# Q2 2017/18 Performance Report   APPENDIX A

Executive Summary:

- Overall performance is stable compared to Q1, remaining at 2.14. Of 59 measures, 31 are Green, 22 Amber and 6 Red. An overview of the most notable changes and emerging trends in performance is given below.

- **Improving performance**: 'Response to MP enquiries', 'Process application audit (Cat 1)', 'Safety inspections quality audit' and 'Stage 1 complaints upheld' have all seen significant improvements this quarter.

- **Decreasing performance**: 'VXOs constructed in 8 weeks' fell due to Health and Safety issues with a sub-contractor, which has since been replaced. 'ITCC network interventions' fell due to a disproportionately large number of incidents in East Herts and Broxbourne, where our Intelligent Transport Systems (ITS) provision is limited, impeding the ability to proactively manage those incidents.

- **Emerging trends**: 'Exposed electrical wiring made safe within 2 hours of receiving the alert' has been falling consistently since May. If this trend continues it will be Red next quarter. The cost of insurance claims from 16/17 continues to rise. The reasons behind this and possible future mitigating actions are being analysed and will be reported back for Q3.
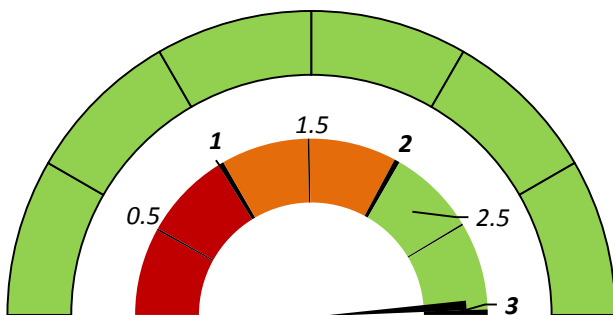
Overall service performance
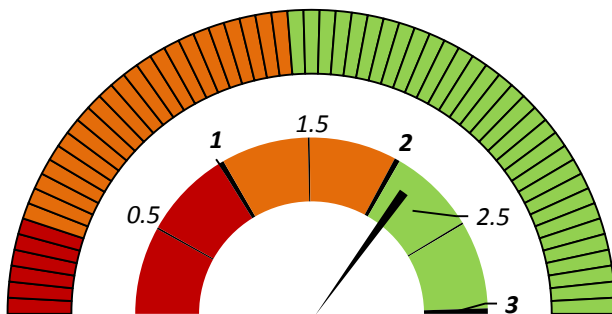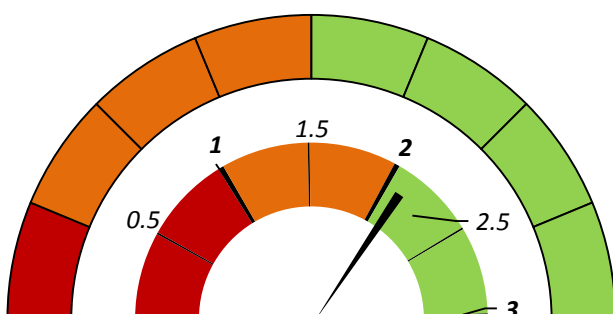

Green
2.14
average score

→
Stable
Q1 17/18 score of 2.14

3.0
average score
→ Stable

### 1. Asset Condition – *See Appendix 1 (page 4)*

- Of 6 measures, 6 are Green.
- No change from Q1, all 6 measures continue to be comfortably at or above target.

2.06
average score
↓ Down 0.19

### 2. Customer Journey – *See Appendix 2 (page 5)*

- Of 8 active measures, 4 are Green, 3 are Amber and 1 is Red.
- '**VXOs constructed in 8 weeks**' was a cause for concern, as the July figure has fallen to 13% against a target level of 65%. Ringway have had to remove one of two sub-contractors due to Health and Safety issues, delaying the work programme during Q2. This sub-contractor has now been replaced, and as such it is expected that this score will be an anomaly.
- '**Stage 1 complaints upheld/partially upheld**', in contrast, saw significant improvement, with an average of 33% upheld this quarter, falling within its target to have less than 50% of Stage 1 complaints upheld.

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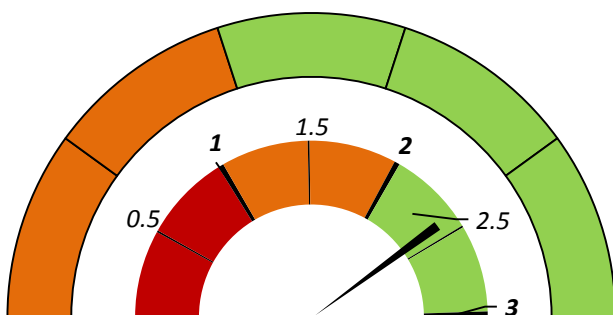
2.4
average score
↓ Down 0.6

