

# → Highways Core Maintenance Contract

24 September 2010



## Presentation Team



Alan Dinsdale  
Highway Services Director



Rob Semaganda  
General Manager



Helen Taylor  
Bid Manager



David Short  
Senior Coms. Manager



The May Gurney presentation team is:

Alan Dinsdale – Director within May Gurney Highway Services Sector responsible for corporate and sector support to the contract team

Rob Semaganda – General Manager responsible for the day to day delivery of the Surrey highways core maintenance contract

Helen Taylor – Bid Manager responsible for developing May Gurney's solution and proposals for the Surrey highways core maintenance contract

David Short – Senior Communications Manager responsible for stakeholder and customer engagement within the Surrey highways core maintenance contract.

## Delivering essential services



MAY GURNEY

Our approach will be to work collaboratively with all stakeholders in Surrey through joint working practices, sharing resources, providing real time information and total transparency in everything we do.

May Gurney is a infrastructure support services company working in the highways, environmental services, utilities, rail, building and waterways sectors. Highways maintenance constitutes almost 50% of our £470m annual turnover making us a real specialist in highway maintenance and improvement. Therefore, Surrey are, and will be, a very important and strategic partner going forward.

May Gurney and our team in Surrey are passionate about excellent delivery and in providing a service that gives a positive experience for all customers using and accessing services. However, we recognise this will require all delivery partners working together with aligned objectives. We will ensure that our service strategies, programmes of work, delivery mechanisms and resources are co-ordinated with other providers on the network. We will take account of the needs and priorities and where possible the aspirations of all stakeholders. We believe that the highways service should start and end with the customer.

## Communication

> Quarterly Liaison Meetings

Tools:

1. Customer and Stakeholder Engagement Plan
2. Query Management - Service Level Agreement
3. Media and Publicity Plan



We have a number of tools that we will deploy to ensure engagement with customers. Ultimately our customers are also your customers. Our intention is to have quarterly meetings with the Districts and the Boroughs to engage and listen to you. These are formal liaison meetings in addition to the programming and scheduling meetings. The format and frequency of these will vary over the time of the contract.

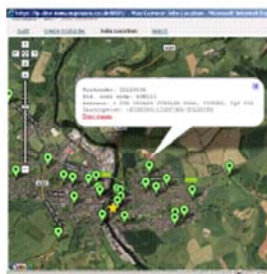
The tools we have for managing customer or public engagement are:

1. Customer and Stakeholder Engagement Plan this provides the details on who are stakeholders are and the levels and frequency of engagement. The Districts and Boroughs would be included. We produce Public Information Packs for our activities and the relevant Districts and Boroughs would be able to review this information prior to publication through a cascade process.
2. We will have a single Service Level Agreement with the Districts and Boroughs which details the responsibilities from May Gurney in terms of timely and accurate information provision to assist you in answering queries and responding to service requests be this May Gurney or District related. Our priority is to answer queries at first point of contact. We need to provide you with information to achieve this.
3. We will have a Media and Publicity Plan which encourages positive news stories and highlights key messages which we wish to provide to the public. We will engage with your respective communication teams so that the media and publicity plan is consistent and co-ordinated.

## Co-ordination



Our Northamptonshire Highways control hub



Examples of programming data from our South West Water contract.

MAY GURNEY

Key to our programming and network co-ordination across Surrey is our network control hub. We will have a dedicated team whose primary role will be to ensure that we plan, programme, co-ordinate and communicate all work being undertaken on the network. This dedicated team will make sure that we use the resources, be it traffic management, people, materials and road space effectively and efficiently. We will provide Districts and Boroughs with real-time access to our integrated works programme through a web portal. This will allow you to view our programme from the comfort of your own offices.

A key strategic objective of our control hub will be to provide demonstrable evidence of our ability to deliver joined up Council services to our customers – the people of Surrey. We see the Districts and Boroughs playing a key role in improving public perception of our overall ability to efficiently plan and programme our works. We will achieve this through adopting a street scene approach when working in residential streets and we will welcome the opportunity to work with you to achieve this goal. We would also like the opportunity to work with you to share resources, whether direct or supply chain to assist in the overall delivery across the common service areas we deliver. For example, there are mutual benefits to be gained for both parties by adopting a focused approach to emergency planning. We would like to agree mutual resilience arrangements which reduces pressures on resources, for example winter maintenance drivers in times of severe weather may come from your refuse vehicle drivers. To reinforce our commitment to working with you, we are committed to holding monthly programme co-ordination and review meetings with your staff.

