

Decision Equipped.

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Future Highways
Research Group



ADEPT

Association of Directors of
Environment, Economy, Planning & Transport

Kent County Council Highways Service

VFM Assessment and Improvement Opportunities

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Introduction to Proving and the FHRG

Value for Money Assessment

Background to Proving Services

- Formed by two directors from Cranfield University School of Management in 2003, joined in 2017 by the Commercial Operations Director of CIPFA.
- Developers of sector-leading, research-led tools and processes for the evaluation of *strategic options, innovation, business change, value for money* and *value chain relationships*, endorsed by CIPFA and ADEPT, and widely adopted by organisations within both the private and public sectors.
- Our business ethos is to support our research colleagues and partners in developing their internal capabilities and competencies.
- Have worked with local authorities to help evaluate VFM in many service areas including Fire and Rescue, Highways, Transport, Waste and Recycling.

The Future Highways Research Group

Participatory, Action-Based Research (Formed 2016)

- **Provide a forum for sector leaders.**
 - Share knowledge and experiences.
- **Identify, develop and assess innovations with the potential to transform the sector.**
 - Applying academic research frameworks and methods.
- **Develop and pioneer transferrable methods, structures, tools and processes.**
 - As proven approaches; defining best practice.
- **Engage with new sector entrants.**
 - Including: energy generation, electric vehicle and served communities as delivery partners.
- **Develop meaningful benchmarking frameworks based on Value for Money (VfM).**
- **Attract funding for new concepts development and piloting.**
 - Bidding for innovation funding.
- **Publish our findings; ensuring members are recognised as sector innovators.**

Current FHRG Membership

- Buckinghamshire Council
- Central Bedfordshire Council
- Cheshire East Council
- Derby City Council
- Derbyshire County Council
- Central Bedfordshire Council
- Cumbria Council
- Dorset Council
- Devon County Council
- East Sussex County Council
- Essex County Council
- Hampshire County Council
- Haringey LB
- Havering LB
- Newham LB
- Kirklees Council
- Kent County Council
- Lancashire County Council
- Leicestershire County Council
- Lincolnshire County Council
- Milton Keynes Council
- Northumberland County Council
- North Somerset Council
- North Yorkshire County Council
- Oxfordshire County Council
- Shropshire Council
- Somerset County Council
- Staffordshire County Council
- Suffolk County Council
- Surrey County Council
- West Sussex County Council

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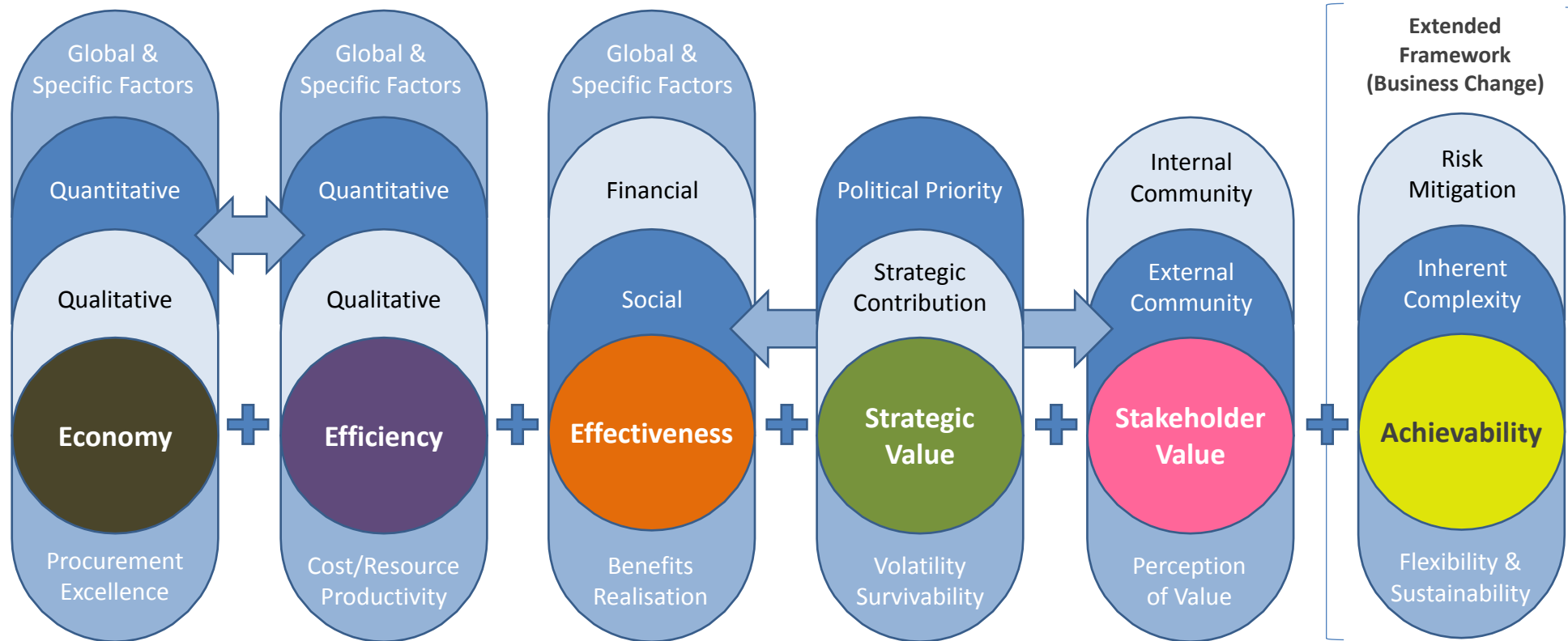


