

Wokingham Borough Council

21st Century Highways & Transport Services



Market Engagement “Discovery”

Information Pack & Feedback Form

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1.0 Overview

Wokingham Borough Council (the Council) will be commencing the procurement of its Highways and Transport Services in early 2018. The Council is now inviting market participants to assist in the planning and conduct of the procurement procedure of the future highway contracts. This document sets out the background to the procurement and how interested organisations can become involved.

2.0 Purpose of Market Engagement Discovery

The Council is implementing an ambitious transformational change programme called the 21st Century Council (21CC); the business case and approval committee report being available at these links:

<http://www.wokingham.gov.uk/search/?q=21st%20century%20council>
<http://wokingham.moderngov.co.uk/ieListDocuments.aspx?CId=129&MId=1952&Ver=4>

The 21CC programme will ensure that the Council can efficiently deliver services with fewer, better managed, people using technology more effectively. The Council has implemented Phase 1 of 21CC around “Support Services”, including the restructuring of its senior leadership team across the whole Council. Phase 2 for “Operational Services”, which involves the redesign of Council services, has been underway since April 2017 with a “Go Live” date in early 2018. The redesign of the Highway and Transport service is a key part of Phase 2 and this procurement exercise has been timed and tailored to fully align with our 21CC programme accordingly. The redesign of Council services aims to safely re-engineer our services whilst making substantial and sustainable savings and has the following primary aims:

- eliminate processes that we do not believe add value to the organisation;
- simplify end to end processes as much as possible to give a good customer experience for staff and customers;
- standardise processes where possible and maximise the use of new technology to provide a consistent, speedy and efficient customer experience through our new casework service;
- automate steps and stages in processes to remove valuable manual input and redirect this liberated resource into specialist services;
- continuously and progressively move towards more self-serve for staff and customers where this is practicable.

The Council’s current contracts for Highways and Transport services expire 31 March 2019 and replacement contract/s are being considered as part of the service redesign throughout 2017. The Council is therefore seeking early input from the service provider market to help inform the Highway and Transport service redesign and ultimately inform the nature of the contract/s to be commissioned from the market.

This document has been prepared by the Council for consideration by participants prior to a “discovery” workshop to be held on 19th June 2017. Following the workshop the participants are invited to respond to the Topics for Discussion at Appendix 1.

Whilst the objectives and underpinning principles of the 21CC programme are clear, the Council is open as to the service delivery model and the services to be commissioned from providers. However, key features of the contracts have been identified and set out in Section 5.0 below.

3.0 The Vision

The Council’s Vision is- *A great place to live, and an even better place to do business.*

The Councils Transport Vision is being formed over 2017 and evolving to align with the 21CC, Local Plan and Local Transport Plan, both to 2036; the evolving draft is detailed below:

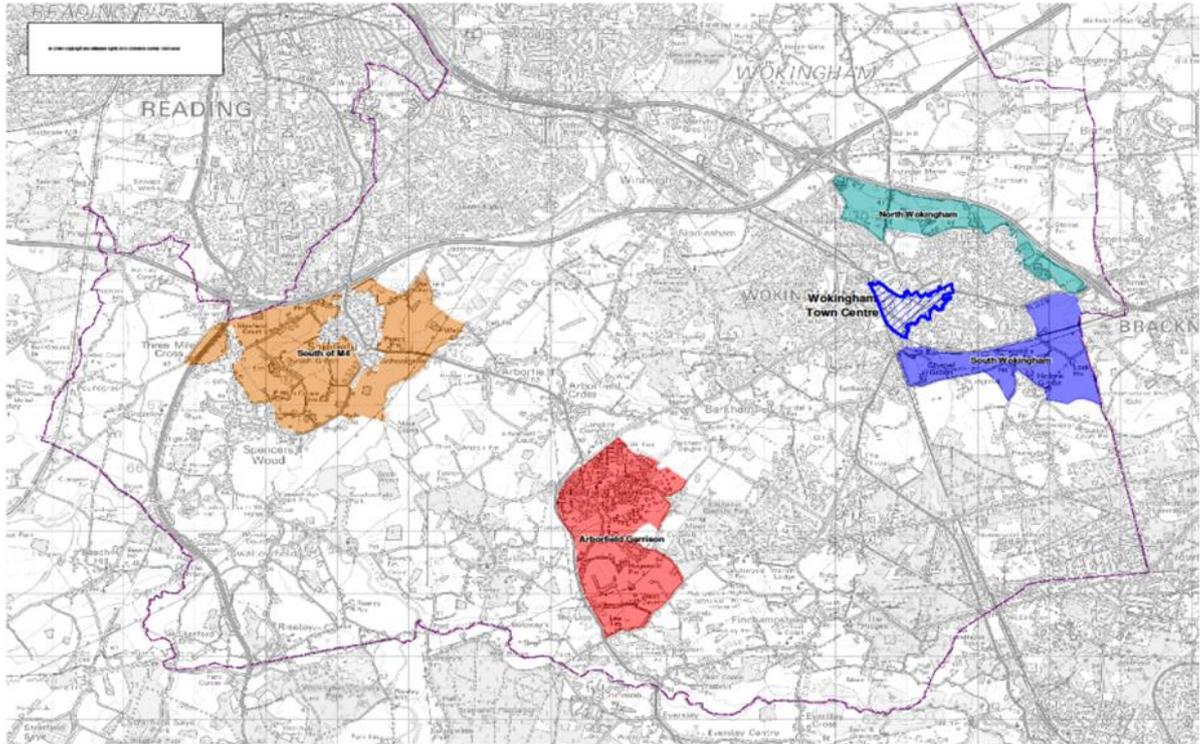
Our vision for Wokingham Borough			
“A great place to live and an even better place to do business”			
The Transport Vision			
“The Council’s vision to 2036 is to deliver and maintain a safe, reliable and joined-up transport system that connects new and existing communities, businesses, commercial centres while providing leisure opportunities. The vision will future-proof the transport network for new and emerging technology; reduce social exclusion; improve network resilience; accommodate climate change; reduce congestion and improve productivity”.			
Objectives			
Infrastructure	Environment	Social	Technological
<ol style="list-style-type: none"> To optimise connectivity, accessibility and productivity through an integrated approach to land use and infrastructure. To invest in infrastructure enabling and promoting walking, cycling and the use of public transport. To provide new roads alongside new developments 	<ol style="list-style-type: none"> To provide safe, accessible alternative travel options to the car, giving health, air quality and carbon benefits. To maximise the use of low cost renewable energy in operating and maintaining transport assets, minimising the Council’s carbon footprint. 	<ol style="list-style-type: none"> To future proof travel networks to meet a more aged and diverse population whilst meeting the expectations of new generations. To provide a transport system that can accommodate the travel needs of communities, commercial and retail businesses and the leisure sector. To create well connected communities 	<ol style="list-style-type: none"> To provide a future-proofed travel network that can assimilate emerging and new technologies such as Connected Autonomous Vehicles. To provide an improved customer journey experience, through optimising use of Big Data. To enable

<p>enhancing economic growth.</p> <p>4. To create innovative ways of funding for maintaining infrastructure.</p> <p>5. To provide well maintained roads by adopting a whole life approach.</p> <p>6. To optimise investment by collaboratively working with neighbours and partners, for a seamless journey.</p> <p>7. To address congestion pinch points.</p>	<p>3. To provide greenways for walking and cycling, and green corridors with active biodiversity integral to the travel network.</p> <p>4. To adapt to climate change and ensure that our transport networks are resilient to severe weather events.</p>	<p>through enabling sustainable travel within and between existing and new housing.</p> <p>4. To enhance the health and well-being of communities and their residents, through quality social infrastructure, and access to facilities, through alternatives to the car.</p> <p>5. To reduce long commutes.</p>	<p>dynamic travel choices and optimised network performance, through the provision of borough wide availability of real-time travel information.</p> <p>4. To allow all travellers to access information on travel opportunities through technological enhancements.</p> <p>5. Connected council and alliance partners enabling value-added decision making on-site.</p>
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Wokingham Borough lies at the heart of the Thames Valley, the UK’s second most productive sub region, home to some 45,000 businesses, with a GDP of over £35billion making it a net contributor to the UK economy. The Borough occupies a unique place in the Valley, being largely rural in nature but offering a highly attractive “quality of life” for its residents and excellent accessibility to major centres of employment in Reading, London and beyond through strategic road and rail links with high connectivity to international gateways at Heathrow and Gatwick airports.

