
5 Service Delivery

Maintenance Contracts

As with many councils, there are a number of arrangements and contracts in place to enable the undertaking of physical works and the delivery of each of the particular services. The organisation undertaking the majority of the physical works associated with the management of the highway is Amey PLC, they provide both consulting and construction services. The partnership arrangement is committed to delivering good value and high quality highway and transportation services. The contract started in April 2014 and is worth in the region of £35m a year. The contract will run to April 2019 with the possibility to extend through to 2022 and to 2025.

Maintenance of street lights is part of a larger contract which was let to replace all existing street lights with LED lights. This contract is with Skanska, it started in November 2015, and the maintenance element of the contract will run to April 2021, with options to extend to 2024 and then to 2027.

Traffic signals are currently maintained under a contract with Telent, which expires in October 2017. Work is underway for the procurement of a new maintenance and supply/install contract to start in October 2017 with options to run to 2026.

The values of the relationship between the County and our term Contractors are defined by the county's core values:

- Living within our means
- Doing the right thing
- Helping communities help themselves

Highways Commissioning Team

The Highways Commissioning Team is responsible for developing and implementing a strategic approach to the management of GCC's highway assets in accordance with council policies and national best practice. The primary objective of the team is to optimise the use of available funding and resources to preserve and enhance highway assets.

The team is responsible for five principal work streams:

- Providing the link between stakeholders including County Councillors, Parish, Town, Borough, City and District Councillors to the Highways Commissioning team and the Amey delivery team, ensuring the community needs are met whilst meeting the three core values of the County.
- Implementing data management - using data collected by the highways Network Team, to identify and prioritise programmes of work to maintain and improve highway assets including the development of safety inspection policies and the management and carrying out of safety inspections, as well as traffic monitoring functions.

- Forward programme management - including the identification, prioritisation and programming of capital improvement and structural maintenance works in accordance with council policies and the targets set out in LTP3. This includes significant engineering input into the feasibility and early design of potential schemes.
- Street lighting – the team is responsible for the management of street lighting assets including over 58,000 street lights and 7,500 lit traffic signs and bollards. The team liaise directly with Members and respond to enquiries received via the Corporate Contact Centre and from other stakeholders including Parish, Town, Borough, City and District Councillors and the public. Maintenance and improvement works are carried out by Skanska whose staff are co-located at Shire Hall.
- Bridges, Drainage and Geotechnical – this team of engineers are responsible for maintaining the county's bridges, retaining walls and drainage systems as well as monitoring and risk assessing known landslip sites. This work includes identifying, organising and planning routine maintenance work as well as identification prioritisation and programming of capital improvement and structural maintenance works to these vital assets.

The team is also responsible for a range of specialist activities including traffic regulation orders, arboriculture works, public rights of way and the support of Civil Parking Enforcement.

Network & Traffic Management Team

This team is responsible for traffic management of the network and management of all activities on the highway, ensuring the Council meets its statutory traffic management duties. In addition this team supports the Highways Commissioning team by providing asset management information to support decision making. The team is made up of seven areas of service:

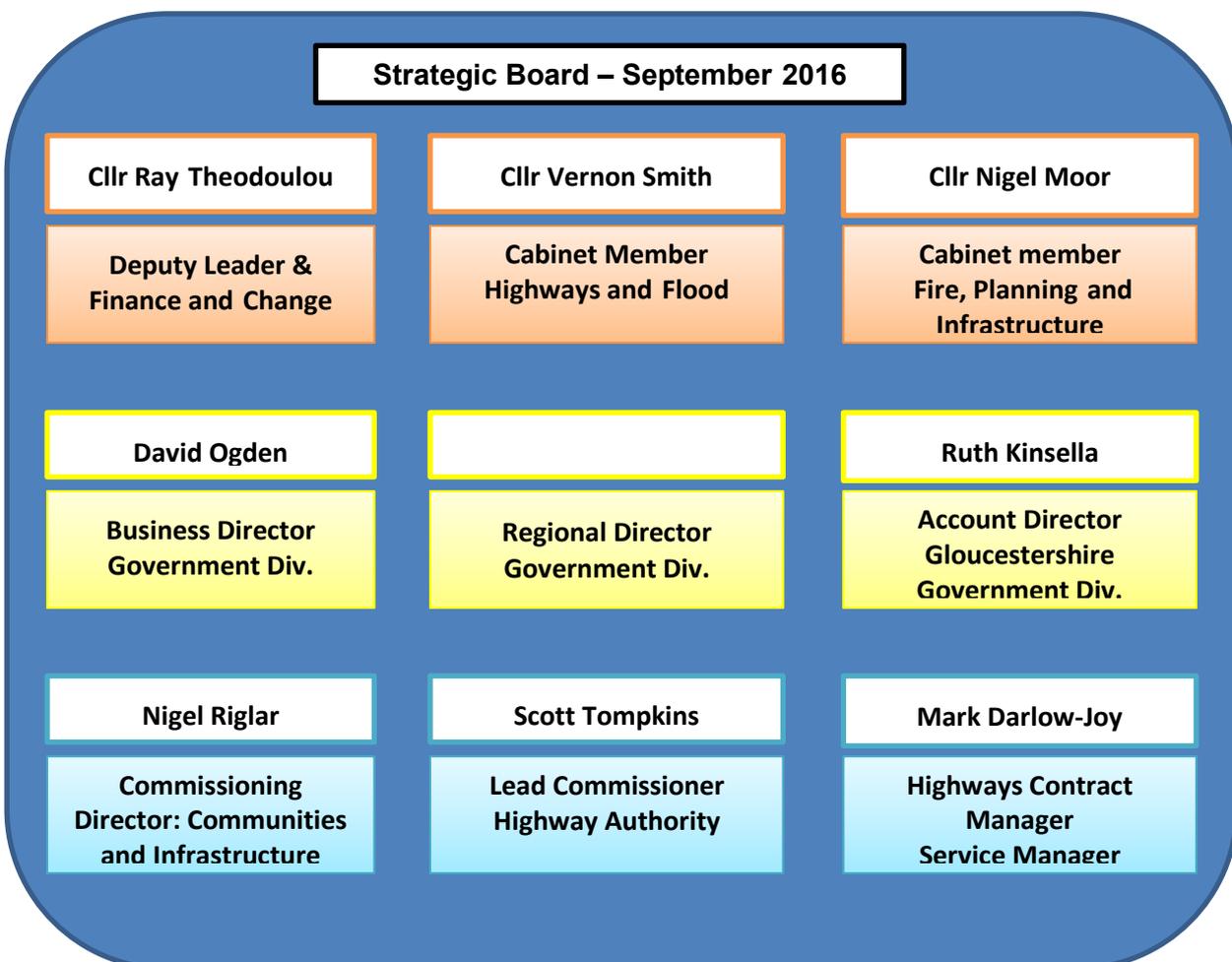
- Asset Management - This activity involves the development and updating of the Transport Asset Management Plan as well as the annual assessment of the highways asset data in order to produce annual CIPFA returns on asset valuation. This includes maintaining the database of highway assets and their condition.
- Road condition assessment - This activity supports the development of the annual structural maintenance capital programme by procuring and undertaking road condition surveys as well as providing analytical reporting of condition data, mapping and road condition modelling. This includes annual SCRIM surveys and the development of a Skidding Resistance repair programme. This area of the business has responsibility for the Structural Maintenance Strategy, the Structural Maintenance Manual and the Skidding Resistance Policy.
- Transport Monitoring - This activity supports the development of capital schemes by providing traffic and speed data. This involves organising traffic counts, speed surveys, registration surveys and other transport related survey work. The team maintain a database of traffic count information.
- Highway Records - This area of business is responsible for maintaining the List of Streets, and records of extent of highway land; responding to Con29 land searches and other highway land enquiries; updating the National Street Gazetteer (digital record of streets); and processing, researching and bringing to a conclusion PROW Definitive Map Modification Order Applications

