



Lincolnshire Highways Alliance
BS11000



Lincolnshire Highways Alliance

BS11000

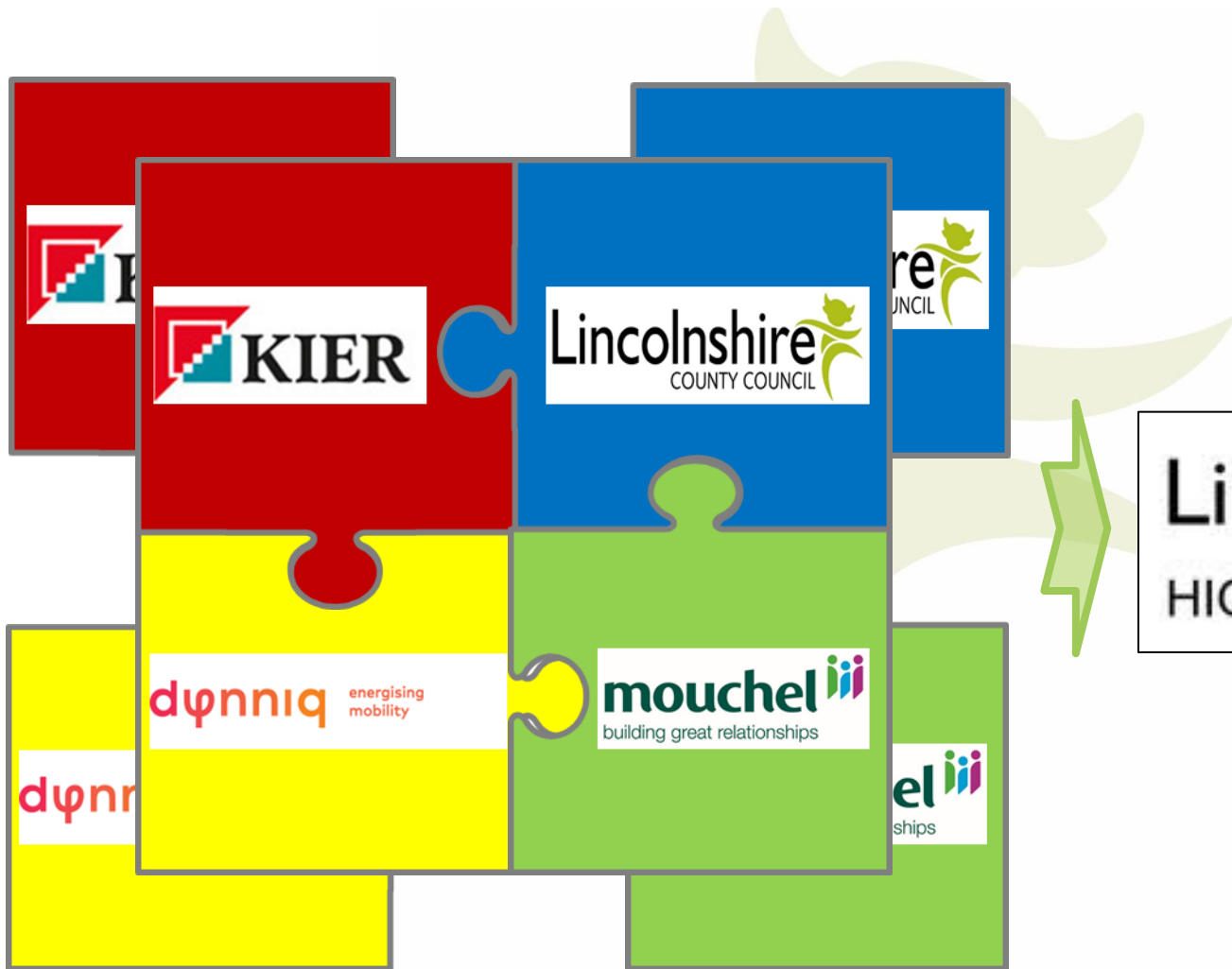
Collaborative Business Relationships

Paul Rusted

Infrastructure Commissioner

Lincolnshire Highways Alliance – A Brief Summary

- Prior to 2010 a Partnership arrangement governed via charter but only with main supplier
- 2007 - Commenced 3 years of service design and procurement
- Setting out our vision for the shape of the service including formal collaboration
- Contract forms and Options including X12
- Careful risk allocation and management
- Procurement – partner selection critical