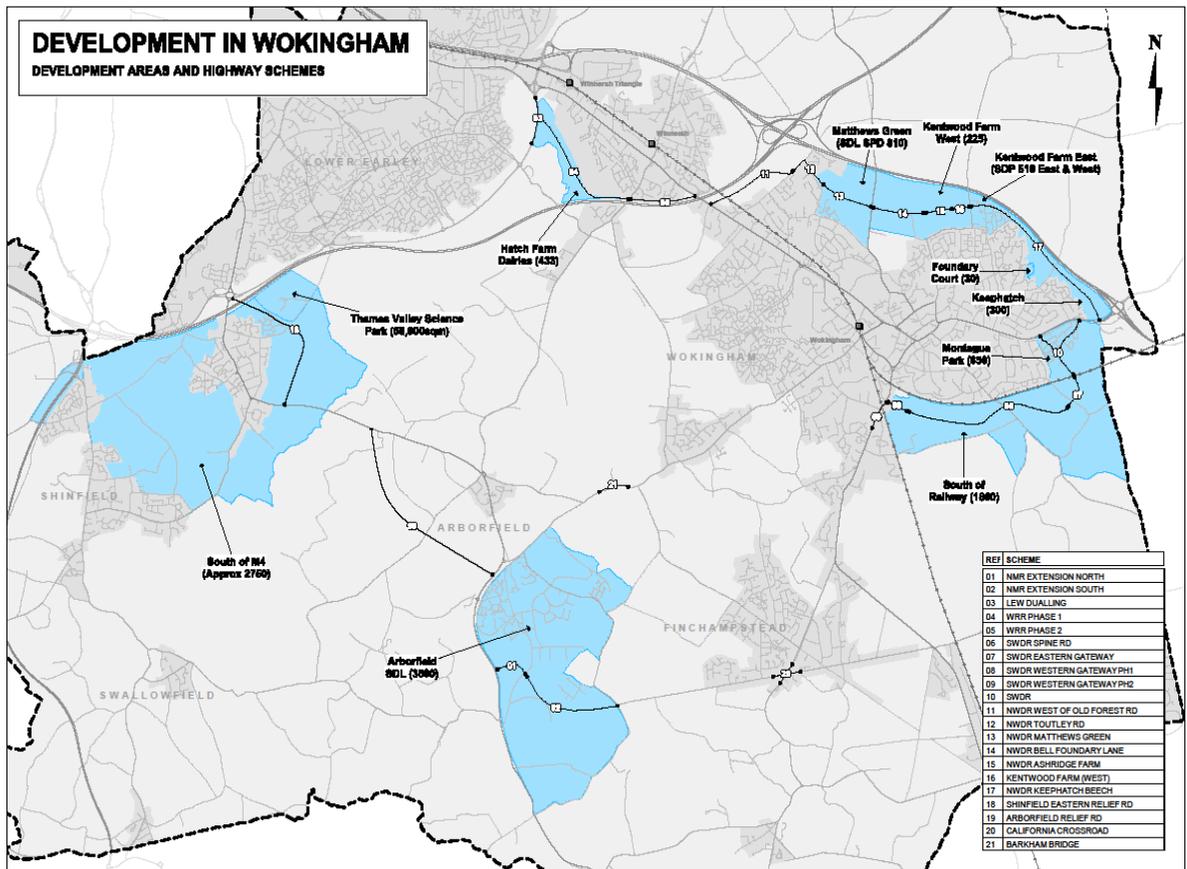
The Borough is forming its transport vision to 2036, as part of updating its spatial plan for the district Local Plan Update and its Local Transport Plan. It has a proven, innovative capacity with “first to market” technology, such as the “My Journey” sustainable transport initiative, and with the significant growth in housing numbers through large scale delivery, in the form of 4 master planned strategic development locations. The Borough will be under pressure to maintain that attractive quality of life for residents and commerce and meet travel demands, both locally and strategically.

