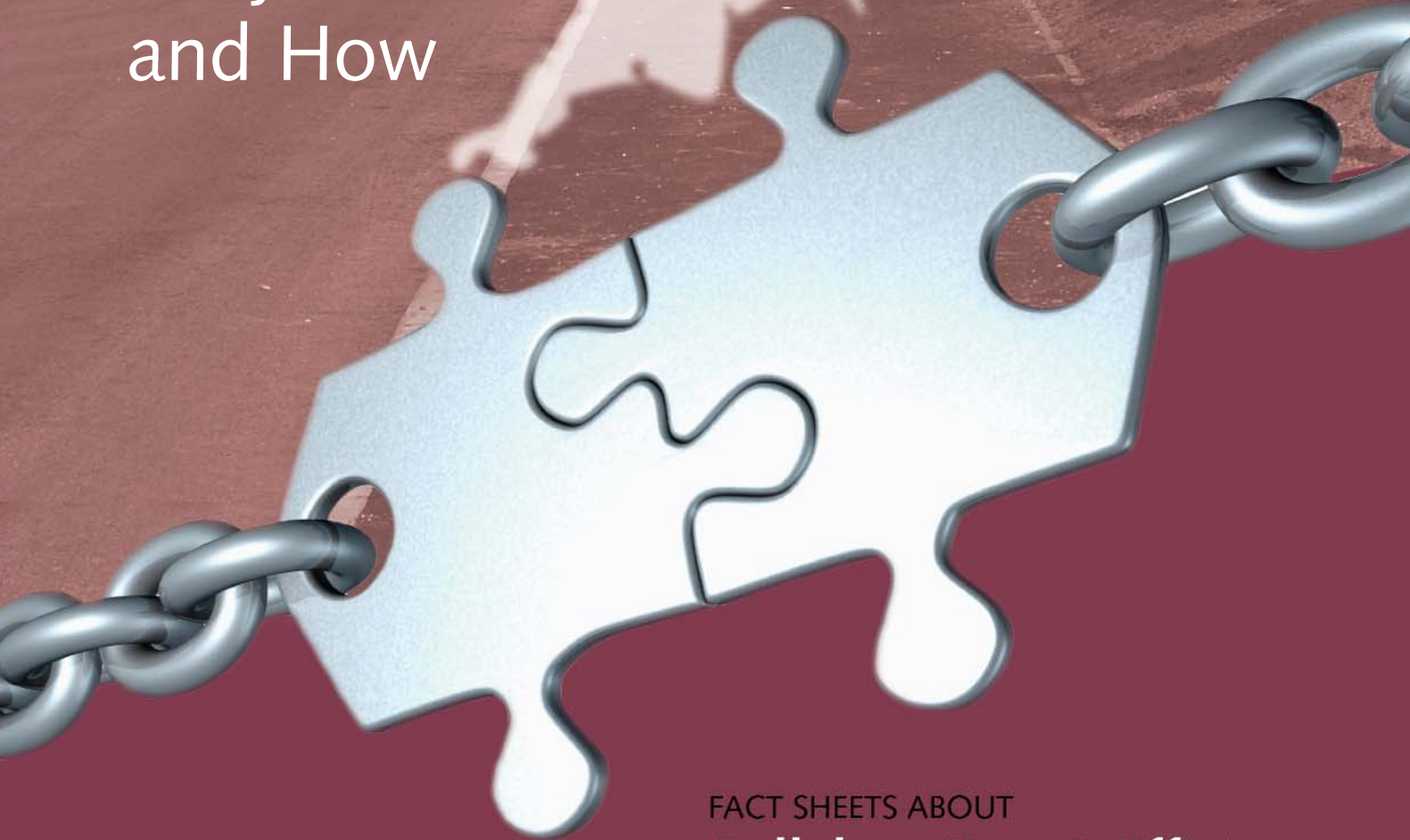




Highways Efficiency  
Liaison Group

# Collaboration

Why, What  
and How



FACT SHEETS ABOUT

**Collaboration & Efficiency**

## Collaboration – Why, What and How

### What do you mean by collaboration?

Collaboration is the constructive interaction of clients and supply chains working together to achieve common goals efficiently.