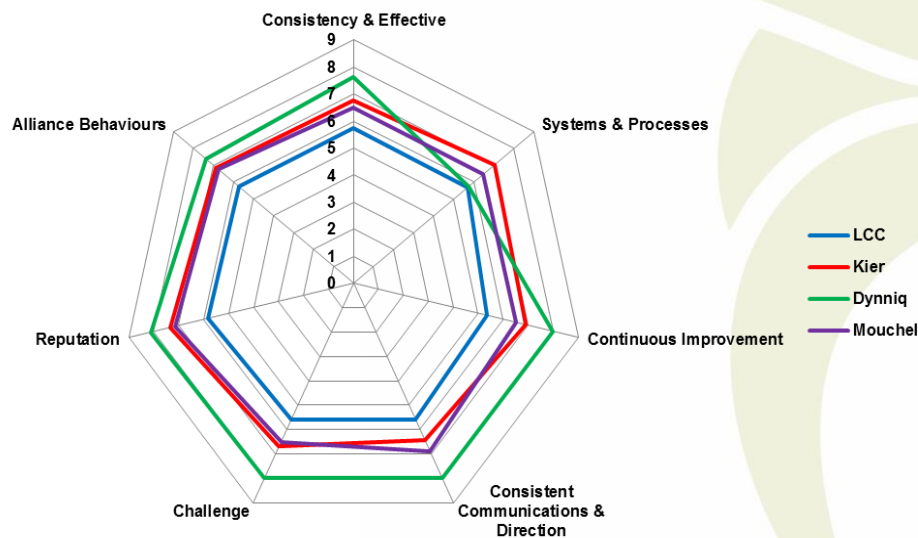


Lincolnshire Highways Alliance - Practical steps

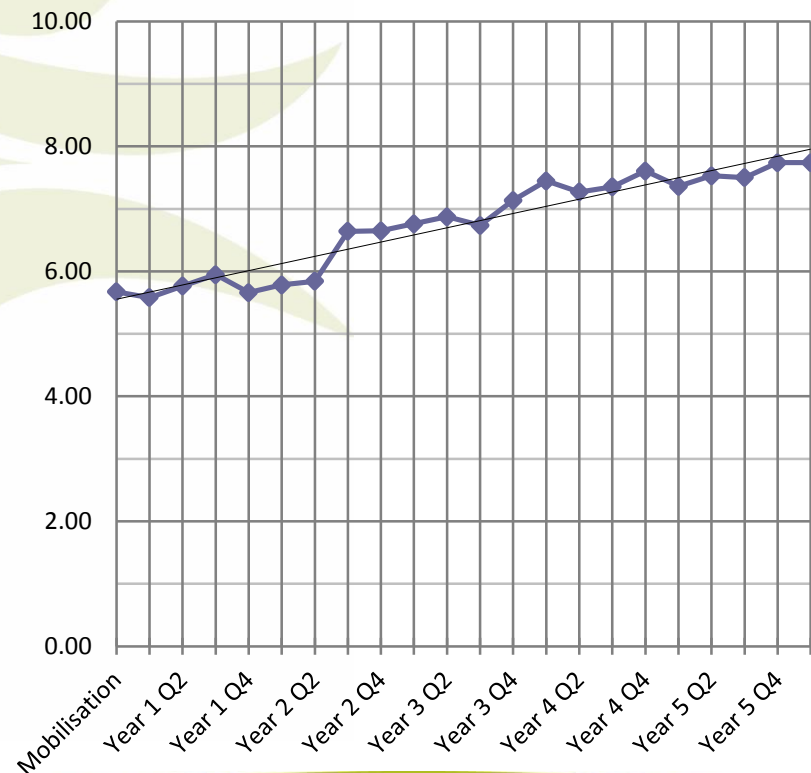
- Pre-commencement Relationship Workshop to agree culture, aims/objectives and outcomes

Relationship Scoring

- Quarterly relationship scoring and the journey since 2010



Relationship Score



Collaboration Culture

Highways Alliance
Newsletter /Issue 19
Autumn 2015



- Regular Alliance newsletters
- Alliance 'challenges'
- Feedback from public
- Shared learning
- Celebrate success
- Jointly produced
- Brand ownership

Lincolnshire
COUNTY COUNCIL
HIGHWAYS ALLIANCE

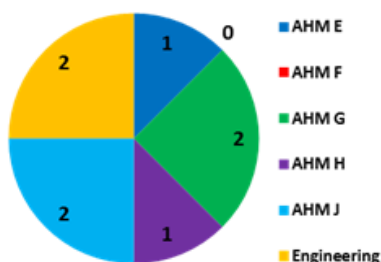
Lincolnshire Highways Alliance - Practical steps

- Pre-commencement Relationship Workshop to agree culture, aims/objectives and outcomes
- Regular Alliance 60 Meetings
- Comprehensive Performance Management - KPI / Incentivisation (including client)

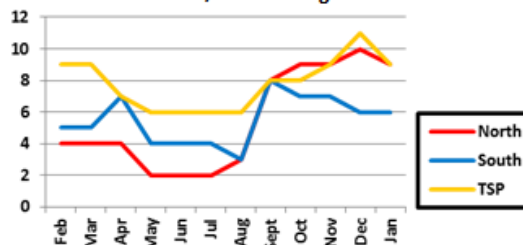
Client KPI Dashboard

Client Indicators Dashboard North Division January 2016

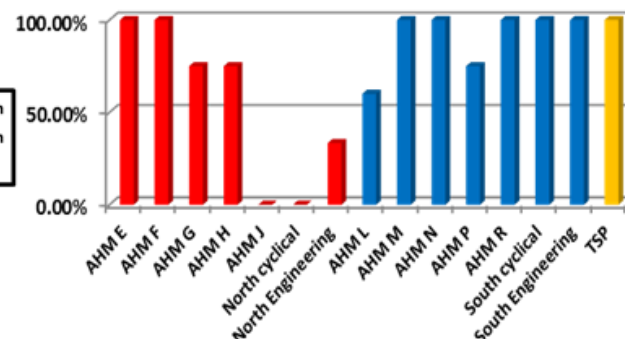
North rejected orders Jan 2016



Divisional/TSP Ranking



January % CEs raised & actioned within 2 weeks



Performance Indicator

Rank

Call Backs	3 rd
Rejected Orders	2 nd
CEs raised and actioned within 2 weeks	1 st
CE Values Vs JV Committed Values	1 st

