

Norfolk Contract Report 2017-2018

Department: Community and Environmental Services
Service Manager: Grahame Bygrave
Contract Manager: Martin Jeffs
Date: May 2018

1. Introduction

- 1.1. The following report documents the 12 month performance (April 2017 - March 2018) of the following Highways Service Contracts:
 - Tarmac for works
 - WSP for professional services
 - Dynniq for permanent traffic signals
- 1.2. The contracts, which started their first year in April 2014, were developed following a strategic review of the Highways Service. The contracts include specific requirements around performance targets, which was something that Members established as part of the fundamental criteria for the new contracts.
- 1.3. The performance management regime within the contracts specifies key targets that each supplier has to achieve.
- 1.4. The contractors and the employer manage the delivery of services in accordance with the governance arrangements set out in the Contract Service Information. Delivery of services is overseen by the Strategic Contract Management Board and Contract Management Group.
- 1.5. Key Performance Indicators are regularly monitored and reviewed annually as part of an annual report. This report looks back on Year 4 of the contract.
- 1.6. An overview of the annual performance of each contract can be seen in section 2 below. Further detail relating to each contract can be seen in section 3 onwards.

2. Contract Performance Summaries

2.1. Tarmac Performance Summary

- 2.1.1. Tarmac's overall score for Year 4 is 4.18
 - Annual strategic score of 4.18 is within banding A resulting in an additional year adjustment to the service period under the contract.
 - Innovation scored 1.00 valued at £17,175 representing 14% of target.
 - Service Delivery scored highly at 4.96 representing an excellent operational performance against contract measures. This is a particularly impressive performance considering the year-on-year increase in targets under contract.

- Collaborative working continued to score 4.00. Tarmac led British Standards Institution BS11000 standard for collaborative working remains in place including a revised focus of value creation teams across gully cleaning, materials innovation, ECI & collaboration.
- Strong health & safety record continued measured through Accident Incident Rate (AIR) & audit scores. Tarmac's excellent safety performance continues with 1538006 hours Lost Time Injury (LTI) free. The contract also remains RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Reporting) free contract life to date too.
- An improved year-on-year performance at 4.00 ensuring local supply chain benefit from prompt payment of invoices
- Post Project Review score achieved 111% of target representing a good performance for scheme delivery against an increasing year-on-year target.

2.2. WSP Performance Summary

2.2.1. WSP's overall score for Year 4 is 4.08

- The delivery of Contract commitments agreed during mobilisation and reviewed annually by the Service Manager scored a 4 out of 5 and was deemed to be a maintained and effective continuation of 'business as usual'.
- Other scores in relation to feedback on the Consultants Management team also scored 4 out of 5, with positive comments such as "Helpful and easy to approach, resolve issues and queries quickly, supportive of contractual arrangements and have both WSP and NCC interests at heart, professional and consistent in the mantra of What's right for Norfolk" . The only area for improvement identified was the need to ensure some specialist teams in the wider WSP are more responsive in providing feedback on their work.

2.3. Dynniq Performance Summary

2.3.1. Dynniq's overall score for Year 4 is 4.36

- The annual strategic score of 4.36 sees an increase from the previous year (which was 3.96). This sees the score firmly in band A as opposed to band B in 16/17.
- There are no contract changes to report and all performance targets have been achieved.

3. Tarmac – 2017/2018 end of Year Report

3.1. Key Performance Indicators (KPIs)

3.1.1. Overall year end score was 4.18 which results in an additional year to the contract.

3.1.2. *Aggregate Issue*

There remains one outstanding site to remedy at Arminghall Lane. Utility company programmed works have delayed the necessary revisit to rectify this. We are now planning to undertake the rectification works in July, subject to network management agreement. The Utility works delay has led to other NCC planned surfacing works becoming available in the vicinity at Bungay Road, Bixley for several weeks in July.

We will look to align the remedial attendance with this to utilise the secured road space, where it offers an opportunity to complete Arminghall after completion of the Bixley scheme.

3.2. Health and Safety

- 3.2.1. Tarmac's work on the contract has now exceed 1.5 million hours LTI (Lost Time Injury) free and remains RIDDOR free for the contract life-to-date. This impressive performance has come as a result of a strong focus on robust governance, systems & processes and education through investment in certified training, safety days and induction programmes that include direct employees as well as supply chain partners.
- 3.2.2. Tarmac has successfully developed and implemented an Android based Safety Observations app which allows employees at any level of the organisation to identify unsafe acts, unsafe conditions and near hits. The app is coupled with a 'See it, Sort it, Report it' approach to safety that encourages the identification of risk, mitigation of risk and then escalation to management. The interventions drive ownership of the safety risk at both management and site level and ensure open two-way communications are maintained. The data coming out of the Safety Observations app allows improved categorisation, trend analysis and review leading to further proactive interventions being implemented where necessary, including closer collaboration with the council on issues being experienced on site.

3.3. Collaborative Working

- 3.3.1. During 2017/18 Tarmac has successfully introduced changes to the structure of the Joint Management Team with overall responsibility for delivering the collaborative working commitment. In conjunction with this a review was held to focus on refreshed value creation team objectives and team members for 2017/18 (as below).

Asset Management - Drainage Cleansing

Materials Innovation

Scheme/ ECI processes

Collaboration

- 3.3.2. Value Creation Teams have been meeting regularly to take these forward in line with Action Plans they have created. In particular there has been successes in evolving the cyclical drainage cleanse approach into to a risk based approach that has utilised asset silt data in gullies to determine cleanse programme for 2018/19. This approach will deliver considerable efficiencies and create a saving to the cleansing budget that is being used to deeper clean the asset in terms of catchpits etc.
- 3.3.3. The approach for this coming year will be to review the Value Creation Team output at Joint Management Team level with an approach to steer them to deliver against mandated objectives.

