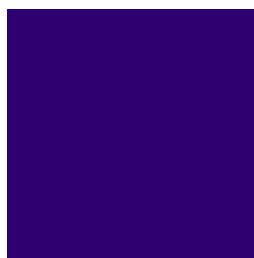
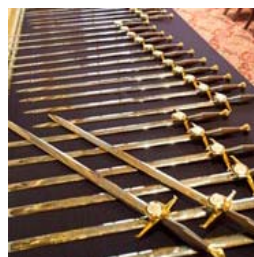
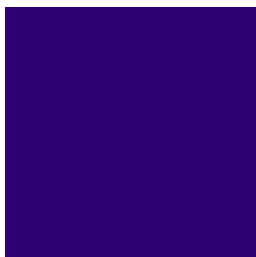
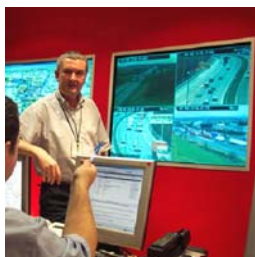


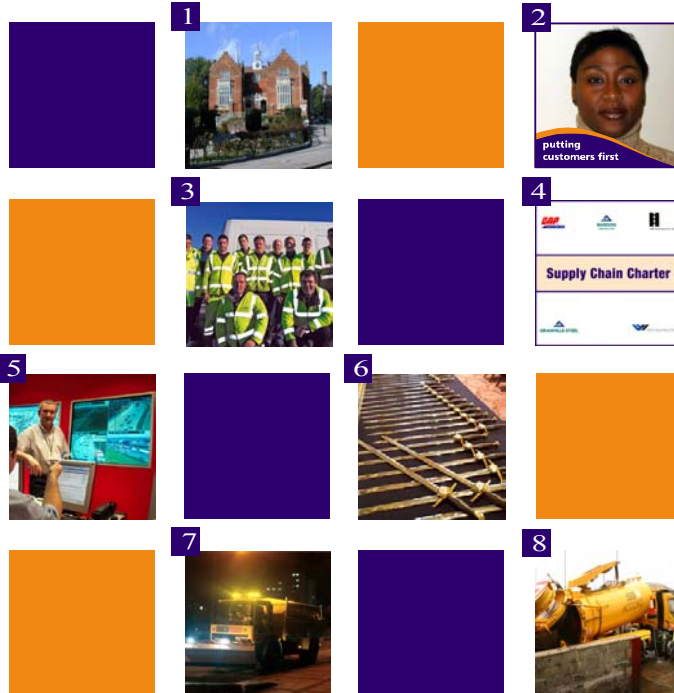
Tender for the Provision of Public Realm Infrastructure – Works and Professional Services

