyneside Borough Council from our Cumbria partnership. The quality, reliability and value for money of our service has been validated through successful re-procurement of the service.

For example, in Lancashire we provided all the districts within the county with highway safety inspections for 10 consecutive years. The success of the service and delivery of best value is demonstrated by the client awarding the contract to Capita Symonds on two consecutive rebids. The original contract was for 5 years and we were successful in getting two additional 2 year contracts. The annual value of the contract was approximately £400,000. We provided 6 inspectors and a part-time manager to run the operation remotely. The inspectors were equipped with mobile working technology, including hand held devices and laptops in their homes and vehicles.

The inspectors were part of a team based in Carlisle and benefitted from shared learning and development with their colleagues.

Expert CDM Coordinator Service

The Opportunity

This initiative will generate income from fees for the provision of the legally required expert Construction Design Management (CDM) Coordinator Services to other Local Authorities for Highways clients across the London authorities primarily, but linking to a wider UK client base network through Capita Symonds partnerships, as happens currently with our CDM Coordinators.

The offer includes the provision of CDM services provided by experts within the London Borough of Barnet partnership to external clients from both the public and private sectors. The partnership we will use the network of existing Capita Symonds clients and the London Borough of Barnet's contacts as a launch pad for the service.

There is a growing market for expert consultancy support as a result of a skills gap within local councils caused by retirements and ongoing reductions in Local Authority budgets. As a result of

this and based on approaches we regularly get to supply this service we consider there is an important market across the London authorities.

We have forecast the market for these services delivered by the Barnet partnership comprising organisations across the south of England in both the public and private sectors

Using information from our established London CDM business we estimate the market value of CDM in the region to be in the order of £200m per annum nationally. We currently have a turnover of £1m representing a 0.5% share of this market. Fees for the service equate to [REDACTED] per full time equivalent per annum. In order to deliver this growth we would need to develop a further 0.125% of the market which will support at least 3 full time professionals in Barnet. Capita Symonds' Health and Safety business has annual revenues of over [REDACTED] and will provide support to help the CDM service in Barnet to grow.

How it works

The service provides clients with the solution for meeting the requirement to fulfil CDM co-ordinator duties in accordance with the Construction (Design and Management) Regulations 2007. These are the important and mandatory regulations for the client, the CDM co-ordinator, the principal contractor and the project designers. Our service will provide the team with professional advice throughout the project to assist with meeting legislative obligations effectively and on time, reducing project risk and increasing efficiency.

As an example, this might include a comprehensive review of a principal contractor's initial construction stage health and safety plan to enable the Client to fulfil their duties under regulation 16 and preparation of health and safety management arrangements for a project.

The service will compete effectively with other bodies who provide similar services because of the very competitive cost base enabled by such a 'shared service' based model and through leveraging the existing specialist expertise available across Capita Symonds.

Making it happen

Capita Symonds has an established and extensive fully trained expert capability which staff will be able to assist setting up then complement and add to the delivery resource base for the Barnet partnership service.

As well as expert technical support, we will also provide additional business development support to the partnership from the start, in particular from [REDACTED]

These teams will help to establish within the partnership a range of business development techniques and expertise in bidding for work with new clients.

We will invest in the training and professional development of the Barnet CDM-C expert team. Key areas for training and development will include business development and marketing, bidding, commercial awareness, and contract arrangements. The Barnet team will also receive training in the way in which Capita Symonds delivers CDM co-ordinator services which will include an in-depth induction into the company's CDMC Manual.

One of our key processes to ensure the quality of the documents we produce is our 'peer review' process. All significant documents drafted by Capita Symonds CDM co-ordinators have to be technically peer reviewed by a senior member of the CDMc team before issue. We will implement this procedure with the Barnet team.

We will promote our capability and capacity through a range of business development techniques and our experience of bidding for work with new clients. This will provide the reassurance to new

clients of the levels of expertise and experience in delivering CDM services for highways projects. We will prepare a focused business development plan with targets to attract new clients. We will use our bidding and cost appreciation experience to ensure that the price offered for specialist services is competitive and attractive to clients. We will draw upon our current database of charges and contract arrangements for clients for CDM-C services in the UK.

Benefits for Barnet

Developing the service will:

- Establish the London Borough of Barnet as a centre of excellence and a unique provider of services to both the public and private sector
- Improve the robustness of service by providing a dedicated additional CDM resource to support the council's growth agenda and provide greater flexibility in delivering the services through peaks in demand
- Provide staff development opportunities for those wishing to specialise in health and safety consultancy service including CDM
- Create at least 3 full time posts in Barnet income stream for the Council
- Provide additional income stream for the Council

Our Evidence and Track Record

Capita Symonds is one of the industry's leading providers of construction health and safety services to clients across the UK. With over 70 CDM co-ordinators and associated support staff we have the resource and capability to support and grow the small resource base within the Council.

Our experience on some of the country's largest and most complex projects as well as a broad mix of smaller schemes, means we have a rich blend of knowledge and capability that helps us to advise and support our clients in the most practical and pragmatic way.

Capita Symonds provides a professional and comprehensive CDM co-ordinator service for clients under the Construction (Design and Management) Regulations and we frequently act in this capacity for all construction activities undertaken by a client and we take pride in the number of repeat commissions we receive. The support we can offer is wide ranging and includes:

- Strategic advice and guidance to construction clients
- Drafting of construction safety/ CDM policies and procedures
- Advice on the design and implementation of CDM management systems
- Online CDM process management systems (CDM DataStore)
- Guidance on the application of health and safety legislation in relation to a client's design and construction activities
- Advice, guidance and support in the establishment of a competent supply chain
- Online competent supply chain management (SupplyBase Manager)
- The setting of monitoring of health and safety KPIs, goals and targets
- Capturing and monitoring accident data (Workload-Incident Manager)

- Asbestos advice and management
- CDM co-ordinator services
- Site safety inspections
- Electronic H&S File collation and management (DataStore)
- Advice on international construction projects
- Construction litigation and expert witness services
- Training of clients, project managers, fund managers, development managers, asset managers, property managers and designers in CDM, the appointment of contractors and construction safety

CDM Co-ordinator Project Examples

A428 Improvement	HA/Edmund Nuttall Ltd
M6 Extension	HA/Carillion
A429 Bypass	HA/Carillion
Great Barford Bypass	HA/Edmund Nuttall Ltd
A465 Dualling	Welsh Office/Hochtief-Griffiths
Liverpool One Project	Grosvenor
Southend Town Centre	Renaissance Southend
Caversham Court	English Heritage/Reading BC
Aviva Investors –	Multi storey car parks, retail parks
Hampshire CC –	Range of projects
Metropolitan Police Service – 6 year framework for Greater London	

Highway Maintenance Contracts Re-procurement

The Opportunity

The current London Borough of Barnet Highways Maintenance Contracts expire in 2014.