We are open to the Districts and Boroughs to using the core maintenance contract as a vehicle to procure services and help to reduce your tendering costs.

## Visible differences

- > Engagement
- > Timely and appropriate information
- > Shaping & supporting services



So what will be different at the end of April next year?

1. A professional looking single branded workforce
2. Formal engagement with yourselves to gain a real insight into your needs, expectations, and aspirations. This includes formal liaison meetings plus an open door to contact us at any time. We have identified within the mobilisation period the need to have 1:1 meetings with yourselves.
3. We will provide timely and appropriate information and make prompt responses to your and your customer enquiries. You will have real time access to our systems through a web portal. We will have formal agreements with yourselves through the Service Level Agreement and the Customer and Stakeholder Liaison Plan.
4. We will work with you to plan, design and programme your works effectively through programme liaison meetings.
5. We will analyse and listen to your views to fine tune and shape services against a backdrop of local government spending cuts.

We want this contract to be one we are proud of and has an excellent reputation and we can only achieve this by working collaboratively.

## EAST SUSSEX HIGHWAYS MAINTENANCE



**Location :**

East Sussex

**Client :**

East Sussex County Council

**Value :**

£ 21 million per year

**Commenced :**

September 2005

**Completion :**

September 2012, plus extensions of up to a further three years.

May Gurney manage 2,908km of highway network on behalf of the County Council. May Gurney undertake the following services:

- Highway maintenance works including routine and reactive maintenance
- Winter maintenance
- Emergency out-of-hours service
- Cyclic maintenance
- Highways structures maintenance, including bridges, culverts and retaining walls
- Surface dressing
- Carriageway and footway surfacing
- Patching works
- Road markings and studs
- Verge grass cutting
- Weed-control
- Schemes up to £300k in value (<£100k Option B, >£100k Option D).

May Gurney play a central role in engagement with the public, jointly funding a Communication Manager with East Sussex County Council. The Communication Manager is responsible for engagement with all those affected by our works through the Public Engagement Plan, liaison with County Councillors and Parish Councils and capture and analyse feedback. We undertake scheme specific surveys to gauge public satisfaction and compare to results received from the resident's panel and NHT survey. May Gurney undertake a quarterly survey of the parishes focusing on specific work streams e.g. grass cutting. May Gurney has a Service Level Agreement with the East Sussex Contact Centre. May Gurney has introduced a "Working in the Public Eye" training programme for all front line operatives. In addition, May Gurney is a founder member of the East Sussex Considerate Contractor Scheme winning the Most Considerate Contractor award in March 2010.

May Gurney work in partnership with East Sussex County Council to co-ordinate and manage activities on the highway, minimising network occupancy and disruption. Within the first six months of full Street Works noticing, our level of compliance with the Traffic Management Act was higher than most utility companies. Our team of Noticing Co-ordinators and Planners ensure we have achieved year on year improvements with compliance.

## WEST SUSSEX HIGHWAYS ALLIANCE



**Location :**

West Sussex

**Client :**

West Sussex County Council

**Value :**

£ 30 million per year

**Commenced :**

July 2006

**Completion :**

June 2011

The West Sussex Highway Alliance is a three way alliance between West Sussex County Council, their consultants and May Gurney.

May Gurney delivers the following works:

- Carriageway and footway maintenance (reactive and planned)
- Carriageway Resurfacing and surface dressing
- Structures maintenance
- Local improvement schemes
- Town centre enhancements
- Cyclical maintenance such as gully emptying and weed control
- Winter maintenance.

The supply chain is fully integrated into the Alliance, with senior managers from key suppliers invited onto the Alliance Board to assist in key strategic decision-making.

Our customer focussed approach has ensured a single identity alliance branding throughout all our supply chain including vehicles, signage and PPE is adhered to. This has enabled clear, effective and consistent communication with our stakeholders through a single contact number. This approach has supported our customer satisfaction surveys, 'What's Your view'. In 2010, we received a Silver Considerate Constructors Award.

In 2008 we introduced dedicated gangs to deliver services in response to Parish Council and villages needs. These gangs are branded as Highway Rangers. The two-man teams have distinctive vehicles and carry out small scale but essential maintenance work including: clearing vegetation overhanging paths and roads; removing weeds from pavements; hedge trimming; cleaning signs and removing illegal ones; clearing debris from gullies and culverts; and carrying out minor repairs to signs and other street furniture.