The Council has made a clear commitment to growth and aims to deliver 13,500 new homes by 2026, including 10,000 new homes on 4 strategic development locations (SDL's):



- South Wokingham SDL has the capacity to deliver 2,500 homes with development that commenced in 2013;
- North Wokingham SDL has the capacity to deliver 1,500 homes; with well-connected extensions to the existing community, the sites are at various stages of development from pre-application to developers actually on site;
- South of the M4 SDL has the capacity to deliver 2,500 homes: the site is made up of a number of developments at various stages of progress, ranging from pre-application to work underway;
- Arborfield Garrison SDL has the capacity to deliver 3,500 homes with pre-application discussions ongoing and master planning work at an advanced stage;

As part of this delivery programme the Council has negotiated and secured around £100m in transport infrastructure contributions and is investing in the delivery of 5 major new link roads (split into 15 major highway projects) and 3 new 'park and ride' sites. The Council are also developing a 'greenway network' which connects the SDLs to key destinations by combined equestrian, cycle and walking routes.



The Council's Core Strategy, adopted in 2010, set out an intention to concentrate the majority of development in four Strategic Development Locations (SDLs), each delivering well planned, high quality and infrastructure rich communities. The interactive up-to-date maps for all four of the SDLs are available on the Council's website and clearly demonstrate considerable progress to date. The following links connect with their respective interactive maps:

Arborfield Garrison:

<http://www.wokingham.gov.uk/major-developments/arborfield-progress-map/>

Shinfield Parish:

<http://www.wokingham.gov.uk/major-developments/shinfield-parish-progress-map/>

North Wokingham:

<http://www.wokingham.gov.uk/major-developments/north-wokingham-progress-map/>

South Wokingham:

<http://www.wokingham.gov.uk/major-developments/south-wokingham-progress-map/>

The Local Plan Update to 2036, available at the link below, will deliver the next round of housing and associated infrastructure delivery, including major highways and transport projects. It is anticipated that this will be largely funded by the Council via the highest CIL rate outside central London, at over £400/m²

<http://www.wokingham.gov.uk/planning/planning-policy/local-plan-update>

The Borough is forming its Transport Vision to 2036, to inform the updates to the Local Transport Plan and the Local Plan, which are also being revised to accommodate development to 2036.

Issues confronting national, regional and local government are similar: intensification of our cities, towns and villages, whilst protecting our green space; servicing the needs of a population that can expect to live longer and be active for longer; and embracing a pace of technological change that continues to rise at an exponential rate. These three issues are found within a framework of rigorous environmental protection, a workforce that needs to be more productive and where local councils are expected to take more ownership of assets but with decreasing finance and the need to deliver more for less.

Nationally, and locally, customers are expecting more of their transport providers – better quality of service; punctual, reliable, available and accessible. Access to information is expected, allowing decisions to be made on when, or if, to travel; how to travel and whether to change decision mid trip. A poor experience can have a dramatic effect on future decisions.

Within Wokingham Borough, the anticipated scale of change in the housing supply, with a significant number of new homes built in strategic development zones over the next 20 years, is matched by an unprecedented improvement in national and regional transport infrastructure:

- Crossrail 1 will be open by 2020 and Crossrail 2 should be open by 2035;
- the Great Western Mainline will be fully electrified;
- runway 3 and terminal 6 at LHR will be fully operational, with direct rail access off the Great Western Mainline and the Wessex Line providing direct links the airport to and from Reading and Waterloo;
- High Speed Two will be open in 2026, with associated major developments at Old Oak Common;
- the strategic road network, M4, will be improved to SMART motorway.

There is little doubt that for the Borough to be a “great place” in which to live, to shop, to run a business, or to participate in leisure activities, then it will need a vision that meets current and future needs and is adaptable and flexible.

The vision will require connected, accessible and integrated infrastructure, providing a seamless experience for all travellers, by all modes. The infrastructure must be well maintained, adopting whole-life principles in asset renewal and management. To optimise the use of scarce resources, the Council will need to work with neighbours and national network operators to coordinate on asset renewals, travel opportunities and the use of all resources.

Safe, accessible alternatives to the car will maximise the use of low cost renewable energy, improve the health of every section of the community, provide carbon reduction and improved biodiversity and allow all parts of the community to travel. New infrastructure will be built with climate change embedded in design principles; maintenance regimes will also need to heed the impact of flooding and extreme weather events on the resilience of transport assets.