3. Data Management & Systems Development – *See Appendix 3 (page 7)*

- Of 5 active measures, 3 are Green, 2 are Amber.
- '**Programmed traffic counts achieved**' and '**Data requests responded to within 3 working days**' have both been added this quarter. The former is Amber, albeit with an average of 83.5% against a target of 85%. The latter is Green, above its target level of 95%.
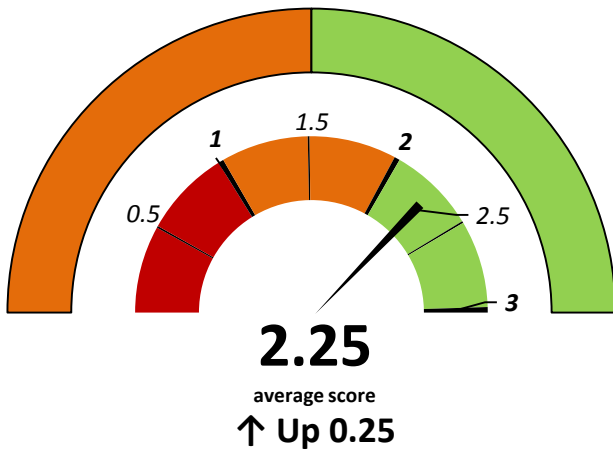
4. Efficiency and Value for Money – *See Appendix 4 (page 8)*

2.25
average score
↑ **Up 0.25**

- Of 2 active measures, 1 is Green and 1 is Amber.
- '**Channel shift – providing online services**' is Amber this quarter, primarily due to fewer fault reports being made online and fewer contacts received via email. Both are trending positively, however, so if these trends continue, the measure will return to Green for Q3.
- '**Average cost per whole time equivalent (WTE)**' has been removed following a discussion with a senior officer. The purpose of this measure and behaviours it sought to drive were unclear. As such, Highways is reevaluating how it looks at staff costs in the context of value for money.
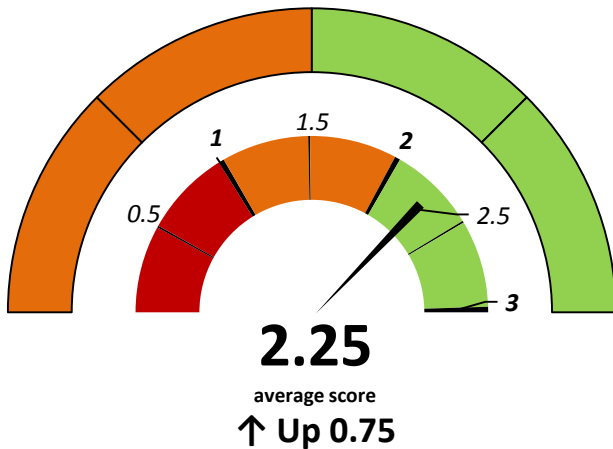
5. Financial – *See Appendix 5 (page 9)*

2.25
average score
↑ **Up 0.75**

- Of 4 active measures, 2 is Green and 2 are Amber.
- '**Highways Income**' remains Amber in Q2. Both Network Management (NM) and Development Management (DM) income are above forecasts. This is due to lower expenditure in DM and greater income from permitting in NM than originally forecast.
- '**Income from NRSWA fines**' also remains Amber due to income being lower than originally forecast. This is primarily due to income from Fixed Penalty Notices being £55,000 lower than forecast. Section 74 and Defect Follow Up income streams are largely in line with expectations.
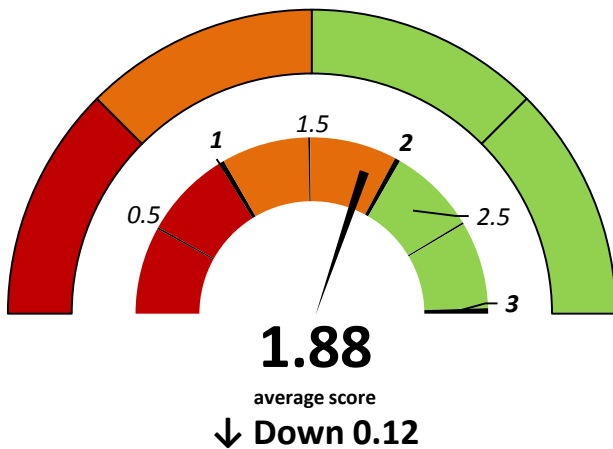
6. Locality – *See Appendix 6 (page 10)*

1.88
average score
↓ **Down 0.12**

- Of 4 active measures, 2 are Green, 1 is Amber and 1 is Red.
- '**Member attendance at Highways Liaison Meetings**', a new measure for Q2 recorded biannually, is Red. This is due to overall attendance of 38% against a target of 60%.
- '**Response to MP enquiries**' has seen a large improvement this quarter. Due to an average response rate of 96.7% within 5 working days, the measure is above its target of 95% and moves from Amber to Green.
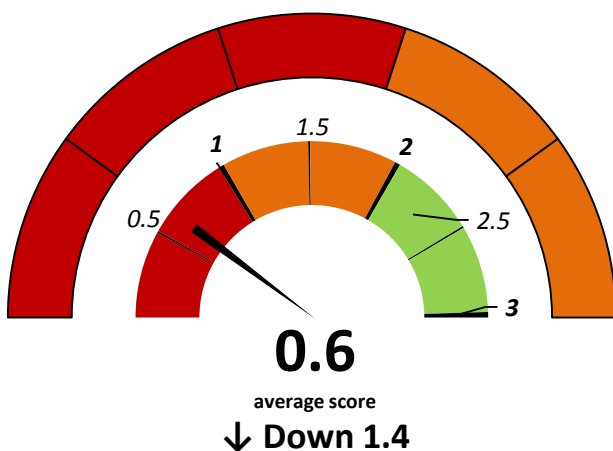
7. Network Management – *See Appendix 7 (page 11)*