The current contracts for routine and planned maintenance services are currently awarded to Volker Highways and Eurovia. There is therefore a need to design a new approach to procuring these services which needs to commence early in 2013 to be in place in time.

Current expenditure on both revenue and capital works varies from year to year but on average is approximately £4m to £5m per annum.

This estimate is based upon our knowledge and experience of highways term contracts and the current market rates for the services in London from our work with other local authorities in the region.

How it works

Capita Symonds has developed, procured and managed construction related frameworks and other forms of partnership arrangement with numerous Councils. These have been very successful and have utilised Capita Symonds' approach including:

- Strategic Partnering Advice and Facilitation
- Strategic Brief Refinement / Strategy Formulation
- Designing and Implementing a legally robust procurement process
- Value/Risk Management and Continuous Improvement
- Contract Choice and Development
- Stakeholder Training and Briefing Sessions
- Partnering Training
- Supply Chain Development and Readiness
- Preparation of Tender and Contract Documentation
- Obtaining, Evaluating and Negotiating Tenders
- Developing Performance Management, Monitoring and Reporting Frameworks
- Advice and Support Relating to Dispute Avoidance/Resolution
- Periodic Partnering and Procurement Health Checks
- Critical Success Factors

Making it happen

We would invest additional resources in to the partnership to design and implement a new approach to procurement of the services. Our procurement specialist would work with the existing highway managers and bring in specialists from across Capita Symonds' business as required including:

- Quantity Surveyors
- Highways Technical Specialists
- Contract Estimators
- Financial Modellers

Our approach has ensured the framework Contractors have worked with several organisations to ensure local people are sufficiently skilled and job ready to take immediate advantage of work opportunities, for example Job Centre Plus, Construction Skills and the University of Salford. They have also taken on apprentices, ex offenders etc. and on occasion shared skilled operatives and apprentices to sustain their employment.

Capita Symonds latest innovation is the introduction of the Construction Skills Labour Forecasting Model. The model produces a forecast of labour demand of ALL construction activity taking place across the City, whether publicly or privately funded. This forecast enables the Council to:

- Work closely with principal contractors and developers to influence their supply chain policies and practices.
- Work with local SME's to ensure they have the appropriate skills.
- Work closely with training and educational organisations to ensure that forecast labour demand is matched by local labour supply.
- Source good potential apprentices from a range of partners.
- Monitor modern construction techniques to ensure people are being trained in the right areas

Benefits for Barnet

- Added-value from obtaining cost savings against the existing cost base
- More efficient procurement and improved control over Highways expenditure
- Highways assets maintained with greater efficiency at lower cost
- Enhanced outcomes including use of local SMEs,

Our track record

Salford City Council - Construction Framework

In 2004 Salford City established a pioneering and successful Construction Framework arrangement for £100m of construction per annum. The procurement system and supply chain approach used were designed to create significant community benefits and considerable success in this area has been achieved. Over the past 8 years Salford City Council and its Capita Symonds led Joint venture Partner Urban Vision have successfully introduced many innovations in procurement and supply chain management.

- Achieved significant savings and efficiencies (over 12% of construction value).- £12m p.a.
- Significantly improved construction quality, virtually all projects are defect free on handover.
- Projects commence on site on average 4 months earlier than before
- Scoped the construction procurement arrangements to provide opportunities for small and medium construction companies to tender as direct contractors.
- Scoped the contracts to suit the local market
- Introduced legally compliant procurement processes that encouraged local benefit

- Engaged with the Council's economic development team to participate in the procurement process.
- Created an award winning (LGC Public Private Partnership of the Year 2008) multi partner virtual organisation in the form of the Salford Construction Partnership
- Obtained the contractors contractual commitment to work closely with Salford Construction Partnership.

Since June 2004 one of Salford's framework contractors (Seddon Construction) has completed 18 schemes worth £27m. On those projects:

- 234 new jobs have been created, all of which were offered to and taken up by Salford residents.
- 157 work opportunities for sub- contractors have been created, Local sub contractors were invited to tender for all of those opportunities and actually won 70% of the bids worth £3.5m
- 472 work opportunities for materials suppliers have been created, Local suppliers were invited to tender for all of those opportunities and actually won 50% of the bids worth £3.3m

A similar approach was tried for the first time on a private development – Media City UK, working with Bovis Lend Lease. On this project:

- Salford contractors (including many SME's) won over £106m of work on this prestigious and high profile project. Over £250m of work was awarded to Greater Manchester contractors.
- Urban Vision has established partnership working between the Council and Bovis Lend lease and that assisted 25 Salford SME companies in becoming accredited to join the Bovis Lend Lease supply chain.

Powys County Council - Construction Framework

Powys Council procured a 4 year £200m per annum construction framework arrangement for new and refurbished schools and civic buildings. Powys Council led the procurement project on behalf of Ceredigion and Gwynedd Councils. Capita Symonds worked alongside the Councils Corporate Procurement Team assisting them to design the procurement strategy, evaluation mechanism and also in the adaptation of proven documentation to suit the Councils requirements.

The frameworks have now been successfully procured with the contractors appointed in December 2010.

Renfrewshire Council- Construction Framework

In June 2009 Capita Symonds was commissioned to work alongside the Councils Corporate Procurement Team assisting them to design the procurement strategy, evaluation mechanism and also in the adaptation of documentation for a £250m Community Infrastructure Framework. Contractors were successfully appointed in January 2010 and the framework has been operating very smoothly. Capita Symonds services also included significant added value in the form of up-skilling the Councils in house team and providing specific training such as NEC3 and Open Book accounting.

Breckland District Council - Outsource Partnership

Capita Symonds prepared the Option Appraisal and detailed business case and procurement strategy for the £40m outsourcing of planning and building control services which has been operating successfully since June 2009.