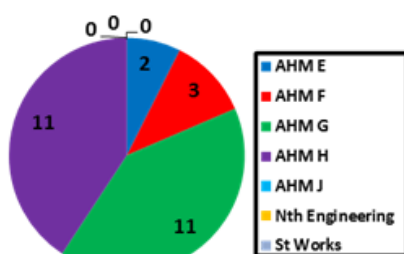
Monthly Target area – Joint top performing area. Continue to make improvements in rejected orders (Area G & H). Reduce spike in outstanding call backs. LCC to raise compensation events proactively for changes whilst on site.



Top Highest Officer JV Variation 2015/16

% VO	Officer	No of jobs
30.47%	A N Other	14
7.54%	A N Other	6
5.47%	A N Other	36
2.94%	A N Other	5
2.69%	A N Other	3
2.08%	A N Other	8
1.50%	A N Other	6
1.46%	A N Other	7
0.93%	A N Other	14
0.30%	A N Other	14

North Outstanding callbacks



Over contracted hours

AMT	F5 Returns	Contracted Hours	Total Hours	Efficiency	Driving Time	Jobs Completed	Jobs Per Hour
A300 - Incident Response Vehicle	20 / 20	320.00	307.91	43.45%	18.48%	58	0.19
AA41 - Sign Maintenance Team	21 / 20	320.00	441.61	89.71%	0.00%	37	0.08
AA61 - Countryside Maintenance Team	20 / 20	320.00	290.24	84.26%	24.31%	26	0.09
AA71 - Road Marking Team	20 / 20	320.00	314.00	84.94%	0.00%	35	0.11
B300 - Incident Response Vehicle	20 / 20	320.00	314.00	84.21%	0.00%	71	0.23
BB41 - Sign Maintenance Team	20 / 20	320.00	303.00	79.32%	0.00%	35	0.12
BB61 - Countryside Maintenance Team	20 / 20	320.00	296.93	79.26%	0.00%	25	0.08
EE21 - Area Response Team	20 / 20	320.00	348.11	55.64%	18.36%	25	0.07
FF11 - Pothole Patrol (3 man team)	20 / 20	480.00	343.68	61.24%	26.42%	21	0.06
FF21 - Area Response Team	20 / 20	320.00	284.06	48.54%	25.47%	25	0.09
FF22 - Area Response Team	20 / 20	320.00	303.53	77.77%	17.94%	29	0.10
GG11 - Pothole Patrol (3 man team)	20 / 20	480.00	404.19	67.18%	24.43%	30	0.07
GG21 - Area Response Team	20 / 20	320.00	314.00	85.59%	19.61%	18	0.06
GG22 - Area Response Team	20 / 20	320.00	312.00	70.39%	11.43%	20	0.06
HH21 - Area Response Team	20 / 20	320.00	295.00	57.53%	21.25%	31	0.11
HH22 - Area Response Team	20 / 20	320.00	338.00	87.62%	29.41%	61	0.18
JJ21 - Area Response Team	20 / 20	320.00	298.26	72.01%	14.99%	23	0.08
JJ22 - Area Response Team	20 / 20	320.00	311.24	71.95%	29.03%	25	0.08

Lincolnshire Highways Alliance - Practical steps

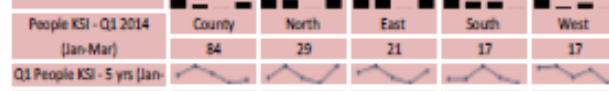
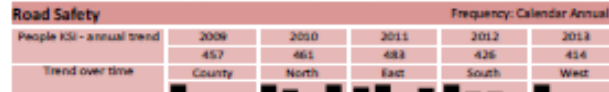
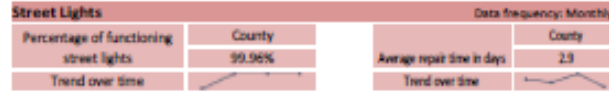
- Pre-commencement Relationship Workshop to agree culture, aims/objectives and outcomes
- Regular Alliance 60 Meetings
- Comprehensive Performance Management - KPI / Incentivisation (including client)
- **Member buy in critical**