0.6
average score
↓ **Down 1.4**

- Of 5 active measures, 2 are Amber and 3 are Red.
- '**ITCC network interventions**' is Red this quarter, falling to 30% from 62% in Q1. This is due to a disproportionately large number of incidents in East Herts and Broxbourne, where our Intelligent Transport Systems (Variable Message Signs, CCTV) provision is limited. As such, the ITCC was unable to proactively manage as many incidents this quarter.
- '**Average journey time during the morning peak**' and '**Change in area wide kilometrage**' were both introduced this quarter, being Red and Amber respectively due to high traffic growth. As such, these are not indicative of poor performance, but rather the pressure that the service is under.
- **Please see the attached briefing note (Appendix B) for further information on the Network Management score this quarter.**

2.0
average score
→ Stable
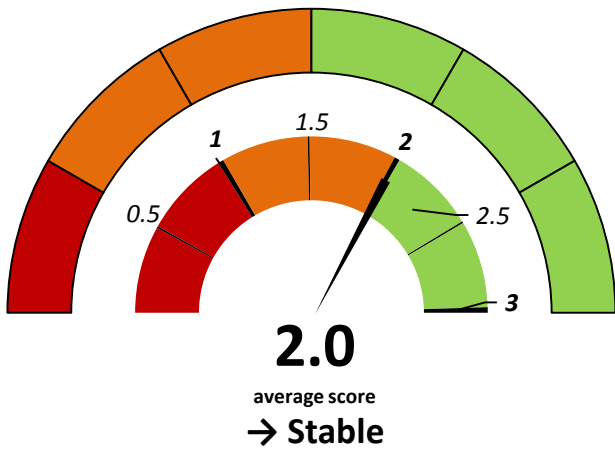
8. Network Safety – *See Appendix 8 (page 13)*

- Of 6 active measures, 3 are Green, 2 are Amber and 1 is Red.
- '**Average amount paid for insurance claims**' continues to be Red in Q2, with average settlements for both property and minor injury claims significantly above their target levels for 16/17. These figures will change as more cases from 16/17 are settled, however it is highly likely that 16/17 will be a costly year for insurance claims.
- This is at odds with the Asset Condition measures, which indicate that the network's condition has steadily improved over the past five years. As such, Highways is analysing the root of these insurance claims in order to establish the drivers behind 16/17's figures.

2.14
average score
↑ Up 0.29
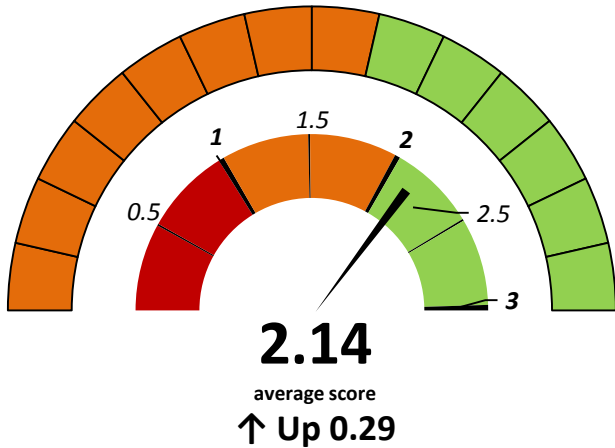
## 9. Operational Delivery – *See Appendix 9 (page 15)*

- Of 14 active measures, 6 are Green and 8 are Amber.
- '**Exposed electrical wiring made safe within 2 hours of receiving the alert**', although Amber, has been consistently falling from its target level of 100% in May to 98.6% in September. Should this trend continue, it will be Red next quarter.
- '**Process application audit**' for Cat 1 has seen steady improvements since its introduction in May, reflecting that this measure is now driving the right behaviours. Cat 2 saw steady improvements until September, where the score fell to 88.24%, indicating teething problems.

2.7
average score
↑ Up 0.6
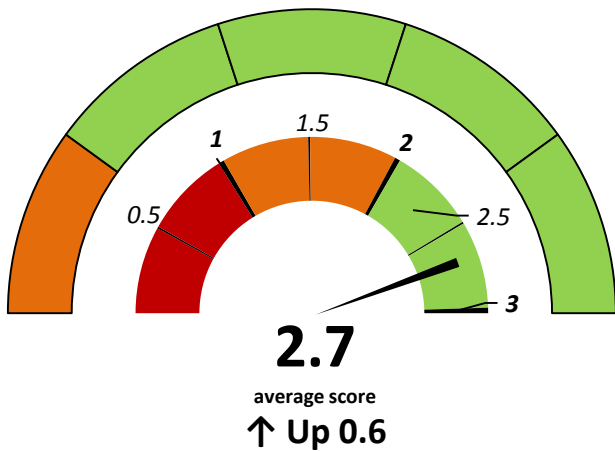
10. People – *See Appendix 10 (page 18)*