Combined Executive Summary

March 2006



Cover Photographs



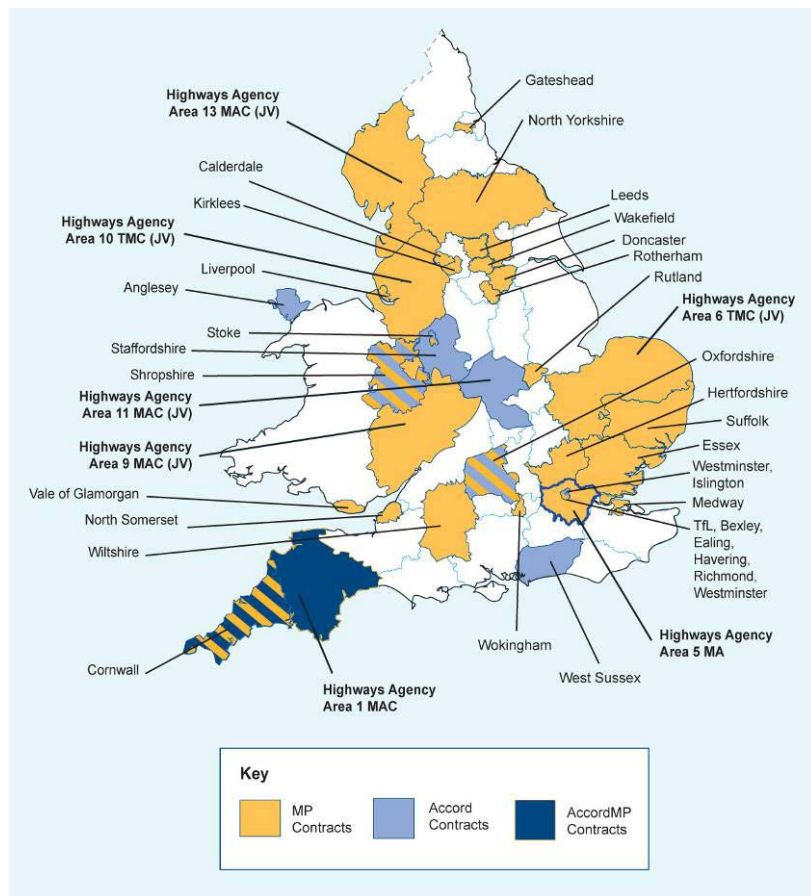
1. Putting Harrow on the map. Building on the Area Stewardship concept piloted in our M4i Demonstration contract in the early 1990's, we will work hand-in-hand with the Council to understand the significant differences across the various wards of the borough to enhance customer service and help promote Harrow as a place to shop and visit.
2. Increased customer focus. Committed to putting 'customers first' in every thing we do - by understanding and responding to their needs - we have included a dedicated and experienced Customer Care Champion, Fidelia Appeti, in our core team.
3. Resourcing for the future. We are committed to a co-ordinated approach to development of skilled resources needed to meet the demands that Harrow is facing in the Public Realm as it enhances its service, including the competing demands of the Olympic Games. We will maximise opportunities for joint training on Apprentice and Management Leadership courses to ensure the Partnership has a fully resourced, integrated, competent and sustainable workforce.
4. Long- term relationships. Our team includes supply chain partners with a proven ability to manage risks; improve efficiency, and to control costs; along with a track record of a 'right first time' ethos; and a partnering culture that will give priority to this contract.
5. 24 hour Service Control Centre. Our industry-leading Service Control Centre will act as an 'information hub', using state-of-the-art IT systems and GPS tracking to confirm fleet locations; aid operational decision-making; and provide your Traffic Manager with real-time programme and accident data.
6. World Class Health and Safety Approach. The 'Sword of Honour' is the most prestigious international health and safety accolade that a company can receive. Only 40 were awarded world-wide last year - 5 of these to Accord Business Units.
7. First Class Winter Maintenance Service. A proven ability in delivering a first class, effective and efficient winter maintenance service - we currently undertake over 185 routes covering in excess of 6500 miles.
8. National Recognition of commitment to the Environment. Accord has been recognised as a national winner in the Environmental Partnerships category at the Green Apple Awards, which acknowledges the innovative approach it has taken in processing arisings collected from roadside gullies - as part of its integrated programme of recycling.

Combined Executive Summary – Public Realm Infrastructure

The Council is seeking a partner for its Works and Professional Services who can work successfully with the Council to deliver **quality** services, maintaining a flexible approach, who has experience of **partnering**, a track record of **delivering** and can help the Council in its objective of achieving **efficiency** savings whilst embracing **innovation**.

AccordMP is that partner; a dynamic force in the local roads and trunk road markets, which has been formed by uniting two of the leading service providers to create the largest integrated highways services company in the country. Our alliance, which is equally owned, was formed in response to the changing demands of public sector clients, in particular the drive for better understanding of client outcomes to bring more efficiency and effectiveness to the wider market, which was brought to the fore by Gershon and the Traffic Management Act.