Highway Alliance Member Dashboard

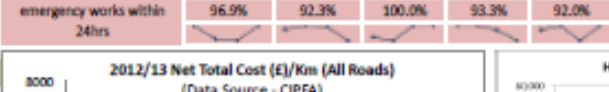
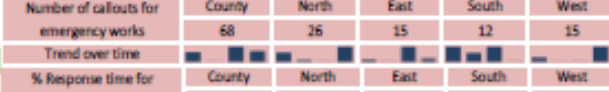
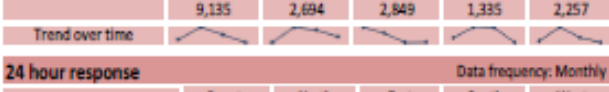
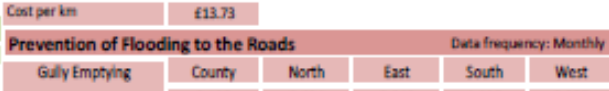
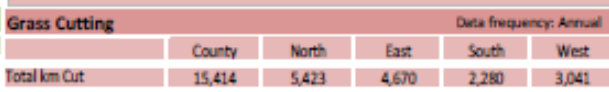
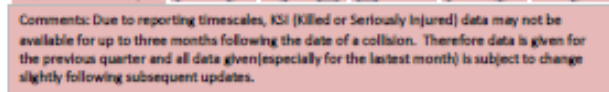


SAFETY

Street Lighting Cost	2011/12	2012/13	2013/14	2014/15
Budget (£'000)	3,946	4,318	4,765	4,650
Actual (£'000)	4,368	4,689	5,112	
Variance (£'000)	-422	-371	-347	

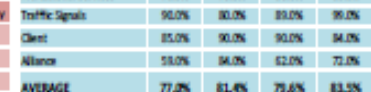


Comments: Due to reporting timescales, KSI (Killed or Seriously Injured) data may not be available for up to three months following the date of a collision. Therefore data is given for the previous quarter and all data given (especially for the latest month) is subject to change slightly following subsequent updates.



CONTRACTOR PERFORMANCE

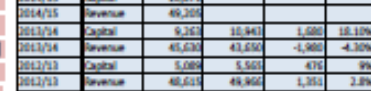
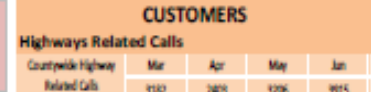
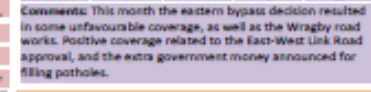
Contracts	Q1 2013	Q2 2013	Q3 2013	Q4 2013
Highways works	72.0%	74.0%	77.0%	82.0%
Professional Services	78.0%	79.0%	80.0%	80.0%
Traffic Signals	90.0%	90.0%	90.0%	90.0%
Client	85.0%	90.0%	90.0%	94.0%
Alliance	58.0%	64.0%	62.0%	72.0%
AVERAGE	77.0%	81.4%	79.6%	83.5%



MEDIA COVERAGE

	Mar-14	Apr-14	May-14	Jun-14
Favourable	29	37	28	35
Neutral	36	46	62	58
Unfavourable	7	4	5	12

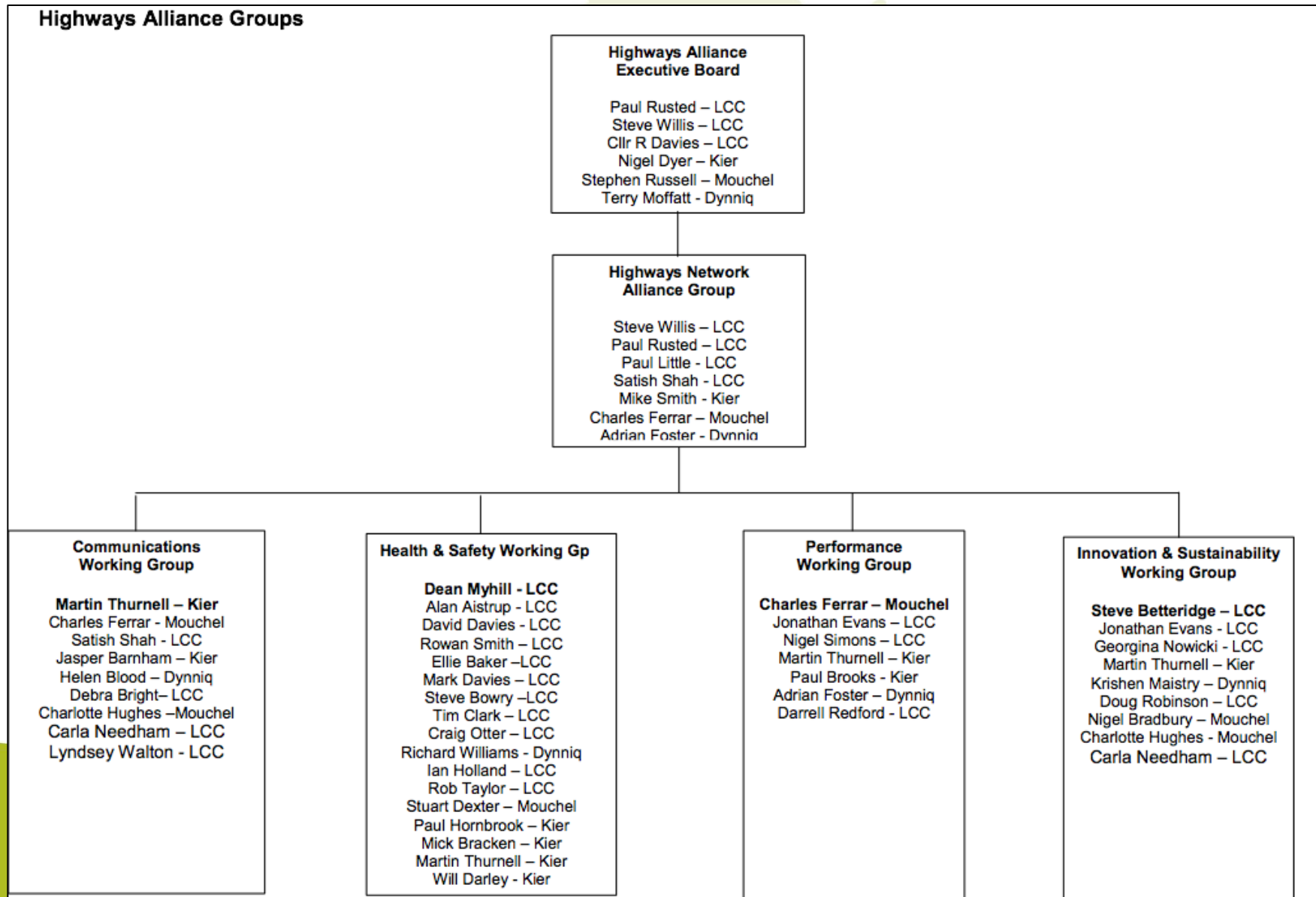
Comments: This month the eastern bypass decision resulted in some unfavourable coverage, as well as the Wragby road works. Positive coverage related to the East-West Link Road approval, and the extra government money announced for filling potholes.



