

Appendix C – Highways Evidence Pack

Considered by the Member-led Working Group on
27TH March 2017

Summary of the core service

- Highway Operations
 - Highways Safety Inspections
 - Planned works (LBB funded)
 - Reactive works (pot holes)
 - Highway Licenses
 - Permit to work (NRSWA - Manage utility companies working on the Highways)
 - Contract management

- Highways Network management
 - Highways Design and Improvement (Parking, traffic schemes, LIP schemes)
 - Road safety education
 - Sustainable travel (buses, cycling, walking)

- Highways Regeneration
 - Planning Application comments
 - Development Control
 - S278, S38, S106 Agreements

Key people

- LBB Commissioning Leads:
 - Commissioning Director, Environment: Jamie Blake
 - Strategic Lead Highways: Mario Lecordier
 - Strategic Lead Transport: Jamie Cooke

- RE Service Leads:
 - Operations Director: Alun Parfitt
 - Service Director Highways: Dean Cronk

Key figures 2015/16

- Share of the annual contract fee allocated to the core service (based on indicative cost at transfer): £5,115,000
- Share of the income guarantee attributed to the service: £7,210,185 (includes income from utility companies carrying out works on the highway network, development related activity, vehicle crossovers and licences)
- Expenditure on additional work (Special Projects) that is not covered by the management fee, for example Local Improvement Plan and Network Recovery Plan: £1,946,000 (primarily funded through third parties, e.g. TfL, or capital budgets)
- Staff numbers:
 - On transfer: 76
 - Now: 72 based in Barnet, with 10 from other Capita offices

Service journey

- Early exit of poor performing officers and re-organised to strengthen team structure, which did impact on continuity
- 56% increase in service requests in one year, with corresponding 10% increase in Members' Enquiries
- KPI reporting regime established (there was none previously)
- Development and adoption of Asset Management vfm Principles
- ICT Investment : EXOR, Mobile Working
- Communications
 - Established the Re Service Hub; Member custodians; Member monthly updates; winter maintenance decisions; web site re-design
- Development and adoption of a number of processes and Policy Framework for Highway Management and Maintenance, e.g. Footway Treatment types, Policy for managing footway parking, Development of robust Prioritisation Model for yearly highway maintenance work programme

Performance to date – summary of commitments

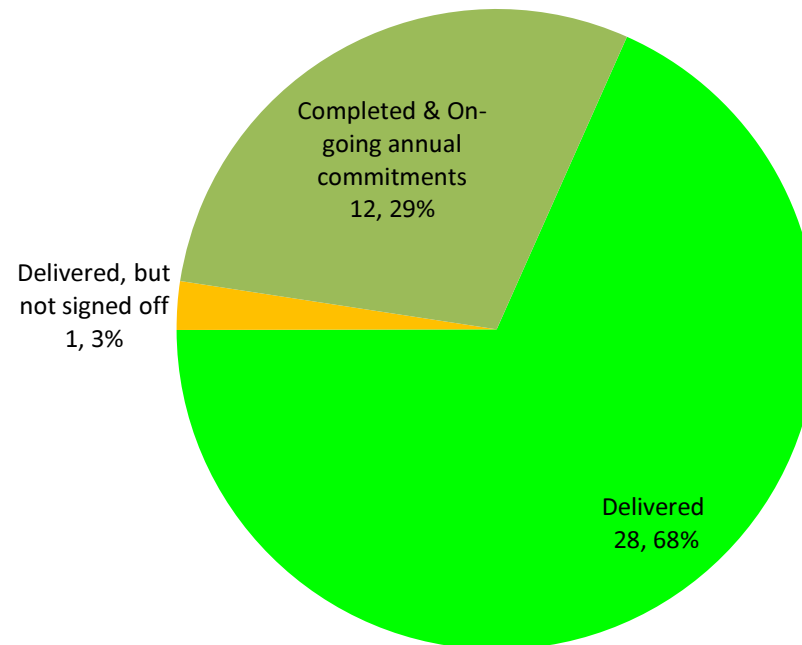
41 total commitments

28 delivered

1 delivered, but not signed off by LBB

12 delivered and now an on-going annual commitment

Status of Highways Commitments



Contractual commitment not yet signed off

Commitment	Status	Comments
<p>T3-087 : The Service Provider will work with local businesses and organisations to develop voluntary travel plans and to promote the benefits or reducing the need to travel; raising awareness of the impact of vehicle use and adopting sustainable travel arrangements</p>	<p>Delivered but not signed off by named officer</p>	<p>Travel Plans are being monitored, but more evidence is required that RE are proactively working with local businesses to develop voluntary Travel Plans, not just those that are agreed as part of Planning Conditions, i.e. evidence that RE is identifying and engaging with large and medium size, or even small businesses, to discuss travel plans with them.</p> <p>Once this additional evidence has been supplied, the commitment will be signed off and become on ongoing commitment that is reviewed annually.</p>

Performance to date – KPIs annual outturn

KPI/PI Title	2013/14		2014/15		2015/16	
	Target	Outturn	Target	Outturn	Target	Outturn
KPI 1.1 NM : Annual programme relating to Highway Safety Inspections	100.00%	100.00%	100.00%	99.75%	100.00%	98.60%
KPI 1.2 NM : Annual Programme relating to Carriageway Resurfacing schemes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
KPI 1.3 NM : Annual Programme relating to Footway Relay schemes	100.00%	100.00%	100.00%	100.00%	100.00%	101.56%
KPI 1.4 NM : Annual Programme relating to other highway improvement schemes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
KPI 1.5 NM : Annual programme relating to Highway Condition Assessment	100.00%	no activity	100.00%	100.00%	100.00%	100.00%
KPI 1.7 NM : Annual programme of Gulley Cleansing	100.00%	97.04%	100.00%	100.19%	92.00%	92.89%
KPI 1.8 NM : Annual programme relating to Bridge Inspections	100.00%	no activity	100.00%	100.00%	100.00%	100.00%
KPI 1.9 NM : Annual programme relating to Cyclic Bridge Maintenance	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
KPI 2.1 NM : Emergency Defects Rectification Timescales completed on time	100.00%	100.00%	100.00%	97.28%	100.00%	100.00%
KPI 2.10 NM : Response to complaints relating to a drainage malfunction and/or flooding event	100.00%	94.10%	100.00%	92.12%	100.00%	100.00%

Performance to date – KPIs annual outturn

KPI/PI Title	2013/14		2014/15		2015/16	
	Target	Outturn	Target	Outturn	Target	Outturn
KPI 2.11 NM : Responding to weather reports/warnings (gritting in winter)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
KPI 2.2 NM : Category 1 Defects Rectification Timescales completed on time	100.00%	80.96%	100.00%	96.35%	100.00%	99.25%
KPI 2.3 NM : Category 2 Defects Rectification Timescales completed on time	100.00%	no activity	100.00%	88.05%	100.00%	97.83%
KPI 2.4 NM : Insurance Investigations completed on time (14 days)	100.00%	97.84%	100.00%	99.71%	100.00%	99.71%
KPI 2.5 NM : Response in dealing with complaints relating to weeds on the public highway	100.00%	100.00%	100.00%	100.00%	100.00%	98.69%
KPI 2.6 NM : Response in dealing with Highway Licence applications	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
KPI 2.7 NM : Processing of Vehicle Crossover Applications - timescale for providing quotes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
KPI 2.8 NM : Timely construction of Vehicle Crossovers following receipt of payment	100.00%	94.66%	100.00%	97.52%	100.00%	94.33%
KPI 2.9 NM : Processing of Vehicle Crossover Appeals	100.00%	no activity	100.00%	100.00%	100.00%	no activity
KPI 3.1 NM : Timely response to Permit requests (LoPS)	100.00%	99.94%	100.00%	99.75%	100.00%	99.99%
KPI 3.2 NM : Appropriate conditions attached to Permits (LoPS)- Ensure appropriate conditions are attached to Highways works Permits as per the London Permit Scheme (LoPS) (Total number of permits with appropriate conditions/total number issued)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Performance to date – KPIs annual outturn

KPI/PI Title	2013/14		2014/15		2015/16	
	Target	Outturn	Target	Outturn	Target	Outturn
KPI 3.3 NM : Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
KPI 3.4 NM : Compliance with Sample Inspection regime (Compliance with chargeable inspection regime to quality-check works on highways (New Roads and Street Works Act)	2563	2579	2563	4287	2108	2609
KPI 3.5 NM : Level of Withdrawn Defects. Levels of passed and failed Highways works inspections - no more than 15% of the challenges to inspections with a "Failed" decision is upheld based on the New Roads and Street Works Act - NRSWA) (Total number of challenges upheld/total number of failed inspections)	15.00%	3.89%	15.00%	1.37%	15.00%	2.66%
KPI 3.6 NM : Activity in relation to dealing with Section 50 (S50) Requests (TMA)	100.00%	100.00%	100.00%	100.00%	100.00%	98.15%
KPI 3.7 NM : Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
KPI 3.8 NM : Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA)	0.00%	no activity	0.00%	0.00%	0.00%	0.00%
TDKP HS01 : Delivery of Local Implementation Plan (LIP) documents - in accordance with agreed timeframes to meet Authority decision making requirements and TfL deadlines	100.00%	not due	100.00%	100.00%	100.00%	100.00%

Performance to date – service credits

Year	KPI Number	KPI Description	Service credit
2013/14	KPI 2.8 NM	Timely construction of Vehicle Crossovers following receipt of payment	£1,979.25
2013/14	KPI 3.1 NM	Timely response to Permit requests (LoPS)	£1,055.60
Subtotal 2013/14			£3,034.85
2014/15	KPI 1.1 NM	Annual programme relating to Highway Safety Inspections	£12,723.75
2014/15	KPI 2.2 NM	Category 1 Defects Rectification Timescales completed on time	£3,958.50
2014/15	KPI 3.1 NM	Timely response to Permit requests (LoPS)	£1,187.55
2014/15	KPI 2.2 NM	Category 1 Defects Rectification Timescales completed on time	£5,655.00
2014/15	KPI 2.10 NM	Response to complaints relating to a drainage malfunction and/or flooding event	£3,166.80
2014/15	KPI 2.2 NM	Category 1 Defects Rectification Timescales completed on time	£3,958.00
2014/15	KPI 2.1 NM	Emergency Defects Rectification Timescales completed on time	£56,550.00
2014/15	KPI 2.1 NM	Emergency Defects Rectification Timescales completed on time	£56,550.00
Subtotal 2014/15			£143,749.60
2015/16	KPI 1.1 NM	Annual programme relating to Highway Safety Inspections	£3,958.00
2015/16	KPI 1.1 NM	Annual programme relating to Highway Safety Inspections	£3,958.50
2015/16	KPI 1.1 NM	Annual programme relating to Highway Safety Inspections	£5,655.00
2015/16	KPI 2.2 NM	Category 1 Defects Rectification Timescales completed on time	£56,550.00
Subtotal 2015/16			£70,121.50
Total			£216,905.95

Performance to date – other remedies applied

In 2014/15 a Rectification Plan was agreed with the council for Highways Network Management KPI 2.2 (48 Hour repairs) to consistently achieve performance levels at 99% and above. This was delivered, as set out below.

2014/15	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
Projected performance*	95%	95%	95%	98%	98%	98%	99%
Update: Actual Performance	96.8%	90.3%	98.4%	98.8%	100%	100%	100%
Previous year 2013/14	Dec-13	Jan-14	Feb-14	Mar-14	Apr -14	May-14	Jun-14
% of intervention level defects made safe in 48 hours	82%	82%	88%	98%	97%	93%	99%

How is Customer Satisfaction SKPI05 measured?

KPI is measured annually with quarterly reports on progress

Customers are emailed the survey monkey survey at end of Month or a link is sent out automatically following closure of service request

Filtered into collections to allow analysis by service area

Scores are based on the % of customers that score Re either 4 (Good) or 5 (Very Good) on the 10 core questions within the survey (see right)



4. Overall, how would you rate your experience of the service against the following statements? (please tick one option per statement)

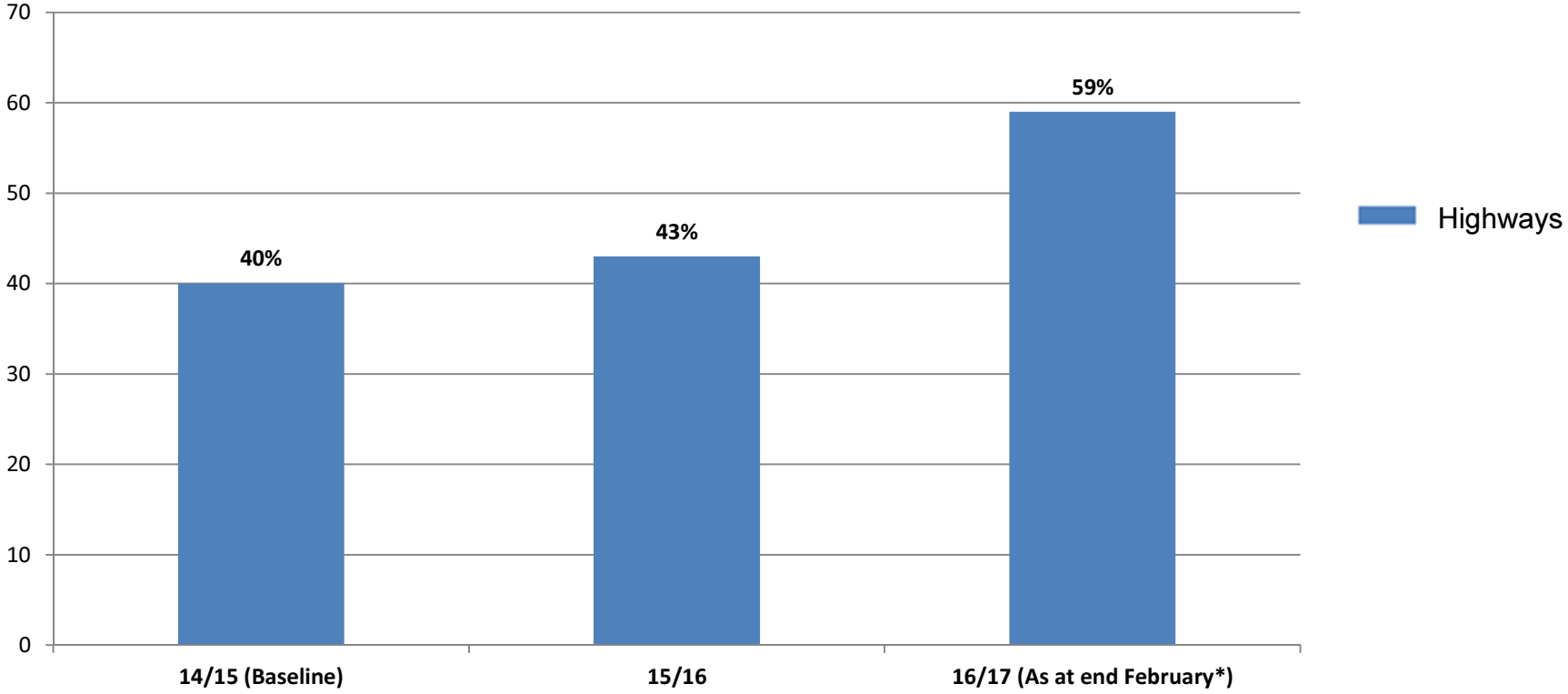
	Very Good	Good	Average	Poor	Very Poor	Not Sure / Don't Know / Not Applicable
How easy was it to find the information you needed to contact us?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How easy was it to make contact with us once you found the information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Were the staff you dealt with courteous and polite?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did the the staff you dealt with act in a professional manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Were the staff you dealt with knowledgeable ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did you feel we fully understood your request?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thinking of the service provided what score would you give?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did we keep you fully informed throughout the process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did we explain clearly what would happen next, including timescales?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Overall, how would you rate your experience of the service?

Very good
 Good
 Average
 Poor
 Very poor

Highways customer satisfaction journey

Customer Satisfaction - % of customers scoring the service a 4 or 5 (on a scale of 1 to 5)



Responses	2014/15	2015/16	2016/17*
Highways	1101	518	161

Satisfaction with NRP repairs

- Door knocking surveys of a sample of roads where carriageways or pavements have been resurfaced or repaired as part of NRP
- 10 questions covering communication, management of the works and satisfaction with outcomes
- In 2016/17, surveys conducted on 27 of 128 roads where works were carried out
- 466 residents responded
- 424 (91%) responded “yes” to the question “Do you think the works have improved your road?”

Overall assessment of performance

- The service fully met the targets on 70% of KPIs in 2015/16 and is considered by commissioners to be improved from the pre-transfer service, which is consistent with improved customer satisfaction levels
- There have been achievements, particularly around sustainable transport and network improvements, and there is now a proper policy framework in place, with sound procedures to support its delivery
- However, there are issues around:
 - NRP1 legacy issues and management of the council's third party contractor
 - Responses to Members' enquiries and the provision of information
 - Consistency of quality
 - Speediness of action
- An improvement plan is in place to address these issues
- In addition, there is a lack of clarity over the output specification for certain elements of the service (parking, s106 and LIP)

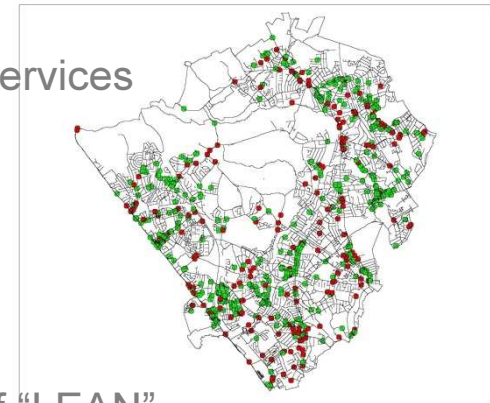
Improvement plan

Resources

- Expansion of local delivery team
- Introduction of specialist staff (programmer, asset manager, materials expert etc.)
- Dedicated Area Committee team to streamline delivery

Communications

- Development of joint communications strategy for services
- Proactive monthly works updates to Members
- Introduction of Member advocate service
- Expansion of communications team



Procedures

- Mapping current working practice and application of “LEAN” processes
- Introduction of asset management and whole life costing principles
- Design of new processes and policies
- Development of annual works, rolling programme

Improvement plan

Business As Usual

- Transparency on management of contractors
- Material usage for planned and reactive works
- Delivery of winter maintenance service
- LIP delivery
- S106 delivery



ICT

- Expansion of Exor upgrades
- Rollout of mobile working
 - Highway Safety Inspectors – complete
 - Highway Engineers – on trial
 - New Road Streetworks Inspectors – in development
- Web site upgrades
- Proactive monthly works updates to Members
- Introduction of Member advocate service
- Expansion of communications team



Desired outcomes

- Deliver service improvement plan to resolve business as usual issues, such as responsiveness to Members' enquiries, speed of fixing problems and outstanding surface dressing issues
- Review and re-align KPIs, including with third parties, and consider reporting frequencies and appropriateness of targets
- Improve clarity of output specification in respect of s106, parking and LIP