

Outcomes of Best Value Improvement Objectives and Actions

Improvement Action	Improvement Outcome	Extent to which the Outcome was delivered
Develop a highways maintenance strategy	Inspection & Repair manual introduced in 2000 and subsequently revised with the new code of practice in 2005. Transport Asset Management Plan introduced in 2005. 'June' surveys further developed year on year. PI targets set, but this presents difficulties when there are pressures on budgets and changes in the reporting of PIs. Sustainable street lighting strategy due to be introduced in October 2007.	The strategic approach has been developed, as required, but has changed over the years to meet changing circumstances.
Set up Highway Maintenance Improvement Team (HMIT)	Team set up and it initially established 'quick wins'. This Team evolved over time and with meetings of relevant staff now taking place on a monthly basis. The Team is supported with weekly meetings that concentrate on ensuring: • smooth flow of work • design, manage and build of small R&R schemes (staff seconded from Engineering Consultancy) • area working Gully cleaning has improved with regular organised road closures incorporating other maintenance works. Recycling of aggregate has improved considerably. NS are Quality Assured (registration in 2005) plus Striving for Excellence 2005. Schemes are coordinated properly – recent examples being: • Strensall roundabout • Crockey Hill junction	The Team was set up as required but has evolved over time.
Appoint Highway Maintenance	No funding was available when the growth bid was submitted. No appointment made.	This action point was not delivered

Improvement Team Project Manager		
Introduce quality assurance manager	Quality Assurance Manager, for Highways and Street Operations, appointed in the DEDS reorganisation in 2003. The post holder had to concentrate initially on street scene issues, on refuse and cleansing. Subsequently, the post holder also had to be used to cover for the absence of the Highways and Street Operations back office support team leader. In 2005 the post transferred to NS with the transfer of client operations for street cleansing, refuse collection and public convenience provision. The post was then taken as a saving. Due to the pressures outlined with the role of the Quality Assurance Manager, it was never possible to develop the QA systems as originally intended. Work was carried out to process map activities, to improve QA with NS, to improve QA as part of service procurement and to assist in the 'easy' project.	Whilst a Quality Assurance Manager was introduced, as required, this happened late and as a result of an internal reorganisation. The QA Manager was only able to carry out some of the duties anticipated, due to other pressures and the post was deleted as a saving in 2005. The action was only delivered in part.
Improve quality of the finished product	Re Basic highway maintenance works with NS: A quality bonus scheme was introduced. Feedback cards, for customers, introduced. The works ordering system was reviewed and improved to create a smooth flow of work. Quality checks carried out. Inspections are accurately recorded. We have removed duplicate inspections and the system has been re-engineered to enable single self-monitoring. Re Street lighting contract with Amey: Works ordering has been improved. Quality is checked. weekly and monthly contract meetings improve quality. Re Surfacing contract with Tarmac:	The quality has improved as a result of a number of initiatives and the outcome has been delivered.

	Early Contractor involvement in each project achieves improved Method Statements and benefit is gained from practical ways of working. Joint meeting to agree defects correction this minimises staff costs and improves speed of any corrections :	
Develop local KPIs and set targets	Local KPIs introduced, as set out in the City Strategy Performance Record	Completed
Undertake market research and analysis of new procurement arrangements	In 2003 considerable work was done with other Councils and with interested contractors to identify the various procurement arrangements that may have been appropriate for CYC	Action completed and outcome reported to the Executive
Review select list	All contractors must now be CHAS registered and on the Construction-line, Government backed select list. NS were reviewed and included on the select list	Action completed
Introduce Highway Management System	A comprehensive highway management system, Exor, has been introduced and is continually being enhanced.	Action completed
Review current contractual arrangements, review options available and plan introduction of new contractual arrangements	This was done from 2003 onwards re contract scope, type, term and the proposed introduction of new contractual arrangements.	Completed with a number of reports brought to the Executive for decision.
Introduce new contractual arrangements	The proposed contract was put out to tender May 2005. A preferred bidder was appointed and pre –contract discussions continued up the Spring of 2006	New contractual arrangements failed to be delivered, but the process was substantially completed.
Improve communication	Re Basic Highway Maintenance works with NS: There are weekly and monthly inter-departmental meetings to monitor and improve service delivery. Re Street Lighting with Amey: There are weekly and monthly meetings to improve workflow and increase	Action completed

	efficiencies. Re Surfacing with Tarmac: There are meetings either weekly or every other week, depending on the volume of work being undertaken, to monitor work and agree accounts.	
Undertake structured consultation and customer liaison	Work done at different times to undertake consultation on specific issues, such as drainage. Satisfaction PIs have improved. Information taken to Members eg CSIP update with particular focus on customer satisfaction (September 2004).	More could always have been done but the action has been substantially completed.
Introduce use of monthly trading accounts	Trading accounts in place for NS and Engineering Consultancy. Monthly budget monitoring in CS.	Action completed. A trading account for the Highway Infrastructure Section is not appropriate as income generation forms only a small part of the work..
Undertake benchmarking	Some work was done initially at the time of the BVR. There is no meaningful information readily available as no two contracts are alike – information is also commercially sensitive. Bench marking of NS took place as part of the review of contractual arrangements in 2005. Further benchmarking has just been completed with a term maintenance contractor, Accord and is in progress with NYCC and ERYC. The operation of Highway Infrastructure and Engineering Consultancy was also reviewed, from 2003 onwards, as part of the proposed procurement of services.	Benchmarking has been undertaken on a number of occasions in different ways. It is not easy to obtain meaningful information but the action has been substantially completed.
Review remit of highway maintenance service	Reviewed regularly as a result of: ▪ Re-scoping (involving setting up the Street Environment Service) ▪ Restructuring (in 2003) ▪ Proposals for procurement involving revised for service delivery ▪ PFI ▪ Scrutiny	This has been the subject of various Executive reports and the action has been completed.

Review training and education needs	Retention package introduced. Appraisals/ PDRs in place. Training programmes: ▪ HNC/HND ▪ IOSSH ▪ CDM ▪ First Aid ▪ Technical conferences ▪ Workforce training (tools) ▪ etc	A lot of training and education is carried out and the action has been completed.
Review success of HMIT and link outcomes with review of contractual arrangements	The HMIT was successful to start with but once the initial outcomes had been delivered it became less effective with limited outcomes. The HMIT led into the first procurement. The work of the HMIT is embodied in the efficiencies of the new contracts: ▪ Manage and build arrangements with NS ▪ 'Early Contractor Involvement' in the surfacing contract with Tarmac ▪ The partnership approach to the street lighting contract with Amey (Partnership Seminar planned for Nov. 07)	The actions were completed. The HMIT had some initial success and this was developed further into the reviews of contract arrangements.
Sustain and expand condition survey	A number of condition surveys are regularly undertaken each year and the extent and condition of the various assets are recorded in Exor. Obtaining information is relatively expensive and is limited by the resources available. The TAMP has provided a valuable overview but needs to be developed further. A very accurate street lighting inventory has been produced leading to considerable savings on energy. More work is needed on bridges, lower category footways and drainage systems (particularly if the PFI option is to be progressed).	Considerable work has been done, and CYC was at the forefront in this field a few years ago. Unfortunately a lack of resources to sustain this position has meant that this is no longer the case.
Pre-Planning of next BVR	The approach to BV changed in the years following the highway maintenance BVR and the action is no longer required.	Not completed but only because this action is no longer required as initially envisaged.