Welsh Assembly Government - Making the Connections in North Wales – Shared Service Partnership

In February 2008 Capita Symonds was commissioned by the seven North Wales Local Authorities to identify potential opportunities for greater collaboration. This study was supported by the Welsh Assembly Government's 'Making the Connections' initiative.

The study looked at Planning and Specialist Environmental Services. It examined current capacity, resources and expertise and compared these with performance indicators and public expectations of the services. The scope for further collaborative work was identified and a number of alternative models for service provision set out. In March 2009 a Stage 2 report focussed in detail on specialist planning services and produced detailed proposals for alternative ways of providing the services. The proposals are now being implemented.

South Holland and Breckland Council - Construction Framework

In January 2011 Capita Symonds was commissioned to provide a report to streamline the work of the planning teams at Breckland Council Norfolk and South Holland Council in Lincolnshire. Breckland District Council (BDC) and South Holland District Council (SHDC) implemented a new management team across both authorities. This report seeks to review several options in terms of integrating the working of some of the services delivered by the two authorities to achieve benefits in the form of savings, improved efficiency and greater synergies.

Alternative Asset Vehicles

Capita Symonds has produced detailed option appraisals (including a procurement commentary with recommendations) on a range of regeneration based asset vehicles that utilise public assets to lever private finance such as Land Swaps, Development Agreements and Local Asset Backed Vehicles for local authorities, Further Education Colleges and NHS Trusts. Some of these projects are now being procured by Capita Symonds.

6 Transformation Plan: Achieving the 'To Be' Position

Please refer to our Transformation Plan and Transition and Transformation SIP.

Service Mentors as described in Section 3 will be an important part of the Transformation Plan. The Mentor for Highway Network Management is Mark Rees-Williams.

The Transformation timeline for the Highway Network Management Service is set out in the following diagram:

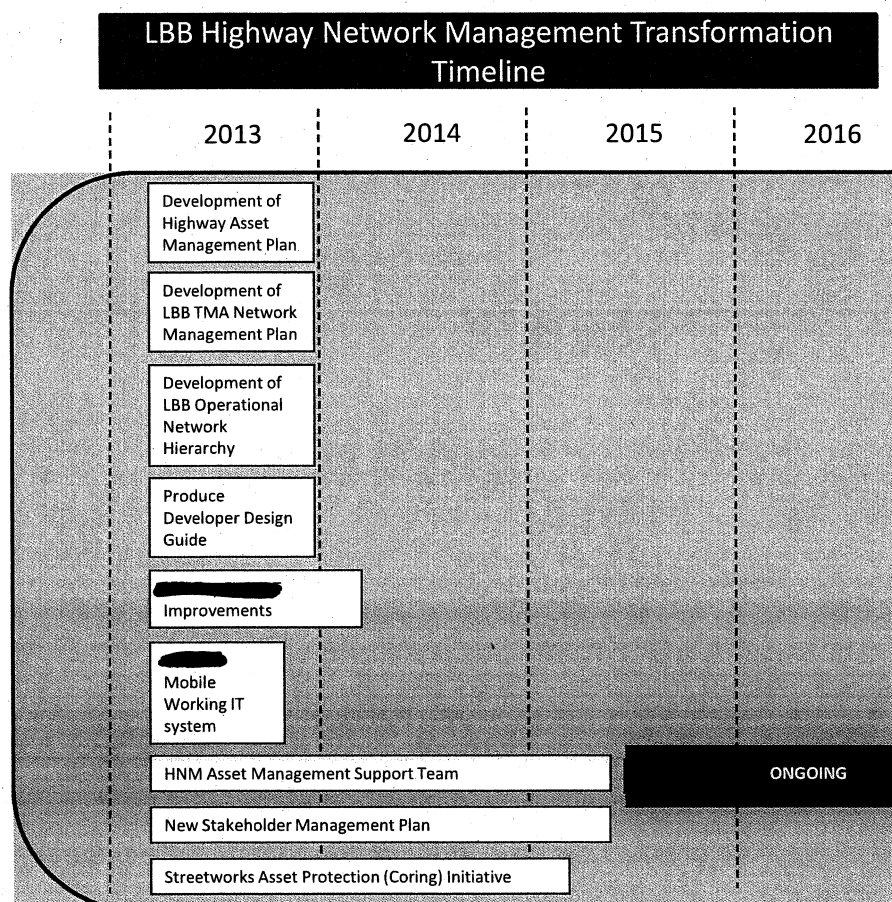


Figure 12 - Transformation Timeline

Service Continuity

Within a period of transformation it is important to preserve service continuity to ensure that BAU is maintained at the same time change is being introduced. To ensure we provide service continuity within the Council whilst implementing our Transformational Change programme we will implement our Staff Care programme to support staff retention and team motivation.

We will also implement a Business Project Sponsor for each project who will represent the business within the transformation programme and ensure that what is to be delivered meets user requirements, is being delivered within a framework that allows BAU to continue, is fit for purpose and will enable the business to achieve the expected benefits.

Prior to the implementation of a transformational change project, we will develop a Readiness Assessment plan. This will include the project team and the relevant business project sponsor, agreeing a series of readiness assessment measures against which the new system/ procedures are to be judged. Against each readiness assessment, one or more acceptance criterion will be applied - these have to be met before the readiness assessment exercise can be deemed complete.

Where practical, parallel running will be used to observe the operation of the new system alongside the operation of the system it replaces. This allows fine-tuning and improvements to the operational performance of the new system, prior to the business becoming completely reliant upon it.

