

Committee and Date  
Environment and Services  
Scrutiny Committee  
  
Monday 20 October 2014

Item  
  
**6**  
Public

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## **Highways and Environment Term Maintenance Contract - Ringway update.**

### **1. Summary**

1.1. The Highways and Environment Term Maintenance Contract (HETMC) commenced on 1 April 2012. Investment of time, resource and energy in ICT by Ringway and other service improvements are 'beginning to bear fruit'. However there are still improvements and issues to be addressed.

1.2. As stated within in this report:

- Performance Indicators are set to be achieved later this year
- Complaints are in decline
- Street lighting is improving
- There are contract, cultural and operational improvements still to be made individually and collectively.
- Joint contract initiatives are in place such as increasing the scoping level and Information Technology developments.
- Investment in highways depots

### **2. Recommendations:-**

2.1. The Environment and Services Scrutiny Committee is requested to consider the following recommendations:

- To approve this report
- To note the actions taken in 'managing' the contract.
- To note the improvements in recent aspects of performance from Ringway.
- To note the ongoing concerns and issues relating to this contract.
- To receive a further report to reflect performance at the three year point of the contract cycle.

- To expedite the restructure of the Shropshire Council Environment and Transport Group to support the contract and contract outcomes further.

## REPORT

### 3. Risk Assessment and Opportunities Appraisal

3.1. The key service risks and the mitigation and contingency plans in place are identified in the table below

Operational risk	Impact of Risk	Mitigation
Contractor failure	Authority unable to fulfil its statutory Highway's Authority duties.  Authority is subject to potential civil and criminal proceedings	On-going monitoring and development of the client and contractor relationship. Monitoring of 'business' performance.
Contractor fails to comply with the contract conditions and requirements, leading to service not being provided effectively or efficiently	Authority unable to fulfil its statutory Highway's Authority duties, unnecessary delays and an increase in base costs for maintenance, service and works activities.	Performance monitoring is embedded in the contract management with a robust link to the payment mechanisms. Reduced performance will result in deductions of payments to the contractor
Contract performance becomes inadequate.	Councils reputation impacted upon due to inadequate delivery of council works and services affecting the Council's reputation	Constant performance and management review.  Dialogue to resolve or improve issues.
Contract terms ends at six years by agreement. No extension(s) requested or offered by mutual agreement	Re-tender of Highway and Environment Term Maintenance Contract and impact upon the Council plus risk of increased rates and contract preparation cost.	Work relationship and evidence of issue being resolved with Ringway at all levels.

### Human Rights / Equalities Appraisal

The Equalities Impact Needs Assessment is due for re-visiting / revision / re-approval in January 2015.

#### **4. Financial Implications**

- 4.1. There are no direct financial issues arising from this report. However context to the report may provide some perspective. The annual budget for the integrated highways and environment service is approximately £25 million per annum which is funded through the Local Transport Plan's central government settlement and our own revenue budget. The government is due (in the next few months) to announce the funding settlement, based on a three year funding grant. The principle of the three years is welcome and will allow for greater planning and co-ordination. However, the value of the funding settlement is an obvious risk to be cognisant of, once the value of the funding settlement is known.
- 4.2. Current projects such as the Highways Engineering Consultancy contract re-tendering, a new provider is due to start in April 2015. This will require the subsequent TUPE of approximately 12 Shropshire Council staff plus existing consultancy staff if a different provider is appointed. These staff will be crucial in contributing to service efficiency and this will allow for variations in costs to be incorporated going forward.
- 4.3. Efficiencies and savings have already been identified and realised since contract inception, which are in the region of £1,000,000. These are a mixture of savings from joint procurement, awarding of the tender to Ringway, voluntary redundancies for service staff and service efficiencies etc.
- 4.4. Members should also begin to consider what the implications of the budget may be in future years, especially at "contract break points" (which may be as little as 3 years away) and the possible implications therein, of going to a market (which is in upturn) and receiving significantly higher tender rates. This is a possibility to be cognisant of.