VfM Assessment

Value for Money Assessment

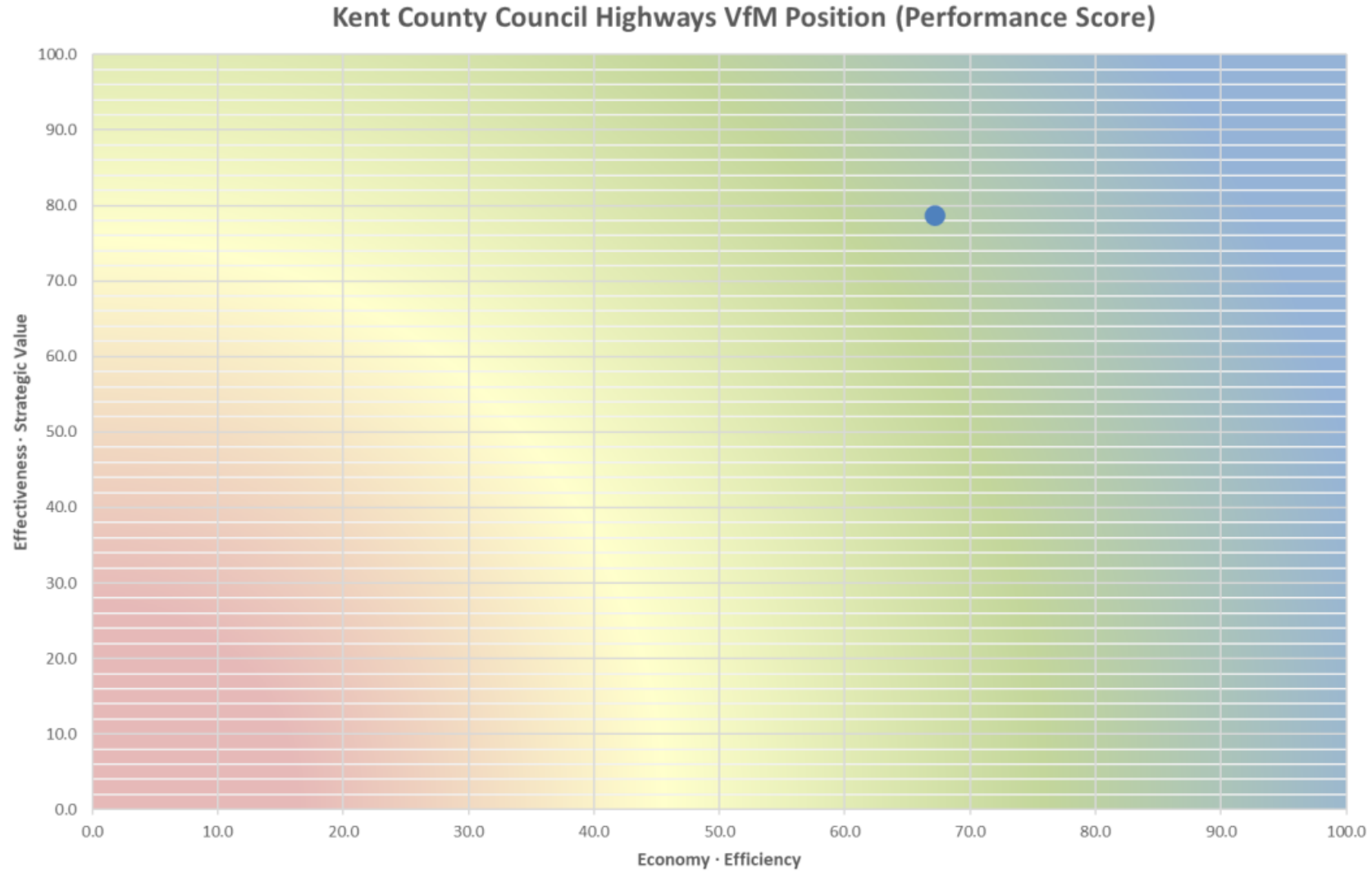
Value for Money Analysis

Identifying & Proving “Best Value” Services – The Proving Framework

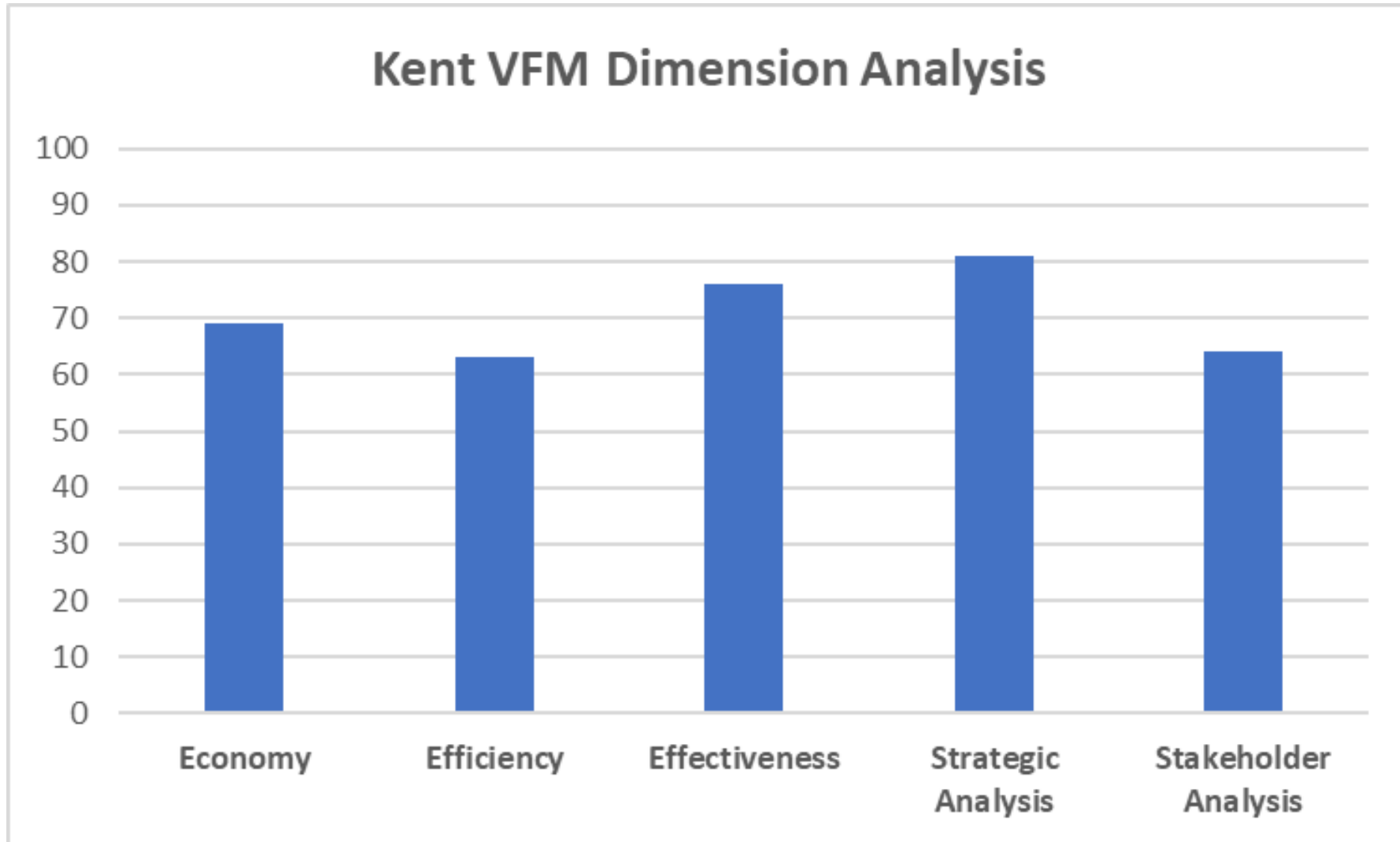


Research Programme (CVRC, 2011) ©Proving, Farquharson & Wilson 2011

Kent Highways Service: VfM Position (Performance Score Only)