Capita Symonds' wide experience of business transformation and change means that we fully appreciate the need for stability of operation to be achieved rapidly and on a lasting basis. Not only will this contribute to a consistently high standard of customer service, it will also support the transition process for the transferring staff

7 Supporting Information

7.1 Benefits to be achieved and the plan for managing their achievement

The Highways Network Management team plays a vital role in ensuring public and stakeholder impressions of the Authority are good and positive, as informed by well maintained and safe roads and footways, clean signs, and reliable emergency and severe weather services. This responsibility towards the impression of Barnet will support the attraction of businesses and people to live and work in Barnet. Our focus on joined up Highway service improvement plans will achieve a number of specific benefits which will benefit Highway Network Management (and also Traffic & Development and Transport & Regeneration):

London Borough of Barnet will benefit from our investment in new Highways policy and guidance documents because the process will provide the opportunity for the service to:

- Be designed logically around the customer journey in terms of the services and information they need.
- Improve information flows between departments facilitated by open access to IT in and out of the office
- Streamline and devolve decision making to drive efficiency by reducing duplication, minimising meetings and empowering teams and the community to focus on practical outcomes

Our targeted investment in systems and information technology will benefit London Borough of Barnet because it will facilitate our:

- Planned improvements to the public's awareness and perception of the services by providing live data on reactive patching repair performance, planned works and the background to how and why services are delivered.
- Help residents and other customers to shape service offerings and facilitate co-working with residents and other customers to deliver outcomes by embracing the role of social media groups
- Support and facilitate the One public sector approach with cost efficiencies created through more joined up working with appropriate organisations by mapping and reviewing all key network contacts and creating connections
- Support the need for current levels of customer satisfaction to be exceeded over the term of the contract

Our investment in a clear Stakeholder Management Plan will benefit London Borough of Barnet because it will

- Enhance customer satisfaction taking account of Equalities and particular stakeholder group needs for service
- Provide dedicated engagement with Members.

Our organisational changes that focus on operational and business management together with the introduction of Champions will benefit London Borough of Barnet because these changes to the way we work will:

- Underpin the change in culture needed for transition
- Connect the Highway Network Management service more closely with Transport, Strategic Planning and Regeneration through outcome KPIs that will influence operational decisions on infrastructure
- Identify, incentivise and communicate business opportunities to deliver growth through our additional Business Development resources, the Innovations Board and a new Business Manager role.
- Produce robust and detailed business plans that show how commercial opportunities will be developed and implemented by making available commercial expertise and our staff development training programmes
- Provide training and mentoring in workforce development and wider horizon new opportunities for staff through our growth plans and access to wider Capita Symonds contracts
- Actively seek new funding by applying our learning and expertise/experience from other similar partnerships and Joint Ventures

We will manage achievements through our performance management approach and overall governance structure that is set out in the overarching Partnership Approach SIDP.

7.2 Business Continuity Plan

In keeping with best practice we maintain a policy of Business Continuity Management (BCM) across all operations that is supported by an Emergency Response System, ensuring effective management of any incident affecting or having the potential to affect the day-to-day operation of the business. Our approach to Business Continuity / Disaster Recovery is to understand Barnet Council's business requirements for availability and response within differing situations, align to the existing policies and plans which have been developed and implemented within the Council and where appropriate build upon these plans to further develop suitable cost effective continuity solutions to ensure customer support and critical services can be maintained.

Analysis of Business Critical Activities – Our Approach

We have undertaken analysis of the business critical functions within DRS Services, adopting the British Standard (BS25999) approach. This approach is augmented with the many years of experience Capita Symonds has gained through developing and managing our many strategic partnerships and through provisioning multi disciplinary services of this nature.

In summary the best practice approach we follow is:

1. Identify the activities that support each service area
2. Review the existing business continuity plans in place for each service area
3. Identify the impacts resulting from the disruption of these activities, and determine how these vary over time
4. Establish the Maximum Tolerable Period of Disruption (MTPD) for each activity by identifying
 - The maximum time period after the start of a disruption within which each activity needs to be resumed.
 - The minimum level at which each activity needs to be performed upon resumption.
 - The length of time within which normal levels of operation needs to be resumed.
5. Categorise the service activities according to their priority for recovery and identify the critical activities
6. Identify all dependencies relevant to the critical activities, including suppliers and partners
7. Set Recovery Time Objectives (RTO) for the resumption of the critical activities within their MTPD
8. Estimate the resources that each critical activity will require for resumption

When carrying out our analysis we will consider four principal areas within an emergency situation which are to:

1. Protect the Council's Community Strategy and Service improvement targets
2. Maintain or rapidly recover critical activities within each service area
3. Maintain the availability of key resources to support critical activities
4. Prevent or limit the impacts to service users, council services, partners and stakeholders

We understand that each of the Business Continuity Plans currently in place within the Council have been developed in line with these principles. Our Business Continuity Plans will align to the existing plans and developed and enhanced where appropriate.

7.3 Assumptions

The Highway Network Management service is supported by a clear and agreed output specification.

Reasonable assumptions have been made on typical levels of activities based on historical data provided cross referenced to experience from other Capita Symonds' Network Management partnerships.

There are a number of assumptions in respect to the ICT systems commitments that underpin this improvement plan for Highway Network Management . These are set out fully in our ICT SIDP

7.4 Risks

The Highway Network Management service is designed to deal with the risk management of a range of established operational service delivery risks including:-

- Safety defects & insurance claims,
- Severe weather disruption (winter and flooding)
- Availability of resources outside normal working hours
- Poor public relations.

In addition to the operational risks our improvement plans have identified specific risks and the risk mitigation measures associated with our Business Plan initiatives for Highway Network Management.

As an example, our business case HW NM-27 for Streetworks Management identifies risks around the annual volume of openings and the predictability of the quality of future Statutory Undertakers work, i.e. defects.

#	Objective	Risk Affecting Achieving the Objective	Likelihood	Impact	Controls in place to reduce risk	Controls to be put in place to reduce risk	Responsible Officer
1.	Day1 gap between optimum HAMP Funding Plan and available budget	<p>Management of customer expectation</p> <p>Increased volume of service requests</p> <p>Pressure on third party claims (financial increase)</p> <p>Increased reactive maintenance</p> <p>Low levels of cost effective planned maintenance</p> <p>HAMP Asset Valuation deterioration</p>	Medium	High	<p>Close management of works issued</p> <p>Staff training & guidance</p>	<p>Review of network priorities (Operational Network Hierarchy)</p> <p>Network Recovery Plan – innovative use of products/treatments</p>	Highway Network Manager