#### **5. Background**

- 5.1. This report provides an overview of the performance of Ringway up to September 2014, in respect of the services delivered by Ringway on behalf of Shropshire Council. The report continues the debate and narrative since the previous report was discussed and agreed at the last Scrutiny Committee on 12 February 2013. Members of this Committee will recall that a commitment was made to provide an updated report on an annual basis. Therefore this report achieves this action.
- 5.2. Members should be aware that Ringway have been consulted upon this report and are represented at today's meeting. Additionally the Portfolio Holder for Highways & Transport and local Environmental Maintenance Managers have also been involved with and consulted upon this report.

## **6. Pre-Amble:**

- 6.1. The Highways and Environmental Term Service Contract (HETSC) was awarded to Ringway on 1 April 2012, initially for a 6 year term, with the ability to increase by individual years for a further four years (maximum of ten years), subject to satisfactory performance thresholds and other performance criteria being achieved. This is an 'offer and acceptance' basis for both parties and the first review of this issue is due to take place in November 2014; for determination.
- 6.2. The integrated contract encompasses such services as:
- Highways maintenance
  - Street Scene and grounds maintenance
  - Vehicle Maintenance
  - Street Lighting
  - Structures and bridges (maintenance)
  - Civil works
  - Emergency and extreme weather responses
  - Signs and lines maintenance
  - Winter maintenance
- 6.3. The contract value is approximately £25 million per annum, with an average expenditure of approximately £2 million per month. Due to the nature of the integrated contract, this has allowed for the following key outcomes to be delivered to date:
- Successful award of £4 million for highway maintenance, improvement and reports from the Department of Transport (DoT), a recent briefing note has been circulated to all members.
  - Efficiencies identified in service delivery and to date savings in the region of £1,000,000 have been realised since contract inception.
  - Changes in culture and practice from a re-design of the service, by developing programmes such as Hedge to Hedge (HtH) which has improved the operation of reactive services in respect of improved end to end times, productivity and cost reduction. HtH has received recognition, culminating in attracting a National Award from the Chartered Institute of Highways and Transport in May 2014.
  - Praise from Britain in Bloom judges and Town and Parish Councils have been received in terms of the contribution towards Britain in Bloom judging for the appearance and cleanliness of towns and communities.
  - Implementation of IT for Council and Ringway staff to improve data and service information, but also to expedite customer issues with local reactive gangs and technicians able to receive and update on work requests direct from the Customer Service Centre. Improvements in IT is also being utilised on Road Masters and Gully Emptying. This has improved local responsiveness and to date is being well received.

- Significantly more asset and defect information being collected to embed an asset based management approach. This will be part of the journey towards a commissioner and provider split. An asset managed approach will improve investment decisions and allow larger and more efficient delivery of schemes across the county in partnership with Ringway.
- Improved management of capital scheme preparation and programming, via improved co-ordination of tripartite responsibilities – the Integrated Programming Team (Shropshire Council, Ringway and Mouchel) for LTP schemes and in-house capital schemes. Developing an even greater visibility of anticipated programmes, linked to budget settlements is a partnership target to receive greater focus.
- Effective delivery of winter maintenance and emergency severe weather response services
- £1,500,000 Environmental Maintenance Depot Improvement Programme is almost complete, with enhancements to Hodnet, Whittington, Craven Arms, Bridgnorth and Manor House Lane now completed. Longden Road Depot needs development to obtain the benefits of joint working and co-location. Initial work has started on this issue.

6.4. This report updates members on the Scrutiny report that was received by this Committee in February 2013 and developments since then in relation to Highways and Street Scene performance as delivered by Ringway. The report focuses on the key issues raised at the previous scrutiny meeting, i.e. Highways, Street Scene and Street Lighting.

## 7. Community / Consultations Appraisal

7.1. There are daily and operational links to Members, Town and Parish Councils and local and national agencies by all levels of Environmental Maintenance staff

## 8. Complaints

8.1. Detail of complaints received via Customer Service Centre relating to Ringway operations from October 2013 until 31 August 2014 (11 months).

	Street lighting	Street scene	Highways	Total
<b>Ringway - operational complaints</b>	3	21	25	49
<b>Upheld</b>	<b>1</b>	<b>8</b>	<b>11</b>	<b>20</b>
Partly upheld		9	6	15
Not upheld	2	2	4	8
No information		2	4	6

8.2 For the time period in question, Ringway generated upheld service complaints at an average of 1.82 complaints per month. Refer to Appendix B for breakdown of upheld complaints.