Since 2009 May Gurney has held the county-wide urban and rural grass cutting contract. Management through the Alliance supports the single delivery model and single branding.



# LINCOLNSHIRE HIGHWAYS ALLIANCE



In April 2010, May Gurney formed part of the Lincolnshire Highways Alliance, together with:

- Lincolnshire County Council as Client
- Mouchel, as the Professional Services Partner
- Siemens as the Traffic Signals Partner.

As the Highway Works Term provider May Gurney is responsible for delivering across 8,960km of highway divided into four divisions for Client management and operational delivery. Aligned to the District boundaries the Divisions are:

- East Lindsey
- Boston and South Holland
- Greater Lincoln and Gainsborough
- South Kesteven and Sleaford.

**Location :**

County of Lincolnshire

**Client :**

Lincolnshire County Council

**Design Consultants :**

Mouchel

**Value :**

£ 30 million per year

**Commenced :**

April 2010

**Completion :**

March 2015 plus option of five year extension

The scope of May Gurney's contract includes:

- Traffic safety and management
- Cyclic Maintenance – sweeping, gully emptying, grass and hedge cutting and weed control;
- Routine Maintenance – minor repairs to footways and carriageways, repairs to boundary fencing and safety fences, replacement of road studs, renewal of road markings and repairs to signs;
- Maintenance works to kerbs, footways and carriageways including reconstruction, overlay and resurfacing;
- Improvement works including provision of new sections of carriageway, new structures and signs;
- Highway Structure Maintenance – routine maintenance works, minor concrete repairs, maintenance painting, repair of bridge parapets and deck expansion joints and waterproofing replacement;
- Winter Maintenance – precautionary salting and snow ploughing;
- Emergency measures – immediate mobilisation in response to requests to deal with any emergency situation arising on the Network;
- Street Lighting maintenance and improvement.

The contract allows for May Gurney to undertake works by agreement in adjacent Authority areas or in any of the Lincolnshire District Councils.

## ESSEX HIGHWAYS MAINTENANCE



May Gurney has had a continuous relationship with Essex County Council since 2000 and was the only incumbent contractor from 'Essex 2000' to win work under the 2006 contract.

The relationship with Essex County Council has evolved over the years encompassing a change of contract and geographical area and May Gurney hold a suite of term contracts. The scope of services includes:

- Carriageway and footway reactive and planned maintenance
- Carriageway resurfacing and surface dressing
- Public Rights of Way works
- Improvement Schemes
- Emergency Response
- Winter Maintenance
- Street Lighting Maintenance
- Surface dressing

**Location :**

Highways maintenance across the Southern and Western areas of the County; with the whole County for surface dressing and street lighting

**Client :**

Essex County Council

**Value :**

£ 30 million per year

**Commenced :**

April 2006

**Completion :**

March 2012

The close integrated team on the contract includes a planning and programming manager who works with both teams to maintain a joint robust programme for delivery of the works giving consistency, visibility and transparency to all team members and sharing this with other interested parties.

We have introduced our 'Highways Rangers' initiative to ensure that May Gurney and Essex County Council have a visible public presence within the communities and obtain input directly from local residents and organisations. Councillor Norman Hume, Cabinet Member for Highways and Transportation, said: "Under this ground breaking Highways Localism scheme we will be able to be even more responsive to what local residents want for their own communities".

Our support for the local community to complement the council's aspiration has seen May Gurney introduce placements through the Princes Trust 'Get into Construction' initiative and support the Community Payback programme. This is complemented by our commitment to recruit locally to maintain a sustainable employee base. We currently have eight young people who have joined the contract through the formal May Gurney starting out programme targeted at trainees, apprentices and graduates.

## NORFOLK STRATEGIC PARTNERSHIP



The Norfolk Strategic Partnership is a contract between the Environment, Transport and Development department of Norfolk County Council, May Gurney, and design consultants Mott MacDonald.



This partnership covers the following areas:

- Maintenance and repairs to carriageways, footways and public Rights of Way.
- Annual surface dressing programme.
- Construction of minor and major carriageway, structures and public transport infrastructure schemes up to £10m including Section 278 Developer Schemes
- Environmental, geotechnical, archaeological, ecological surveys.

The integrated team share a co-located office. The Partnership has established a unified team culture, with shared objectives, and an effective joint management and decision-making structure, which has eliminated duplication of roles.