#	Objective	Risk Affecting Achieving the Objective	Likelihood	Impact	Controls in place to reduce risk	Controls to be put in place to reduce risk	Responsible Officer
2.	To manage scenario of Year on Year Service budget - reductions	Reduced work programme Increased reactive maintenance work Increased public liability claims	High	High	Prioritisation of works through policies Effective works frameworks Network Recovery Plan – innovative use of products/treatments	Review of network priorities (Operational Network Hierarchy) Network Recovery Plan – innovative use of products/treatments Stakeholder Management Plan and Communication initiatives to manage service expectations and seek ways of changing the balance of service between the Council and local communities	Highway Network Manager
3	Construction Costs inflation	Reduced work programme achieved	Medium	High	Effective contractor framework contract Network Recovery Plan	New framework contract to be devised with greater degree of shared risks with contractors	Highway Network Manager

#	Objective	Risk Affecting Achieving the Objective	Likelihood	Impact	Controls in place to reduce risk	Controls to be put in place to reduce risk	Responsible Officer
4	Contain and reduce annual Highway Claims – financial liability	Increased financial liability through Court settlement 'inflation' Inadequate funding for HAMP Prolonged severe weather leading to higher prevalence of safety defects Not achieving safety defect repair targets Records not supporting Section 58 defence	Medium	High	Effective Safety Inspection Regime and records to support Section 58 statutory defence London Borough of Barnet Inspection Manual	Network Recovery Planned Maintenance Programme Effective liaison with Insurance & Risk Manager Improved functionality to [REDACTED] Maintenance Management System	Highway Network Manager
5	Maintain highway network availability during severe weather - winter	Severity and unpredictability of the weather Major travel disruption Unplanned/urgent carriageway asset replacement/repair costs Increased reactive maintenance works	Medium	Medium	Effective Winter Maintenance Plan Effective communication with stakeholders	Effective Winter Maintenance Plan	Highway Network Manager DSO Winter Maintenance Officer

#	Objective	Risk Affecting Achieving the Objective	Likelihood	Impact	Controls in place to reduce risk	Controls to be put in place to reduce risk	Responsible Officer
6	Maintain highway network availability during severe weather damage - flooding	Unplanned/urgent drainage asset replacement/repair costs	Medium	Medium	Effective operational plans to respond to flooding and maintain records Drain London Project to produce Strategic Flood Risk Assessments and Surface Water Management Plans	Continue Drain London Project to produce Strategic Flood Risk Assessments and Surface Water Management Plans	Highway Network Manager
7	Systems to cover critical Maintenance Management System failure	Temporary service efficiency Data lost	Low	High	IT contingency/back up plans Managed Service IT Business Continuity Plan Use of phone communications for emergencies	Managed Service IT Business Continuity Plan	Highway Network Manager IT Systems Administrator Managed Service supplier

#	Objective	Risk Affecting Achieving the Objective	Likelihood	Impact	Controls in place to reduce risk	Controls to be put in place to reduce risk	Responsible Officer
8	Staff Welfare – Effective Health & Safety systems and support including out of hours/lone working	Staff injuries RIDDOR investigation	Low	Medium	Effective health & safety plans incorporating task specific risk assessments Lone worker system	Effective health & safety plans incorporating task specific risk assessments Lone worker system	Highway Network Manager Designated HNM H&S Representative Individual Staff Members
9	Maintain and Improve Service Reputation (adverse public relations)	Not achieving service performance standards Customer care system does not provide customers with the right information Customer expectation mismatch with service that can be delivered Performance measurement systems that do not collect the right (most useful) information Adverse media attention	Medium	High	Customer Care procedures Officer involvement with key forums Web site information Performance Management KPI systems Staff training	Effective Communication Plan Dedicated Member Liaison Officer IT Customer Care improvements including on line web functionality	Highway Network Manager All HNM front line staff

#	Objective	Risk Affecting Achieving the Objective	Likelihood	Impact	Controls in place to reduce risk	Controls to be put in place to reduce risk	Responsible Officer
10	Maintain Highway Infrastructure Asset deterioration ((Whole Government Account WGA valuation))	Inadequate funding Increased rate of deterioration of the carriageway/footway network due to prolonged severe winter weather (frost/ice/snow)	Medium	High	Monitoring of condition KPIs	Effective/funded Highway Asset Management Plan Long term Network Recovery Plan	Highway Network Manager
11	Maintain Network Inventory Records	IT systems to collect and maintain inventory not in place Lack of budget resources to collect new inventory data Service resource inefficiency	Low	Low	<div style="background-color: black; color: black;">[REDACTED]</div> systems support Performance management and data audit LIP funding to implement phased inventory collection.	Improved inspection/inventory systems for management of key highway asset records Use of mobile technology to make inventory updates more straightforward A long term inventory collection plan as part of HAMP	Highway Network Manager

#	Objective	Risk Affecting Achieving the Objective	Likelihood	Impact	Controls in place to reduce risk	Controls to be put in place to reduce risk	Responsible Officer
12	Significant reductions in volumes for licences eg. Skips applications, vehicular crossings	Economic environment influencing lower levels of public/commercial investment in households/properties Higher levels of illegal skips and vehicular crossings Reduced income	Low	Medium	Service costs based on historical levels of licences which are 'recession' period based. Monitoring and cost adjustments Review of charges	Monitor cost base to income Make licence services easier through on line web services	Highway Network Manager
13	To deal with any significant reductions in annual Streetworks openings permits	Reduced income	Low	Medium	Service costs based on historical levels Monitoring and cost adjustments Review of charges	Monitor and adjust cost base to prevalent permit income	Streetworks Manager
14	Streetworks – Statutory Undertakers performance improves	Reduced income	Low	High	Service costs based on historical levels Monitoring and cost adjustments Review of charges	Continuous performance monitoring of defect trends Monitor and adjust cost base	Streetworks Manager

Table 2 - Risk Management

8 Summary

We have worked very closely with service leads over the last eighteen months to bring forward a number of innovative and exciting investment proposals. These investments will help move Barnet Council's Highway Network Management service forwards in terms of strategic Highway Asset Management. We want to establish the service as a market leader in London and the South.

We are ambitious for the service to succeed in both growth and quality of service provision and our commitments to core IT systems and new processes are aimed at establishing a service that is a recognised reference site amongst peers for good practice and delivering innovative highway asset management solutions.

As a consequence we will not only be delivering excellent services to Barnet residents and businesses but we will be developing and growing the service to bring jobs, opportunities and a growing reputation for innovation and excellence to the Borough.



streetworks

management

Stakeholders involved

SWA) came into effect in 1991 and the Traffic strengthened legislation further.