8.3 Due to a change in the way complaints are recorded and actioned by CSC historical comparison is now open to wider interpretation, however, for reference previous complaint totals are given as follows:

**April 12- March 13 inc:**

Type	Total
Comment	66
Complaint	141
Compliment	2
<b>Grand Total</b>	<b>209</b>

**April 13 – March 14 inc:**

Type	Total
Comment	53
Complaint	196
Compliment	53
<b>Grand Total</b>	<b>302</b>

**April 14 – August 14 inc: \***

Type	Total
Comment	19
Complaint	69
Compliment	37
<b>Grand Total</b>	<b>125</b>

\* Five months figures

8.4 If April 2014 – August 2014 figures are annualised, this would suggest that complaints may have reduced by -31 (or a 15% reduction).

8.5 Using the same annualised approach, compliments would have increase in a full year by 35. Giving a forecast of 66% improvement upon annualised figures.

8.6 Additionally, utilising the same process comments would show a slight decline of 8 (reduction of 15%).

8.7 Overall based upon annualised data of April 2014 – August 2014, compared to the previous period would suggest that:

- Complaints have been reduced
- Compliments have increased
- Comments have reduced

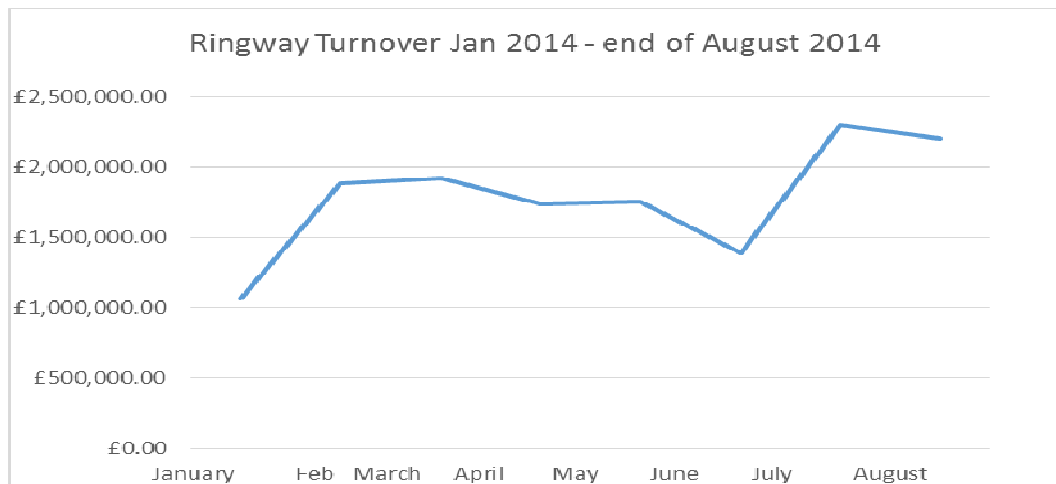
8.8 This (alongside the complaints listed in 8.1) appears to show a declining trend in complaints that should be welcomed and acknowledged.

## 9. Ringway Performance Summary

9.1 Members should be aware of key performance issues relating to this contract.

9.2 Performance Indicators – it is forecast that by November 2014, all Ringway's agreed performance indicators will be achieved. This will be the first time since the contract inception. This has obvious consequences. Performance deductions have been implemented to the value of £340,340.00 (April 2013 – March 2014).

- 9.3 Ringways' turnover since January 2014 has increased significantly, this demonstrates that the finances are reflecting increases in works and services being delivered, i.e. more repairs. This will assist with their cash flow and allow Highways / Street scene offices to 'commit' expenditure more easily in order to ensure increased volume of works and services and prevent any potential year end underspend. Contingency plans are in place to prevent this occurring, but this risk still remains. However supervision of contractors' workforce is an issue at present as detailed later in this report.