Lincolnshire Highways Alliance - Practical steps

- Pre-commencement Relationship Workshop to agree culture, aims/objectives and outcomes
- Regular Alliance 60 Meetings
- Comprehensive Performance Management - KPI / Incentivisation (including client)
- Member buy in critical
- **Board / Management structure**

Alliance Management Structure



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- Pre-commencement Relationship Workshop to agree culture, aims/objectives and outcomes
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 - Member buy in critical
 - Board / Management structure
-
- Use BS11000 to refresh relationship for year 7

BS11000

8 Stage Approach

- Awareness
- Knowledge
- Internal Assessment
- Partner Selection
- Working Together
- Value Creation
- Staying Together
- Exit Strategy



Preparatory Work

- Processes and structure in place since 2010
- Majority of documentation already available
- Formally recorded in Relationship Management Plan
- Gap analysis
- Improvement in recognising, capturing and valuing collaboration
- BS11000 owner to drive ongoing improvement
- Formal support from partners

Alliance Business Plan



Lincolnshire Highways Alliance Business Plan for 2016-2017

Contents

Highways Works Term Contract

Traffic Signals Term Contract

Professional Services Contract

The Highways Alliance Partners

Highways Alliance Groups

Sixth Year Achievements

Priorities for the Alliance

Challenges and opportunities for the Alliance

Alliance Resources

Part 2 Detailed Plans for 2016-17


Action Plan

Key performance indicators for Lincolnshire Highways Alliance 2016-17

Risk Register

List of Acronyms

Relationship Management Plan

Lincolnshire County Council		
Document Reference	To be advised	
Business Process	BS11000 Relationship Management Plan	

4. Knowledge

Requirements:

- Identify operating models, measurement and practices to be used
- Identify performance objectives the relationship is expected to deliver
- Establish levels of authority
- Identify high level risks including business continuity issues
- Identify potential partners
- Identify communications plan to ensure stakeholder management

Activity:

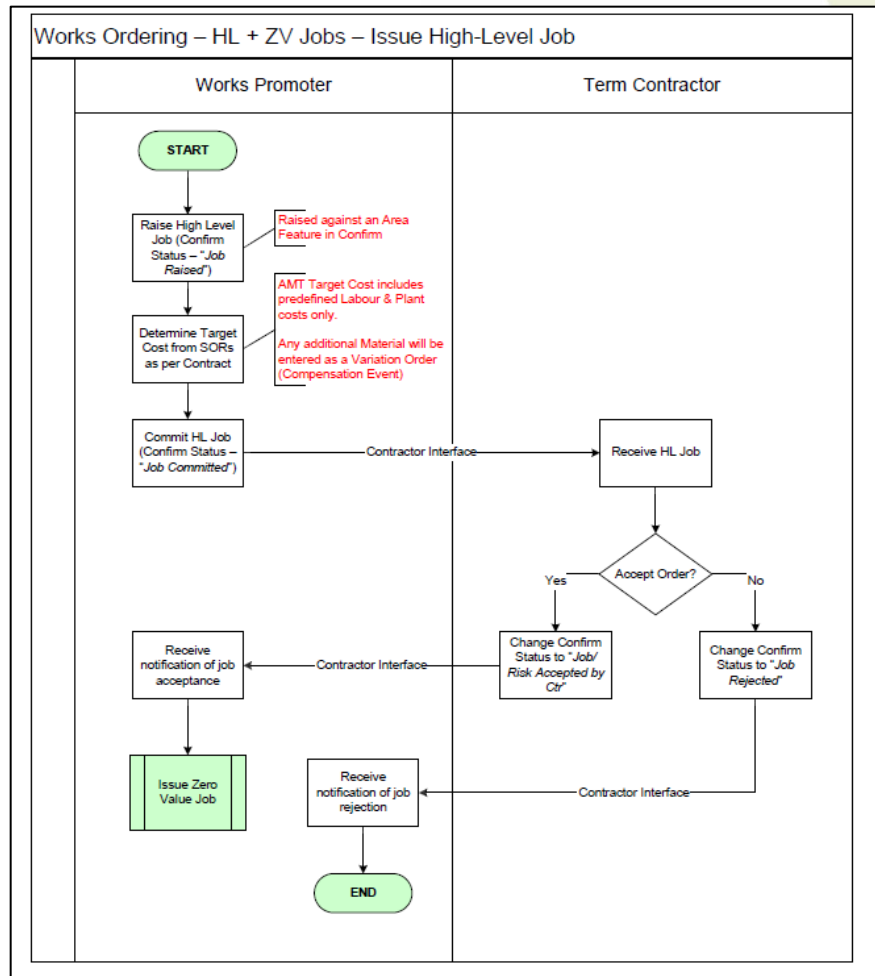
Knowledge	
Clause	Activity
4.1	<p>Specialist expertise is essential to Lincolnshire County Council in providing high quality customer service. It is essential that collaboration takes place when others undertake work on behalf of Lincolnshire County Council as sub-consultants in order to ensure a common understanding and consistency of approach.</p> <p>Also such collaboration can generate improved tender submissions and innovative designs and specifications which add value to the customer.</p> <p>Lincolnshire Highways Value for Money Study - Cranfield University Report</p>
4.2	<p>A review has been undertaken of the Lincolnshire County Council skills and competencies mapping the existing training and development procedures to the requirements of BS 11000. This review identifies the key people and their roles that are involved in this collaborative initiative</p> <p>See also Clause 3.6 above for further detail</p> <p>Competencies & Appropriate Behaviours Procedure</p> <p>As contained in the Business Plan 6 monthly collaboration awareness presentations and workshops are held.</p> <p>Highway Alliance Workshop 2010</p> <p>Highway Alliance Workshop Attendees list</p> <p>Highway Alliance Roadshow Schedule</p> <p>Highway Alliance Roadshow Presentation 1</p>

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UNCONTROLLED WHEN PRINTED

- Overarching Relationship Management Plan
- Links directly to evidence documents
- Held as live document
- Used as navigation tool
- Shared across all partners

Alliance Processes



- Formally recorded processes
- Jointly agreed
- Understand responsibilities
- Time driven
- Add further detail to Contract processes

Alliance Risk Register

Lincolnshire Highways Alliance RISK REGISTER Paul Rusted																	
Objective To manage the Highway and Traffic service across Lincolnshire																	
Sort by Risk ID																	
Sort by Current Overall Risk Score																	
Sort by Target Overall Risk Score																	
Overall Risk ID	Description of Risk (Link to... Failure to...)	Consequences (Failure to... Leads to...)	Risk Owner	Existing Controls	Status	Owner	Risk Score Likelihood	Impact	Overall Risk Score	How Developing Controls	Owner	Start Date	End Date	Status	Risk Score Likelihood	Impact	Overall Risk Score
1	Change in government or LCC policies reflecting ongoing changes in both central and local government priorities	• Loss of funding • Altered priorities • Change in priority away from Highway scheme • Change in attitude to partnership initiatives • Alternative service delivery methods	Alliance Board (Paul Rusted)	• The contract has been made to be flexible enough to cope with changing priorities with constant monitoring • Resource planning with be regularly reviewed with a reactive service level	Paul Rusted		3	2	6						3	2	6
2	Partnership (HCO) principles not being adapted and developed by all partnership staff	• Confusion, anxiety and lack of buy in from staff of all partners • Pressure towards objectives delivery timeline • Lack of trust • Poor operational performance • Lack of cost control • Ineffective implementation of target cost culture and process • Lack of control over underpinning quality and defined responsibility and relationship	Alliance Board (Paul Rusted)	• Robust business plan with risk management defined and regular review of development plan • Early Communication Strategy is effective • Regular contract review • KPIs monitoring to ensure standards are being consistently met • Working groups to manage change and continuously monitor/improve progress • Strong Service Agreement to ensure consistency and reliability	Paul Rusted		3	2	6	• Service Scorecard • Ongoing review of KPIs/IT development • Alliance 60 meetings and workshops • Relationship Management Plan	Paul Rusted	Ongoing	Ongoing	Ongoing	2	2	4
3	Lack of positive engagement with councillors on the public	• Lack of strategic direction • Poor support for the partnership • Partnership not delivering councillor priorities	Alliance Board (Paul Rusted)	• Good communication for facilitator consistent in direct engagement • High Publicity/regularly engaged as demonstrated • Ongoing group actions including articles in Alliance in Local in Risk Parish Council Newsletter, End of year review	Paul Rusted		2	3	6	• Regular Business Committee	Paul Rusted	Ongoing			1	2	2
4	Relative reduction in funding leading to reduced knowledge and lack of insight opportunity for partner	• Degrading network • Increase in unit costs • Reduction in resources required • Loss of internal expertise • Loss of reputation for LCC Highway	Alliance Board (Paul Rusted)	• Forum management action on the issue to develop better forward programming and financial management • Effective forward planning of workloads to minimise efficiency	Paul Rusted		4	2	8	• Innovation group to facilitate improvements • Encouraging challenge from partner • HMP and HTMS Development • Self Assessment Performance	Paul Rusted	Ongoing			3	2	6
5	Loss of skilled and experienced staff	• Operational expertise • Loss of knowledge and expertise • Short on long term deterioration of service • Increased costs of replacement	Alliance Board (Paul Rusted)	• Implement skills matrix and succession management for key parts • Monitor market for new and old	Paul Rusted		3	2	6	• Further development of succession planning	HNAG (LCC) Partner Management Team				3	2	6
6	Failure to deliver service to required standards	• Breach of contract • Damage reputation • Breakdown of relationship with stakeholders • Breakdown of relationship with clients and partners • Loss of trust and confidence • Poor partner performance • Partnership imp act an Alliance	Alliance Board (Paul Rusted)	• Effective contract management • Regular involvement of staff at all levels • Appropriate KPI requirements accurately measured • Co-location to ensure good communication and response time	Paul Rusted		3	3	6	• Highway 2020 Business Transformation • Ongoing review of KPIs/IT development • QMS	Paul Rusted	Ongoing	Ongoing	Ongoing	2	3	6
7	IT system not effectively providing for partnership needs and partner not engaging in IT Systems (e.g. HMP)	• Inefficient working • Poor programming • Short on long term deterioration of service • Loss of reputation • Lack of consistency • Planning that system across the	Alliance Board (Paul Rusted)	• Alliance involvement in IT system and processes • Shared working groups with system providers • A dedicated IT resource ensuring needs are met	Paul Rusted		2	3	6	• NSP • HMP • Short on long term deterioration of service • SEATS development • Migration • Continue Workzone / Connect	Paul Rusted	Ongoing	Ongoing	Ongoing	2	3	6