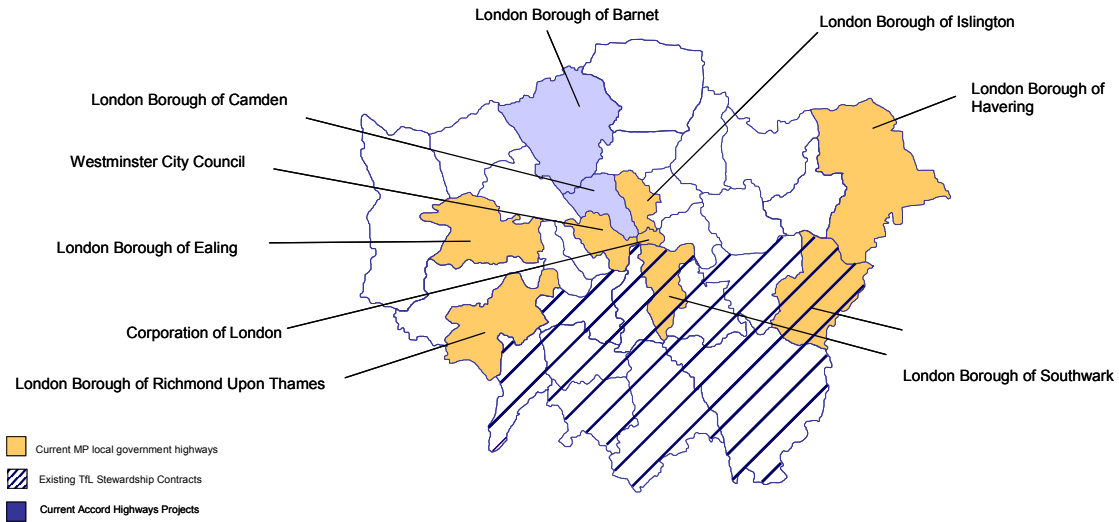
Capability



Geographic spread of Accord & MP commissions in England and Wales

AccordMP is a dynamic new integrated company that is equally owned by two of the leading Highways services providers'. We aim to deliver integrated public realm management and maintenance services on a range of contracts for local authorities by maximising cross fertilisation of ideas and providing scope for sustained service savings.

Current Term Commissions within London



Between our organisations (refer to table on next page) we have over 8,000 employees and an annual turnover in excess £ 700 million. Our services are supported by offices spread through out the country based in London, Oxford, Sutton Coldfield and Manchester. We currently deliver both works and professional services partnerships for the London Boroughs' of Barnet, Camden, Westminster, Richmond, Islington, Ealing, Southwark and TfL. We possess a comprehensive portfolio of both HA and LA contracts which are highlighted in the maps inset. We are confident we have the resources, technical expertise and knowledge to deliver Harrow's aspirations for the Works and Professional Services contracts.

	2002	2003	2004
Management	584	710	819
Supervisory	329	396	404
Technical/ Professional	2783	3228	4025
Operatives	2278	2592	2728
Combined Turnover (£'m)	495	615	728

Table showing growth in combined resources over past 3 years

Partnering

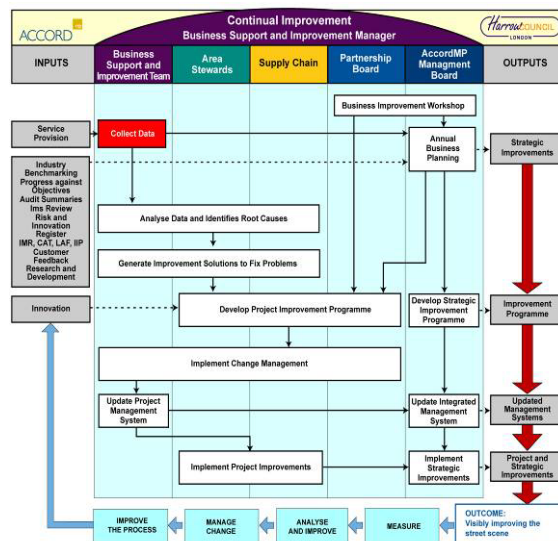
We really believe in the value of partnering and have an extensive record of working in a partnering environment. Partnering is ingrained in the company ethos of both Accord and Mouchel Parkman. We are the leading provider of partnership services in this sector in London.

We believe that establishing and maintaining the optimum culture is a journey, not a destination, and by integrating with our clients, we can provide high quality services to customers and communities. We achieve this through working in partnership with our clients in long-term relationships to create a strategy and vision for improvement and efficiency, which we deliver and review in a collaborative approach. Good communication is essential, and we are committed to sharing plans and goals with clients, not only through the KPI structure that the Council proposes, but also through day-to-day working.

Quality and Delivery

We are committed to delivering a quality service that really delivers and achieves continuous improvement throughout our business to the benefit of all our clients, customers and supply chain partners.

