

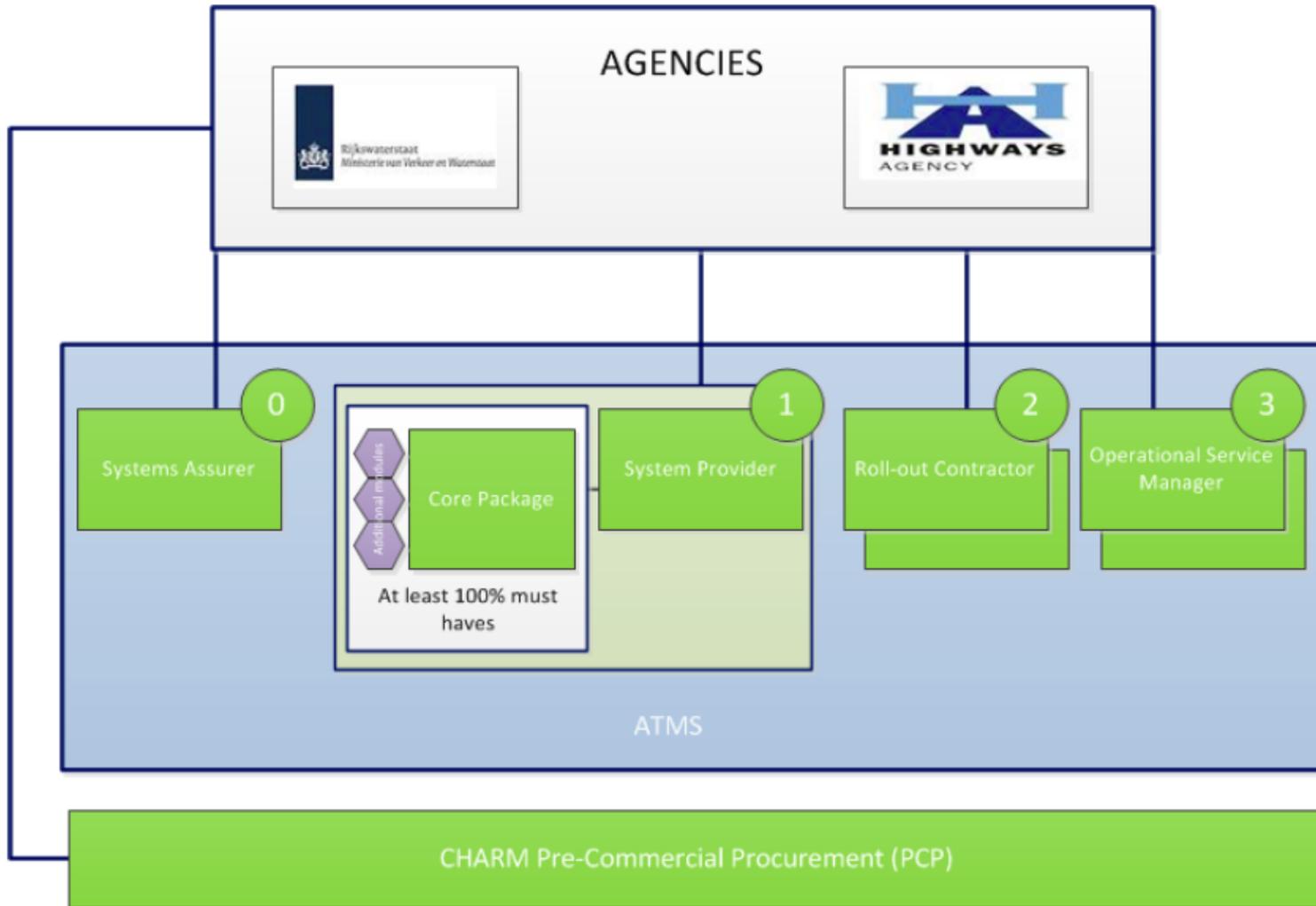
CHARM PCP

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What is CHARM?

- Starting formally in May 2011, CHARM is a collaboration between Highways England (formerly Highways Agency) and Rijkswaterstaat (RWS) of the Netherlands.
- Each organisation is responsible for managing their respective strategic road networks, and they operate in a very similar way.
- Over a number of years, Highways England and RWS have worked together to share knowledge and approaches to solving problems. The CHARM project was initiated to address a common technology problem.
- CHARM aims to implement a modern traffic management solution as part of an integrated suite of technologies to maximise network capacity.