- 9.4 Scoping and quotation register – the historical backlog on the schemes has now been removed and managed out of the system up to and including 31<sup>st</sup> March 2014. Further, a joint initiative to increase the scoping level up to £5,000 will assist in expediting works being delivered. Further initiatives and proposals are being discussed jointly to improve outcomes in this critical area.
- 9.5 Ringway have restructured their entire operation, from contract managers, operations manager, supervisors and operatives. New posts are in place with a focus on delivery. The re-structure intention is to focus on high quality staff, and removal of a significant proportion of staff. It is hoped that new posts and focussed staff will galvanise performance delivery. However, at present all of these posts are not yet filled and concern is raised later in this report.

## 10 Contract Management

- 10.1 With regard to contract management, issues regarding attention or concern from either Shropshire Council or Ringway have been raised, this is a formal contract procedure, known as Early Warnings (EWs). These EWs could be a mixture of operational, contract interpretation, financial implications etc. The majority of these early warnings were raised at the beginning period of the contract. From January 2014 to date, these 'Early Warnings' have amounted to:
- Shropshire Council has raised 14 early warnings (11 contract, 3 commercial) 13 of which have been resolved
  - Ringway have raised 1 early warning (TUPE issue, not yet resolved)
- 10.2 This demonstrates that issues are being resolved and the majority of the contract 'legacy issues' are now being removed, which is beginning to have a

positive impact and reflects a positive working approach by Ringway and Shropshire Council.

- 10.3 With regard to Ringway’s performance it is appropriate to state that there have been improvements since the previous report delivered to this committee. These have been Street Scene / Grounds Maintenance, Surface Dressing, Lines and Street Lighting. The last report stated that ‘there has been a mixed and in some areas disappointing performance from Ringway particularly in the important area of Information and Communication Technology (ICT)’. Also, other areas such as Grounds Maintenance were of concern to this committee and the wider aspects of the Council. This to a degree “negatively tainted” and set the perception of Ringway and the contract.
- 10.4 Members can be assured there has been a sustained effort and commitment by Ringway to improve and the outcomes of this effort are emerging.... Members should note the use of the adjective “emerging” rather than embedded or sustained at this moment in time. Latter parts of this report will raise the ongoing and emerging concerns.
- 10.5 Members should also be aware that the improvements by Ringway have been developed from a combination of ‘hard’ and ‘soft’ contract management tools following discussion, dialogue and collaboration as appropriate. Typically, this can be summarised as:

Hard Management	Soft Management
<p>Deduction of approximately £400,000 April 2013 – June 2014 in Performance deductions (KPIs)*</p> <p>Removing part of the Council’s Capital Programme for 2014 / 15, (approximately £4,000,000) and procuring externally</p> <p>Placing directly out to tender the Governments adverse weather fund of £1.7 million</p> <p>Compensation notices being sent</p> <p>Early warnings issued</p> <p>Use of external providers</p>	<p>Joint partnership on developing IT improvements</p> <p>Developing improvements in refurbishing and upgrading local highways depots.</p> <p>Developing joint training of staff</p> <p>Typically a graduated approach from Shropshire Council has led to the potential for an additional £1 million of income to Ringway by March 2015. Should this be achieved the £5 million capital programme will be returned to Ringway (based upon their performance) This will further support improvement initiatives.</p> <p>Portfolio holder, Director and Area Commissioner meetings with Ringways Managing Director to discuss improvements, concerns, etc.</p>

\* This is subject to an ongoing contract dispute.



## 10.6 Street lighting – Ringway’s Performance update

10.6.1 The recruitment of a permanent Street lighting Manager, site supervisor, 2 additional electricians and the use of 4 new Sub-Contractors has seen improved performance on the Contractors side with the majority of works being completed within target. Further improvement will be expected now the resource issue raised has been resolved.

10.6.2 Since the issue of the 6 Street lighting Early Warnings Notifications (EWN) back in April 2014 raising concern over Ringway’s poor performance, progress across the service provided has been significantly improved with 5 now closed.

10.6.3 EWN58 for Planned works still remains active; although improvements have been made the number of jobs exceeding the targeted 28 days has levelled off just about keeping up with the new jobs added daily (figure 1). Ringway have now employed two additional electricians to pick the backlog up and reduce the number to an acceptable level of service.

