



Highways Efficiency
Liaison Group

Communities For Collaboration

FACT SHEETS ABOUT
Collaboration & Efficiency

Communities for Collaboration

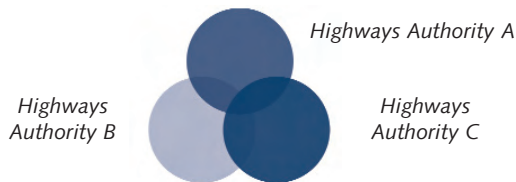
What do you mean by communities?

A community is a group of people in organisations that have a common commercial or technical interest. It is a non-competitive forum that supports learning. A community can be local, regional or national.

Are there any examples of communities for collaboration?

Here are some models and examples of what we mean.

Community of clients



Many of these communities already exist, ranging from the informal collaboration between neighbouring highways authorities to the established forums such as CSS and the various benchmarking clubs. EEDET (see case study) is an example.

Supply chain communities

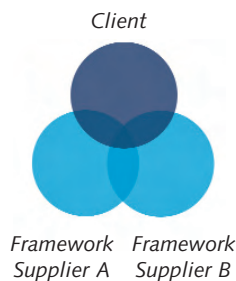
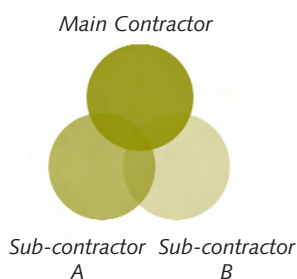
The 'managed' supply chain is a community of Suppliers striving to achieve the best value service by optimising the community's inputs and outcomes. Frameworks with more than one supply chain are fertile grounds for collaboration.

The Highways Agency has several communities of this type:

Maintenance community - maintenance contractors and the Agency's teams that manage these contracts

Major projects community - consultants, contractors and the Agency's Major Projects Directorate

Framework community - Suppliers on the R&D and Technical Consultancy frameworks and the Agency's Safety Standards and Research Directorate.



COMMUNITIES WILL HELP YOU:

- find partners for collaboration
- realise the efficiencies offered by collaboration
- meet and exceed your efficiency targets
- gain and share knowledge and experience of what makes a high-performing highway authority
- achieve sustainable reductions in congestion.

Client and supply chain community



Partnering, as a deliberate method of procurement, has led to many communities of this type. The best examples are managed collaboratively and strive to achieve the best value network by optimising the community's inputs and outcomes. Kent Highway Services (see case study) is an example.

Regional community of clients and their supply chains



Examples of this model are emerging where highway authorities collaborate to share best practice, develop joint working, procure services and commodities together, and improve efficiency by forward planning. EEDET is moving towards this model.

Case Studies

Kent community

A structural change in Kent County Council's Highway Services is shaping a classic 'Gershon' outcome. An estimated 20% efficiency saving will be ploughed back into front-line services, such as the Council's new statutory duty to ease congestion.

This step change in efficiency is due to the transformation of Kent Highway Services (KHS), an alliance (or virtual company) comprising project teams from Kent County Council, highway contractor Ringway, traffic signal contractor TSUK and consultant Jacobs. The client has an NEC contract with each Supplier and the Alliance is formed using an X12 Partnering clause. Kent's Procurement Manager David Thomas hails the new arrangement as "a mix of public service ethic and commercial nous".

One of the drivers behind the Alliance is the need for Members to have confidence in Highway Services. "Members bear the brunt of complaints from electors and we believe our planned new Report to Fix system will ease that," David Thomas says. One ICT system, shared across the Alliance, will track each fault from the moment it is logged in Kent's efficient call centre, through repair by a maintenance crew to logging as complete. If there is another call about the same fault, the operator will have the real-time information they need.

The Alliance uses a disciplined approach to quicken the workflow:

1. Align teams to the start-to-end process rather than geographical delivery of services.
2. Integrate the processes used by Alliance members into one start-to-end process.
3. Redesign and record the process to identify and eliminate waste.
4. Merge the four organisations into a series of start-to-end service delivery teams.
5. Enable the ICT system and use it to increase efficiency and the quality of the start-to-end process.

A five-member Board, comprising directors from each organisation as well as the County Council's Cabinet Member, directs KHS. Sitting under the Board is a single management team of 12 sub-director level staff drawn from all the organisations. Initially, each company had its own office but the next step is to merge into multi-disciplinary teams. Under this system, an officer's line manager could be from another organisation.

The Alliance gauges success using one performance management model, a suite of 20 KPIs that measure indicators such as resident satisfaction, press coverage (which can be positive and negative) and a call-back survey of those who contact the call centre. This ensures that all the constituent parts of KHS focus on one set of measures that reflect the service as seen through the eyes of those receiving it.

East of England community

A collaboration study in the East of England has won wide support for a range of bold ideas for collaboration between various highways authorities in the region, including the Highways Agency.

John Joyce, who leads the project and is Head of Programme Management at Norfolk County Council, says: "The scope for collaboration could be anywhere between just sharing depots to a single £350 million contract for maintenance of all roads in the East of England."

Norfolk is one of ten councils in the East of England Directors of Environment and Transport Group (EEDET). The other five counties are Suffolk, Cambridgeshire, Essex, Hertfordshire and Bedfordshire. There are also four unitary councils – Thurrock, Southend-on-Sea, Luton and Peterborough.

Seeking hard evidence of the benefits of collaboration, EEDET asked the Regional Centre of Excellence (RCE) to fund the study. The project team comprises Norfolk, Suffolk, Cambridgeshire and Essex, as well as consultant Mott MacDonald, contractor May Gurney and the RCE. The geographic area includes Highways Agency Area 6, which covers two-thirds of EEDET's region. Their report, covering 9 themes and 15 recommendations, was enthusiastically adopted by EEDET.

Belief in the project's potential was partly based on an early success of saving 40% on the cost of weather data if it were supplied for the whole region. "This small example gave us confidence that we could set some realistic objectives and begin to make the cultural changes needed for collaboration to flourish," says John Joyce.

The future for collaboration in the East of England looks promising. The Traffic Management Act means highway authorities must proactively reduce congestion; but, if neighbours do not collaborate, the risk is that problems will just be moving from one area to another and each authority will be reinventing the same wheels. There are potential efficiencies, such as integrating traffic control ICT systems. Moreover, road users, who don't care which authority or contractor is technically responsible for a particular road, would benefit from a single point of contact. Consolidation of buying consortiums may also offer further economies.



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About HELGA

HELGA 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

rcoe.gov.uk



Civil Engineering Contractors Association

ceca.co.uk



Constructing Excellence

constructingexcellence.org.uk



County Surveyors Society

cssnet.org.uk



Department for Transport

dft.gov.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