### Does it apply to us?

YES! The principle of collaboration applies to all public sector clients for highway services (local and national) as well as the whole supply chain for highway services and infrastructure.

### Isn't this just another fad? We've got by OK in the past; why bother with collaboration?

Local government is under sustained pressure to improve because the public expects services to be delivered more efficiently. Sir Peter **Gershon** says there is scope for a 2.5% annual efficiency gain. Sir Christopher **Kelly** calls for a more systematic and strategic approach to the market in which the public sector operates.

It's hackneyed but true: **the whole is worth more than the sum of the parts.**

Collaboration means working together, sharing best practice and transferring innovations. By pooling ideas we can all move so much more quickly towards our common goals.

### In what areas of our business should we be collaborating?

Pretty well everything. But the biggest paybacks occur in procurement and delivery of front-line services.

### With whom should we be collaborating?

Many local authorities start with their neighbours. The case study opposite shows how adjoining boroughs joined up their thinking to maintain a road that crosses their common border.

Some authorities work with others via improvement groups such as the Midlands Service Improvement Group.

To collaborate with suppliers you need to recognise that you have different agendas. The challenge is to

## COLLABORATION WILL HELP YOU:

- *achieve your Gershon Efficiency targets more easily*
- *avoid costly duplication*
- *pool and pick the best resources to get things done*
- *develop better contracts and supply chain agreements*
- *measure performance, benchmark against others and help each other to improve.*

find the common ground and see how you can help each other to achieve joint and individual objectives. Lincolnshire County Council has done this with their highways contractor LCR. Together they are reducing disruption caused by roadworks.

### How can I get involved and register my wish to collaborate?

Start with your Regional Centre of Excellence. They can help you with guidance on implementing national policy locally, case studies, events and networking.

The Highways Agency is a 'change agent' for the highways sector and is best placed to advise on procurement.

The contacts are listed on the back page.

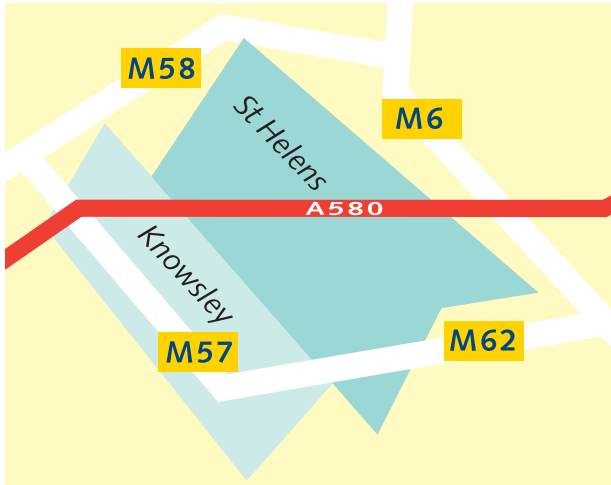
### What about HELG?

HELG (the Highways Efficiency Liaison Group) is an informal partnership for achieving efficiency gains from collaborative roads procurement. Our members are listed on the back page.

You can go direct to any member but our knowledge is joined up via the Regional Centres of Excellence.

# Case Studies

## Be a good neighbour



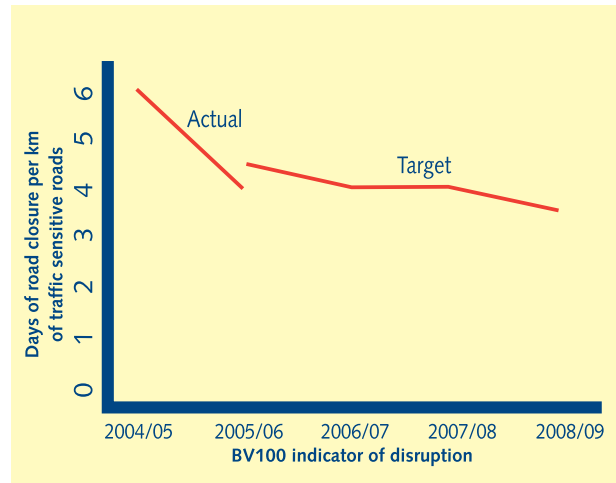
Merseyside neighbours St Helens and Knowsley Councils don't believe responsibility for highway maintenance stops at the district boundary.