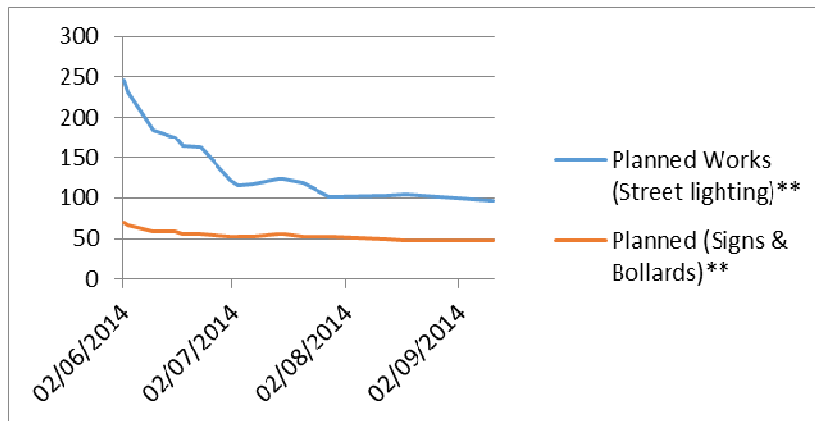


Figure 1 - Planned Works

10.6.4 Reactive maintenance (5 day faults) which was where the majority of complaints were received from members of the public due to delays on repairs is now within an acceptable level of service and needs to be maintained.

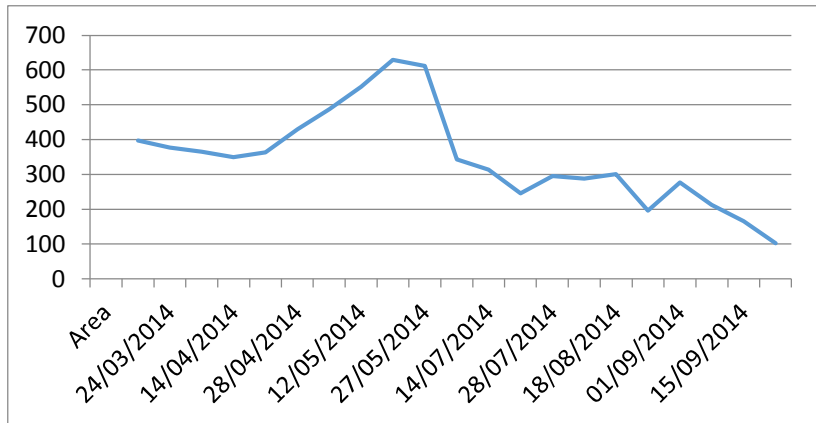


Figure 2 - Reactive Faults

- 10.7 The value of payments received and not processed has seen a significant improvement being reduced down from in excess of £100,000. Ringway still need to action (delete, amend, request partial payment of original application) an estimated £23,000 worth of works to meet the achievable target of £10,000 by the end of December 2014.
- 10.8 Payments on hold / payment requests are at a historical low. They now average less than £200,000 per month from a high point of above £700,000.
- 10.9 SC Street lighting and Ringway are currently looking at further ways to introduce a more lean working approach with the introduction of tablets for night patrols and Reactive Faults and the processes in how they are handled with the Contactor having the ability to raise jobs directly through Confirm.
- 11 Contract Management Conclusion**
- 11.1 Members should view Ringway's improvement as welcomed and necessary, but belated and delayed. This has undoubtedly caused operational, reputational, contractual and financial issues since contract start. These 'legacy' issues are slowly being resolved and improvements are now beginning to emerge. Conversely it should also be recognised that it is still not sufficient in all respects.
- 11.2 It should be noted that there is a feeling (anecdotal and objective) that at present, Ringway have turned a corner, however, this does not 'mask' the issues still affecting this contract; this is detailed below and continued monitoring of contract performance will continue to maximise benefits for Shropshire tax payers.
- 11.3 The impending re-structure and review of the Environmental Maintenance and Transport Team (see 15.1) will further galvanise and support the contract and allow for further cultural, operational and joint initiative work to develop and flourish.