The vision will recognise that our population demographic is changing to be more diverse and people living longer. The network has a role to play in reducing social isolation, connecting communities and people to bring in more cohesiveness, and enabling all people to live a quality, healthier life through an improved range of travel alternatives.

The vision will build upon the technological innovative capacity of the Council. Big Data will play a key role in the future, through the provision of quality, reliable and accessible information to all travellers. The travel experience will be improved by using proven new technology to optimise network operations, asset management and coordination and connecting the Council to its employees and customers in real time.

The vision will be funded through existing and new mechanisms. The flexibility of the Council to raise capital in new ways will be explored and harnessed. Working closely with developers, as the “My Journey” tool demonstrates, provides more certainty for the Council, the developer and better experience for the resident and the traveller.

The vision recognises that, in planning for current and future travel demand, it will only be accommodated through more travellers using more sustainable modes and that peak network conditions are a result of customer decisions rather than network restrictions. Customers will be better informed on how to travel, when to travel and if they need to travel. This places the ownership of a trip into the hands of the customer. The Borough will underpin this through optimising the connectivity and use of its transport resources, heeding the rapid changes in technology, advances in clean energy and highway infrastructure to meet electric charging, the transition to autonomous vehicles; with appropriate traffic control to meet transitional and end demands.

The Borough will manage tensions in meeting the vision. More housing generates more travel; customers expect to be able to park and use their cars and have higher expectations; better regional, national international connectivity makes the Borough a highly attractive location for inward investment. Making sure employees and goods can access places of employment and goods to market, are fundamental business drivers. Balancing these tensions of meeting the vision, accommodating new housing and being consistently attractive to business, whilst maintaining the quality of life and enviable location, will require the Borough to continue to innovate, work with suppliers to be at the forefront of new knowledge and working practises, know when to implement new ideas and when to pause to allow proof testing to take place elsewhere.

The contracts need to respond to these expectations. They will have to embrace technology, use data and information better to inform work flow and, by return, inform customers. New ways of thinking, which embed spatial planning and associated infrastructure design, will be essential if Wokingham is to meet these expectations. Suppliers will have to work in a virtual alliance with the travelling customer, residents, the Council and other stakeholders to collate asset information and be responsive and customer facing, rather than reactive. 'More for Less' can be achieved through applying technology to work practises, adopting a managed programme of risk-based asset management regimes and through longer term contracts, allowing the suppliers to invest in whole-life cost renewals and repairs, rather than short term, lowest cost, methods.

4.0 The 21st Century Council Programme

Advances in technology and changes in customer and resident behaviour mean that different forms of service delivery organization are now possible, which were not deliverable several years ago.

The 21CC will facilitate a move to a 24/7 customer self-serve approach, with the internet as customers first preference for interacting with the Council. This will require state-of-the-art technology and systems and accurate data systems and information.

This will be supported by building the capability and capacity of our people and by closer working with our partners.

The 12 principles underpinning how the 21CC model will work are:

- Focus on the customer experience;
- Redesign processes around the ideal customer journey;
- Inform customers what to expect and keep them up to date along the way;
- Make processes digital by default, but with alternative access channels where appropriate;
- Address issues at first point of contact;
- Collect information once, and only if we actually need it;
- Move as much work forward, to self-serve or customer facing roles as possible;
- Move work quickly and easily around the organisation by using workflows and automated process prompts;
- Automate controls within processes to ensure compliance;
- Measure performance as part of the process/workflow to drive improvements;
- Manage customer capability to enable customers to do more for themselves;
- Manage customer demand to prevent and shape demand where appropriate;

5.0 Highways and Transport Services

The Council's highway network assets are high value and to replace them with new assets at today's construction prices would cost in the region of £1.3 billion. This is reported in the Whole of Government Accounts for Wokingham Borough Council as the Gross Replacement Cost (GRC), plus a further £2.7 billion of associated land. It comprises the following assets:

Whole of Government Accounts valuation 2016:

Asset Group	Quantity	Estimated Value (cost of a like-for-like replacement)
Roads and footways	736 km of roads (including 8 km of motorway) 764 km of roadside footways 5 km of linking footpaths 53 km of off-road cycleways 9 km of on-road cycleways 322 traffic-sensitive streets	£1,100M
Drainage	29,879 road gullies Sustainable drainage systems (SUDS) Critical drainage assets, including ditches and other structures	
Structures	249 structures (including 166 bridges)	£175M
Street lighting	16,113 columns	£25M
Traffic management	40 junctions, 61 pedestrian crossings	£5.5M
Street furniture	Signs, fencing, bins, bollards, benches, street name plates, cycle stands, etc.	£10.6M
Land	Carriageway and footway land area, soft landscaping, grass verges, etc.	£2,700M

The Council is a Band 2 local authority, regarding the DfT's self-assessment submission, and aims to reach band 3 by December 2017. The Council's adopted approach to Highways Asset Management is available at this link:

<http://www.wokingham.gov.uk/search/?q=highways%20asset%20management>

Following the release of the government publication "Well Maintained Highways" Code of Practice in 2016, the Council has an ambitious programme underway to fully embed the 36 recommendations from the new code into how it delivers services, aligned to a risk based approach and delivered via the new contract/s from April 2019.

The Council currently deliver through a combination of “in house” plus two main contracts for the provision of Highway and Transport services:

- The Council’s client staff budget is approximately £2.0M per annum and the service generates approximately £2.5M per annum of income (£1.5M from parking);
- Professional services with an approximate value of £1.8M per annum on core services. However spend over recent years has been significantly higher (additional spend £1.5M in 2016/17) due to additional consultancy support predominantly associated with the major highways infrastructure to deliver the SDL’s;
- Highways Term Maintenance and construction services with an approximate value of £4M revenue plus £5-10M capital per annum;

Summary of current responsibilities:

Client: -

- Highway safety inspections (walked and driven);
- Reactive works ordering;
- Streetworks and permits management;
- NRSWA site checking and compliance;
- Reactive works monitoring/assurance;
- Routine maintenance schedules;
- Works acceptance and payment;
- Winter maintenance plan;
- School crossing patrollers (7 no)
- Structural Maintenance programme preparation (annual);
 - Resurfacing
 - Surface dressing
 - Structures maintenance
- Traffic Engineering services;
 - TRO’s
 - On-street parking provisions
 - Minor TM Improvements
 - Signage specification
- Flood Management and drainage;
- Highway enforcement;
- Stopping Up;
- Asset Management policy and strategy work;
- Compliance with HMEP Asset Management best practice;
- Car Parks management & service (pending CPE Oct’17);
- Highway Searches;
- Street naming and property numbering;
- Community Transport;
- Programme/Project Management of Major infrastructure projects/schemes;

Other related Council Client functions (not currently within H&T client function):

- Highways debt management and recovery;
- Public Rights of Way;
- Highway related Development Control;
- Grounds maintenance;
- Street Cleansing;

Professional Services Consultant Scope of Services: -

- Account/Scope Management;
- Accident records and monitoring;
- Traffic Management and Road Safety (support);
- Road Safety Education and Training e.g. cycling;
- School Crossing Patrol assessments;
- Traffic Management Studies & Transport Planning
- Major Traffic/Transportation Schemes;
- Bridge & Structures inspections and maintenance;
- Traffic Signal service, maintenance & upgrades;
- Transportation Polices and Strategies;
- Travel monitoring and appraisals;
- Transport modelling (VISM)
- Flood Modelling
- Travel Plans;
- “My Journey” data/systems to support sustainable transport;
- Development control/pre-application support;
- Section 38 & 278 services;
- Major and minor scheme- project management, design, site supervisions
- Planning services- outline applications, reserved matters
- Environmental services
- CDM function

(The Professional Services Consultant has co-located staff within the Council Offices for key routine services and externally located resources available as required)

Highways Term Contractor: –

- Highway reactive maintenance works
- Highway schemes/traffic improvements
- Routine maintenance, e.g. A329(M)
- Street lighting reactive maintenance works
- Street Lighting capital schemes (as & when funding available)
- Structural Maintenance works
- Drainage reactive maintenance works
- Drainage routine maintenance, e.g. ditches
- Drainage schemes/improvements (as & when funding available)
- Winter Maintenance service

The Highways Term Contractor currently operates from Toutley Road operational depot on a lease to March 2019 granted by the Council (Council own the depot).