Instead, they collaborate to minimise disruption to the public along roads that cross from one authority to the other. It is a proactive way of delivering what is intended by the Traffic Management Act.

They achieve this by regular dialogue between their highways departments. Senior managers identify strategic opportunities for collaboration and operations staff co-ordinate actions on the ground.

The de-trunked road A580, running east-west across both districts, is a prime example of collaboration between neighbouring councils. It emerged from regular meetings that both were planning resurfacing work at about the same time. Officers made a joint plan to stage the timing of the work along both sections, especially in the vicinity of the boundary, which minimised disruption to road users.

## Get to know your contractor



Lincolnshire County Council and LCR, its term contractor for highway works, place great emphasis on outcomes

for local people and value for money. The Partnership Board monitors a suite of performance indicators that the parties agreed would show how well they were succeeding.

The amount of disruption to traffic dominates public perception of highway maintenance. LCR reckoned they could reduce disruption if the Council was more realistic about lead times. This put the pressure on officers to do better with planning and co-ordination. Early results (see diagram above) are self evident.

The Audit Commission awarded Lincolnshire two stars in its 2005 review of highway and transport services, with "good prospects for improvement". New processes and innovative systems enabled the Council to achieve many of the Government's efficiency targets. Comprehensive plans are in place to do even better.

## Join a club

Midland Service Improvement Group advocates process mapping to help members identify, step by step, the activities they need to improve. Once the process is known and agreed, meaningful performance indicators (PI) can be measured. The 13 members share the services of a full-time support officer.

The group sees more consistent internal systems and administration procedures across member authorities, together with comparable PIs, as the keys to becoming more efficient. It also uses its collective strength to respond to consultation and it has procured a consultant to prepare a generic Asset Management Plan.

Examples of ideas transferred between members are:

- *Lincolnshire has based its Puffin Crossing pamphlet on one designed by Warwickshire.*
- *Cheshire, Lancashire, Lincolnshire, Nottinghamshire and Staffordshire have adopted Hull's 'Condition Survey Techniques' for deciding their replacement programme for traffic signals.*



# CONTACTS

## The Highways Agency

Collaboration and Efficiency Team

T 01234 796133

ceteam@highways.gsi.gov.uk



## Your Regional

### Centre of Excellence:

#### East Midlands Centre of Excellence

hosted by Nottinghamshire County Council

T 0115 977 3875

emce.gov.uk

#### East of England Centre of Excellence

hosted by Norfolk County Council

T 01603 704010

eastspace.net/eece

#### London Centre of Excellence

hosted by London Councils

T 020 7934 9967

lcpe.gov.uk

#### North East Centre of Excellence

hosted by Gateshead Council

T 0191 433 2257

nece.gov.uk

#### North West Centre of Excellence

hosted by Tameside Metropolitan Borough Council

T 0161 342 4080

nwce.gov.uk

#### South East Centre of Excellence

hosted by Kent County Council

T 01883 732957

sece.gov.uk

#### South West Centre of Excellence

hosted by Dorset County Council

T 01305 757230

swce.gov.uk

#### West Midlands Centre of Excellence

hosted by Worcestershire County Council

T 0121 245 0220

wmcoe.gov.uk

#### Yorkshire and the Humber Centre of Excellence

hosted by Leeds City Council

T 0113 247 5252

yhcoe.roce.gov.uk

## About HELG

HELG is an informal partnership of highways clients and the supply chain working collaboratively to deliver efficient and continually improving highways services and infrastructure.



**Association for Consultancy and Engineering**

acenet.co.uk



**Centres of Excellence**

roce.gov.uk



**Civil Engineering Contractors Association**

ceca.co.uk



**Constructing Excellence**

constructingexcellence.org.uk



**County Surveyors Society**

cssnet.org.uk



**Highways Agency**

highways.gov.uk



**Highways Term Maintenance Association**

htma.co.uk



**Institution of Highways and Transportation**

iht.org



**Public Private Partnerships Programme**

4ps.co.uk



**Technical Advisors Group**

t-a-g.org.uk