## **12 Weaknesses**

### **12.1 Permitting**

- Permitting has been adopted by this Council and operationally it has required both Ringway and SC to amend their approach and delivery. There have been operational issues and the transition to the permit process is ongoing and there is more collaborative work to be undertaken in terms of process, work flows and programming.
- A review of the operational impact of permitting works will be held, with both Ringway and Shropshire Council. The review will consider the approach and work flow in order to ensure that systems, processes and staff move towards the discipline that this system now requires. Long term planning and programming is relatively straight forward in terms of permits, however developing how small, reactive or response work is programmed, ordered and packaged for delivery is a joint piece of work. This work has already started with initial reviews being undertaken by all parties.
- Permitting has imposed a discipline that has to be recognised, in that the utility companies are also required to comply with the permit process, and therefore all parties need to have a sense of equitable treatment.
- There have been operation issues, exacerbated by permits and these have galvanised the need for a joint review and approach. Where there have been operational issues such as informing the general public or other compliance issues, the permit team are closely monitoring the situation.
- It is important to note that as Ringway are Shropshire Council's term maintenance contractor and any failure of permit conditions is / will be reported as a Shropshire Council failure. Therefore SC has a vested interest in working in partnership with Ringway to ensure overall performance improvement. This will be achieved by the key themes emerging in this report delivering on joint restructures, improving works ordering and programming and joint reviews to further identify improvements to technology, systems, processes and people.

### **12.2 ICT Systems**

- ICT systems have proved to be stable during 2014; however, some people and process issues still remain and SC and Ringway are working to improve this. In particular, requests for quotations that are needed to start work are not reliably being picked up by Ringway leading to delays in the progression of work overall. Significant monitoring work remains to be needed to ensure that the payments are robustly dealt with. The recent re-structure by Ringway and the appointment of Senior Supervisors and Supervisors will contribute to improving this process, as will be the case for the Council's Environmental Maintenance Team and Transport Teams.
- In April, Shropshire Council launched its permits scheme. The rules of this scheme apply to all parties working on Shropshire's roads. Working in partnership with the Council's Permits team and Ringway, the existing iPad-

based solution has been further developed to provide a workable permitting solution for gangs doing reactive maintenance that does not unduly impact on their productivity.

- There is still fundamental issues relating to IT, in regard to integrated systems. This situation is due to improve but is still not satisfactory. ETON (Electronic transfer of notices) is still not fully compliant. A map assisted programme to assist in scheduling is due to be rolled out by Ringway across all of their contracts.
- There are improvements in IT as indicated within this report and imminent roll-out of EPI E-serve project internet has been provided and is now available.