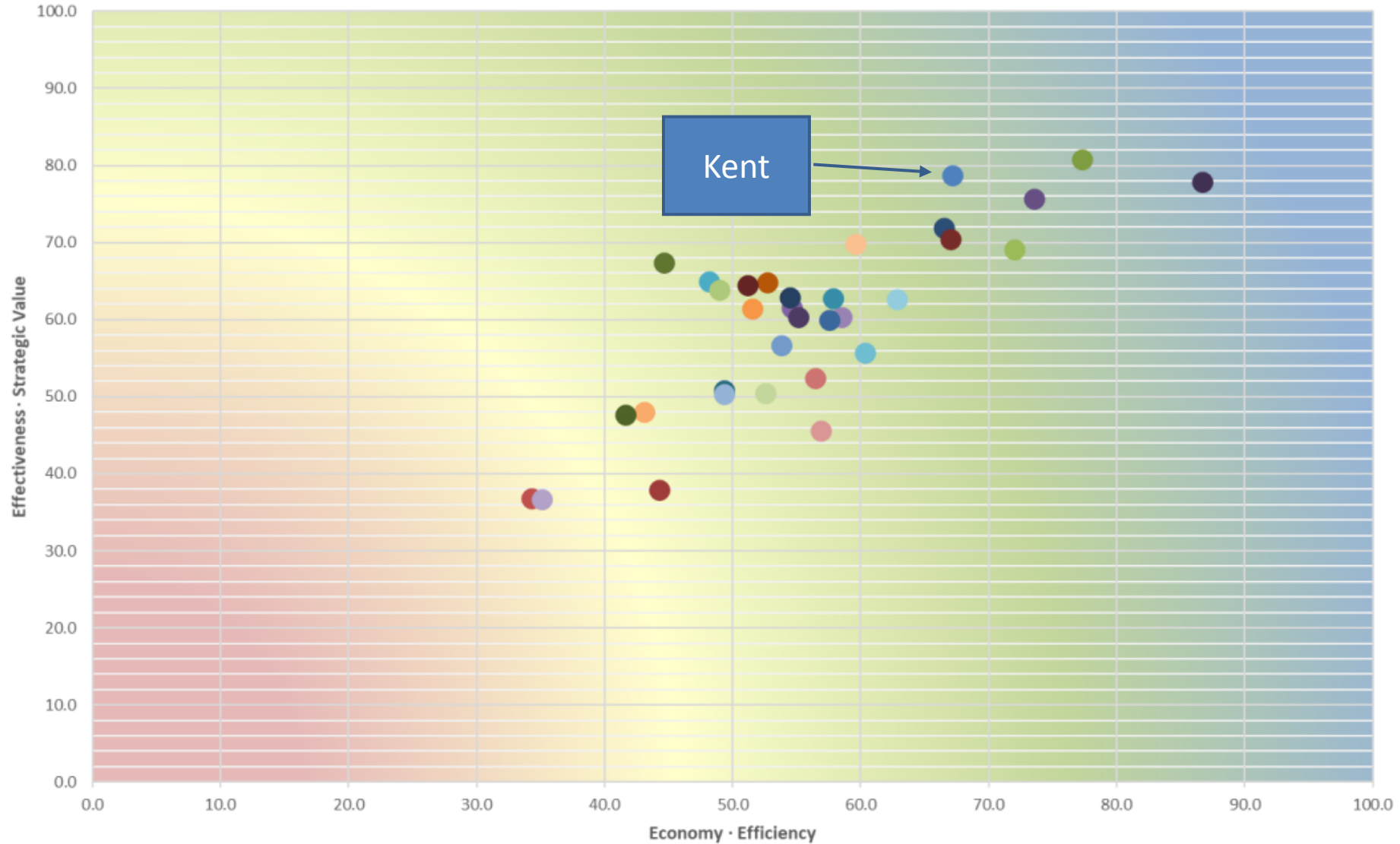


Kent Highways VfM Dimension Analysis



Kent Highways: FHRG VfM Benchmarked Position

Kent County Council - Highways Value for Money



Value for Money – Overall Conclusions

- **Kent County Council Highways Service (KCCHS) demonstrates strong performance against all the VfM dimensions.**
- **KCCHS is within the top four of Future Highways Research Group (FHRG) members as assessed within the last 18 months.**
- **The highways management team is cohesive, dedicated and mutually supportive, with an ethos of continuous improvement. This extends to the relationships with, and expectations of, all service delivery partners.**
- **KCCHS have a range of cost-effective contracts and frameworks designed to be flexible in meeting the current and evolving operational needs of the service.**
- **A key challenge is the increasing costs in delivering the service. Rates and charges currently paid to providers do not align to the true market costs. This is unsustainable and will increasingly impact on the quality of the service provided.**
- **The service has a good relationship with members, with strong support from the portfolio holder.**
- **KCCHS demonstrates its commitment and success in identifying and trialling innovations (technologies, data management and materials) to improve the performance of the service and help achieve the longer-term strategic objectives of the authority.**

Economy Dimension: VFM Scorecard

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity	Priority
100	Economy	External Frameworks & Contracts							
100	Economy	Commissioned / Outsourced Service Contracts							
101	Economy	Highways Term Maintenance Contract (Amey)	100	Good [75]	75	50	Definitely [100]	100	
102	Economy	Resurfacing Contact (GW Highways)	80	Excellent [100]	100	75	Probably Not [25]	25	0.0
103	Economy	Pothole Blitz (10 contractors)	60	Good [75]	75	50	Probably [75]	75	2.8
104	Economy	Drainage Framework	60	Good [75]	75	50	Probably [75]	75	2.8
105	Economy	Soft Landscape	60	Excellent [100]	100	50	Possibly [50]	50	0.0
106	Economy	Streetlights	80	Excellent [100]	100	75	Probably Not [25]	25	0.0
