

# Annual Report 2009/10



3 Counties Alliance Partnership



# Contents

Overview	3
Vision	4
Governance	5
Achievements	6
Financial Highlights	13
The Future	14
Appendices	15
Contact Details	16

# Overview

Working with the East Midlands Centre of Excellence, authorities across the East Midlands have explored opportunities for collaboration and joint procurement.

Derbyshire, Leicestershire and Nottinghamshire had already started growing increasingly closer together. The engineering consultancy departments at each authority saw opportunities for greater collaboration. They agreed to work together, forming the '3 Counties Alliance', to secure significant efficiency improvements and to deliver even better services to their communities.

The Alliance partners recognise the benefits of working closely with the private sector.

Following a rigorous procurement exercise in 2006/07, leading engineering consultant, Scott Wilson was selected to support and complement in-house services.

Scott Wilson Group plc, with over 6000 members of staff globally, provides sustainable, integrated solutions to meet the planning, engineering, management and environmental needs of clients across the transportation, property, environment and natural resources market sectors. With a major presence at three office sites in Derbyshire and Nottinghamshire, Scott Wilson offered the Three Counties Alliance a local, expert resource.

An important element of the Partnership has been Scott Wilson's sub-consultant the Waterman Group that is similarly locally based (Leicestershire) and adds additional flexibility to provide the resources that each County needs.

Working under an innovative 4-year framework contract that commenced in July 2007, the joint arrangement became known as the '3 Counties Alliance Partnership' (3CAP).

The partnership is the first of its kind in the UK. It has been described as an 'upside down framework': instead of one authority procuring work from one of three or four providers, the three authorities commission work directly from a single, shared consultant.

This unique arrangement allows Scott Wilson to participate fully in improving the way the partnership works, and to help deliver improved efficiency and better outcomes to local communities.

3CAP is receiving national and even international attention, and is increasingly recognised as a 'Best in Class Partnership.'

There have been visits from a number of local authorities and overseas interest from the Japanese Infrastructure Development Institute and the Australian Local Government Infrastructure Service. In addition, presentations on 3CAP have been given at HTMA (Highways Term Maintenance Association), APSE (Association of Public Service Excellence), the National Highways Design Benchmarking Club and Surveyor Magazine conferences.

The partnership is being promoted as a Constructing Excellence "Demonstration Project" and has been featured in Surveyor Magazine.

It was also commended by Municipal Journal in its 2009 'Public Private Partnership Achievement of the Year' Awards.



**Steve Smith**  
3CAP Alliance Manager



**Anna Moore**  
3CAP Framework Manager



# Vision

From the outset, the 3 Counties Alliance had high expectations of the partnership. The procurement process focused on finding a private sector partner that could demonstrate continuous improvement in both the cost and quality of service provision, and could lead the establishment of an innovative public - private partnership able to achieve national 'Best in Class' recognition.

Over the last three years, the four partners have worked together towards achieving a common vision:

**A progressive Partnership that adds value to the communities of the East Midlands by delivering together excellent yet affordable highway related professional services. A partnership that is Best in Class.**

Oversight by the Midlands Highway Alliance and the Regional Improvement and Efficiency Partnership has ensured a continued focus on efficiency with an expectation of significant cost savings. A highlight of the partnership is that, over three years, the 3 Counties Alliance has allocated £12m of work to Scott Wilson and accrued **estimated efficiency savings of around £1.1m in the process.**

The success of the partnership should not be measured in cost savings alone. 3CAP is achieving national recognition for its achievement on a number of fronts including the harmonisation of highway specifications, partnership working and a groundbreaking approach to the challenge of climate change.

The additional capacity and expert multidiscipline capability that 3CAP provides has ensured that design programmes have been delivered successfully, improvements have been made that will benefit local communities over the coming years, and Scott Wilson has established a flagship partnership to promote its business and extend its market share.



# 3CAP Governance

Strategic direction to the partnership is provided by a Strategic Board that meets quarterly and receives high-level performance reports. An Operational Board meets bi-monthly and monitors performance and delivery of programmes in detail. It is empowered to create 'Accelerated Improvement Groups' charged with developing improved cross-partnership working.

Scott Wilson established a dedicated Management Team with a Delivery Manager assigned to co-ordinate communication with client officers within each authority. Steve Smith of Nottinghamshire County Council is

the 3CAP Alliance Manager and co-ordinates client management.

Each level of management is tasked to drive continual improvement.

The Strategic Board sets targets within and Annual Partnership Business Plan.

The Operational Board is responsible for delivery of the Business Plan, commissions projects and monitors delivery.

Project Managers are responsible for delivery to demanding project targets and report progress monthly. Managers at every level are encouraged to generate ideas for improving services further.

## Strategic Board

 <b>Adrian Coy</b> Framework Director Scott Wilson	 <b>John Surguy</b> Scott Wilson	 <b>Stewart Ibbotson</b> Derbyshire County Council	 <b>Bob Hart</b> Nottinghamshire County Council	 <b>Mark Stevens</b> Leicestershire County Council	 <b>Steve Smith</b> Alliance Manager Nottinghamshire County Council
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## Operational Board

 <b>Bob Bellm</b> Waterman Aspen	 <b>Anna Moore</b> Framework Manager Scott Wilson	 <b>Steve Smith</b> Alliance Manager Nottinghamshire County Council	 <b>Derrick Needham</b> Leicestershire County Council	 <b>Peter Reed</b> Derbyshire County Council
 <b>Mark Harthorn</b> NCC Delivery Manager Scott Wilson	 <b>Gary Thompson</b> LCC Delivery Manager Scott Wilson	 <b>John Cole</b> DCC Delivery Manager Scott Wilson		



# Achievements



Scott Wilson introduced to the partnership a unique and innovative Business Model and an associated suite of performance indicators against which 3CAP can measure its progress.

The '5 Building Blocks of Improvement' is founded on establishing a consistent capability to deliver programmes to time to budget and to the satisfaction of client officers.

Reassurance of successful delivery provides client departments with the confidence that they will achieve the outcomes expected. Consistent delivery is not only important for consultant Scott Wilson but extends to in-house design teams. The same national performance indicators are used by teams across the partnership so that best practice is identified and disseminated to accelerate improvement.

Understanding that it is people within each organisation that deliver projects, 3CAP is investing in training and identifying best

practice to ensure that processes improve to deliver expected results.

The partnership recognises that efficiency savings have to be planned and jointly pursued. Looking outward, 3CAP realises that design teams need to work closely with contractor partners to improve efficiency further.

Conscious of the importance of sustainability, 3CAP is working jointly to minimise its effect on the environment, to adapt to climate change and to reduce the carbon impact of highway works.

Finally, 3CAP believes that the real benefit of the partnership must be an improvement to the levels of service enjoyed by local communities. Project teams are encouraged to focus continually on the outcomes that are expected and a collective approach to public satisfaction surveys is providing evidence that highways and transportation services are valued.

## Delivery

A 'Performance Dashboard' allows managers to monitor performance and to 'drill down' to investigate individual projects. To date, a wide range of projects have been delivered including a number of programmes such as bridge inspections 'safer routes to schools', high friction surfacing, safety studies and highway asset condition surveys.

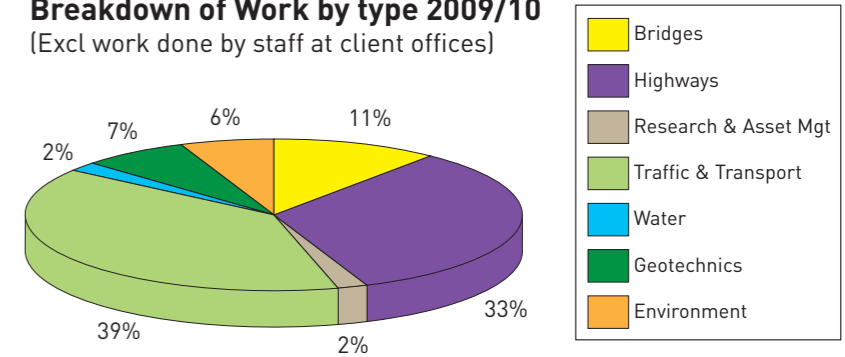
There has been a steady growth in the variety of work commissioned. In addition to highways and bridges design and

management, transport planning, transport models, environmental management and waste management services have also been provided.

As the partnership has matured, opportunities have arisen for one county to support another (e.g. highway inspector training, site supervision) and a number of innovative commissions have seen policy advice being developed for each county concurrently (thus saving cost). All commissions are monitored for satisfactory delivery.

Excluded from the adjacent pie chart (which illustrates the variety of work undertaken) is the work undertaken by staff seconded into clients' offices to cover vacancies and to cope with workload pressures. Many of these staff are Waterman engineers and provide clients with a valued flexible support.

**Breakdown of Work by type 2009/10**  
(Excl work done by staff at client offices)



# Examples of 3CAP Projects



## River Soar Flood Routes Study

Leicestershire CC commissioned Scott Wilson to investigate the frequency and effects of flooding from the River Soar on transport routes between Barrow Upon Soar and Quorn. Data from the Environment Agency was interrogated to determine the potential depths of flooding, and return frequencies on various routes across the flood plain. Outline engineering options were then designed and priced to determine the economic viability at each location. Alternative options, such as additional signing, were also investigated and a set of reports culminating in a summary report provided, detailing all investigations and a series of recommendations for the improvement of route viability in the area in time of flooding.



## Regional Harmonisation of Highways Standards

Procured by the Midlands Highways Alliance and funded by the East Midlands Regional Improvement and Efficiencies Partnership (RIEP), as endorsed by the Department for Transport, this project was linked to the procurement of a new regional contractor framework. Whilst all highway authorities work to national design guidelines, each has developed local variations. At each authority, staff maintain bespoke standards and specifications and check compliance with new national codes. Contractors working across local authority boundaries have to interpret different standards, which adds to contract costs. This commission aims to harmonise standards, reduce duplication and so release significant savings.



### Building Schools for the future Transport Assessments

Scott Wilson has prepared transport assessments in support of several school developments across Derbyshire and Nottinghamshire. This has included for the proposed new schools at Worksop and Eastwood which received planning permission in early 2010. This work involved examination of the likely impacts of the development on highway network capacity and road safety. It also required analysis of journey to school travel data, and a detailed examination of pedestrian and cycling links to and from the proposed school sites. For the school at Worksop, initial transport advice was provided in order to assist in the site selection process before a detailed transport assessment was submitted.



### Travel Plans Reviews

Travel plans are noted to be a key tool through which to minimise single occupancy car trips and are now required for most new developments. However, these documents can only be successful if they are robust. As such, Scott Wilson has been working with Nottinghamshire County Council to review travel plans that are submitted in support of specific development on an “as needed” basis. Liaison took place with the local planning authority, Nottinghamshire’s highway development control teams and the developers’ agents to agree the contents of the travel plan document.

Recently, Scott Wilson has been asked to re-fresh the Nottinghamshire Travel Plan Guidance in light of recent Government publications and best practice elsewhere in the UK. This also included reviewing the approach taken by other local authorities in terms of monitoring the outcomes of travel plans once developments have been built and occupied.

### Shirebrook Master Plan Review

Scott Wilson was commissioned by Derbyshire County Council to assist in the development of Bolsover District Council’s master plan for Shirebrook. The work involved liaising with the project steering group and Bolsover’s urban design consultant. Work included reviewing initial master plan designs and steering the preferred option towards sustainability in transport terms.

Scott Wilson liaised with Derbyshire’s public transport unit and local bus operators and identified a traffic management scheme that would improve the waiting facilities for passengers at no additional “running-time” cost. Also reviewed were the pedestrian environment using aspects of the Pedestrian Environment Review Tool and identified several schemes to improve Shirebrook town centre for pedestrians. This included the closure of one road at a complex junction to address perceptions of poor road safety. Issues of town centre parking, and the internal circulation of a proposed supermarket, were also examined as the preferred option evolved. The final master plan was published in early 2010, and incorporated the above work.



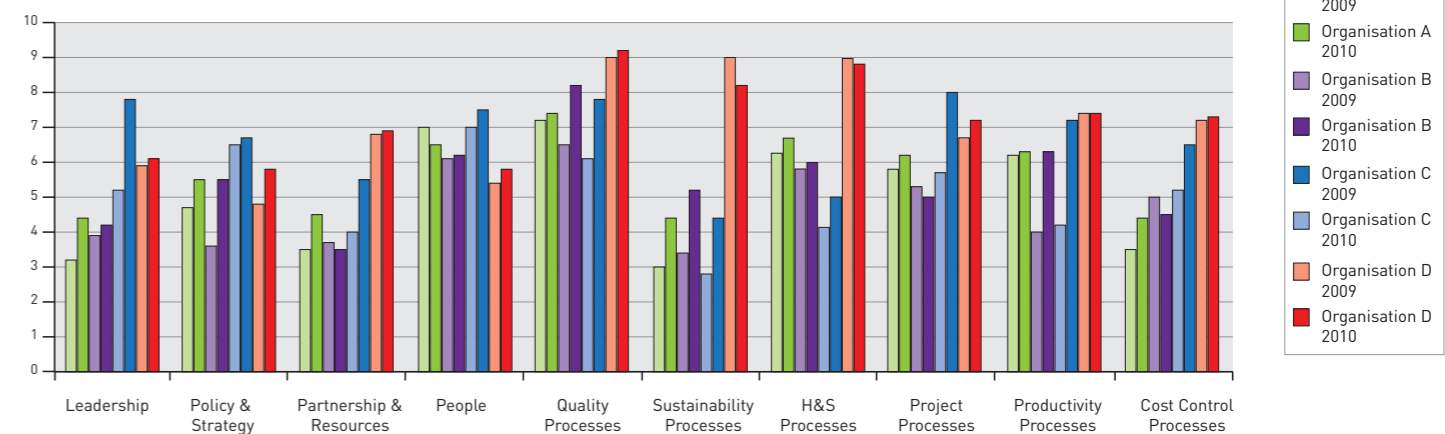
## Organisation

Determined to maximise the opportunities presented by public – private partnerships, 3CAP has encouraged collaboration via joint training events and by workshops and team-building events. ‘Accelerated Improvement Groups’ of staff from across the partnership have developed improved ways of working, implemented a commission specific manual and introduced a quarterly 3CAP e-bulletin for staff. Joint workshops on projects such as ‘Carbon Reduction’ have also successfully brought teams together.

To foster recognition of 3CAP as a Constructing Excellence ‘Demonstration Project’, presentation was given to the joint IHT/ICE annual meeting in September 2009 thus sharing best practice in the region.

Both management boards recognised that further learning could be encouraged by analysing the way that each organisation works in order to identify and disseminate best practice. Scott Wilson developed a self-assessment based on the European Foundation of Quality Management (EFQM) ‘Excellence Model.’ Results of the four self-assessment workshops carried out across the partnership last year were reported in the 2008/09 annual report. A year on, a follow-up electronic self-assessment was carried out and findings demonstrate a continuous improvement trend across the partnership.

Self Assessment trend analysis between 2009 and 2010



Graph demonstrates a continuous improvement trend between 2009 & 2010 across the partnership



**Efficiency**

All partners are encouraged to log efficiency savings on a 3CAP Added Value form. Each saving is verified using a toolkit developed by the Highways Efficiencies Liaison Group – a national cross-industry working group. The toolkit checks that savings are verifiable and that levels of service are maintained. The following savings have been verified:

DATE	BRIEF DESCRIPTION	PARTNER	EFFICIENCY AREA	COST SAVING (£)
Feb-08	Review of Code of Practice for the Traffic Management at Roadworks.	Collective	Efficiency	£21,000
Feb-08	3CA Procurement of Consultancy Services	Collective	Efficiency	£21,000
Feb-08	Impact of Climate Change on Highways Policy	Collective	Efficiency	£21,000
Feb-08	NRSWA Investigation Works	Collective	Organisation	£10,000
Feb-08	Developers Design Manual	Collective	Organisation	£210,000
Feb-08	Graduate Recruitment	Collective	Sustainability	£6,570
Feb-08	3CAP Management Structure - Meetings	Collective	Organisation	£191,000
Feb-08	LCC Waste Management PFI	Leicestershire County Council	Organisation	£70,000
Apr-08	DCC Design Benchmarking Club Forms	Derbyshire County Council	Efficiency	£225
Jun-08	Joint Training - Road Restraint Systems	Collective	Efficiency	£1,040
Jul-08	6C's TIF	Leicestershire County Council	Delivery	£130,900
Jul-08	Critical Friend - Highway Works Alliance Tender Process	Leicestershire County Council	Delivery	£2,478
Jul-08	Safety Audits	Leicestershire County Council	Efficiency	£6,000
Jul-08	Earl Shilton Bypass Cat 2 Bridge Design Checks	Leicestershire County Council	Delivery	£1,825
Mar-09	3CAP Joint Graduates Recruitment Fairs	Collective	Efficiency	£7,749
Feb-09	3CAP Cost Saving NCC/DCC PCN Processing	Derbyshire County Council	Efficiency	£255,000
May-10	Harmonisation of Highway Specifications & Standard Details	Collective	Efficiency	£110,223
Dec-08	High Friction Surfacing	Nottinghamshire County Council	Delivery	£1,000
Jul-09	Leapool Park & Ride Study	Nottinghamshire County Council	Efficiency	£3,375
Jul-09	Highway Inspectors Training	Nottinghamshire County Council	Efficiency	£15,500
Apr-10	Joint Training - Eurocodes	Collective	Efficiency	£4,575
May-10	3CAP Climate Change Phase 2	Collective	Community Impact	£15,562
				<b>£1,106,022</b>

**Sustainability**

Aware of the importance of climate change, carbon impact and waste reduction, 3CAP has made significant progress in meeting government targets and is committed to continued progress as an industry leader.

The Performance AIG has agreed the following measures:

**S06 NI 188** – Planning to adapt to climate change. Target to be agreed GOEM

**S04 NI 185** – CO<sub>2</sub> reduction from LA operations. Target to be agreed GOEM

**NI 188 – Climate Change**

In 2008, the 3 Counties jointly commissioned Scott Wilson to review their highways policies and standards in the light of projected climate change. The project was intended to help each authority meet the requirements of National Indicator 188 (NI188): Adapting to climate change.

The study led to the development of an Adaptation Action Plan, helping each authority meet **NI188 Level 2** for their highways services **in advance of most highway authorities**. The research has also allowed the three authorities to begin to align their policies and standards to deal with the future effects of climate change. This will lead to capital and whole-life resource savings for the councils and an increasing synergy of operations across the region.

In January 2010 a Phase 2 of this study was commissioned which involves an assessment of progress against the Adaptation Action Plan; a comprehensive review of existing highway construction and maintenance material policies and standards in light of predicted climate change; and the development of recommendations and a resurfacing decision-making matrix.

This work will help the three councils meet **Level 3 of NI188**: The authority has embedded climate impacts and risks across council decision making.

**NI 185 – CO2 Reduction**

In order to address NI185: CO<sub>2</sub> reduction for LA operations, Scott Wilson was commissioned by 3CAP to organise and facilitate the delivery of workshops on waste management and carbon reduction and measurement in highways asset management in July 2009 and March 2010. These workshops were held to identify and share knowledge on waste and carbon management within highways and identify current and best practice in carbon measurement and reduction across the three counties.

The responses and ideas gathered during the workshops have been used to inform a potential 3CAP project looking to use current and best practice across the three counties to **produce nationally applicable good practice guidance on the measurement and reduction of carbon impacts in the management of a highway network**.



**CEEQUAL**

3CAP participated in a CEEQUAL pilot with a view to extending current award system to framework contracts. CEEQUAL (the Civil Engineering Environmental Quality Award Scheme) has proved successful in demonstrating good practice across major projects and the intention is to develop an approach for small projects and framework projects. Derbyshire County Council (DCC) provided an insight into contract and management issues not available from the other pilots. Consideration of the draft CEEQUAL approach helped DCC engineers to identify enhancements to the council's existing EMS. A revised draft manual is to be issued in late August and available for use in October. Scott Wilson's CEEQUAL Verifier will continue to provide assistance to 3CAP to seize the opportunities from the award process.

Community Impact



A major success in measuring continuous improvement in community impact is that each county has participated in a national customer satisfaction questionnaire, developed by the National Highways Design Benchmarking Club. The questionnaire targets transportation-specific issues and the results from May 2009 survey are compared against the baseline set by the 2008 survey. **See Appendix 1**

The 3 Counties are amongst the leaders nationally for a range of services. Top scoring services included:

- Overall satisfaction with Pavements and Footpaths & Condition of Highways (LCC);
- Overall satisfaction with Local Bus Services, Cycle Routes, Rights of Way & Highway Enforcement (NCC);
- Overall satisfaction with Road Safety & Street Lighting (DCC).

**Whilst it is difficult to directly demonstrate that 3CAP high customer satisfaction is attributable to partnership working, the additional capacity and capability provided ensures that LTP programmes can be consistently delivered and organisational development enables continual improvement to stay at the forefront of best practice.**



# Financial Highlights

3CAP has identified savings for its members of £1.1m.

A large contributor to that is sharing of good practice between Nottinghamshire, Leicestershire and Derbyshire Councils, which saved development costs on a number of strategic documents.

- A significant saving accrued last year through the harmonisation of highway standards and specifications across the Midlands Highway Alliance which led to collective savings to the 3 Counties of £110k
- 3CAP joint study and further development work into the Impact of Climate Change led to collective savings this year of £15k in addition to £21k last year.
- A number of joint training initiatives have taken place and led to further efficiency savings.

Over the past 12 months, Scott Wilson delivered 162 schemes ranging in fee value of £1,000 to £400,000. Included within this are annual programmes for road safety audits, bridge inspections, road safety design, highway design, environmental studies, transport studies and waste management.



## Financial Arrangements

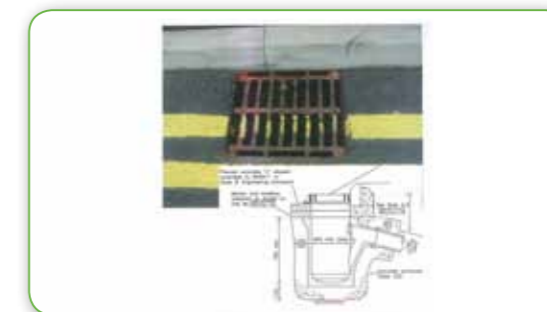
Nottinghamshire, Leicestershire and Derbyshire Councils procure directly the support services from Scott Wilson through a nominated delivery manager. An overview of all work procured to date is being monitored and discussed at regular monthly Operational Board meetings.

Joint 3CAP projects are led by one authority who will receive equal cost share from the other two authorities at the end of each year.

In addition, a number of district council authorities, within the administrative boundaries of Nottinghamshire, Leicestershire and Derbyshire councils, have procured services through 3CAP. This avoided costs to the districts associated with individual procurement.

## External Sources of Funding

So far, the Alliance has received £50,000 from the East Midlands Regional Improvement and Efficiency Partnership towards the cost of harmonising highway standard details and specifications. The new standards were used within the Midlands Highway Alliance new procurement document for medium schemes framework.





# The Future

The 3CAP Strategic Board is committed to continue the momentum and extend its reputation for delivering excellent services and improved value for money. A number of initiatives that have already started will continue into next year:

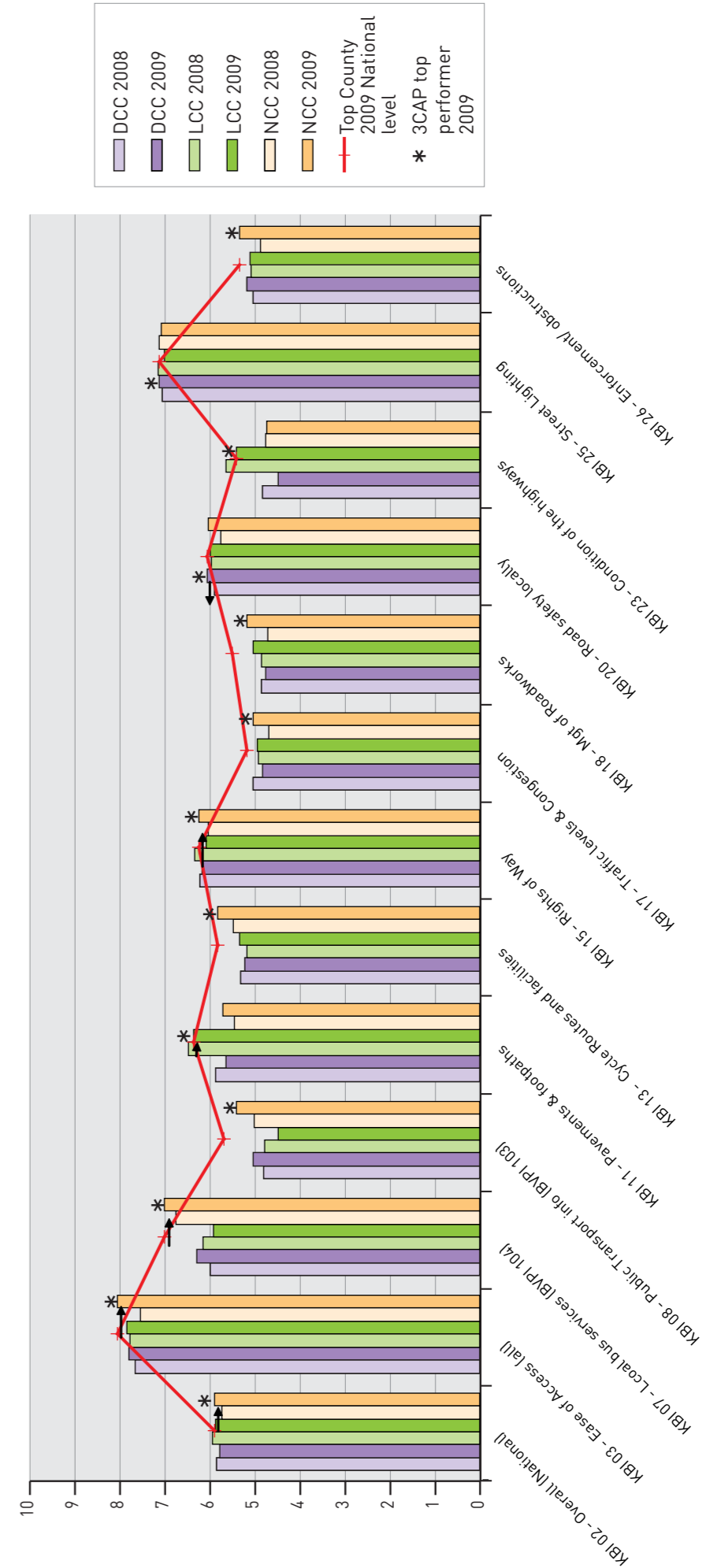
	INITIATIVE	BENEFIT
<b>Delivery</b>	<i>Design teams across 3CAP are more consistently entering KPI data into the Performance Dashboard. Progress must be sustained.</i>	Reliability of delivery to time and budget leads to increased programme certainty. Comparison enables cross-partnership learning
<b>Organisation</b>	<i>Using a unique EFQM self-assessment model, we have compared processes intended to deliver excellent results.</i>	We now have an opportunity to identify and learn from best practice and so improve performance further.
<b>Efficiency</b>	<i>Jointly with the MHA, we are harmonising standards and processes, and are constantly seeking efficiency gain.</i>	Common processes avoid duplication in maintaining standard specifications and offers potential contract and procurement savings.
<b>Sustainability</b>	<i>Collaborative climate change work is being followed by a common approach to carbon impact savings.</i>	Carbon reduction is a major challenge that will ultimately benefit the environment and society.
<b>Community Impact</b>	<i>3CA participation in the National Customer Satisfaction Survey will be followed by further survey work.</i>	The success of 3CAP will best be measured by the benefit collaborative working brings to the communities we serve.

# Appendix 1

The chart compares customer satisfaction rate across the 3 Counties for a variety of high level measures including satisfaction with cycle routes, management of roadworks, road safety, condition of the highway etc.

Overall results demonstrate continuous improvement trend between 2008 & 2009 and the 3 Counties are leaders nationally in the delivery of transport services.

Customer Satisfaction 2008 & 2009 across 3CAP



# Contact Information

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