Using a delegated authority arrangement Capita Symonds can provide a Streetworks Management Service on behalf of a Street Authority.

The service is split into three key elements;

- > Co-ordination
- > Inspections
- > Core Sampling



Streetworks Management Service (SWMS) is a co-ordinating and operational service that provides a range of information and support to all parties involved in the management of the highway.

Capita Symonds back up the SWMS with a range of support services including the provision of a dedicated team of experts to support the SWMS in the management of the highway.

Most Street Authorities undertake the minimum number of inspections resulting in a low level of defects being detected.

This low detection rate historically results in poor quality reinstatements and a fundamental reason for weaknesses in the highway asset resulting in potholes and other associated highways defects. It is important to note that two/three years after

All openings are inspected and where appropriate are supplemented by taking core samples to identify the quality of the reinstatement.

Defect inspections are carried out prior to, during and after any remedial works to defective reinstatements, and fees charged to the undertaker responsible.

Core Sampling

Core sampling is a supplementary tool available to Street Authorities to drive change in the quality of reinstatements by providing evidence that the works undertaken by utilities is to the quality required and in accordance with legislation.

Capita Symonds offer an end to end random core sampling service. This consists of identifying and extracting cores to analyse, test and report results using a UKAS accredited laboratory and support follow up meetings with utilities.

In addition, support can be provided to the Street Authority by carrying out the associated debt management functions.

Capita Symonds recommends undertaking a representative quantity of cores through a core sample trial and in advance of establishing a planned long term coring programme.

In our experience this process has been found to be beneficial to both parties.

The trial provides an insight in to the condition of the network and informs the number of cores to be undertaken in the long term programme.

A robust Streetworks Management approach reduces long term highway maintenance expenditure by circa 7.7%.

The Streetworks Management Service includes:

Co-ordinating the activities of companies who need to occupy the highway

Carrying out 100% inspections (visual)

Random core sampling based on undertakers performance

Analysis of results

Identifying defects

Issuing penalties to utilities responsible for defective workmanship and the subsequent debt recovery

The intended outcomes are;

Driving improvements in workmanship

Reduction in repairs undertaken by the authority from highway maintenance budgets

Increased protection of the highway asset

Capita Symonds has a proven track record in carrying out the service to this level across many local authorities in the UK, sharing experiences along the way.

Ensuring the rectification of defects

Capita Symonds Streetworks Management Service
co-ordination, inspections & core sampling

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Ian Halton
Director

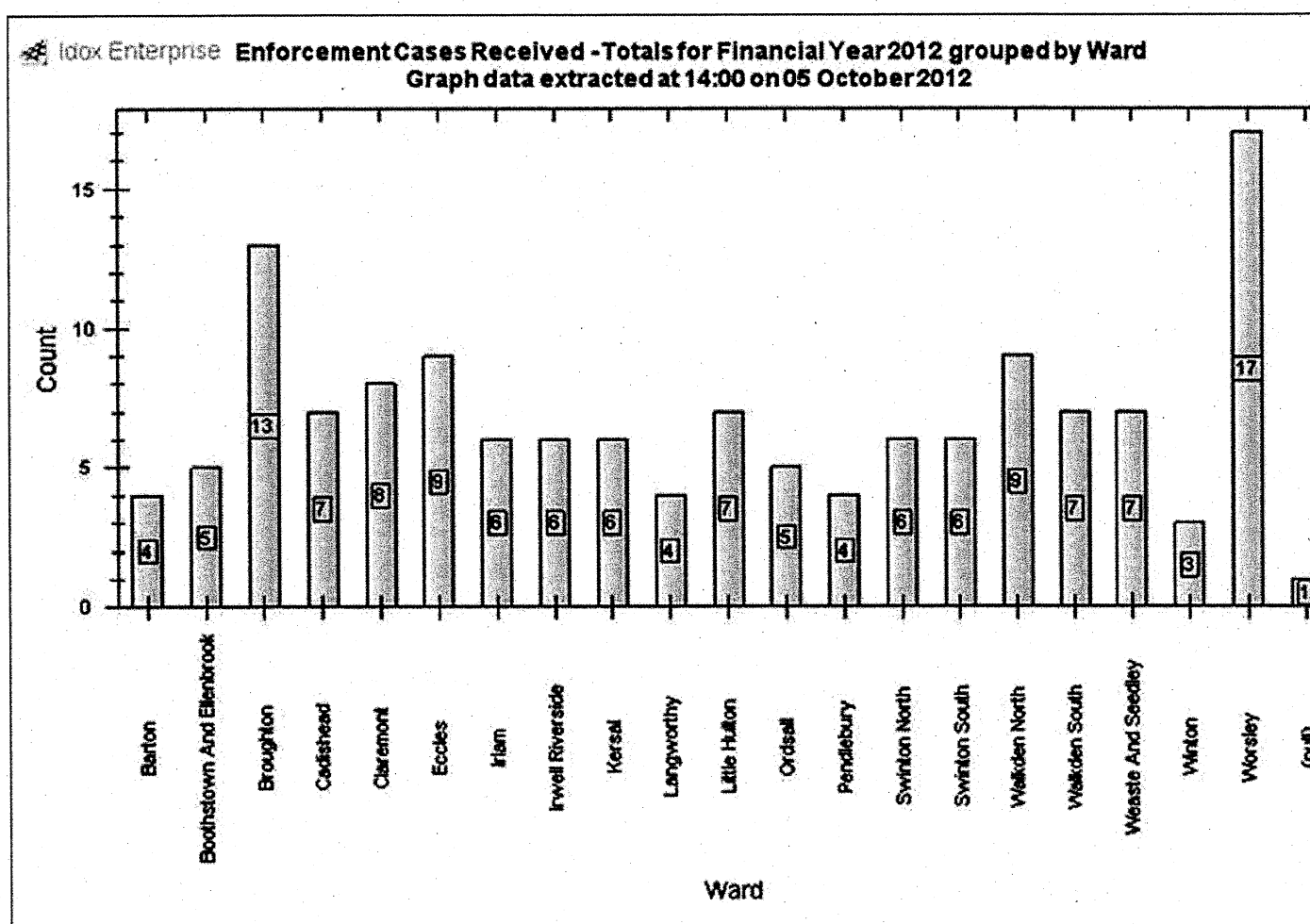
e: ian.halton@capita.co.uk
m: 07825 937 501

Enforcement cases for the year 1 April 2012 to 31 March 2013.