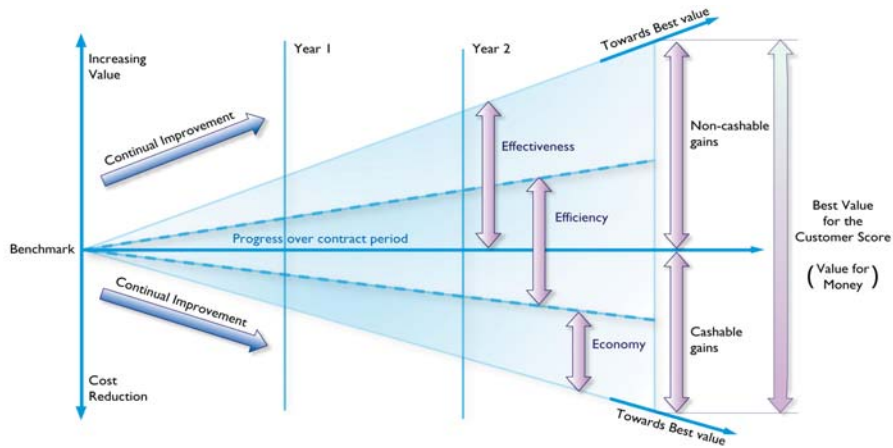
Our people are our greatest asset and key to the quality of services that we deliver. We promote a culture of continuous professional development and we ensure that they are appropriately qualified and well trained and have at their disposal the right tools to do their jobs well. We will use expertise gained in developing our customer-focussed, Integrated Management System (IMS) to assist the Partnership with the development of a series of process maps as a tool to lead to Business Process Re-design. This will provide a clear mechanism for identifying, and where appropriate, reducing the number of interfaces and for re-design of the Partnership structure and roles as the Contract evolves.



Process Maps shown defines the links between inputs and customer outcomes

Efficiencies

At the heart of the IMS is the ‘Customer Objectives Framework’ that shows which processes are relevant to the achievement of each KPI and outcome; the Vision; and ultimately our ‘Best Value for the Customer Score’ – an overall score of value for money related to cashable and non-cashable gains which in turn relates to an improvement in efficiency, effectiveness and economy.



AccordMP graphical representation of best value for the customer

The Council is striving to deliver efficiencies, savings and improvements in accordance with the Gershon Review. Increasing pressure on budgets means that delivering more with less is increasingly how Local Authorities need to manage their business.

We work with our clients to drive continuous improvement through performance indicators and benchmarking. One such initiative offered to our clients is our Community of Practice programme.

Under this initiative we offer a Community of Practice comprising Client Forums whereby our clients can come together with us to exchange information and share best practice and identify where efficiencies can most effectively be made. We have used this programme to ensure that our structures serve our clients’ wider business needs and deliver real savings.

We have experience of working on Gershon-type initiatives with a number of clients focussing on the areas in the model shown below to deliver significant savings.

Innovation

Innovation is at the heart of our organisations’ philosophy and core values. Organisations need to innovate in order to improve quality of service, maintain client satisfaction and drive down costs to differentiate themselves from competitors.

Creativity and innovation stem from the environment in which people work. Positive, well-motivated people doing jobs they find challenging and fulfilling are at their most creative and innovative.

We will maintain an innovation register overseen by an innovations forum which ensures that innovation is captured and rolled out as best practise throughout the business and its partners and clients.

Leadership

The difference between a successful Partnership and an average Partnership is often a function of the quality of individual leaders, how they relate to their staff and colleagues, their counterparts in partner organisations and their approach to dealing with key issues.

Strong and intelligent leadership is critical to delivering success. In addition, we aim to develop and foster trust between us and our partner organisations. We are acutely aware, though, that such trust is earned and not given, so we work very hard to ensure that we foster an environment of openness and honesty, where each party can contribute in a positive and open way.

Our management team is offered, having evaluated the Council's requirements for services and relationships. In summary, key managers will be provided as follows:



Peter Myers, was formerly General Manager for Bradford TMC, Commission Manager for Highways Agency Area 16 TMC. Peter appreciates that, in his role as General Manager for the 'Works' Contract and the Professional Services Contract. He will be a servant of the people of Harrow and that his decisions and actions will have a direct bearing on their quality of life.



AccordMP will be represented on the Management Team by **Matthew Hill**. As Professional Services Manager, Matthew will be the focal point of bringing best value and innovation into the partnership.



Elaine Wyatt will be responsible for Traffic and Transport Engineering Services. Elaine is a Divisional Director in Mouchel Parkman's London business and has a wealth of experience in local government including working at Harrow as Principal Engineer. Elaine manages engineering and urban design services for a number of Public Sector clients.



Ritchie Taylor, AccordMP's Service Director, was formerly Commission Manager for the Wiltshire term commission, where he was the driving force behind development of the innovative 3-way Highways Partnership. Ritchie will provide strategic guidance and support to the partnership.



In addition, AccordMP will be represented on the Partnership Board by **Mark Raisbeck** a member of the AccordMP Management Team and a Director on Mouchel Parkman's London Board (Local Roads & Transportation), with responsibility for Business Management.



