

CAMBRIDGESHIRE HIGHWAYS CONTRACT ANNUAL REPORT 2017/18

To: **Highways & Community Infrastructure Committee**

Meeting Date: **10th July 2018**

From: **Graham Hughes, Executive Director Place & Economy**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: **The attached report looks back over the first 9 months of the Highway Service Contract and provides a summary of the performance and achievements of the new contract.**

Recommendation: **The performance and achievements of the highways contract as noted.**

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1. BACKGROUND

- 1.1 Cambridgeshire Highways is a partnership between Cambridgeshire County Council and Skanska. The new Highway Services Contract. The work covered by the contract includes design and operational services for a variety of highway improvements and maintenance work.
- 1.2 The contract mobilised from April 2017 onwards and the 'Go Live' date was 1st July 2017.

2. MAIN ISSUES

- 2.1 The mobilisation phase of the contract embraced both the contract implementation and the relocation of staff to a new highways headquarters in Huntingdon. This was a complex and demanding stage of the contract mobilisation with staff from both organisations being relocated and colocated together, whilst maintaining service continuity during the transition.
- 2.2 Although there were teething problems, as is the case with the commencement of any new highway contract, overall service continuity was achieved and the delivery of all essential day 1 services was maintained. The ability to maintain service delivery was helped by the fact that Skanska had been the incumbent contractor from the previous contract.
- 2.3 The key success for the first year include:
 - Move to the new headquarters in Vantage House, Huntingdon
 - Service continuity
 - Governance set up
 - Savings
 - 'Dragon' Patcher
- 2.4 The contract continued to design and deliver highway projects throughout the County. These included cycling infrastructure, drought damaged roads fund from DFT, surface treatments, traffic calming, resurfacing, structures, and professional services to a number of major projects including Kings Dyke and Ely Bypass. The contract has also embraced the aspirations of a number of key stakeholders in the highway network including the Combined Authority and Greater Cambridge Partnership.
- 2.5 The partnership continues to work towards providing a more efficient and effective service, and improved quality of work, whilst providing value for money. These can be seen across the business, for example a holistic programme of works and programming, improved communication post collocation, striving towards a One Team approach to service delivery.
- 2.6 The Highways Operation Standards document superseded the Highway Infrastructure Asset Management Plan, which promotes a preventative rather than reactive approach to life cycle planning, to maximise the life of highway assets. This document contains both the asset management policy and the policy for other highway services such as street lighting, traffic management and enforcement.
- 2.7 The partnership continuously reviews ways of working and business opportunities, to realise efficiencies in service delivery where ever possible. During the first nine months of the contract reporting date circa £900,000 has been realised and more are currently being

evaluated for this period.

- 2.8 We are constantly looking for innovations to introduce on our network, as such we now have our own Velocity Patcher ('Dragon' Patcher). The 'Dragon' Patcher was deployed to help reduce the number of potholes, the challenging weather conditions presented us during the winter of 2017/18.
- 2.9 Health and safety to the public and communities in Cambridgeshire is paramount to us as well as our employees and supply chain partners. As a partnership we are engaged in promoting an 'Injury Free Environment' (IFE), a campaign adopted by Skanska and now being rolled out across the partnership, to enhance Safety, Health and Environment for all. Cultural improvement is a key element of our contract and as a result a Cultural Improvement Plan is being adopted across the contract for staff development, also to support recruitment and retention of staff.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

The following bullet points set out details of implications identified by officers:

- The contract delivers the key elements of the highway service, which ensures that our communities and the travelling public can function effectively and efficiently when using the highway network.

3.2 Helping people live healthy and independent lives

The following bullet points set out details of implications identified by officers:

- The services the contract provides ensures access and equity for all service users wherever practicable to do so, therefore the service contributes to our communities being able to live healthy and independent lives.

3.3 Supporting and protecting vulnerable people

The following bullet points set out details of implications identified by officers:

- The contract through the delivery of road safety and accessibility improvements, the overall service contributes to supporting and protecting vulnerable people.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

The following bullet points set out details of significant implications identified by officers:

- The spend for the first nine months of the contract was circa £22 million, and typically the average annual spend is £35 million, £35 million was achieved for the 2017/18 financial year.

- This included over £7 million in maintaining our network, approximately £26 million in improving the network, including major projects and structures and around £1.1 million was spent on winter maintenance.
- The Highways Operational Standards sets out the asset management approach to funding and servicing the highway network, this included funding and bid allocations.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

- The contract complied with the Council's Contract Procedures Rules, EU or UK legislative risks; LGSS Procurement led the procurement process to ensure compliance.
- There is a contract risk register in place which is regularly reviewed by the partnership, as part of the standard governance arrangements.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

The teams within P&E that use the contract actively ensure the engagement and consultation with communities is integral to our work. As such a Communication Plan is being adopted for the partnership, following conventional methods to messaging through social media and the IHMC.

4.6 Localism and Local Member Involvement

The contract is a key method of developing and delivering Local Highway Improvements. Supported by local members, this initiative empowers local communities to progress highway improvements through contributing toward local highway priorities. The work of the contract also engenders volunteers to get involved in the highway service such as winter volunteers or highway volunteers.

Officers and members continue to work together on all aspects of the highway service on a daily basis.

4.7 Public Health Implications

Through the provision of public highway infrastructure that promotes active travel patterns, the contract contributes to the public health agenda. Our road safety service also actively campaigns to ensuring the number of people killed or seriously injured on our highway network is reducing year on year. Within the contract we are actively encouraging staff to participate in health and mental wellbeing offerings from both organisations.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Theresa Tilley
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Debbie Carter Hughes
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Tamar Oviatt-Ham

Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Sarah Silk
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Tamar Oviatt-Ham
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
Cambridgeshire Highways Annual Service Report 2017/18	Attached