- Of 5 active measures, 4 are Green and 1 is Amber.
- '**Staff turnover**' in HCC fell to 9.7% in September after falling consecutively since May, down from 11.5%. This puts it within the target zone for the first time in 17/18, bringing turnover down to the levels seen throughout 16/17 (during which turnover never rose above 9.9%).
- '**Staff attended course places**' rose significantly for HCC this quarter, primarily due to Mental Health Awareness training and the current New Horizons cohort.
- '**Number of staff sickness days**' fell significantly in Ringway this quarter to 0.83 days per salaried employee per quarter, putting it within the target of 1 day.
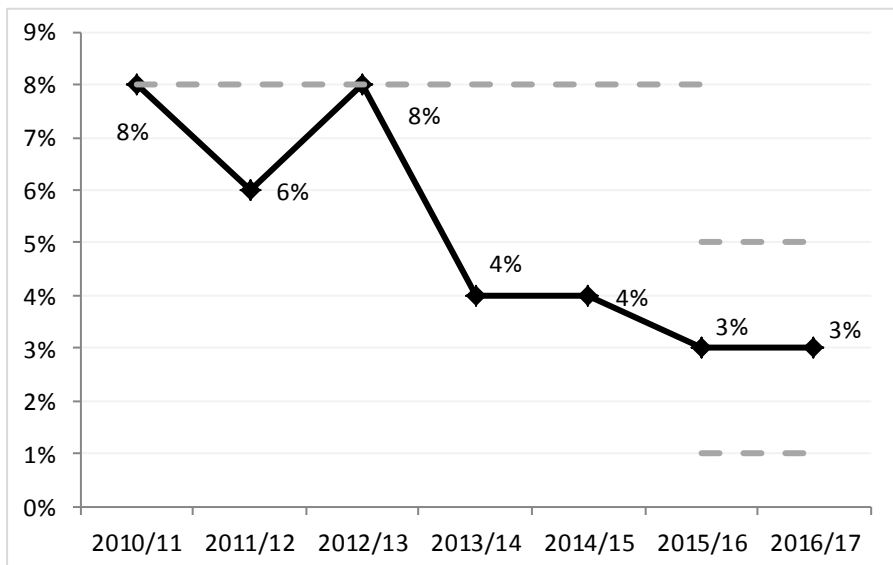
Performance summary
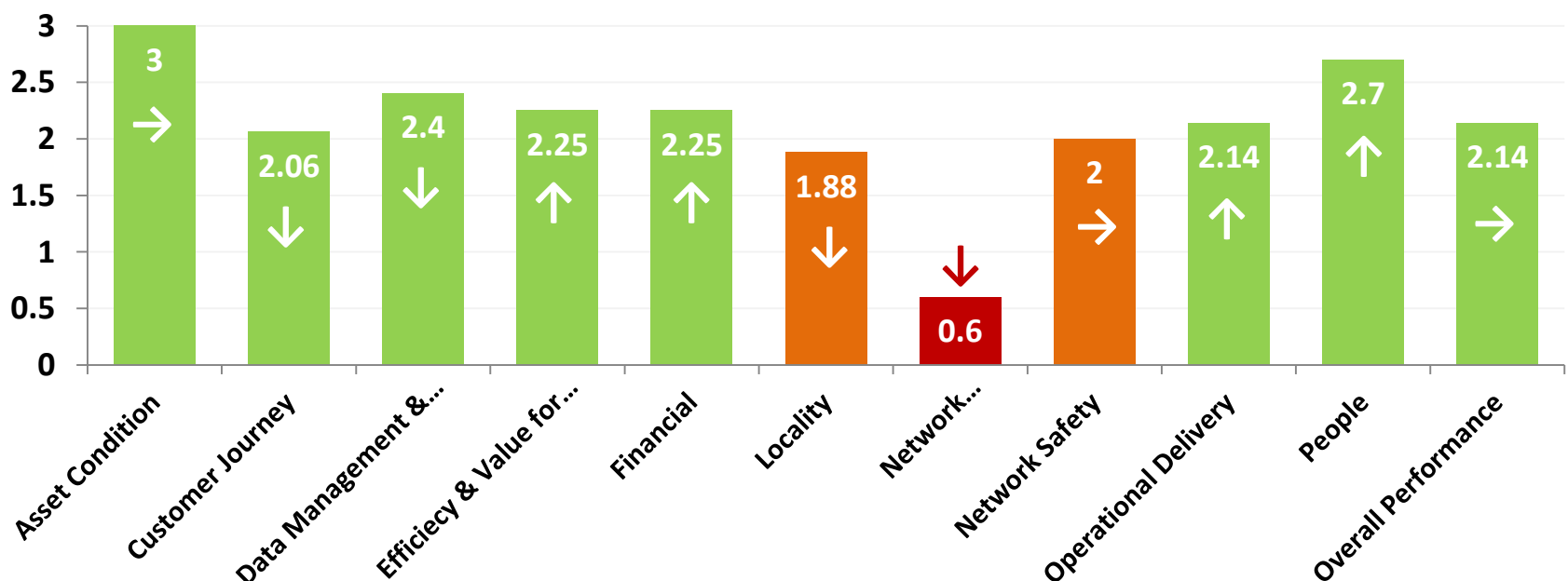
Appendix 1 – Asset Condition
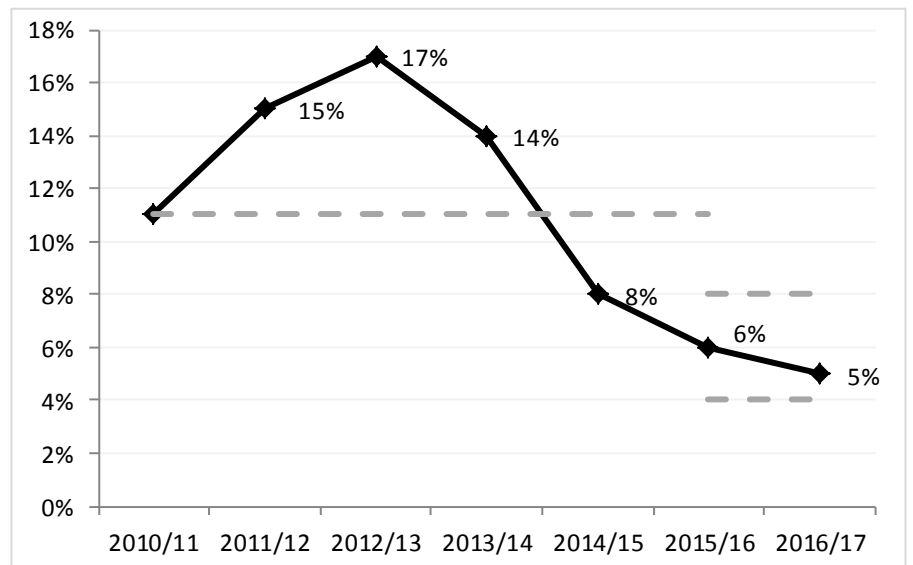
1. A-roads where maintenance should be considered (%)
RAG is Green
Target is between 1-5%