- Street Works - This activity ensures the County Council's compliance with the Traffic Management Act. It entails the coordination of all activities on the road network (Utilities and GCC) and the checking and monitoring of quality and compliance of reinstatements, and safety and parking controls
- Traffic Signals – the team manage the maintenance of all traffic signals on county roads. This includes the programming of signals to minimise delays and manage traffic flows on the network.
- Parking – this team manages the implementation, monitoring and review of all permitted on street parking controls brought into affect via the Road Traffic Regulation Act and secondary regulation.

Gloucestershire's Highways Maintenance Contract

The contract is structured around the commissioning delivery model so that it falls in line with the County's administrative model. The contract is made up of a schedule of rates price list of activities and works, this assists in cost certainty. There are a series of KPI's to ensure that outcomes are also delivered in line with the County's objectives, these cover everything from improved highway condition and customer satisfaction to a reduction in killed or seriously injured people on the county's roads.

The contract with Amey is led by their Account Director Ruth Kinsella, the overall direction of the partnership that guides the contract is defined by the Strategic Board as shown in the structure diagram below:



Highway and Customer Services Team

Amey's Highway and Customer Services Team is the key point of contact within Amey for Member and other stakeholder enquiries. The team liaise directly with Members and respond to enquiries received via the Corporate Contact Centre and from other stakeholders including Parish, Town, Borough, City and District Councillors and the public. The team is responsible for the management of highway maintenance budgets and liaises closely with Amey's Operations Team to deliver the annual programme of routine and cyclical maintenance works. Other responsibilities include the management of Winter and Emergency Services and duties related to statutory and regulatory functions. The Highway and Customer Services Team is based in Shire Hall.

Operations Team

Amey's Operations Team is responsible for the design and construction of capital and routine maintenance and improvement works up to a value of £500k, and prepare designs for schemes greater than £500k.

The team comprises four sub-teams: Highways, Structures, Maintenance and Construction works. Works are carried out through an in-house workforce of over 120 operatives supported by supply chain partners. The workforce is based in Cannop, Stroudwater, Bamfurlong, Morton-in-Marsh and Cirencester Depots. The in-house workforce provides the Winter and Emergency Services supported where required by supply chain partners.

Business Management Team

Amey's Business Management Team provides support to ensure the consistent application of the single Operating Model (SOM) business processes across the Amey contract. These processes cover commercial management, financial management and control, administration, human resources and the quality, safety and environmental management of the services.

The Quality, Safety and Environmental Management Systems used by Amey complies with international ISO standards and are certified by Lloyds Register Quality Assurance (LRQA). The Business Management Team monitor the performance of Amey against Business Plan targets and audits compliance against accredited business management standards. The Senior Administration Manager within the team is responsible for providing administrative support across all Amey teams.

Key features of our approach:

- All staff from Amey, our key supply chain partner, are all co-located and work either at GCC depots or Shire Hall, delivering a set of agreed and aligned outcomes.
- Strong management commitment to the partnership with a senior Amey director in the role of account director, providing high level direction and consistency through hands-on leadership on all tasks.
- Application of Amey's SOM and accredited business management system to ensure 'fitness for purpose' and delivery of projects to time and budget.
- Promoting innovation and delivering value for money.
- Flexible base of in-house technical services (including modelling, appraisal, design, consultation and policy) that can be assembled and tailored to meet task requirements and eliminate resource peaks.