

APPENDIX 1 – BBLP Action List for Year One Undertakings

No	Environment Select Committee - Actions	Status	Action	Notes
1	Seamless transition from previous contracts to BBLP not completely achieved. Inductions / briefings / meetings during first few weeks of contract led to grass cutting issues during summer 2013	Closed	For consideration in connection with future Council procurement	Lessons from bringing together previous multiple suppliers to single contract require additional resources and monitoring at the early stages and should be addressed in mobilisation plans for future contracts.
2	IT systems were not all operational from day 1 of contract, and Causeway issues have been evident throughout year 1	Closed	See action 9 & 10 below	See action 9 & 10 below
3	Role profiles for BBLP operatives and staff, to align with Wiltshire's Behaviours Framework were not developed prior to day 1.	Closed	Continuing Transformation project with all parties led by Dr Carlton Brand	Transformation project underway since April 2014. Shared central office from September 2014 will co-locate BBLP/WC/Atkins staff. Increased Communications activity in newsletter etc, presentations to operatives at Safety days to widen contract knowledge.
4	BBLP understanding of what the Community Team Service is seeking to deliver was not clear. It should provide local services provided by multi-skilled teams that are dedicated to specific areas, which work in a proactive manner to reduce demand and the need for reactionary working. BBLP's lack of understanding on this appears to have contributed to the problems encountered in some areas of the Local Highways Service during the year.	Closed	BBLP/WC to agree Community Team roles by service area and minimum resources for community days	Discussed and agreed outline for each of the 22 services with formal sign off at Service Development Team meeting of 9th July. Agreement of base level of resource for community days being completed, but will be subject to budget considerations for future years.
5	Development and availability of works programmes (long, medium and short term) for Local Highways and Streetscene services was not completed.	Open	WC/BBLP/Atkins to agree how annual plan process is to operate and processes for shorter term programmes	Service review meetings for 7 separate areas of the contract have been held between BBLP/WC/Atkins during July and August. Subsequent action plans have agreed how short term plans are produced and distributed, and changes to process on all sides agreed to deliver an Annual Programme for 2015. Details and timing of information provided to BBLP being discussed. New BBLP planning resource in place. Longer term programmes being developed.

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6	BBLP indicated that they would develop and implement a first ' 90 day plan ' with a series of quick wins to ensure the contract started well. The 90 day plan was not provided to Wiltshire, and does not appear to have been developed.	Closed	Whilst not completed the Mobilisation period was acknowledged as successful. A 90 day start up plan is no longer relevant. In its place WC/Atkins/BBLP have concluded a series of Service reviews with specific improvement action plans mentioned in the notes to 5 above	The service review action plans are monitored on a weekly basis through a meeting of Senior managers chaired by Parvis Khansari
7	Various issues with works streetworks noticing were experienced. Providing the correct NRSWA / TMA notices and working in accordance with notices did not always happen.	Closed	This has now significantly improved.	Noticing continues to be monitored in case of problems.
8	No Annual Plan was developed for year 1.	Closed	An annual plan for 2014 was produced. All parties have agreed now agreed improvements to the process to improve on this for 2015.	New Annual plan process with timescales for each party agreed through Service review meetings.
9	Issues with regards to operation of BBLP IT systems regarding closing down of Works tickets, PEMs issued to BBLP, work probably being undertaken, problematic closing down mechanism resulted in unreliable records of what work has / has not been responded to. It should be noted that a jointly developed IT process has now been introduced to address this issue.	Closed	Since 1st April all works issued electronically from WC Exor system to BBLP Causeway system for monitoring. Further enhancements to be implemented end of Sept	Closing down tickets for works issued electronically is now being completed and monitored with very high success rates.

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10	Accuracy of financial information regarding payment applications . There have been issues with regards to the Causeway / Exor interface regarding payment applications. BBLP systems currently seem unable to provide accurate Works Invoice files to reflect the certified payment amounts against each order. For example March 2014 application had 700 errors. These issues have resulted in a build up of historic works orders that have not been closed down, which compounds the problem further and leads to frustrations on the Client side of having to make repeated comments and corrections to the BBLP applications.	Open	BBLP Causeway software has been amended following a recent meeting between BBLP/Causeway and WC IT team.	August application submitted in September will contain corrected system files. Test runs to confirm successful operation taking place.
11	Non delivery of Training Centre to date.	Closed	Requirements for training centre to be developed in Service delivery meetings.	BBLP Academy has secured government funding which can be used for BBLP or WC staff in relevant courses from NVQ level 2 to Level 6. Westbury Depot is established as a training centre and is currently being used for BBLP and Sub Contractor courses
12	Provision and installation of GPS trackers on BBLP fleet has not come forward as soon as expected. Not all plant has power take off capability. Currently the GPS system is providing only limited information regarding fleet utilisation, and hence only limited intelligence as to how services could be enhanced and improved.	Closed	Fit GPS trackers to all permanent BBLP fleet.	Gully Tankers were only outstanding vehicles and were fitted in April 2014
13	County wide Digital Radio system not delivered to date	Open	Requirements to be developed in Service delivery meetings.	Digital radios investigated and full coverage throughout the County cannot be achieved. Further discussion on alternates to be followed up. Technical issues need to be investigated further.
14	Delivery regarding BBLP's SharePoint system was delayed. This was to be the mechanism for displaying information regarding works done, works underway and works being planned, as well as performance information (KPIs / Tender promises), contract information, meeting notes etc. SharePoint is now being rolled out.	Closed	SharePoint system operational	SharePoint system has been delivered. Ongoing work to train staff and promote use by all is underway.