Data points: 8% (2010/11), 6% (2011/12), 8% (2012/13), 4% (2013/14), 4% (2014/15), 3% (2015/16), 3% (2016/17)

2. B- & C-roads where maintenance should be considered (%)
RAG is Green
Target is between 4-8%

Data points: 15% (2011/12), 17% (2012/13), 14% (2013/14), 8% (2014/15), 6% (2015/16), 5% (2016/17)

3. Unclassified roads where maintenance should be considered (%) - RAG is Green
Target is between 13-17%

Data points: 17% (2010/11), 13% (2011/12), 11% (2012/13), 17% (2013/14), 19% (2014/15), 15% (2015/16), 16% (2016/17), 13%
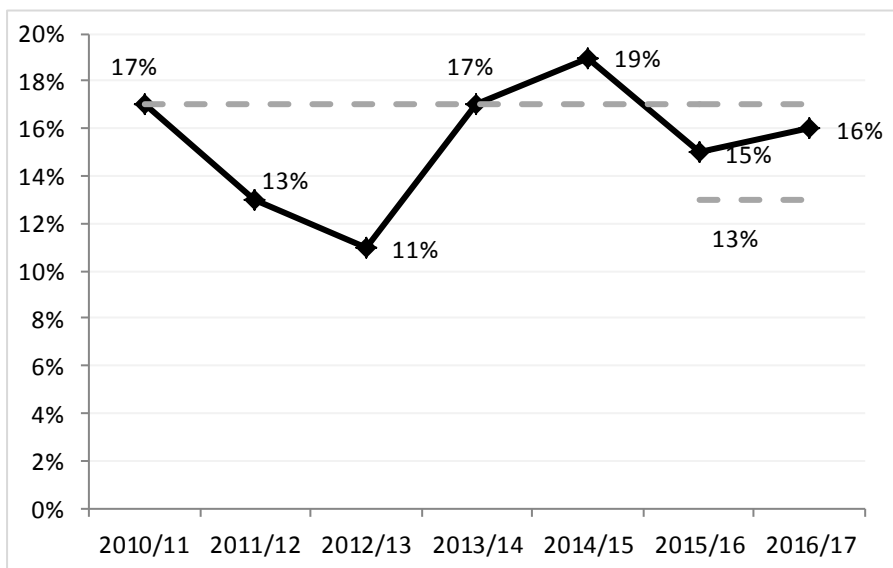
4. Streetlights working as planned on A, B and C roads (%)
RAG is Green
Target is at or above 98%

