



Environment Committee

15 November 2021

Title	Review of Re Highways KPI Suite
Report of	Chairman of the Environment Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
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Summary

Members previously received a report in June 2021 on the need to review the Highways Key Performance Indicators (KPIs) under the Development and Regulatory Services (DRS) contract with Regional Enterprise (Re) following the award of the Highways term maintenance contract (TMC) to TarmacKier Joint Venture (TarmacKier) which went live on 1 April 2021. Members resolved to receive a further report at this meeting. This report updates Members with the outcomes of the review.

KPI 2.1-NM	Emergency Defects Rectification Timescales completed on time	KPI 2.1-NM	Response and Tasking Efficiency-Highways Emergency Defects	KPI amended to focus measurement on Re's speed and efficiency in emergency call-out responses and tasking to TKJV.	100% (2hrs)	100% (2hrs)	New target reflects Re's response timescale only.
KPI 2.2-NM	Cat 1 Defects Rectification Timescales completed on time	KPI 2.2-NM	Response and Tasking Efficiency-Highways Defects	KPI amended to focus measurement on Re's response investigating defect reports from various channels and timely tasking to TKJV. This KPI also incorporates the old KPI 2.3	100% (48 hrs - 7 days)	95% (10 Working days)	10 Working day target will be held as an interim position whilst the Highways Inspection Manual risk matrix is reviewed.
KPI 2.3-NM	Category 2 Defects Rectification Timescales completed on time	KPI 2.11-NM	Compliance with Quality and Audit checks in relation to repaired defects.	This new KPI measures the sampling coverage, timeliness and effectiveness of Re's quality and audit check regime on TKJV's reactive repairs under SI.3.2 and SI.3.3.	100%	10% (inc. 3% direct inspections).	Targets are not comparable 'like for like'.
KPI 1.7-NM	Annual programme of Gulley Cleansing	KPI 1.7-NM	Management of TMC in relation to Annual Gulley Cleansing.	KPI amended to focus measurement on Re's monitoring activities of TKJV in its delivery of the annual gulley cleansing programme.	94%	100%	Targets are not comparable 'like for like'.

KPI 2.8 - NM	Timely construction of Vehicle Crossovers following receipt of payment	KPI - 2.8 - NM	Tasking and management of TMC construction of Vehicle Crossovers following receipt of payment.	Improved definition and methodology for tracking and monitoring excluded complex cases. Clarify KPI scope for domestic crossovers only. Focused measurement on Re's tasking responsibilities, and clarity on its managing agent protocol duties with regards TKJV's obligations.	100% (4 weeks)	100% (5 Working days)	Targets are not comparable 'like for like'. New target represents timescale for Re's tasking responsibilities. TKJV have 4 weeks to complete construction.
KPI 2.10 - NM	Response to complaints relating to a drainage malfunction and/or flooding event	KPI 2.10 - NM	Response to complaints relating to a drainage malfunction and/or flooding event	Improved definition and methodology to focus measurement on Re's timely response to flooding events, and tasking responsibility of drainage issues reported by residents. Clarity provided on KPI measurement starting at point of initial customer report into Re Hub/call centre.	100% (2hrs, 4 weeks)	100% (2hrs)	New target represents timescale for Re's attendance and mobilisation of 3rd party agencies for emergency flooding events. TKJV has 4 weeks to rectify non-emergency drainage malfunctions.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None.

4 POST DECISION IMPLEMENTATION

4.1 After approval by the Committee, officers will include the revised Highways KPIs in reporting Re's performance to the to the Financial Performance and Contracts Committee.

4.2 The performance of TarmacKier is reviewed at the regular Contract Management Meetings held between Re and Council officers. Re are developing a dashboard with TarmacKier which will show trends against the reactive service.

4.3 The performance of TarmacKier will be shared with this Committee and will in the future be included as context in the Highways element of the Re report to the Financial Performance and Contracts Committee.

5 IMPLICATIONS OF DECISION

5.1 Corporate Performance

5.1.1 Performance monitoring is essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate priorities as set out in the Corporate Plan (Barnet 2024) and our strategic contracts.

5.1.2 Relevant council strategies and policies include the following:

- Medium Term Financial Strategy
- Corporate Plan (Barnet 2024)
- Performance and Risk Management Frameworks.

5.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 While there is no budget forecast based on failed KPIs, any service credits received under the contract contribute to the financial position. Budgetary information is part of the Chief Finance Officer report to the FPCC.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. As set out in the council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract Management Toolkit should also be used to help ensure that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through the contract management process.

6. Legal and Constitutional References

- 6.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.
- 6.2 The Council’s Constitution, under Article 7 (Committees, Forums, Working Groups and Partnerships), sets out the functions and responsibilities of the Environment Committee and these include: (1) Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health and (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

7. Risk Management

- 7.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high (15 to 25) level risks are reported to Policy and Resources Committee.

8. Equalities and Diversity

- 8.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:
- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
 - Advancement of equality of opportunity between people from different groups.
 - Fostering of good relations between people from different groups.
- 8.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation; marriage and civil partnership.
- 8.3 In order to assist in meeting the duty the council will:
- Try to understand the diversity of our customers to improve our services.
 - Consider the impact of our decisions on different groups to ensure they are fair.
 - Mainstream equalities into business and financial planning and integrating equalities into everything we do.
 - Learn more about Barnet’s diverse communities by engaging with them.

This is also what we expect of our partners.

- 8.4 This is set out in the council’s Equalities Policy, which can be found on the website

at:<https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

9. Corporate Parenting

- 9.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

10. Consultation and Engagement

- 10.1 Obtaining customer feedback is part of the contract management process to inform service delivery, service development and service improvement.

11. Insight

- 11.1 The report identifies revised performance information in relation to the council's contracted services. The report covers delivery from Regional Enterprise (RE) (Capita).

12. BACKGROUND PAPERS

- 12.1 Review of Re Highways KPI Suite, Environment Committee 2nd June 2021: <https://barnet.moderngov.co.uk/documents/s65047/Review%20of%20Re%20Highways%20KPI%20Suite.pdf>