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15	No evidence currently that there is good, or improving staff moral within BBLP workforce. BBLP are addressing this.	Closed	Measures to address staff moral	Employee Forums to be established from September. Improved safety stand down day sessions organised to better communicate safety and company matters, regular newsletters also now being sent.
16	BBLP staff turn-over , and particularly key staff continuity has not been helpful to the smooth running and delivery of the service.	Closed	Stabilise management structure	Following service reviews additional staff and changes agreed with new BBLP Contract Director appointed in consultation with WC and started 1st September.
17	Incomplete delivery during the first year of Community Team service – e.g. availability of Highways Community Stewards, Community Days / Street Sparkle delivery, grass cutting operations, find and fix activities, provision of multi-skilled workforce (generic working).	Closed	Reach agreement on Community Team specification	Discussions have taken place to agree scope and operation of Community Teams as part of service review in Local Highways.
18	Winter Fleet Maintenance Service has not been as smooth as it may have been. Communications between Rygor / BB Fleet / BBLP / Wiltshire Council Fleet have not always been effective.	Closed	Reach agreement on fleet maintenance specification	Discussions taking place to agree processes and operation of vehicle maintenance. Maintenance taking place in preparation for winter.
19	Provision and use of hand held devices for Local Highways Community Team and Pull service gangs has been a problem. Number of devices provided not as many as was anticipated. Devices were provided later than anticipated, and were not being used as anticipated. This resulted in a reduction in the amount of find and fix (proactive) works being recorded. BBLP are currently undertaking a full roll out of devices.	Closed	Hand held devices issued to operatives	Following all electronic work issues since April 1st PDA devices are now with all operatives who undertake routine tasks for closure of work on site and recording before and after photographs as well as the use of Find & Fix App.
20	General integration and 'bedding in' of TUPE staff into BBLP during initial contract period. PDRs, behavioural assessments and 'through customer eyes' training not undertaken during first 90 days.	Closed	Bedding in TUPE transfer staff and training	BBLP reported a significant shortfall in trained staff was encountered at Mobilisation and a significantly enlarged training programme has been required. Training is ongoing.
21	Cemetery maintenance issues were noted.	Closed	Complete Cemetery 2 week cuts	Revised schedules have all cemeteries being cut on the contractual 2 weekly cycle
22	Grass cutting issues were noted.	Closed	Additional Grass cutting resources added	Additional resources were added to catch up on a slow start which was exacerbated by strong growing conditions. Work is now up to date

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23	BBLP have not been able to fully demonstrate that they have been collecting, or providing full KPI information throughout year 1.	Closed	Collect full KPI information	KPI's for 2014 have been discussed and are currently being finalised.
24	BBLP have provided 4 apprentice placements during year 1, but all of these were 'inherited' from the Ringway contract. Tender promises indicate that minimum of 6 per year will be provided.	Open	Take on additional apprentices	2 additional apprentice placements have been introduced since April 2014 and a further 4 will be recruited following a successful Princes Trust programme. Target end of November.
25	Issues with responsiveness regarding fly tipping clearance , and closure of fly tipping PEMs once completed were experienced at the start of the contract.	Open	Revise Fly Tipping procedures	Revised process has been agreed with Enforcement team to allow for their pre-inspection of all Fly Tips. Further refinement of the process currently being undertaken to ensure full information on sites is effectively communicated. Tipping is being removed, but final details need to be agreed. Target end of October.
26	Issues with closure of PEMs has sometimes made dealing with insurance claims more difficult. The new joint IT system is now addressing this issue.	Closed	All orders issued electronically	New joint Exor/causeway system in operation with hand held devices providing job closures
27	Less community engagement than hoped took place to encourage and facilitate community involvement in initiatives such as Community Days and Street Sparkle. More interaction with local communities with regards to provision of community newsletters, Area Board reports, programmes, information leaflets regarding future works required.	Open	Increased community Engagement	BBLP Staff attend Area boards in a pre-meeting with WC staff to give and receive feedback directly. An action from the Service review meetings has set a target of agreeing a minimum resource level for Community days which are being discussed. Good response currently to Community Days and Street Sparkle. May be affected by 2015/16 budget considerations.
28	Delivery of Structures programme initially uncertain due to Supply Chain not being fully established at the start of contract.	Open	Progress Supply Chain engagement	BBLP have provided additional support to get supply chain through the approval process and will hold a supply chain engagement event in the 4th quarter of 2014. Arrangements with supply chain to be confirmed by BBLP shortly.
29	Little progress made to date with regards to identifying and using techniques to re-use Tar materials .	Closed	To be included in Annual Plan process	Site coring to detect presence of Tar materials in advance of works taking place. BBLP have presented alternate solutions to Service review meetings to allow for better planned response and lower costs. An agreed process is in place to deal with this issue in 2015/16