107	Economy	Traffic Signals	40	Excellent [100]	100	50	Possibly [50]	50	0.0
108	Economy	Major Capital Projects	80	Satisfactory [50]	50	50	Probably [75]	75	7.5
109	Economy	Consultancy Framework (Design / Major Projects)	60	Good [75]	75	50	Probably [75]	75	2.8
110	Economy	Transactional / Internally-Contracted Costs (Where Applicable)							
111	Economy	Annual Retainers (Cost Justification & Cost Stability) Winter & Emergency	40	Excellent [100]	100	75	Probably [75]	75	0.0
112	Economy	Transactional Costs (Cost Analysis, Justification & Cost Stability)	80	Good [75]	75	75	Definitely [100]	100	5.0
113	Economy	Internal Costs							
114	Economy	Management & Professional	100	Good [75]	75	75	Probably [75]	75	4.7
115	Economy	Staff	100	Satisfactory [50]	50	75	Definitely [100]	100	12.5
116	Economy	Contract Cost/ Efficiency Management	60	Good [75]	75	50	Definitely [100]	100	3.8
117	Economy	Professional / Consultancy Services	80	Good [75]	75	75	Possibly [50]	50	2.5
118	Economy	IT / IS Services, Equipment & Software External	60	Good [75]	75	75	Possibly [50]	50	1.9
118	Economy	IT / IS Services, Equipment & Software Internal / Mandated	40	Requires Improvement [25]	25	50	Possibly [50]	50	3.8
119	Economy	Materials & Consumables	20	Requires Improvement [25]	25	50	Probably Not [25]	25	0.9
120	Economy	Vehicles / Equipment	60	Satisfactory [50]	50	50	Definitely [100]	100	7.5
121	Economy	Depots / Offices	60	Requires Improvement [25]	25	50	Definitely [100]	100	11.3
122	Economy	Other Operating Costs	0						
123	Economy	Cost of Risk (Where Applicable)							
124	Economy	Cost of Compensation (Including CEs / Functional FTP Events)	60	Good [75]	75	75	Possibly [50]	50	1.9
125	Economy	Cost of Risk (Anticipated & Emergent)	60	Good [75]	75	75	Possibly [50]	50	1.9
126	Economy	Revenue Generation (Where Applicable)							
127	Economy	Income / Services Trading	80	Good [75]	75	75	Probably [75]	75	3.8
128	Economy	Grant / Investment Winning	80	Excellent [100]	100	75	Probably [75]	75	0.0
129	Economy	Economy Improvement Plan (Savings Plan)	60	Good [75]	75	75	Probably [75]	75	2.8
130	Economy	Delivery of Service Within Budget	100	Good [75]	75	75	Probably Not [25]	25	1.6