Other Contractors: -

- Gully cleansing
- Jetting
- Major infrastructure scheme build
- Condition surveys/analysis
- Civil Parking Enforcement (pending contract award and mobilisation for October 2017)

Major infrastructure to support the SDL's, including 15 major highway projects associated with 5 new road links, with estimated construction costs in the region of c£80-100M, aligned to the current Local Plan infrastructure demands to 2026, are being delivered outside of the current scope of services due to their scale and engineering complexities. It is envisaged that major infrastructure will continue to be outside the scope of the new contract/s. However, there are likely to be numerous smaller highway and transport projects, under £1M, that are associated with the delivery of the SDL's. Examples being safe routes to school, junction improvements, route treatments, traffic calming and road safety measures. These smaller projects may be delivered through the new contract/s.

Additionally, a proportion of the Council's CIL income goes to the Town and Parish Councils. These reserves have started to build up and it is anticipated that over coming years the Town and Parish Councils will ask the Council to provide some smaller Highway and Transport schemes and initiatives from these reserves. Such schemes and initiatives may be delivered through the new contract/s.

6.0 The Future of Highways and Transport Services

A series of stakeholder engagement exercises has been carried out during late 2016 and early 2017, with Council Officers, Members and Town and Parish Councils, in order to gather views on future highways and transport services. Whilst no delivery model has been defined at this stage, the following views have been captured.

Priorities are:

- Keeping traffic moving and reducing congestion through:
 - Increasing alternative travel opportunities – rail, bus, walking and cycling;
 - Better co-ordination with others and timing of roadworks;
 - Improving customer information;
- Improving the effectiveness of road repairs;
- Maintaining safety particularly at schools;

Key Features of the future contract/s are:

- Contract/s of sufficient length to provide stability to the Council and allow the alliance partner/s to invest in people, technology, plant and materials that provide a more efficient, faster, cost effective service to the customers;
- Greater integration of the service and embedment of providers to:
 - remove doubling up, man-marking, duplication and ambiguity;
 - enable rapid transfer of knowledge and sharing of skills;
- Joint working across multiple stakeholders to enable a holistic approach to planning, network management, maintenance activities and travel coordination including:
 - Contribution to the efficient design and delivery of our spatial planning ambitions and use of this agenda to optimise managed growth in the mitigation of transport impacts on our existing network;
 - Collaboration with Wokingham's Service areas to achieve corporate aims;
- Collaboration with adjacent Boroughs and across the wider Thames Valley;
- Co-ordination with Utility Operators to limit impact on customers;
- Better communication with customers and Members;
- Improving the quality and availability of information and data for stakeholders;
- The ability to make the best of emergent and new technologies, including digital technologies, new materials and low carbon technologies;
- Future proofing of the Council's operations;
- Encouragement of innovative solutions and a move away from prescribed standards;
- A greater focus on an asset management approach and ensuring that the service is proactive/planned and less reactive. In particular the use of the spatial planning process to ensure that new assets are sustainably designed, operated and managed without undue financial burdens;

In conclusion the Council's ambition is for a service delivery model that:

- Is based on long-term collaborative relationships;
- Embeds the skills of the Council and providers in a seamless team;
- Works collaboratively across the Council and with all stakeholders;
- Is sustainable, viable, open, transparent and data-led;
- Attracts investment;
- Embraces innovations and new technologies;

7.0 Market Engagement “Discovery”

The Council is initially seeking the views of the service provider market on the future service models for the Highways and Transport service that best meet the Council’s ambitions. Interested organisations are therefore invited in the first instance to:

1. Consider the information set out in this document;
2. Attend a workshop at the Council Chamber on 19th June 2017;
3. Participate in a Q&A/discussion forum session at the end of the 19th June 2017 workshop regarding the Topics for Discussion at Appendix 1;
4. Submit views and comments to the Council using the attached Topics for Discussion template at Appendix 1;

The Council will use the information from the workshop and subsequent submissions to develop its thinking and model during the summer of 2017. When the Council has developed the model in sufficient depth, it intends to consult the market on the proposed model through a further workshop held in Autumn 2017; then to refine the model further, ensuring market acceptability and interest.