Data points: 99.45% (Apr-17), 99.53% (May-17), 98.43% (Jun-17), 98.51% (Jul-17), 98.28% (Aug-17), 98.91% (Sep-17)
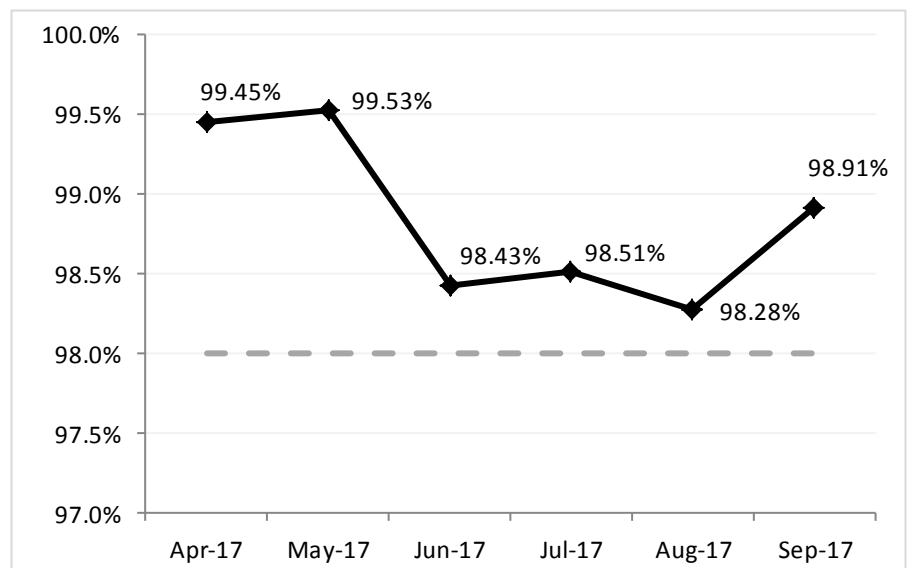
5. Traffic signal availability (%) (Up to August)
RAG is Green
Target is at or above 98%

Data points: 98.91% (Apr-17), 99.18% (May-17), 99.34% (Jun-17), 99.30% (Jul-17), 99.13% (Aug-17), 99.41% (Sep-17)
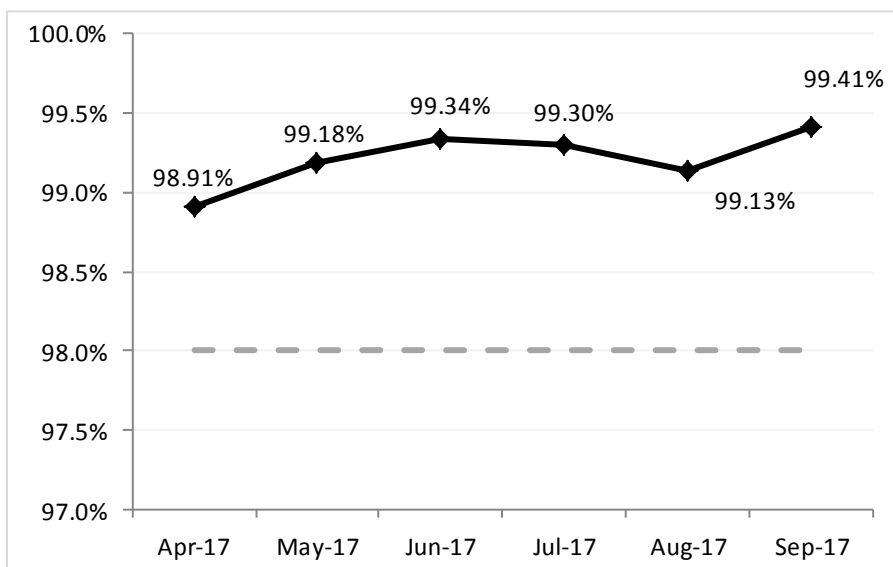
6. Bridge condition score (%) [Composite of two scores]
RAG is Green
Target is at or above 65%