A total of 138 enforcement complaints have been received during the period 1 April 2011 to 30 September 2012. 155 cases have been resolved in the same period.

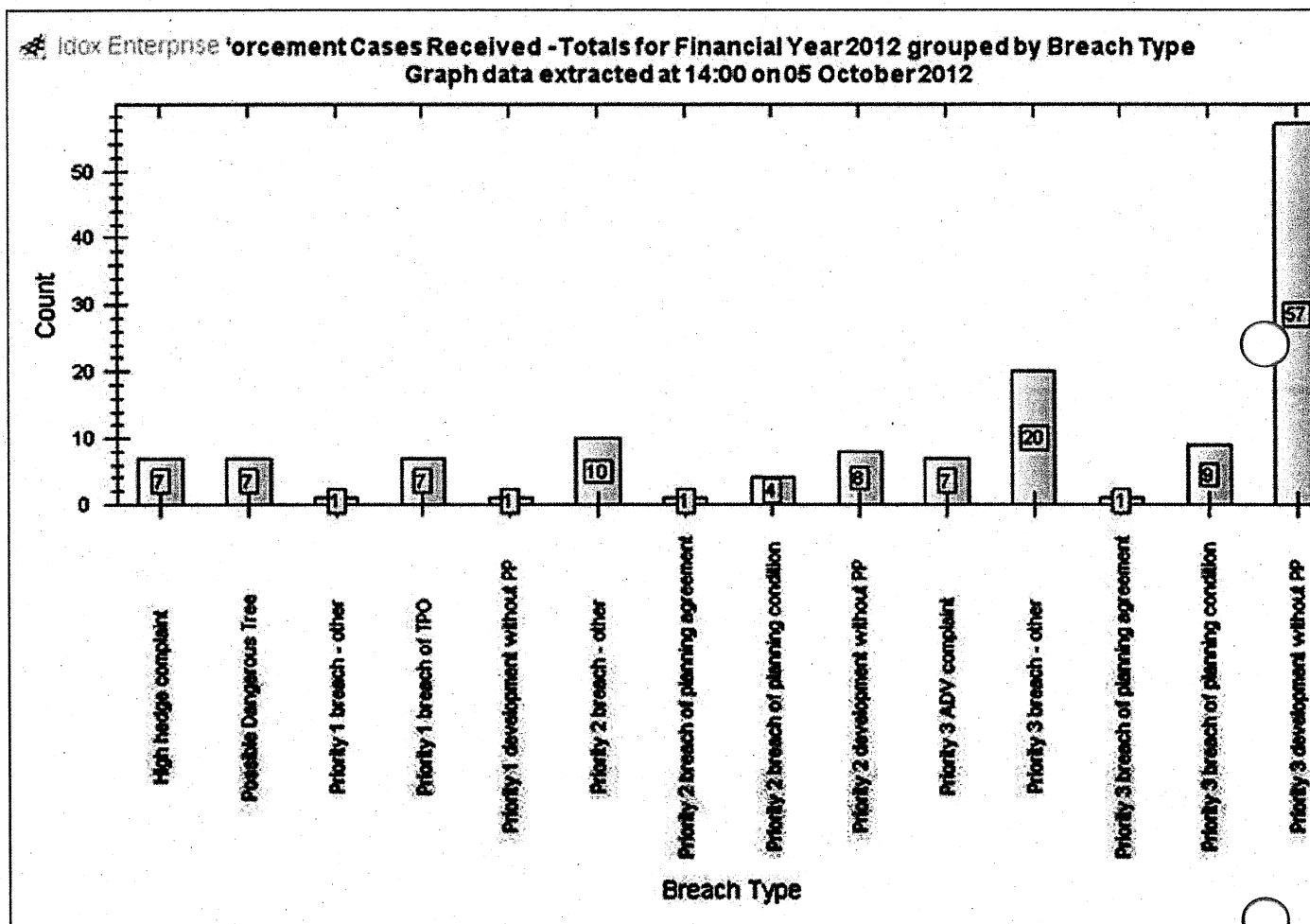
The following table shows the enforcement complaints that have been received on a ward by ward basis in the financial year 2012-13.

It can be seen that the greatest number of complaints were received in Worsley ward, closely followed by Broughton.



Prioritisation of Enforcement Cases

The following table shows the prioritisation afforded to each of the enforcement complaints, in accordance with the prioritisation schedule referred to in the 'Background Documents' schedule above.



Summary

There are currently 184 enforcement complaints or investigations pending consideration.

15 of these cases are the subject of enforcement action and a further 3 subject to s215 notices.

Of the 15, 9 have had enforcement notices issued and notices have been requested in another 6 cases. There are 2 requests for prosecution.

Note

The tables referred to above form part of a suite of tools that became available to the enforcement service at the beginning of 2012. It is the intention to utilise them in the day to day running of the service and to extract the information in order to illustrate future quarterly reports to Panel

CASE STUDIES

IRLAM

GNK Metals, Boysnope Wharf, Eccles, M30 7RH

A complaint was received about a metal re-processing yard at Boysnope Wharf. It was alleged that metal was being dropped into a wagon from a mechanical grab, as early as 06.40 and that this was disturbing residents. The complaint came from a resident in Trafford, across the ship canal.

There were two previous enforcement cases on this site. Both had been closed without enforcement action being taken.

The site manager was interviewed. He was not aware that the sound of this activity carried to the extent that it did, and he undertook not to commence work until 08.00 in order to avoid disturbing residents.

As the manager was co-operative, it was considered that it was not expedient to take enforcement action in this case, which was closed – BREACH NO FURTHER ACTION

Note: This case is typical of a significant proportion of the cases received by the enforcement service and closed as BRNFA. The capacity to resolve the complaint was directly influenced by the manager's co-operative demeanour. The complaint was received on 21 August 2012 and closed on 17 September 2012, a total of 19 working days, inclusive. There have been no subsequent complaints relating to this site.