- Relationship risks included
- Agreed by Alliance Board
- Strategic Risks
- Linked to lower level registers

Value Register

Log Number	Date	Name	Organisation	Category	Idea overview	Solution	Owner	Closed/Op en	Date action was closed out
1.11	03/06/2011	Gary East	May Gurney	Site process	Hot Box at May Gurney is not being used properly.	The Hot Box needs to help more gangs out.	Mike Francis	Closed	21/05/2012
2.11	27/06/2011	Lee Rowley	Mouchel	Leave Year	LCC's Financial Year end in March is the same as LCC staffs leave year end. This can cause difficulties when trying to complete works but staff are on leave.	Stagger the leave year. Could possibly have leave year starting on birthday.	Tom Gifford	Closed	01/10/2012
3.2011	27/06/2011	Chris Chandler	LCC	Confirm	NRSWA plans having to be re-done due to time between issuing job and starting on site	Once order is at a certain stage, MG can contact us to raise the NRSWA plans, so order and plans can come together just prior to job start time	Tom Gifford	Closed	21/05/2012
4.2011	27/06/2011	Caron Ballantyne	Mouchel	Internal post	There is no need to post out individual Mouchel salary slips to home addresses	Why not use the internal post from Mill house to Witham Park?	Charlotte Hughes	Closed	29/11/12
5.2011	27/07/2011	Joe Walden	LCC	Site process	I think that Area officers and people regularly issuing orders to contractors, need to have a better knowledge of problems that may come up on site.	I believe if Area Officers and other people regularly issuing orders should be given the opportunity, maybe once or twice a year, to spend a week out on side, working with the gangs or overseeing the gangs.	Mike Francis	Closed	21/05/2012
6.2011	13/07/2011	Steve Wiles	LCC	Target cost	Get some drainage, standard rates.	Work up some standard drainage rates for the basic drainage items.	Commercial Group	Open	See idea log
7.2011	14/07/2011	Rachael Beverley	Mouchel	Communications	For Teal Park we have set up a website and scheme e-mail address to give people consistent points of contact, from where we can cascade ongoing information about the construction and traffic management restrictions.	Get members of the public to register their email addresses to receive a news bulletin on large schemes. Members of the public can be informed about receiving a news bulletin via press releases and letter drops.	Charlotte Hughes	Closed	27/09/2012
8.2011	23/09/2011	Richard Waters	LCC	Site process	See idea log	See idea log	Steve Betteridge	Closed	20/08/2012
9.2011	28/09/2011	Mark Curtis	Mouchel	QMS process	The Advance Notification of Works - 6 Week Letter in the QMS	See idea log	Charlotte Hughes	Closed	25/11/2012
10.2011	29/09/2011	Mark Curtis	Mouchel	QMS process	Change Control Form	See idea log	Charlotte Hughes	Closed	13/09/2012
11.2011	30/09/2011	Mark Curtis	Mouchel	QMS process	Possible improvement to C2 requests.	See idea log	Charlotte Hughes	Closed	17/05/2012
12.2011	30/09/2011	Rob Smyth	May Gurney	Building	Light's being left on for no reason e.g. in toilets/crew rooms.	See idea log	Mike Francis	Closed	22/05/2012
13.2011	19/10/2011	Richard Waters	LCC	Site process	Change to Sunday TM Check process	See idea log	Mike Francis	Closed	20/02/2013
14.2011	02/11/2011	Mark Curtis	LCC	Site process	Site Supervision Cover	See idea log	Charlotte Hughes	Closed	09/01/2012
15.2011	03/11/2011	Chris Chandler	LCC	Site process	Core test hole repairs	See idea log	Steve Betteridge	Closed	22/05/2012
16.2011	21/11/2011	Mark Curtis	Mouchel	IT	Pivot Pro Autocad software	See idea log	Charlotte Hughes	Closed	19/12/2012
17.2011	23/11/2011	Charlotte Hughes	Mouchel	Training	Mouchel offer online training for PRINCE2 Foundation and Practitioner courses.	See idea log	Charlotte Hughes	Closed	09/01/2012
18.2011	10/12/2011	Mike Coates	LCC	Site process	Gully Waste Recycling	See idea log	Tom Gifford	Closed	20/02/2013
19.2011	10/12/2011	Jamie Dennatt	LCC	Street lighting	Litter Bins and Lighting Columns	See idea log	Charlotte Hughes	Closed	See idea log
20.2011	10/12/2011	Mel Green	Mouchel	QMS process	Advance Notification Process	See idea log	Charlotte Hughes	Closed	13/12/2012
21.2012	09/01/2012	Chris Chandler	LCC	Site process	Pothole process	See idea log	Tom Gifford	Closed	22/05/2012
22.2012	09/01/2012	Caron Ballantyne	Mouchel	Target cost	Improvements to Cost Capture in CONFIRM	See idea log	Contract Development Group and Commercial Group	Closed	21/05/2012