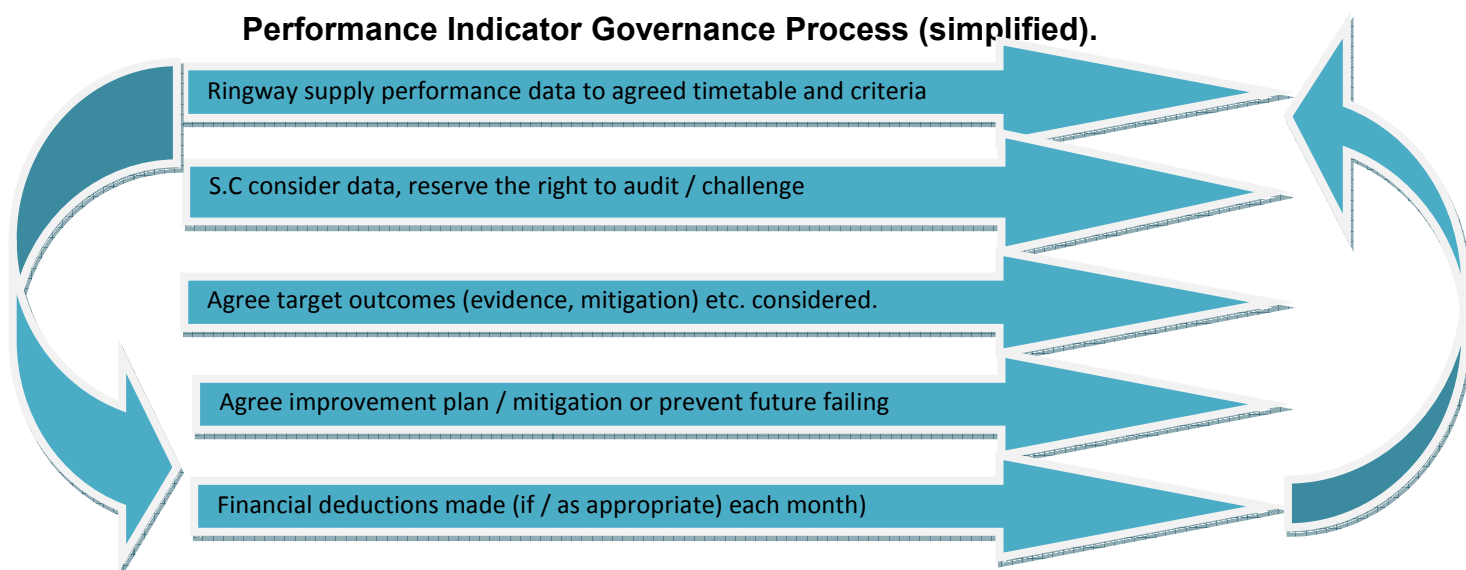
### 12.3 Ringway Staff Turnover

- Ringway staff turnover – there has been a recent restructure and reorganisation of Ringway staff. This was supported by Shropshire Council. However, the concerns are (at present):
  - The level of supervision and senior supervisors in post, to drive local operations is currently insufficient. Ringway state that this problem will be rectified. Shropshire council has issued a contract EW and assurances from Ringway have been sought and received. New appointments are anticipated imminently. Thus, there is a concern that the transition from the old to the new Ringway structure has caused some operational concerns (volume of work, committing revenue and capital budgets and noticing inconsistencies).
  - The current Ringway Contract Manager for Shropshire is leaving. A new Contract Manager will be appointed. The new appointment will be the fourth appointment into post (average of every 7.5 months).
  - Shropshire council supported the restructure and indeed a Shropshire council re-structure is imminent, to provide focus and support for contract management and operational improvements.

## 13 Performance monitoring

- 13.1 Formal performance monitoring was applied in year two of the contract; this was an agreed condition of the contract at the tender stage, prior to contract award. Actual **performance reports are attached in Appendix 1** of this report. Members will identify that the report is based upon a R.A.G (Red, Amber and Green) reporting system. Therefore acceptable and poor performance can be easily determined. Members should note that the Performance Indicators (PIs) have all been agreed, and monthly performance board meetings are held with Ringway to discuss performance.

13.2 The decision making process is summarised below:



13.3 Members will note from the report where improvements in current performance are required. These areas are being focused upon at Service Delivery, Commercial and Joint Board Meetings. This has the consequence of financial penalties being imposed upon Ringway. The financial deductions for 2013 / 2014 financial year made by Shropshire Council are £340,340. From April 2014 until June 2014 performance deductions were £73,000. Thus there is incentive for performance to improve, obviously as performance improves and financial deductions will decrease and hopefully cease. The financial deductions remain with the service and are reinvested into improvements in training, technology, maintenance to further support an improvement in service outcomes, thus there is an opportunity to invest in improving.

13.4 However, the Performance Indicators as demonstrated are showing an increasing improving trend. **It is forecast that Ringway will achieve all performance targets and thresholds by November 2014.** This will be the first time since the contract started. This will reduce performance deductions in theory to £0.

13.5 Members should also note that the PIs also act as a 'trigger' to extend the contract. As the performance threshold (as previously raised in this report) has to be achieved.

13.6 Members should also note that there is ongoing contractual dispute relating to the KPIs from Ringway.

## **14 Operations and Delivery**

14.1 Although there has been recent increases in the volume of work undertaken, in Shropshire council's view this is still insufficient. This may leave the council

at risk of underutilised budgets at financial year end. Contingency plans are in place to mitigate or prevent this.