BROUGHTON

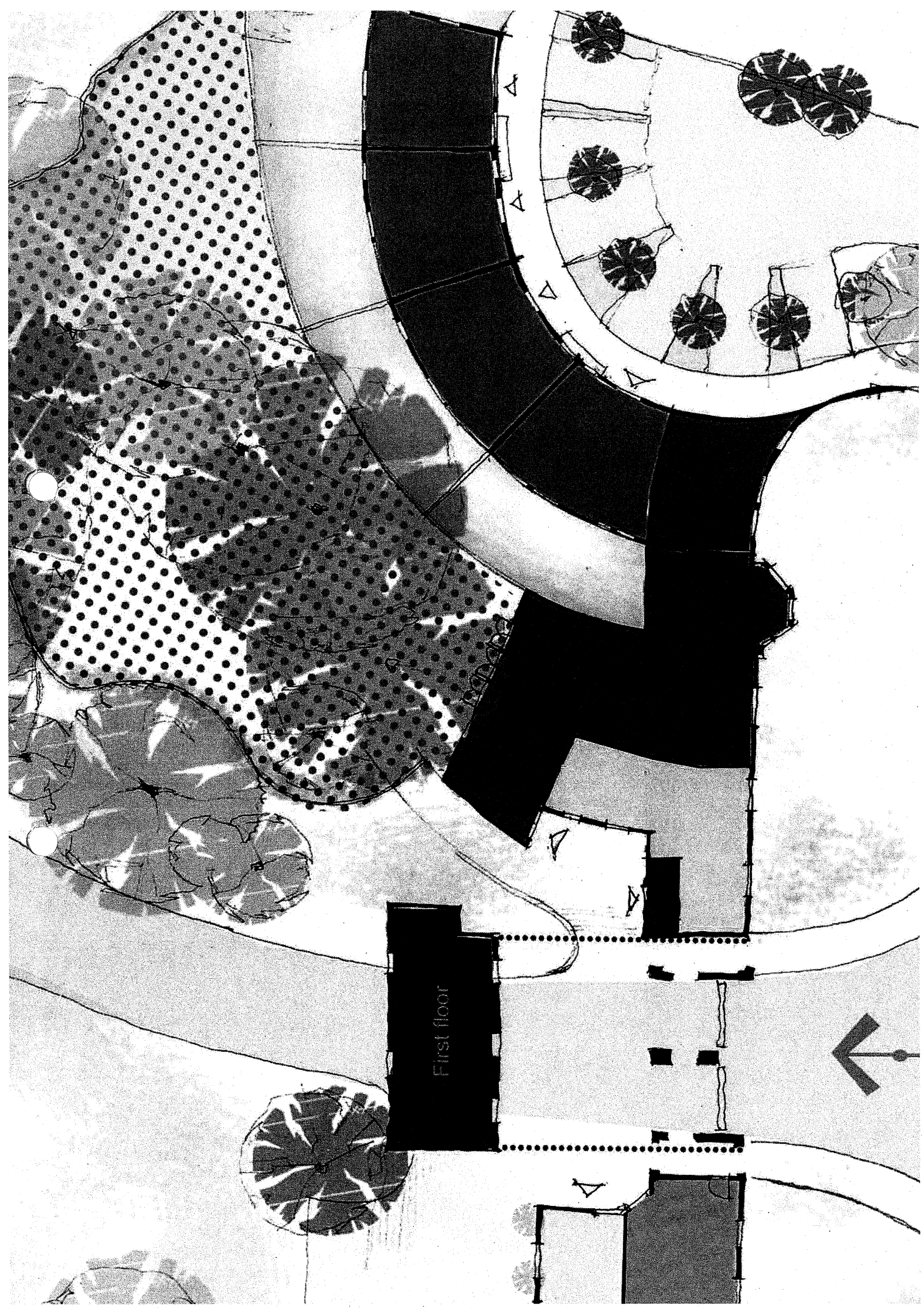
19-21 Leicester Road, Salford, M7 4AS

A complaint was received from Environmental Protection in relation to the use of part of the premises as a butcher's business. Four containers had been placed on the site and latterly a 1.8 metre high fence and gates had been erected on the site boundary adjacent to Wellington Street East.

The owner was located and it was explained that he had carried out development and was in breach of planning control, which might result in enforcement action being taken against him. He agreed to make a planning application to regularise the situation.

This he ultimately did. An application was approved on 6 August 2012. Taking this into account, it was considered that it was not expedient to take enforcement action and the case was closed on 31 August 2012 – BREACH NO FURTHER ACTION.





Streetworks Management Service: **Coring**

Capita Symonds streetworks management encompasses the key elements of providing a high quality end to end service: co-ordination of activities that obstruct the highway, and an inspection regime at categories A, B & C.

In addition to this a core sampling process has been introduced in many of our partnership offices; this is a supplementary tool which allows samples of the highway to be tested, in accordance with industry standard specifications, to determine the quality of reinstatements.

What is coring?

An intrusive investigation of statutory undertakers reinstatements to determine their quality and compliance with specifications to ensure there is no legacy or negative impact on the highway network in the long term.

Why do core samples fail?

The use of incorrect materials, inadequate compaction methods or incorrect depth measurements can cause reinstatements to fail in the long term and core sample testing can identify these failures.

What happens if the defects aren't discovered?

If failures are not identified (visually), within the undertakers guarantee period, carriageway or footway defects become the responsibility of the Highway Authority, who are required to put them right through their own revenue budgets. Core samples can assist in detecting failures after the guarantee period is finished.

How many statutory undertaker excavations are there each year?

In the City of Salford there are around 8,000 excavations and approximately 50% of these reinstatements are subject to core sample testing and there is currently a failure rate of 70%.

Industry benchmarking has shown long term sustained core test failure rates lie in the region of 60% to 80%, it is the hope and aim of many Local Authorities who implement a coring programme that these core failure rates will drive behavioural change in statutory undertakers to improve the quality and process of reinstating our highways.

Capita Symonds offer an end to end random core sampling service which consists of identifying and extracting cores to analysis, testing and reporting results using a UKAS accredited laboratory.

We also support follow up meetings with utilities. We also offer to carry out an initial core sample trial for prospective clients in advance of establishing a planned long term coring programme.

The coring trial gives Local Authorities who are not yet carrying out coring the opportunity to share our knowledge and experience in providing this service and the opportunity to gain an insight in to the current condition of the network and the potential number of cores before implementing a coring programme.



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Contact us now for more information
or to request a core sample trial.

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