3.4. Investing in the Community

3.4.1. *Norfolk & Norwich Festival*

Tarmac continue to support the Norfolk & Norwich Festival by sponsoring the free outdoor programme. A significant £22,000 sponsorship of the festival for 2018 & £122,000 life to date has been made festival and Tarmac are working closely with the event organisers to maintain a close relationship & involvement during the festival.

3.4.2. *Norfolk County Council OSCA's*

Tarmac continue to sponsor the Collaborative and Influencing Award as well as the entertainment for the council's Outstanding Contribution Awards.

3.4.3. *Supporting Employment in the Community*

375 volunteer hours have been delivered within the community through a wide variety of programmes. Tarmac act as Deputy Chair for the Norwich for Jobs Steering Committee and Chair project's Employers Panel. 4 young people have completed their apprenticeships on the contract. A further 6 additional young people are being recruited as apprentices during 2018/19. Tarmac has exceeded its contract commitment to Science Technology Engineering and Mathematics Ambassadors from 4 to 7 with significant engagement with University College Norwich, the St Edmunds Society and a number of schools across the county. Tarmac's regional transport team worked closely with Norfolk County Council's road casualty reduction team and in 2017 continued a series of visits to local schools to help educate pupils about the dangers of HGVs and cycle safety awareness.

Significant spend through local supply chain of £21,549,000 ensuring value retained within the region. £44,213 spent across Tarmac through Fast Lane Training Services and Norfolk Labs extending the reach of the NCC operations beyond the county.

3.5. Innovation

- 3.5.1. Significant investment in Kaarbontech software improving asset detail capture capability (pipes / channels, outlets, soakaways, etc.) and supported by training at different levels has helped NCC assess how it approaches the cyclical gully cleaning service. This will lead to a risk based approach to gully cleaning during year 5 of the contract and leverage significant innovation benefits.

4. WSP – 2017/2018 end of Year Report

4.1. Key Performance Indicators (KPIs)

- 4.1.1. Overall year end score was 4.08 out of 5.

4.2. Contract Successes

4.2.1. *Norwich Surface Water Fringe Drainage*

Following the assistance WSP provided last year in the successful bid for £10.3m through the DfT Challenge fund, WSP have continued to play a major role in project. WSP provided Hydraulic Design and technical expertise and very effective collaborative working was achieved in the NCC/WSP project team. The project is

now complete and has been delivered on time and on budget. It has also won the CIHT East of England 'Project of the Year' Award.

4.2.2. *STEM for Schools*

WSP providing Stemnet training for additional staff.

4.2.3. *Upskilling Norfolk*

WSP are improving the level of skilled professional staff living and working in Norfolk. The Contract initially started with 11 staff which has grown organically to meet Norfolk's needs and currently have over 43 technically staff based in Norfolk. WSP currently have 3 staff undertaking formal training for a level 4 qualification in Civil engineering and are supporting a further member of staff with time off to attend university on a Degree course. Next year WSP plan to send 2 staff on a 5 year Part time (Block release) Degree course in Civil Engineering. WSP also encourage staff to continue their Professional development and achieve professional qualifications. During the last year 2 staffed achieved the professional qualification "EngTech". In total 15 staff are currently being actively encouraged to achieve professional qualification through formal training agreements or mentoring.

4.2.4. *Apprentices*

WSP had two full time apprentices. These two staff have made exceptional progress and have now been offered permanent positions within WSP with continued support to obtain formal qualifications.

4.2.5. *City College*

The WSP Commission Manager has been working with both NCC and City College to encourage the College to develop Higher Level apprenticeships in Civil engineering and has provided feedback on course content with a view to ensuring the students have a good skill base to help them into employment.

4.3. Efficiencies and Innovation

4.3.1. *Best Practice Sharing*

WSP have continued to honour the contract commitment to bring in Technical leads to provide expert advice and support to Norfolk and its projects. Examples include Simon Gilliland supporting the Floods and Water team to present to CIHT/ICE event in County Hall and regular visits by transport Planning Directors to support and work with the local teams.

5. Dynniq – 2017/2018 end of Year Report

5.1. Key Performance Indicators

5.1.1. The Performance targets have been achieved with an overall score of 4.36. There are no contract issues to report

5.2. Norwich Office

5.2.1. The Norwich Office has now gained ISO approval on 9001(quality), 14001(environmental) and 18001 (health and safety) achieving the objective outlined in last year's annual report.

5.3. Contract Apprentice

- 5.3.1. The apprentice is working out well. They are attending college and receiving hands on training with the operational staff. The apprenticeship is due to be completed in 2019.

5.4. Communications Project

- 5.4.1. The Communications project, the objective of which is to replace BT's leased lines to traffic lights with a wireless network, has now been accepted and signed off. The implementation of this project was necessary as BT were withdrawing their leased lines nationally and a new way of communicating with traffic signals was required. Dynniq are monitoring performance daily, along with Norfolk County Council.

5.5. Imtech OPCIS Fault Management system

- 5.5.1. OPCIS, Dynniq's fault management system, continues to work well as the fault management system for the contract.

5.6. Collaboration

- 5.6.1. For the first four years, excellent levels of mutual trust and understanding have been developed and achieved at all levels as reflected in the KPI scores. This is assisting the smooth operation of the contract. Dynniq actively participates in collaboration as part of the BS11000 collaboration accreditation.

5.7. Commitment

- 5.7.1. The Dynniq senior representative during the entire bid and competitive dialogue process Darren Mancey made a commitment to remain involved with the commission. This has been met fully with both advice and strategic guidance being provided to the local team and the Council in all areas.

5.8. Future plans

- 5.8.1. Dynniq are encouraging discussions with neighbouring authorities over potential savings when combining services where possible.

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