

## Appendix A – Options Report

Option	Strengths/benefits	Weaknesses	Opportunities	Conclusions
<b>Do Nothing</b>	Reduction in costs, as not having to pay for external contractor	Once the current contract expires on 1 October 2021 there will be no structure in place for maintenance of existing inventory and for the safety requirement of regular inspections	Traffic signals team would need to increase significantly in size by a minimum of 5 FTE's and training implemented to undertake all on-street activities; installation/inspections/fault repair.	Not feasible
<b>Re-procure a new contract for commencement 1 October 2021</b>	Changes to the contract could be investigated and included without the need for renegotiation.  Updated contract cost	The delivery of the traffic signals maintenance is supplied by specialist companies which will limit the response. Previously only 3 companies responded with talent being significantly more cost effective.  Cost and time incurred from the procurement, de-mobilisation and mobilisation processes  Current costs are likely to increase, especially on the schedule of rate items. This is due to increased use of technology, which WSCC are receiving at the contract commencement agreed rates.	Investigate the option to add additional features based on additional benchmarking with potential suppliers  Opportunity to use what has been learnt from the current contract, and improve upon the issues that couldn't be implemented via collaborative agreement.	The current service levels and performance standards clearly shows that the current contract to operating successfully. Combined with the schedule of rates cost comparison and the current difficult operating conditions it is recommended that this is not pursued at this time.
<b>Re-procure a new contract for commencement 1 October 2021 with Neighbouring Authority</b>	Changes to the contract could be investigated and included without the need for renegotiation.  Greater economies of scale, should lead to reduction of individual component parts for new equipment  Updated contract cost	The delivery of the traffic signals maintenance is supplied by specialist companies which will limit the response. Previously only 3 companies responded with talent being significantly more cost effective.  Cost and time incurred from the procurement, de-mobilisation and mobilisation processes  Current costs are likely to increase, especially on the schedule of rate items. This is due to increased use of technology, which WSCC are receiving at the contract commencement agreed rates.  Initially there may be different manufacturers equipment being utilised in each county; maintenance contractor would require spares for each set of equipment  This was previously investigated and the differential in specification was sufficiently diverse that a common solution would have a detrimental effect on at least one of the authorities.  WSCC are already aware that talent's current cost model includes the assumption that operating and administration costs can be shared over their southern contracts, so combining the contracts will have no effect on their delivery model.	Potential increased wealth of knowledge from other authorities  Staff gain understanding of wider range of equipment  Investigate the option of adding additional features based on additional benchmarking with potential suppliers  Opportunity to use what has been learnt from the current contract, and improve upon the issues that couldn't be implemented via collaborative agreement.	The alignment of the neighbouring authorities contract, the different specifications and the knowledge that WSCC are already receiving a cost that considers sharing resource would make this a none preferred option at this time.
<b>Extend the current contract for 1 year at a time</b>	Known costs which were competitive when the contract was awarded in 2016.  Known service levels which should continue.  No procurement cost  Continuation of current working methodology. This has been evident throughout the current Covid-19 unprecedented circumstances, talent have continued with business as usual and demonstrated their commitment to delivery	Extending by 1 year will prevent longer term improvements being implemented.  Key decision report required yearly to determine if the extension will be implemented  It is difficult to conduct a full benchmarking cost comparison due to different authorities specific contractual requirements. The cost analysis has therefore been on regular equipment procured direct from the supplier and not through the maintenance contract..	None due to the uncertainty of the contract duration	This would limit the opportunities to develop long term system improvement, including enhanced asset management plans. This is therefore the none preferred option.
<b>Extend the current contract for 5 years</b>	As above, plus collaborative improvements both cost and performance can be implemented, improving the network, utilising new technologies and investigating contract changes.	It is difficult to conduct a full benchmarking cost comparison due to different authorities specific contractual requirements. The cost analysis has therefore been on regular equipment procured direct from the supplier and not through the maintenance contract.	There is the opportunity to work with talent to improve the current operating systems, introduce new technologies and explore potential cost savings. These include: -  a) Continued improvement of the asset data on Imtrac to establish a more granular database which will enable WSCC to analyse condition status, obsolete equipment and costs in more detail.  b) Waiver the first year's maintenance fee for any new WSCC funded sites.  c) Continued development of software and equipment to enable traffic signals to react to different vehicles.  d) Contract changes to reduce revenue commitment and Co2 emissions by changing the response times based on fault classification and/or reduce requirement for engineers to respond to non critical faults overnight.  e) Additional reduction in the annual maintenance rate when sites are upgraded to LEDs  f) Explore the cost benefits associated with linking other equipment to the Remote Monitoring System i.e. Pollution Monitoring	The current service levels and performance standards clearly shows that the current contract to operating successfully. Combined with the schedule of rates cost comparison and agreement to continue to improve and develop the contract, this is the preferred option.