David Virden is the Managing Director of AccordMP. He has over 25 years experience of highways delivery working for Contractors, Consultants and Local Authority clients including 9 years with Central Regional Council in Procurement and Change Management. David will use his unique experience to ensure a smooth transition and will ensure the delivery of the Council's aims and objectives.

These key staff will use their substantial experience of the transport and highways sector, bringing lessons learned to benefit the Council and its communities and ensure that we deliver high quality, effective services.

Customer First

We are committed to putting customers first in everything we do. Understanding the Council's needs is paramount and we will work with the Councils officers' and the other members of the Partnership to find the right solutions.

We place great importance on understanding our clients' needs and on obtaining feedback from our clients on our performance. We continually monitor client satisfaction through our client feedback survey quality procedure and strive to improve our services to ensure they meet or exceed our clients' expectations. Clients are asked to take part in surveys that measure their perception of both the qualitative and quantitative aspects of our performance.

We have introduced many innovative customer service strategies including initiatives like Customer Care Managers, brought in from the retail sector to expand service vision.

We will also provide your Traffic Manager with 24/7 real-time access to programme and incident data. Supervisors will provide additional road-side customer-facing information, using innovative roof-mounted display signs, similar to those we are introducing on other new contracts.



These initiatives will be supported and developed by a dedicated 'Information Manager & Customer Care Champion', who will be **Fidellia Appetti**. Fidellia will help shape our organisation to reflect the 'customer focus' ethos; an approach that will support the Council's Area-based teams.

A fundamental aspect of our stewardship approach will see the introduction of Small Works Area Teams (SWAT Units) who will undertake minor planned and reactive works, and provide initial emergency response assistance. Supplementing the Council's Area Teams, SWAT Units will act as additional 'eyes and ears', sending observations and suggestions back to the Council's inspectors, designers and environmental teams to help identify problem areas and develop appropriate solutions.

From the 2001 census, 41% of the population of Harrow are from ethnic minorities, which presents unique challenges to achieving the Council's vision and is recognised by the corporate priority 'Strengthening Harrow's Communities'. We will support this process by collaborating with the Council and its other partners' to develop a programme of cultural and basic language training for all customer-facing staff and operatives so that they are in a better position to communicate and respond to the needs of the communities.

Furthermore, as this programme is rolled out, we believe the Partnership will become an exemplar of best practice in community integration by presenting a positive and sensitive perception of the Council through the attitude of front-line staff and operatives bearing the joint Partnership branding.

Benefits to the London Borough of Harrow

We as separate organisations well qualified to deliver all of the works and professional services required by the Council. The key advantage of engaging AccordMP to deliver all aspects of the public realm services is that as a single organisation we can help the Council realise measurable benefits similar to those generated by the changes within the procurement processes under the recent Early Contractor Involvement (ECI) and Managing Agent Contractor (MAC) initiatives.

The benefits we can deliver in terms of economy, efficiency and effectiveness through a single contract will include:

Economy	Efficiencies	Effectiveness
<ul style="list-style-type: none"> ■ Easier for the council – one commission ■ Reduced administration of the contract for the Council ■ Reduced contract documentation ■ Reduced administration and management staff for service supplier ■ Reduced office overheads due to co-location ■ Open book accounting gives Council better appreciation of actual costs ■ For some aspects, offer cost pain/gain approach 	<ul style="list-style-type: none"> ■ Reduced contract interfaces ■ Better communication ■ Joint project delivery ■ Reduced design costs ■ Reduced risk ■ Speeding up delivery ■ More predictable delivery ■ Common and integrated system / procedures ■ More flexible spending ■ Access to innovation ■ Money spent in most appropriate place ■ Maintainable designs ■ Buildable designs ■ Joint training 	<ul style="list-style-type: none"> ■ One brand ■ More straightforward communication with the public ■ Accountability ■ Improved public perception ■ Better media relationship ■ Focus on outcomes – not budget spend ■ Outcome-based KPIs ■ True VFM ■ Effective engagement with elected members

Together we will bring;-

- Demonstrable track record of delivering and exceeding on our promises and introducing innovation.
- Focus on efficiency and effectiveness, particularly through formal process alignment.
- Customer first as local service provision and ensuring we enhance your outcome delivery.

Should we be successful, this partnership will be a flagship AccordMIP contract. We will strive to make the partnership successful and to make Harrow an exemplar provider of Public Realm Infrastructure in London.