- Captures both hard and soft values
- Links to case studies

Document Management System

The screenshot displays the Lincolnshire County Council IMP Information Management Portal. The interface includes a top navigation bar with the council's logo and the title 'IMP Information Management Portal'. On the left, there is a sidebar with 'Personal Links' (My Workspace, Assignments, Task Lists, Favourites, Discussions) and 'Team Folder' (Alliance Docs, Client Services, Countryside, Development Control, Divisions, Lincs Lab, LRSP, Technical Services, Transport Services, Highways Shortcuts). Below this is a 'Corporate Folder' section with links to Global Workspace, Help Area, George, LCC Connects, Policies & Manuals, Project Tool, Commissioning Tool, Resilience Direct, and Lincs2Learn. The main content area is titled 'Alliance Docs' and features a search bar with the text 'Search Alliance Docs'. Below the search bar is a 'Content Filter' section with a 'Filter by name' dropdown and a 'Document Type' list including Adobe PDF (869), Microsoft Word (516), Microsoft Excel (217), Microsoft Powerpoint (55), Microsoft Outlook (26), Office (1684), Images (1580), Other (51), and Media (14). The main document list shows various folders and files with columns for Type, Name, Size, Modified, Alliance - Type, Date - Created, and Alliance - Description. The list includes folders like 'Area Maintenance Teams & Cyclic Working Group', 'Client Dashboard', 'Collaboration Management', 'Commercial', 'Communications', 'Contact Details - Structure Charts', 'Contract Data', 'Countywide Programming Meeting', 'CVR Search Tool', 'Document exchange', 'ECI Template - Footway Drainage Signals.xlsx', 'ECI Template - Patching.xlsx', 'Guidance Notes', 'Health&Safety', 'Highways Alliance Executive Board', 'Highways Managers Meeting', 'Highways Works Term Contract Development Meeting', 'HVIAG', and 'Innovation and Sustainability Working Group'.

- Shared document management platform
- Open to all partners
- Live collaboration section

Assessment

- Formal review of documentation
- Interviews with staff and management
- 2 stage process
 - Part 1 Requirements and Principles
 - Part 2 Practical Implementation
- 2 full days of audit

BS11000

bsi.



Certificate of Registration

COLLABORATIVE BUSINESS RELATIONSHIPS - BS 11000:2010

This is to certify that:

Lincolnshire County Council
Highways Department
Crown House
Grantham Street
Lincoln
LN2 1BD
United Kingdom

Holds Certificate Number:

CBR 644663

and operates Collaborative Business Relationships which comply with the requirements of BS 11000:2010 for the following scope:

The Management System for those supplier relationships identified and managed within the Collaborative Business Relationship Programme of Lincolnshire County Council

For and on behalf of BSI:


Frank Lee, EMEA Compliance & Risk Director

Original Registration Date: 08/03/2016

Latest Revision Date: 14/03/2016

Effective Date: 08/03/2016

Expiry Date: 07/03/2019

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A Member of the BSI Group of Companies.

Impact & Next steps

- Ensure collaboration forms part of all decision making
 - Future Operating Model
 - Sharpened focus
 - Assist in demonstration of value captured via collaboration both hard and soft values
 - Bring model to other commissions
 - Further engage lower tier suppliers
-
- Informs future commissioning strategy
 - Aids detail of procurement documentation

A large, stylized green flower graphic is centered in the background. It has a rounded, multi-petaled head and several long, curved, leaf-like shapes extending downwards and outwards. The text "Any Questions?" is overlaid on this graphic.

Any Questions?