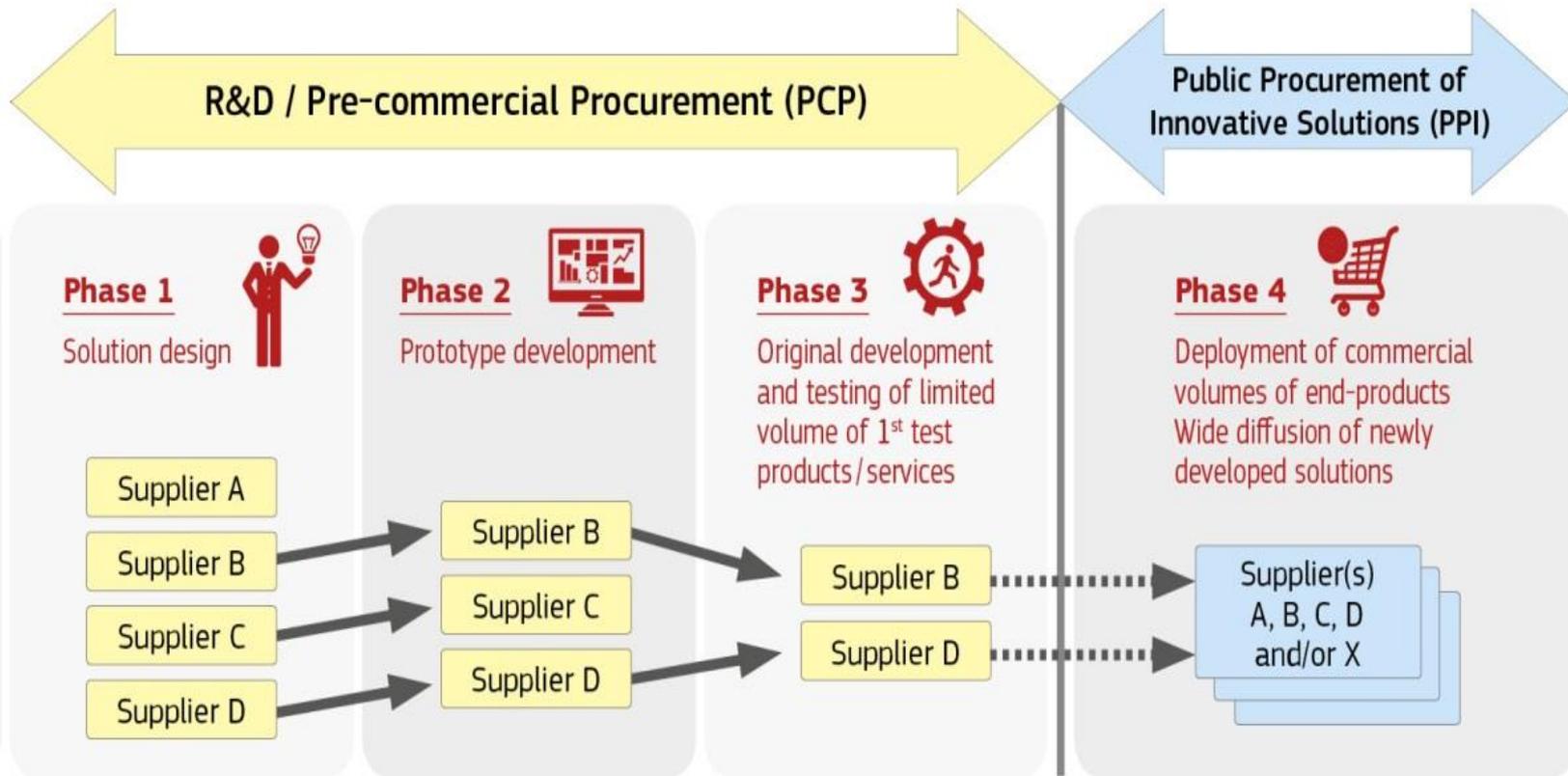
Overarching procurement strategy



CHARM PCP scope

- CHARM PCP aims to create new modules for the CHARM architecture that correspond to three sub-challenges that form part of the overarching challenge shared by the Belgian, Dutch and English highway authorities.
- 3 challenges/lots:
 - Challenge 1: Advanced distributed network management;
 - Challenge 2: Detection and prediction of incidents;
 - Challenge 3: Support of cooperative ITS functions.
- CHARM PCP consists of 3 phases. The number of companies is reduced throughout the phases as a result of competition between companies.
- Each of the 3 phases consists of one or more of the following:
 - A mid-term demonstration and/or an end of phase demonstration;
 - A feasibility report and/or an end of phase report (which was formally assessed using MEAT, and determined which suppliers proceeded to subsequent phases).

Process



Key milestones

- **September 2012:** Grant agreement.
- **September 2013:** Phase 1 competition starts.
- **February 2014:** Framework agreements awarded to 11 companies.
- **October 2014:** Phase 2 competition starts.
- **April 2015:** 8 successful companies commence Phase 2.
- **February 2016:** Phase 2 demonstrations.
- **June 2016:** Phase 3 competition starts.
- **August 2016:** 6 successful companies commence Phase 3.
- **May 2017:** Phase 3 demonstrations.
- **August 2017:** PCP concludes.

Lessons learned

- This can be a very complex procedure - share conclusions and positions reached with companies via an iterative process to measure progress, and let them know what happens in each phase and after PCP. Have regular face-to-face sessions to build relationships and understanding. Ensure companies are given ample time to prepare.
- Ensure time is allocated for team building within your PCP consortium.
- Where a PCP is linked to a bigger programme, ensure you allow for sufficient float within the PCP.
- Ensure that proposed PCP deliverables are technically achievable at the earliest stage possible.
- Pay attention to necessary arrangements regarding confidential information from stakeholders at the start of the procurement procedure to prevent difficult situations with companies.
- Consider accepting more companies in phase 1 as to increase competition in subsequent phases.

Lessons learned

- Clearly define and publicise roles, responsibilities and escalation procedures from the outset, ensuring discipline leads have the appropriate clarity, authority and tolerances.
- PCPs can span a number of years – ensure you have sufficient resource, capacity, capability and succession plans.
- Engage with the EC and other road authorities throughout.
- Ensure the assessment procedures are proportionate and fit for purpose (i.e. some questioned whether we had too many assessment criteria; some questioned whether price had too a heavy weighting).