- 14.2 Sub-contractors in respect of securing sufficient quality sub-contractors into the supply chain. Where sub-contractors have been identified there have been delays or 'churn' of contractors. Currently there is a joint approach to improve these issues.
- 14.3 Sub-contractors, particularly with surface dressing and lining have previously delivered poor quality works in some cases. This has now been rectified by Ringway and improvements made and the service has now come 'in-house' and delivered directly by Ringway. Some nominated contractors have been removed from the approved suppliers list. The performance in this area is now high.
- 14.4 Part of the 2014 /15 Capital Programme of approximately £5 million was not awarded to Ringway and was externally tendered due to performance issues. However, it is more than likely that the 2015 /16 programme will return as progress on schemes has improved, especially in delivering a proportion of the £4,000,000 (DoT) programme.
- 14.5 Ringway's inability to provide detailed information restricts the ability to 'close down' works orders, thus leaving financial sums on hold and respective cash flow problems. However, this has been addressed as part of the legacy issue. Presently 'on hold' accounts are at their lowest financial value since contract start. This issue is being improved jointly.
- 14.6 Supervision of some works provided by Ringway, particularly in street lighting, depots and reactive gangs have raised some concern. These issues have been raised and where appropriate increased monitoring and auditing of works and services has been implemented. Operationally, there have been notable improvements, these can be listed as:
  - Hedge to Hedge (as previously mentioned in this report)
  - Scoping visit process now in place to quantify and cost work programmes. Historical and legacy issues have now been 'managed out of the system'.
  - Financial 'legacy' issues improving and will allow managers time to focus on continual improvement rather than contract and performance negotiations.
  - Sustained high performance in Street Scene since the last report
  - Some ICT initiatives such as Confirm on Demand, EPI, iPads etc.
- 14.7 It should be noted that Ringway received written praise from Shrewsbury Town Council following their commitment to assist in the 'Britain in Bloom' preparations. Also other market towns and villages received positive comments within their judge's reports relating to the cleanliness and presentation of towns and villages.
- 14.8 Shropshire Council's Officers have worked with Ringway to ensure there is improvement in the service and this will continue through joint workshops, European Foundation for Quality Management assessments and joint 'Lean'

reviews etc. There is also collaborative working being undertaken to move the service teams towards co-location and a one team approach between the council, Ringway and our term engineering consultants (Mouchel).

- 14.9 Shropshire Council, with Ringway has sought to encourage improvement by;
- Holding regular high level meetings which include Portfolio Holder, Director, Area Commissioner and Ringway Managing Director discussing, monitoring responses and prioritisations, work programmes, i.e. all operational and commercial issues as appropriate with Ringway and determining a way forward on service delivery
  - Extending or refurbishing highways depots to encourage integration of staff and to foster a joint working culture and implementing a £1,500,000 million improvement programme.
  - Initiating and hosting improvement workshops for operations with all levels of staff from Shropshire Council and Ringway to improve processes, planning, and understanding and developing improvements in operation and delivery. Workshops have been held on an annual basis in order to identify and sustain service improvement. The workshops directly link to service issues experienced and demonstrate how jointly these issues are being managed jointly.
  - Applying effective contract management thus:
    - Issue of early warnings
    - Performance deductions
    - Removal of capital programme
    - Raising issues at Managing Director level with Ringway
    - Providing management 'insight'
    - Creating an improvement process to encourage delivery
    - Challenging staff
    - Challenging management practices
    - In short acting as an 'intelligent client'

**15** SC has a further role to play in improving its advanced programme of work. This work has commenced with the Integrated Programme Team which is developing programmes for 2015 /16 delivery. SC, both independently and in collaboration with Ringway needs to expedite the entire spectrum of this work to contribute to improved contract outcomes.

## **16 Future Plans**

16.1 A review of Environmental Maintenance in being discussed and prepared with the business improvement team, this review will identify improvements to the service in approach, systems and processes. This will have the outcome of developing a three year improvement plan in redesigning the way services are approached and delivered.

16.2 Develop an integrated management team of the strategic highways functions to further drive efficiencies, savings and improvement in the operation and overview of Ringway across the highways and transport portfolio. An

improved Shropshire Council structure has been developed and subject to approval will provide for new and revised posts to further support contract and contractor delivery. This increased focus and move towards commissioning performance based work will allow further improvements to be gained.

- 16.3 The implementation of Confirm on Demand will assist all staff in electronic ordering, sourcing historical information etc. This development by SC will have increased managerial and operational benefits.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

Minutes of Protecting and Enhancing the Environment Scrutiny Committee

January 2013

**Cabinet Member (Portfolio Holder)**

Councillor Claire Wild

**Local Member**

All Members

**Appendices**

Appendix 1 – Performance Reports

Appendix 2 – Upheld Ringway Operational Complaints