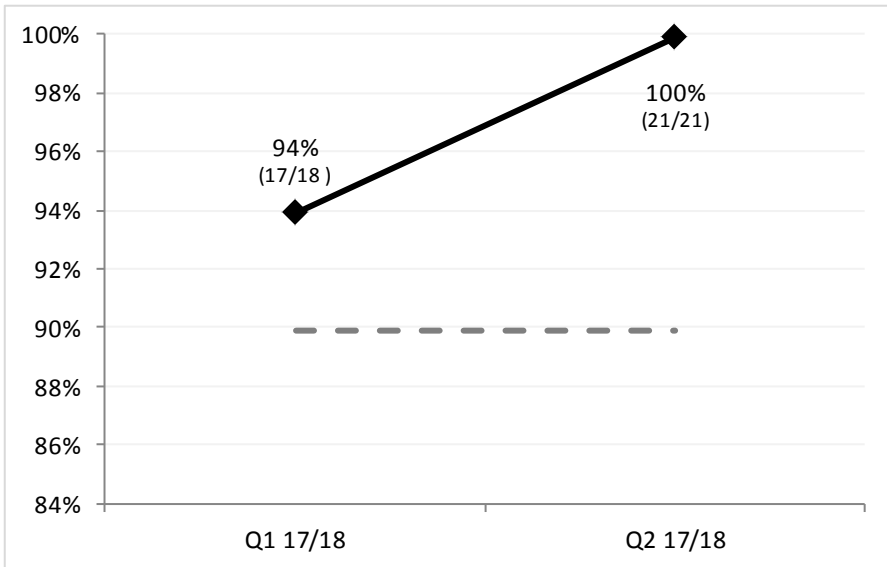Data points: 85.255% (Q1 17/18), 85.880% (Q2 17/18)
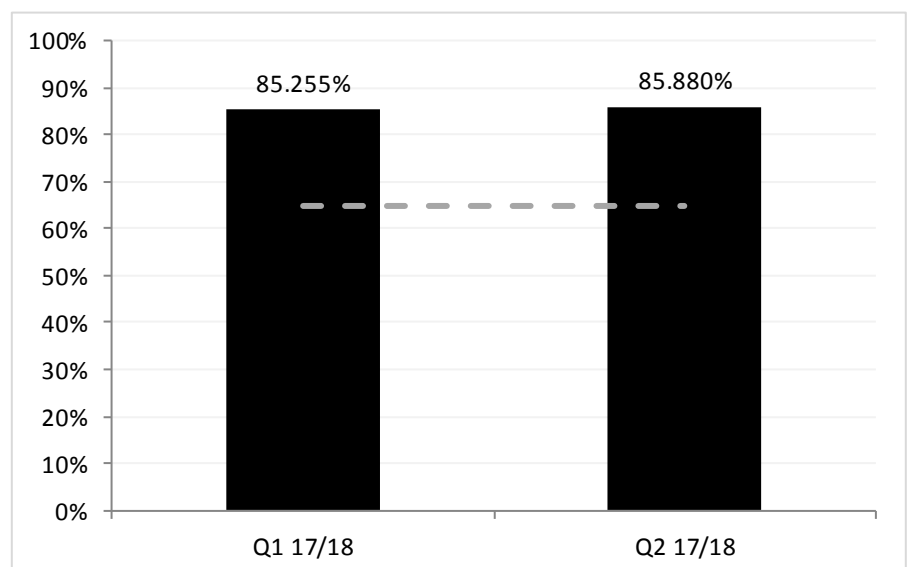
Unreported this quarter:
- Average condition of the highway network – In development within AM team
- Footway maintenance score – In development within AM team
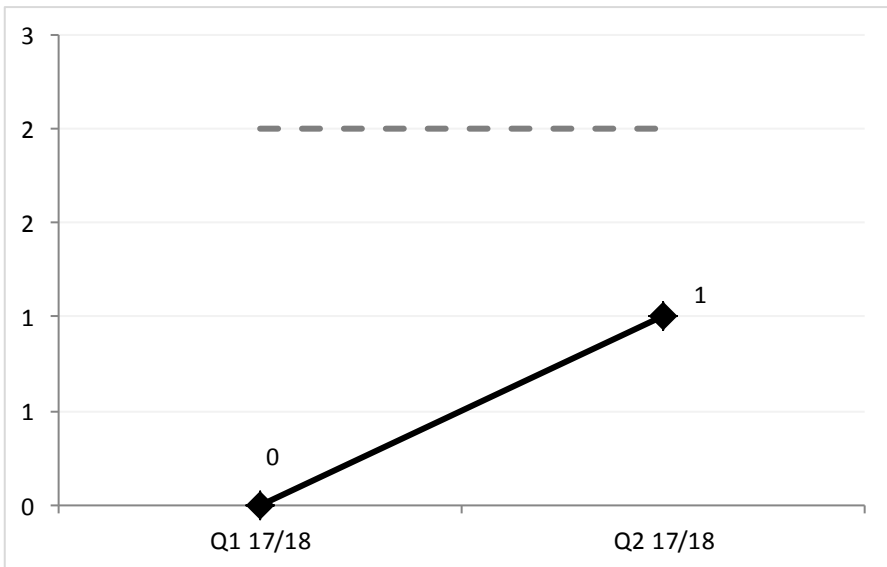
4

Appendix 2 – Customer Journey

1. Stage 1 & 2 complaint investigations completed to agreed timescales (%) – RAG is Green
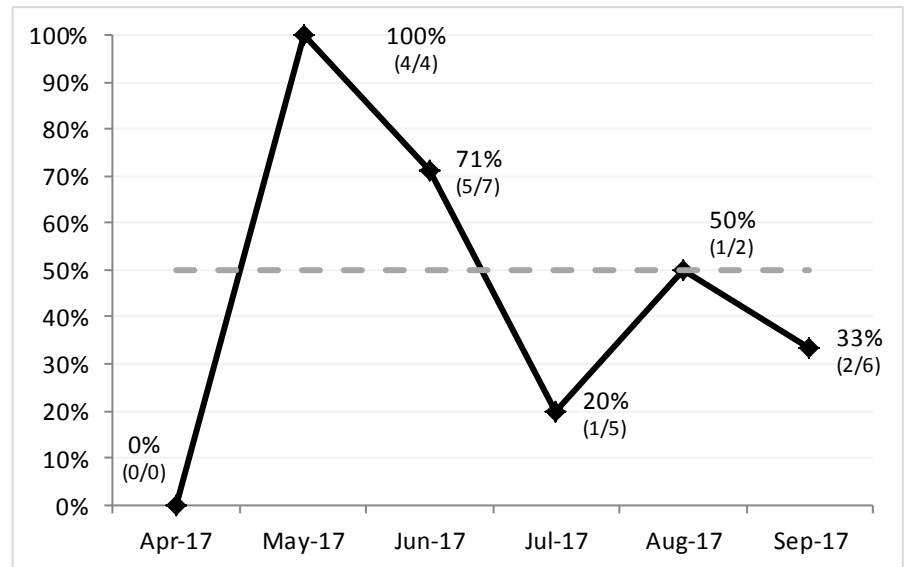*Target is at or above 90%*