Economy Assessment – Key Points

- **Overall, strong Economy assessed performance.**
- **The majority of contracts and framework agreements deliver ‘excellent’ economic value. However, the rates paid are increasingly below market rates. It is recognised that this is unsustainable and a review of rates is required with an increase anticipated.**
 - The rates paid impacts on the quality of subcontractors prepared to work through Amey.
- **The service is provided through lean internal teams, paid at or below market rates. This is reflected in the difficulty the service has in recruiting the necessary skilled resource.**
- **Risk is well-managed by the service, with a low number of compensation events, a high repudiation rate for claims, and a policy of continuous risk management and scrutiny.**
 - A solid highways inspection regime.
 - An effective Green Claims team who try and recover the all costs.
- **Economy improvements could be made in the following areas:**
 - The condition of satellite depots is poor and not conducive to efficient working.
 - The services uses two street works systems which creates inefficiencies and adds cost to the service.
 - Prices paid internally for stationary and high-vis jackets are considered expensive.

Economy Assessment – Key Points (cont..)

- **Following the project to deliver an innovative new digital solution for highway licenses, there has been a 30% increase in the recovery of fees**
- **KCCHS have had considerable success in recent years in attracting capital grants and investment, including Live Labs, the Local Growth Fund, Active Travel funding.**
 - Amey Consulting have been a valuable partner in winning and delivering these initiatives.
- **The Kent Lane Rental Scheme is generating over £1M pa which is being used to fund future innovations.**

Efficiency Dimension: VFM Scorecard

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity	Priority
200	Efficiency	External Resource Efficiency (Commissioned / Outsourced Service Contract)							
201	Efficiency	Highways Term Maintenance Contract (Amey)	100	Good [75]	75	75	Definitely [100]	100	6.3
202	Efficiency	Resurfacing Contact (GW Highways)	80	Excellent [100]	100	75	Probably Not [25]	25	0.0
203	Efficiency	Pothole Blitz (10 contractors)	60	Good [75]	75	75	Probably [75]	75	2.8
204	Efficiency	Drainage Framework	60	Good [75]	75	75	Probably [75]	50	1.9
205	Efficiency	Soft Landscape	60	Good [75]	75	75	Probably Not [25]	25	0.9
206	Efficiency	Streetlights	80	Good [75]			Probably Not [25]		
207	Efficiency	Traffic Signals	40	Good [75]	75	75	Probably Not [25]	25	0.6
208	Efficiency	Major Capital Projects	60	Satisfactory [50]	50	50	Probably [75]	75	5.6
209	Efficiency	Consultancy Framework (Design / Major Projects)	80	Good [75]	75	50	Definitely [100]	100	5.0
210	Efficiency	Productivity of Internal Staff	0						
211	Efficiency	Productivity of Management	100	Good [75]	75	75	Definitely [100]	100	6.3
212	Efficiency	Productivity of Staff	100	Good [75]	75	75	Definitely [100]	100	6.3
213	Efficiency	Other Resource/ KCC Services (Productivity)	80	Satisfactory [50]	50	75	Definitely [100]	100	10.0
214	Efficiency	Efficiency Performance Management							
215	Efficiency	Service / Function Productivity & Throughput	100	Good [75]	75	75	Probably [75]	75	4.7
216	Efficiency	Service Optimisation	100	Good [75]	75	75	Definitely [100]	100	6.3
217	Efficiency	Service Utilisation	80	Excellent [100]	100	75	Probably Not [25]	25	0.0
218	Efficiency	Service Sustainability	100	Satisfactory [50]	50	50	Definitely [100]	100	12.5
219	Efficiency	Stakeholder Management (Internal & External)	100	Satisfactory [50]	50	75	Definitely [100]	100	12.5
220	Efficiency	Service Agility (Scope & Scale of Operations: Demand Matching)	80	Good [75]	75	75	Possibly [50]	50	2.5
221	Efficiency	IT / IS Management	100	Satisfactory [50]	50	75	Probably [75]	75	9.4
222	Efficiency	Information Analysis & Reporting Management	80	Satisfactory [50]	50	75	Probably [75]	75	7.5
223	Efficiency	Travel & Accommodation	40	Satisfactory [50]	50	75	Definitely [100]	100	5.0
224	Efficiency	Efficiency Improvement Plan	60	Satisfactory [50]	50	50	Definitely [100]	100	7.5

Efficiency Assessment– Key Points

- Overall, good Efficiency assessed performance.
- The KCCHS management team are highly effective, demonstrating cohesiveness and mutual support, with shared goals to continue to improve the service. The service aims to be agile and demand-responsive; however member requests can add to the workload burden.
 - Agreeing and adhering to a comprehensive Asset Management Plan has improved service efficiency.
 - The service achieves its annual programme of work although there can be some slippage on bespoke projects.
 - The last minute confirmation of annual budgets can make effective forward planning difficult.
 - All staff are set clear and precise goals which helps them in turn, become more efficient.
 - Virtual working has help improved the productivity and quality of communications within the management team.
- KCCHS have established a strong working relationship with Amey (in part due to the recent appointment of a new Contract Director) focused on continuous improvement and open, honest communications.
- The same collaborative and supportive ethos extends to other providers to deliver a quality, customer focused service.