If you would like to contribute but you are unable to send any representatives to the workshop on 19th June, please send an e-mail to the response address listed in Section 9, expressing your interest. The Council will ensure that you are contacted again when we are ready to accept the written inputs.

8.0 Provisional Procurement Timetable

- Soft Market Engagement “Discovery”- 19 June 2017
- Stakeholder Engagement- Summer 2017
- Soft Market Engagement “Informing”- 18 September 2017 (TBC)
- Prepare contract documents and specifications - September to December 2017
- Issue Contract Notice – February 2018
- Shortlist and issue Tenders – April 2018
- Tender returns – July 2018
- Contract Award – October 2018
- Contract Start – April 2019

9.0 Appendix 1 – Discussion Topics & Feedback Form

The topics about which the Council is seeking the market’s views at this time are set out below. These will be discussed at the workshop on 19th June via a closing Q&A session and participants are kindly requested to respond in writing to the council thereafter by submitting their response to: highwaysprocurement@wokingham.gov.uk by **Friday 7th July 2017.**

NOTE:

All written responses will be treated as strictly commercially confidential to the organisation providing the response and will only be used by nominated Council staff to inform the design of the future contract/s and associated procurement process. Any information that is shared with third parties will only be in aggregate and completely anonymous, unless permission is sought by the Council and obtained from the relevant organisation in advance.

Company Name:	*
Company Address:	*
Contact Names/s:	*
Website:	*
Email address:	*
Contact Number/s:	*

Q1) Integration

The Council is seeking a service delivery model that provides greater integration and embeds service providers. Please set out examples of successful client / provider models in highways, or other sectors, in which you have been directly involved and that could be deployed in Wokingham?

Please highlight any features that you consider have contributed to the success e.g. behaviours, contract governance, payment and risk allocation and co-location?

Do you think the provision of an operational depot within the Borough (currently Toutley Road) is essential for efficient and timely service delivery?

Response:

Q2) Collaboration

The Council wishes to increase collaboration with all parties that contribute to an effective highway and transport service including, spatial planning within and across its borders, adjacent authorities, utilities and other services providers, the supply chain and stakeholders.

Please set out examples of successful collaboration and highlight the factors that have contributed to the success?

Response:

Q3) Innovation and Technology

The Council has been successful in implementing technical innovations (e.g. the MyJourney sustainable travel initiative) and is committed to the use of better live/on-line technology, to proactively inform customers and move towards a self-serve approach to services.

Please identify any emerging technologies that you believe are going to impact the sector in the medium term (4-8 years horizon) and how a relatively small highway authority will be able to take best advantage of them?

Response:

Q4) Investment

The Council recognises that investment in the service (people, new ways of working, digital technology, materials, plant and equipment, etc.) is key to success and is making significant investment via the 21CC programme.

In what areas do you consider that the providers could best provide financial investment and what is the most cost-effective way for the investment to be recovered during the contract?

Response:

Q5) Managing the Asset

Like many highway authorities, the Council is seeing an increasing demand on its network whilst available funding remains under pressure. The Council is developing a risk-based asset management approach and looking towards the use of less prescriptive standards to maintain the asset safe and effective, within budget constraints.

What role do you consider that service providers can best play in developing such an approach?

What appetite is there in the market for service providers to take elements of risk and reward for the operation and condition of the asset?

Given the scale of growth in development and highway asset base in Wokingham, what models of cost containment can you showcase that will enable efficiencies through the managed growth (spatial planning) process?

Response:

Q6) Contract Duration

What do you consider to be the minimum, and optimum, contract durations to realise the benefits from an integrated and collaborative model and recover the investments in the service?

Response:

Q7) Attractiveness of the Opportunity

How attractive is this potential opportunity with the Council when compared to other upcoming market opportunities?

What are your thoughts about the current split of services between the client, professional services and term maintenance contractor?

What features would make the opportunity more or less attractive to your organisation to bid?

Response:

Q8) Other Aspects

Please use this opportunity to set out any further information that you think would be beneficial to the Council in planning the future procurement process?

Response: