

BEST VALUE INSPECTION OF TRANSPORTATION SERVICE IMPROVEMENT PLAN

**Mole Valley Local Committee
2 April 2003**

KEY ISSUE:

To consider the implications for the Local Committee in Mole Valley of the improvement plan resulting from the Best Value Inspection of the Transportation Service which was approved by the Executive on 6 January 2003.

SUMMARY

The Audit Commission considered the Transportation Service in Surrey to be 'Good' with 'Excellent Prospects for Improvement'

The improvement plan (**Annexe A**) includes activities considered to be of top priority in enabling the Transportation service to deliver against the 'Excellent Prospects for Improvement' classification and will be submitted to the Audit Commission as evidence of our commitment to continuous improvement in the Transportation Service. The improvement plan has been approved by the Executive and is to be considered by each Local Committee in Surrey.

OFFICER RECOMMENDATIONS:

The Committee is asked to agree

- (i) that the resolution of the Executive at the meeting on 6 January 2003 is noted
- (ii) that the committee confirms its support for the part which the Mole Valley Local Transportation Service will play in delivering the outcomes from the improvement plan.

1. BACKGROUND

- 1.1 The audit commission rated our service as 'good with excellent prospects for improvement'. This is the best rating to date for a Transportation Service in the UK.
- 1.2 The inspectors said we had a clear service vision.
- 1.3 Officers are working hard to address the improvement areas identified in the Audit Commission report and these areas are consistent with the People First Strategy and the Corporate Plan.
- 1.4 There are eight themes in the improvement plan :-
 - Customer Care
 - Performance Management
 - Internal Processes
 - Delivering Promises
 - Partnership Working
 - Resources/Priorities
 - Mobility Management
 - NRSWA (New Roads and Streetworks Act)

2. LOCAL CONSIDERATIONS

- 2.1 All of the themes are aimed at improving the Transportation Service delivered through the Local Transportation Offices and the Local Committee.
- 2.2 Examples of the activities in the Plan which may be of particular interest in Mole Valley include :-
 - Customer care issues where improving the interface may initially have an effect on staff time as systems are developed. (activities numbered 1 to 6)
 - Ensuring greater transparency to the public in decision making on local schemes to be implemented. Much work has already been carried out through the LTP process.(activity no 7)
 - Ensuring minimum maintenance standards across the County with the ability of the local committee to set priorities for higher standards on some items. This will be achieved through the annual maintenance plan. (activity no 8)
 - Development of a Mobility Maintenance Management Plan . Members will have a strong role when setting priorities for future schemes. (activity no 11)

- Refocusing the roles of local transportation staff once the new 'Mammoth' contracts are in place to address better co ordination of work to reduce unnecessary congestion (activity no 15)
- The further development of partnership working by local transportation staff. (activity no 16)
- Best Value Performance Indicator (BVPI) measures the condition of the highway network. Currently Surrey is in the 3rd quartile and local officers will play their part in ensuring that the target of getting into the top quartile by 2006 is achieved. (activity no 18)
- Customer survey pilots have been carried out in 3 Districts this year and benefits are being assessed. Each LTM will be expected to roll out best practice during next financial year. (activity no 20)
- The Impact 3 development programme is aimed at improving the performance of teams throughout the County. The Mole Valley team are currently engaged in this programme. (activity no 21)
- All activities undertaken through the local offices will be subject to performance measures and monitoring arrangements. This will apply particularly to work carried out through the Mammoth contracts. Members and the public will be able to compare the performance of their local service with others across the County. (activity no 22)

CONCLUSIONS

Following the resolution of the Executive, the improvement plan is to be submitted to the Audit Commission to show the County Council commitment to continuous improvement and will be monitored by the Performance Review Committee Advisory Group or the appropriate Select Committee. Local offices will have a significant role in ensuring that the plan is implemented. The support of the Local Committee in driving forward the planned activities is vital.

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BACKGROUND PAPERS: Report by The Audit Commission :-
"Surrey County Council
Transportation Service Aug 2002"

Annexe A

Themes & No.	Anticipated out come (benefits to customers)	Activity	Impact on addressing service vision gaps	Lead officer	Resources / Input	Target Date	Where are we now	Red Amber Green
Customer Care 1	Delivery of services that our customers really want and value. We are able to inform customers of what we can and cannot do.	Develop and introduce a customer engagement strategy e.g. Web, road signs, feedback mechanisms, monitoring/ review process. Creation of Transportation Brand.	High	Charlie Marsh	Officer time 50 hours.	March 2003	Some elements are in place but not overall strategy.	Red
Customer Care 2	SCC Transportation service is seen as a national leader on customer care. Our customers regularly provide positive feedback of their experience of accessing our services.	Develop and introduce a customer interface product.	High	Martyn Williams	Considerable resource from contact centre. Officer time approx 50 hours.	March 2004	Interface does not exist other than call centre and local officers.	Red
Customer Care 3	Customers know what to expect from our service and our service is seen as fair and consistent.	Consolidate and regularise our customer inquiry and complaints standards.	High	Nigel Bartlett-Twivey	Training consultant resource. Confirm officer resource. Funding for customer care training approx £10,000.	March 2003	Confirm customer care package is used by most local offices. Review in progress.	Amber

MOLE VALLEY LOCAL COMMITTEE (T), 2 APRIL 2003, **ITEM 12**

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Customer Care 4	A passenger transport service which is closely linked with identified customer needs and priorities and achieves an excellent rating in customer satisfaction surveys including the Public Service Agreement.	Analyse customer feedback from users of passenger transport and develop an action plan to improve level of service.	High	Alan Teer	Officer time 25 hours.		Surveys completed.	Amber
Customer Care 5	Improved customer care.	Seek a peer review on Customer Care.	High	Callum Findlay	External review resource e.g. IDea £7,000.	March 2004		Red
Delivering Promises 6	Improved service to our customers and to be known to be delivering what we have promised.	Undertake an internal audit of all actions eg Pegasus, Mamoth and development of Local Committees.	High	Callum Findlay	Internal Audit/Performance improvement team resource.	September 2003	Local committees in operation. Best and final offer stage for Mamoth. Pegasus invitation to negotiate stage.	Red
Internal Process 7	Decision making on prioritisation of schemes is transparent. Customers have a clear understanding of our allocation process which is available on our web site.	For capital schemes develop a methodology for allocation and prioritisation of LTP funds.	High	George Burnett	LTP group officer time.	December 2002	Methodology has been developed and report written for Executive.	Amber

MOLE VALLEY LOCAL COMMITTEE (T), 2 APRIL 2003, **ITEM 12**

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Internal Process 8	Customers can expect minimum standards applied consistently across the County. Enables local decisions to be made on priorities.	Create an asset management plan, network management plan and revise and simplify internal procedures in accordance with new code of practice.	High	Richard Ireland	Officer time Approx. 100 hours.	March 2004	Network Management Plan published and distributed to LTMs.	Amber
Internal Process 9	Better managed and safer executed projects. Minimise disruption and risk to public and better value for money.	Review and update quality management system and widen ISO accreditation to whole service.	High	Peter Drybrough	Half fte QA manager and admin assistant.			Amber
Internal Process 10	More efficient and effective financial control and robust information on expenditure. Reduction in overhead costs resulting in "More pounds spent on the ground".	Ensure "joined up" finance systems e.g. Involvement in corporate review and ERP process Link Chronos system to QMS. Develop interfaces with Mammoth constructors Ensure full capital recharge.	High	Tony Orzieri	Officer time.		Work on providing link between Chronos system and quality management system completed.	Amber

MOLE VALLEY LOCAL COMMITTEE (T), 2 APRIL 2003, **ITEM 12**

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Mobility Management (MM) 11	A three year MM Business Plan, incorporating exploration, formation, operation and evaluation. Making MM a core activity, engaging major internal players and leading by example. Identifying a range of tools available to external partners e.g. carshare software.	Set up cross-functional MM working group (Spatial Planning, Transport Planning and Engineering). Tasks to include desktop audit of current activity re MM toolbox; Devise a costed programme of activities based on experience to date. Introduce European element, maintaining links and identifying best practice. Consider appointment of F/T MM Manager.	High	Matt Beale Collins	120 hours officer time. Funding of MM Manager post. Cost of additional tools (Marketing and Capital and software etc.).	March 2003	Red	Red
Mobility Management 12	External target groups identified, i.e. where circumstances or opportunity offer accessibility levels that provide for modal shift and reduced congestion and where economic strength can be maintained through MM.	Research to identify target groups.	High	Siobhan Smith	20 Hours officer time.	March 2003		Red

MOLE VALLEY LOCAL COMMITTEE (T), 2 APRIL 2003, **ITEM 12**

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Mobility Management 13	Attitudinal change from travelling public, reduced congestion, improved accessibility.	Implement Marketing and communications strategy to promote LTP/MM messages, targets and objectives.	High	Sheila Roberts	Staff time and marketing budget.	January 2003	Production of Strategy in progress.	Amber
New Roads & Street Works Act (NRSWA) 14	Less disruption to travelling public. Surrey will become a lead authority nationally for street works.	Understand legal framework. Investigate best practice with peer authorities. Improve internal processes.	High	Steve Lee	Street Works Manager resource.	April 2003	Street Works Managers post about to be advertised. Meetings with Croydon and Bromley organised.	Amber
NRSWA 15	Improved performance of utilities resulting in less disruption to travelling public.	Refocus roles of staff in Local Transportation Services after implementation of Mammoth contract so that a key objective is reducing congestion on Surrey's roads.	High	Steve Lee	Street Works Managers resource.	April 2003	Pilots are running in Mole Valley and Spelthorne. Street Works Mangers post about to be advertised.	Amber

MOLE VALLEY LOCAL COMMITTEE (T), 2 APRIL 2003, **ITEM 12**

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Partnership Working 16	Service to customers becomes more integrated and efficient.	Analyse current partnerships for roles etc using a standard template. Validate with partners (e.g. bus, rail, police). Develop actions to bridge gap between where we are now and the vision.	High	Mick Avery	Officer time to undertake analysis, discuss and agree improvements with partners. 200 hours.	September 2003	A number of partnership arrangements already exist.	Amber
Performance Management 17	Ability to compare performance of the two constructors and deliver service improvements to our customers.	Develop a set of KPI's relating to the Mammoth contract.	High	David Varley	Officer time and prospective constructors time. 70 hours.	November 2002	KPI's have been developed in discussion with constructors and are included in BAFO document.	Green
Performance Management 18	Recognition in customer satisfaction surveys that condition of highway network has significantly improved.	Produce a report to the Executive describing what we need to do to get into quartile 1 by 2006 on BVPI 96.	High	Richard Ireland	Officer time. Executive time. Funding.		Draft report has been written.	Amber

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Performance Management 19	Customers recognise Surrey's Transportation service as the best in the UK and customer satisfaction ratings support this recognition.	Redefine the role of the Transportation Management Team so that it is focused on playing its part in achieving the service vision.	High	Callum Findlay	Officer Time and consultants time.	January 2003	Work on identifying the gaps between the "as is" situation and where we need to be as a service to achieve the vision is in progress.	Amber
Performance Management 20	An understanding of customer needs and how customers wish to be engaged in setting service priorities in the future. The ability for Local Transportation Managers to run a customer needs survey in each district in 2003/04 and use data to develop local performance measures.	Run customer needs survey pilots in 3 Districts and analyse benefits of each method of engagement. Roll out best practice model across all 11 LTS's in 2003/04.	High	Callum Findlay	Officer time.	March 2003	Two pilots have been completed In Guildford and Runnymede. Analysis work to be undertaken.	Amber Red

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Performance Management 21	Service improvements are delivered to our customers and Impact 3 assists in the retention and recruitment of staff.	Review learnings and service improvements with teams who have participated in the Impact 3 programme.	High	Mark Bisson	Officer and consultants time.	Ongoing until end of programme in 2005	Learnings from Tandridge rapid action team have been passed to Parity Empower the consultants commissioned to assist with the roll out of Impact 3. Regular feedback sessions at service heads meetings planned.	Amber
Performance Management 22	Performance measures which are meaningful to our customers and which are analysed and drive service improvements.	Develop local performance measures and monitoring arrangements. Collect local performance data monthly and publish on local performance web page quarterly. Analyse performance monitoring data and develop service improvements.	High	Mark Bisson	Officer time and LTS resource. Officer time Approx 30 hours per month. Officer time and funding.	October 2002	Local Performance monitoring template developed. Data beginning to be produced by LTS's. Consideration to be given to advertising performance management development officer post.	Green Amber Red

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Resource/ Priorities 23	Understanding staff concerns in line with people first principles should assist with staff retention and lead to an improved service for customers.	To undertake a regular staff survey.	High	Callum Findlay	Officer time Survey and analysis £5,000.	January 2003	Survey to commence mid December.	Amber