Efficiency Assessment– Key Points (cont..)

- **The pothole blitz initiative has been very successful and bridges the gap between reactive and larger planned schemes.**
- **Demand for road space, including permits has risen by 50%, due in part to the broadband programme and the increase in capital schemes. With current resource levels, the co-ordination and management of this additional demand is proving a challenge for the street works team.**
- **The successful deployment of the Confirm system and use of tablets by crews has added to the efficiency of the workforce. The HADMS platform, developed as part of Live Labs, should enable significant improvements to service operations and performance management.**
- **There are critical challenges in recruiting and retaining the necessary staff. Several single points of potential failure have been identified.**
 - **The service is currently completing a workforce development plan to try and address these issues.**

Effectiveness Dimension: VFM Scorecard

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity	Priority
300	Effectiveness	Effectiveness Management							
301	Effectiveness	Quality of Service	100	Good [75]	75	75	Definitely [100]	100	6.3
302	Effectiveness	Highways Term Maintenance Contract (Amey)	100	Good [75]	75	75	Definitely [100]	100	6.3
303	Effectiveness	Resurfacing Contact (GW Highways)	80	Excellent [100]	100	75	Definitely [100]	100	0.0
304	Effectiveness	Pothole Blitz (10 contractors)	60	Good [75]	75	75	Definitely [100]	100	3.8
305	Effectiveness	Drainage Framework	60	Good [75]	75	75	Definitely [100]	100	3.8
306	Effectiveness	Soft Landscape	60	Good [75]	75	75	Probably Not [25]	25	0.9
307	Effectiveness	Streetlights	80	Excellent [100]	100	75	Probably Not [25]	25	0.0
308	Effectiveness	Traffic Signals	40	Good [75]	75	75	Probably Not [25]	25	0.6
309	Effectiveness	Scope of Services	100	Good [75]	75	75	Possibly [50]	50	3.1
310	Effectiveness	Scale of Services	100	Good [75]	75	75	Probably [75]	75	4.7
311	Effectiveness	Resilience of Services	100	Satisfactory [50]	50	50	Definitely [100]	100	12.5
312	Effectiveness	Serious Events (Public Protection / Safety / Regulatory Compliance)	60	Excellent [100]	100	75	Possibly [50]	50	0.0
313	Effectiveness	Transactional Performance							
314	Effectiveness	% of On-Budget Transactions	100		80	75	Probably Not [25]	25	1.3
315	Effectiveness	% of Error-Free Transactions	100	Good [75]	75	75	Definitely [100]	100	6.3
316	Effectiveness	% of On-Time Transactions	100	Good [75]	75	75	Probably Not [25]	25	1.6
317	Effectiveness	% of Reworked / Discarded Outputs	60	Good [75]	75	75	Probably Not [25]	25	0.9
318	Effectiveness	Overall Customer Satisfaction	100	Good [75]	75	75	Definitely [100]	100	6.3
319	Effectiveness	Value Added Business Benefits							
320	Effectiveness	Services Development / Innovation	80	Good [75]	75	75	Definitely [100]	100	5.0
321	Effectiveness	Financial Benefits (Cashable)	80	Good [75]	75	75	Definitely [100]	100	5.0
322	Effectiveness	Social Benefits	80	Excellent [100]	100	75	Possibly [50]	50	0.0
323	Effectiveness	Environmental Benefits	80	Satisfactory [50]	50	75	Definitely [100]	100	10.0
324	Effectiveness	Reputational Benefits/Disbenefits	60	Good [75]	75	75	Probably [75]	75	2.8
325	Effectiveness	Effectiveness Improvement Plan	60	Satisfactory [50]	50	75	Definitely [100]	100	7.5

Effectiveness Assessment- Key Points

- **As for most highways authorities, KCCHS has the challenge of managing a declining asset with insufficient funding. A significant and currently unaffordable level of investment would be required to bring the highway network up to the desired standard.**
 - This is recognised by the portfolio holder - *‘insufficient funding will impact on all areas of operations and is the main risk to the service’*.
- **However, given the funding constraints and size of network, it was agreed that a ‘good’ to ‘excellent’ quality of service is provided by the highways service and its providers.**
- **A good relationship with parishes helps extend the range and quality of services provided beyond just meeting statutory obligations. This has been helped by the Parish Highway Improvement Plan initiative.**
- **Workmanship is of a high standard, with customers generally pleased with work completed**
- **Jobs are usually delivered on-time, within an agreed budget and largely error-free.**
- **KCCHS have an ‘excellent’ response to serious and emergency events, including winter services and COVID.**

Effectiveness Assessment- Key Points (cont..)