**Location :**

County of Norfolk and Norwich City

**Client :**

Norfolk County Council

**Design Consultants :**

Mott MacDonald

**Value :**

£ 40 million per year

**Commenced :**

April 2004

**Completion :**

March 2014

Our approach to partnership working and early contractor involvement (ECI) provides best value by improving efficiency in the delivery of projects and services. Our supply chain is involved from the earliest stages of projects, and is an essential part of the management process. ECI has enabled the partnership to develop a five year programme (budget dependent) along with a resourced 12 month rolling programme. Our approach extends to Borough Councils, with schemes completed for Great Yarmouth, Kings Lynn and West Norfolk Borough Council.

Innovations that produce efficiency savings are driven by our unique sliding scale model and the pain/gain capped profit arrangements. In the first six years of the partnership, £7.5m of savings have been delivered. This is achieved through our Innovations Working Group which receives support from all partnership employees.

The success of Norfolk Strategic Partnership is recognised by Constructing Excellence as a Demonstration Project.

Through a reverse agency agreement between the County Council and Norwich City Council, the Partnership contract was expanded in April 2010 to include the Norwich City network.

# NORTHAMPTONSHIRE HIGHWAYS



## Highways



MGWSP, an integrated highway services company formed by a 50:50 joint venture between May Gurney and WSP delivers sustainable transport highway services on behalf of Northamptonshire County Council. The scope of the services provided includes the provision of corporate services, consultancy and operational delivery or 'policy to potholes'. Across 4,095km of highway, MGWSP provide:

- Policy Support and Advice
- Prioritisation of works and services
- Network and Asset management
- Development of 4 year programme
- Public rights of way
- Transport planning
- Major Scheme development, implementation and supervision
- Bridges and Structures maintenance, design and implementation
- Traffic and safety engineering
- Traffic signal network monitoring, management, maintenance and improvement
- Intelligent transport systems
- Development control audit and supervision
- Commercial and contract management
- Street lighting
- All aspects of routine, reactive and cyclical maintenance including winter and emergency response
- Surface dressing
- Scheme development and delivery up to 5m Euros
- Bidding for CIF/GAF funding
- Vehicle Maintenance.

**Location :**  
County of Northamptonshire

**Client :**  
Northamptonshire Council

**Value :**  
£ 40 million per year

**Commenced :**  
March 2008

**Completion :**  
March 2016 plus optional extension of four years.

MGWSP undertook a strategic review of the highway service organisation within Northamptonshire aiming to improve delivery, communication with client and the public whilst offering greater value for money. We now deliver the service through four geographical areas based on district council boundaries supported by our own Communications Manager. The benefits of this approach at a local level includes greater delivery and accountability, ownership for the staff, enhanced accessibility for the public and a local and improved service delivery. This approach is supported by a cultural change programme to reinforce the "One Team" approach.

## STRATEGIC SERVICES PARTNERSHIP - JV CO



In April 2010, May Gurney and Torbay Council, formed a joint venture company, TOR2, to deliver frontline Council services within Torbay.

Torbay Council identified the need to establish an innovative delivery vehicle for frontline services in order to deliver significant efficiencies and improve customer service. Following competitive dialogue, May Gurney was selected as the private sector partner for the joint venture company. May Gurney is a 80.1% shareholder and Torbay Council 19.9%.

The joint venture company is contracted to Torbay Council to deliver the following services:

**Location :**  
Torbay

**Client :**  
Torbay Council

**Value :**  
£ 12 million per year

**Commenced :**  
July 2010

**Completion :**  
June 2020, plus optional extensions up to a further fifteen years.

- Highways maintenance covering 499km of network including winter and emergency service
- Highways grounds maintenance and maintenance of parks and open spaces
- Street cleansing
- Maintenance of beaches and harbour areas
- Maintenance of all Authority owned vehicles
- Management and operation of household waste recycling centre and transfer station
- Collection of refuse and recycling from 61,500 households and communal properties including bulky waste collection, clinical waste and green waste services
- Delivery of waste minimisation and education programme
- Maintenance and cleansing of Authority owned buildings and structures
- Operation of 24/7 emergency contact centre

Full service commencement began on 19 July 2010 with the TUPE transfer of approx 320 employees from the current Direct Services and Waste team to the joint venture company.

On 6 September 2010, TOR2, introduced a source separated kerbside recycling collection system improving recovery rates; with an increased geographical collections and extended range of recyclates from all households; improved selection of recycling materials at bring bank sites; and improved design and increased material recovery at the Household Waste and Recycling Centre. The results of which will be a doubling in the recycling rate by 2012.



Torbay Council & May Gurney