- **The service actively encourages innovation in helping to drive through service improvements and increase VfM.**
- **The ADEPT Live Lab programme has been very successful, leading to the creation of a directorate Digital, Technology & Innovation Board to maintain and build upon the momentum achieved.**
- **Many social benefits are provided by KCCHS, including apprenticeships, local sponsorship, use of local businesses and involvement with schools.**
 - All providers are expected to contribute to delivering social value for Kent.
- **It is recognised that more will have to be done to address the current carbon and environmental challenges. However, there will be a potentially significant cost associated with this which unless properly funded, may impact on the future scope and scale of services provided.**

Strategic Value Assessment: Key Factors

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity	Priority
400	Strategic Value	Support initiatives that deliver carbon neutral services, schemes and incentives.	100	Good [75]	75	75	Definitely [100]	100	6.3
401	Strategic Value	Optimise and improve network access and performance for all users under all conditions.	100	Good [75]	75	75	Definitely [100]	100	6.3
402	Strategic Value	Enhance the local economy through network expansion and improvement to meet the growth agenda.	100	Excellent [100]	100	75	Definitely [100]	100	0.0
403	Strategic Value	Sustain a financially resilient service that delivers best value with the resources available.	100	Good [75]	75	75	Definitely [100]	100	6.3
404	Strategic Value	Engage effectively to understand and meet the needs of our citizens and communities.	100	Good [75]	75	75	Definitely [100]	100	6.3
405	Strategic Value	Embrace best practice, innovations and new technologies enabling the service to continuously evolve.	100	Excellent [100]	100	75	Definitely [100]	100	0.0
406	Strategic Value	Develop and sustain collaborative partnerships that deliver the objectives of all partners.	100	Good [75]	75	75	Definitely [100]	100	6.3
407	Strategic Value	Attract, develop, empower and retain the best people capable of driving a dynamic and agile service.	100	Good [75]	75	75	Definitely [100]	100	6.3

- These assessment factors have been developed and agreed by the Future Highways Research Group (FHRG) reflecting the strategic priorities and challenges faced by all Local Highways Authorities. It was agreed that these are aligned and consistent with the strategic objectives of KCCHS.
- KCCHS have demonstrated significant contribution and progression in realising these objectives. Given their strategic importance, they will continue to remain an area of focus and effort as reflected in the 'Definitely' score for Opportunity.
- As evidenced during the VfM assessment, KCCHS have achieved a high level of service operational performance. This provides a strong foundation from which to tackle the more strategic ambitions of the service and authority.

Stakeholder Value Dimension: VFM Scorecard

ID	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity	Priority
500	Politicians (Leader)	90	Good [75]	75	75	Definitely [100]	100	5.6
501	Portfolio Holder	100		90	100	Probably [75]	75	1.9
502	Politicians (Cabinet & Scrutiny)	90	Good [75]	75	75	Definitely [100]	100	5.6
503	Politicians (Other)	80	Good [75]	75	75	Definitely [100]	100	5.0
504	Other Councils							
505	Districts	60	Satisfactory [50]	50	75	Definitely [100]	100	7.5
506	Parishes and Town Councils	80	Good [75]	75	75	Definitely [100]	100	5.0
507	Neighbouring Authorities	40	Good [75]	75	75	Definitely [100]	100	2.5
508	Officers							
509	CEO & Corporate Team Management	100	Good [75]	75	75	Definitely [100]	100	6.3
510	In-Function	100	Good [75]	75	75	Definitely [100]	100	6.3
511	In Other Dependent Functions	80	Good [75]	75	75	Definitely [100]	100	5.0
512	Partners (Delivery / Value Chain)	80	Good [75]	75	75	Definitely [100]	100	5.0
513	Utilities Organisations	60	Good [75]	75	75	Probably [75]	75	2.8
514	Developers	80	Good [75]	75	75	Definitely [100]	100	5.0
515	DfT	40	Good [75]	75	75	Probably [75]	75	1.9
516	National Highways	50	Satisfactory [50]	50	75	Definitely [100]	100	6.3
517	Other Transport-related Organisations / Agencies	60	Good [75]	75	75	Definitely [100]	100	3.8
518	LEP	80						
519	General Public	100	Satisfactory [50]	50	50	Definitely [100]	100	12.5
520	Regulators	40	Good [75]	75	75	Possibly [50]	50	1.3
521	Special Interest Groups	80	Good [75]	75	75	Probably [75]	75	3.8

Stakeholder Analysis

- **The service aims to be accessible, helpful and consistent with all key stakeholders. This approach is reflected in the scores.**
- **The Portfolio Holder assessed the service as ‘good’ to ‘excellent’.**
 - Confirms the good relationship of the service with elected members, both executive and non-executive.
 - Recognises the efforts of officers to relate to members of the public, demonstrating competence and therefore building the reputation of the authority.
 - Recognises the efforts to innovate and use technology to improve the services.
 - Acknowledges that insufficient funding will impact on all areas of operations and is the main risk to the service.
- **The ‘Definitely’ scores in ‘Opportunities’ reflects the recognition by KCCHS that maintaining and improving effective relationships needs continued focus and effort.**

Top Priority Improvements

(Weighting x Score X Confidence X Opportunity)

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity	Priority
218	Efficiency	Service Sustainability	100	Satisfactory [50]	50	50	Definitely [100]	100	12.5
219	Efficiency	Stakeholder Management (Internal & External)	100	Satisfactory [50]	50	75	Definitely [100]	100	12.5
311	Effectiveness	Resilience of Services	100	Satisfactory [50]	50	50	Definitely [100]	100	12.5
519	Stakeholder Value	General Public	100	Satisfactory [50]	50	50	Definitely [100]	100	12.5
121	Economy	Depots / Offices	60	Requires Improvement [25]	25	50	Definitely [100]	100	11.3
213	Efficiency	Other Resource/ KCC Services (Productivity)	80	Satisfactory [50]	50	75	Definitely [100]	100	10.0
323	Effectiveness	Environmental Benefits	80	Satisfactory [50]	50	75	Definitely [100]	100	10.0
221	Efficiency	IT / IS Management	100	Satisfactory [50]	50	75	Probably [75]	75	9.4
108	Economy	Major Capital Projects	80	Satisfactory [50]	50	50	Probably [75]	75	7.5
120	Economy	Vehicles / Equipment	60	Satisfactory [50]	50	50	Definitely [100]	100	7.5
222	Efficiency	Information Analysis & Reporting Management	80	Satisfactory [50]	50	75	Probably [75]	75	7.5
224	Efficiency	Efficiency Improvement Plan	60	Satisfactory [50]	50	50	Definitely [100]	100	7.5
325	Effectiveness	Effectiveness Improvement Plan	60	Satisfactory [50]	50	75	Definitely [100]	100	7.5
505	Stakeholder Value	Districts	60	Satisfactory [50]	50	75	Definitely [100]	100	7.5
201	Efficiency	Highways Term Maintenance Contract (Amey)	100	Good [75]	75	75	Definitely [100]	100	6.3
211	Efficiency	Productivity of Management	100	Good [75]	75	75	Definitely [100]	100	6.3
212	Efficiency	Productivity of Staff	100	Good [75]	75	75	Definitely [100]	100	6.3
216	Efficiency	Service Optimisation	100	Good [75]	75	75	Definitely [100]	100	6.3
301	Effectiveness	Quality of Service	100	Good [75]	75	75	Definitely [100]	100	6.3
302	Effectiveness	Highways Term Maintenance Contract (Amey)	100	Good [75]	75	75	Definitely [100]	100	6.3
315	Effectiveness	% of Error-Free Transactions	100	Good [75]	75	75	Definitely [100]	100	6.3
318	Effectiveness	Overall Customer Satisfaction	100	Good [75]	75	75	Definitely [100]	100	6.3

- **Improve the sustainability of the service, specifically the recruitment, retention and development of key staff.**
 - It is recognised that solutions are required for both the immediate and longer term. However, the budget available is a significant constraint.
 - Continue with the development and implementation of the workforce development plan.
 - Improve career development and progression opportunities.
 - Consider being more flexible regarding entry point skills and qualifications.
- **Given the current rates paid to Amey and other external partners are increasingly unsustainable, a review will be required.**
 - Use the opportunity to further incentivise providers to innovate and engage in process change.
- **Suggested improvements for Amey:**
 - Improved selection and supervision of sub-contractors in the delivery of schemes.
 - Ensure the right gangs always goes out first time to each job.
 - Improve visibility and sharing of data with KCC, including works orders and traffic management improvements.
- **Improvements to the current performance management model to put the right data in the hands of service managers to understand and improve (with providers) their service.**
 - A balanced incentive approach to ensure engagement with providers.

VfM Priority Improvements (Cont..)

- **Continue to enhance and develop the strategic asset management approach to all functions, encouraging all asset managers to participate.**
- **In line with KCC wide strategic direction improve digital ‘Apply&Pay’ services to customers in such areas as Light Vehicle Crossing Applications and Highway Boundary to improve back office process and efficiency.**
- **Review the future objectives and structure of the Pothole Blitz function to build upon its proven success.**
- **Improved stakeholder (customers, members and parishes) engagement and communications.**
 - Ensure access to timely and accurate information regarding planned works, progress reports and decisions-made.
 - Communicate environmental policies, issues and the funding challenges.
 - e.g. Use of herbicides, grass cutting regimes, street tree planting.
- **Review satellite depots to ensure they are fit-for-purpose and that the working conditions are at least satisfactory.**
 - Clarify responsibilities for the lease arrangement (between lease holder and corporate landlord)
 - Consider the location and layout of depots to improve travelling time and service efficiency.
- **Review the KCC highways fleet to ensure it continues to offer Value for Money.**
- **Build upon the achievements and profile of the Live Lab programme.**
 - Ensure all successful trials become embedded within operations, to the benefit of the authority and the delivery partner.
 - Maintain and build upon the momentum gained, ensuring future innovations are identified, evaluated and as required, funded.

Scoring Workshop Participants

- **Andrew Loosemore - Head of Highways Asset Management**
- **David Thomas - Business Manager**
- **Richard Emmett - Highway Manager**
- **Carol Valentine - Highway Manager**
- **Earl Bournier - Asset Manager Drainage & Structures**
- **Nikola Floodgate - Schemes Planning & Delivery Manager**
- **Alan Casson - Strategic Asset Manager**
- **Rob Clark - Procurement and Commercial Manager**
- **Nicola Blake (Amey) – Account Director**
- **Judith Bilboe (Amey) – Principal Operations Manager**
- **Owen Jenkins - Director of Growth and Economy, Oxfordshire County Council (Peer Reviewer)**
- **Karen Farquharson - Proving Services, Workshop Facilitator**