2. Complaints escalated beyond stage 1 (%)
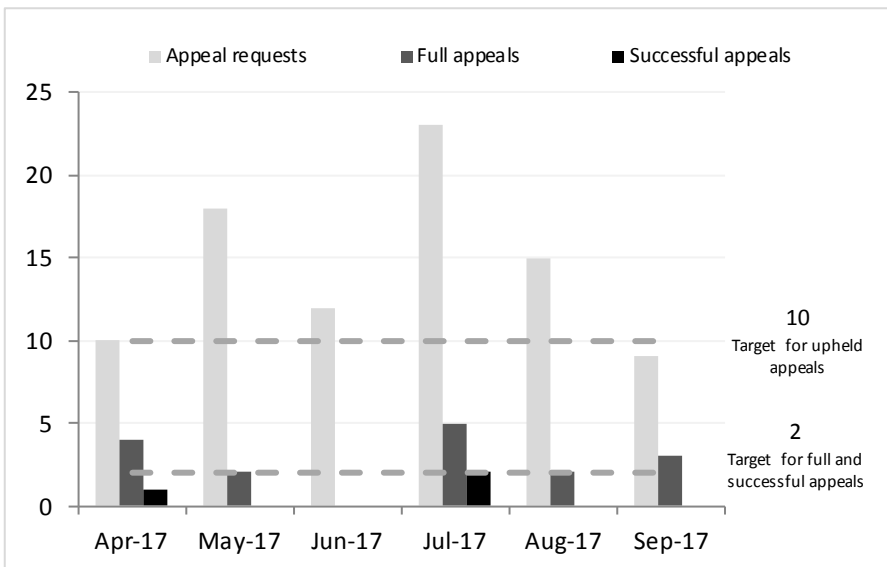**RAG is Amber**
Target is at or below 20%
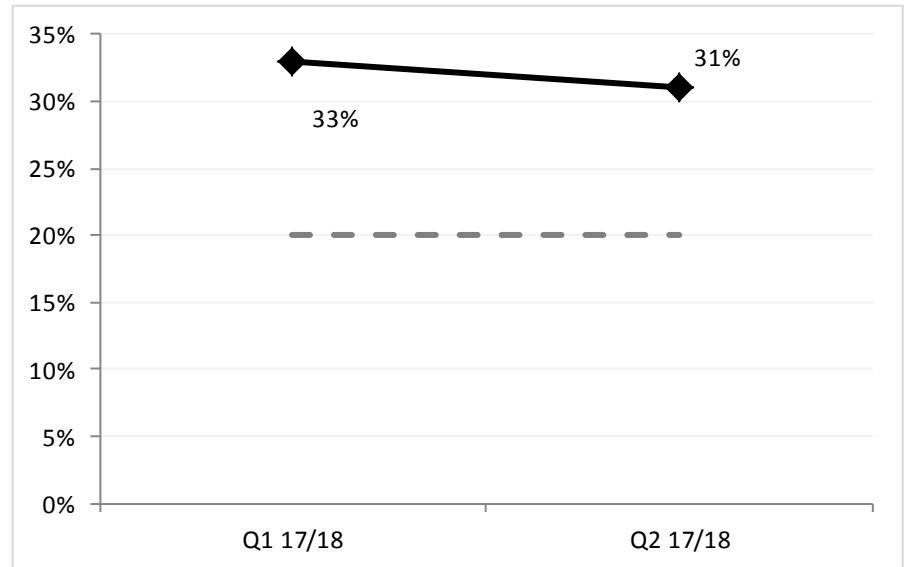
3. Number of final ombudsman decisions
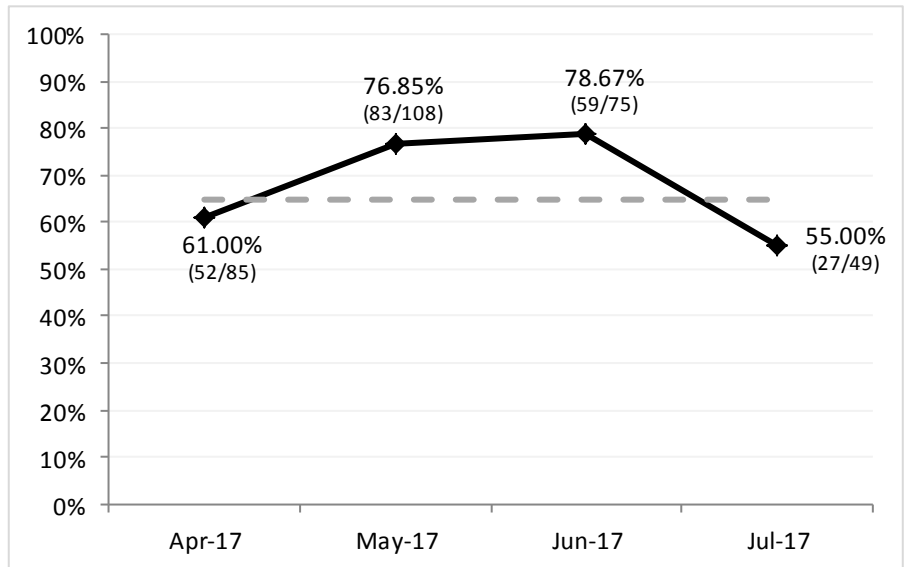**RAG is Green**
Target is at or below 2 decisions

4. Stage 1 complaints upheld/partially upheld (%)
RAG is Green
Target is at or below 50%

6. Number of VXO appeals
RAG is Amber
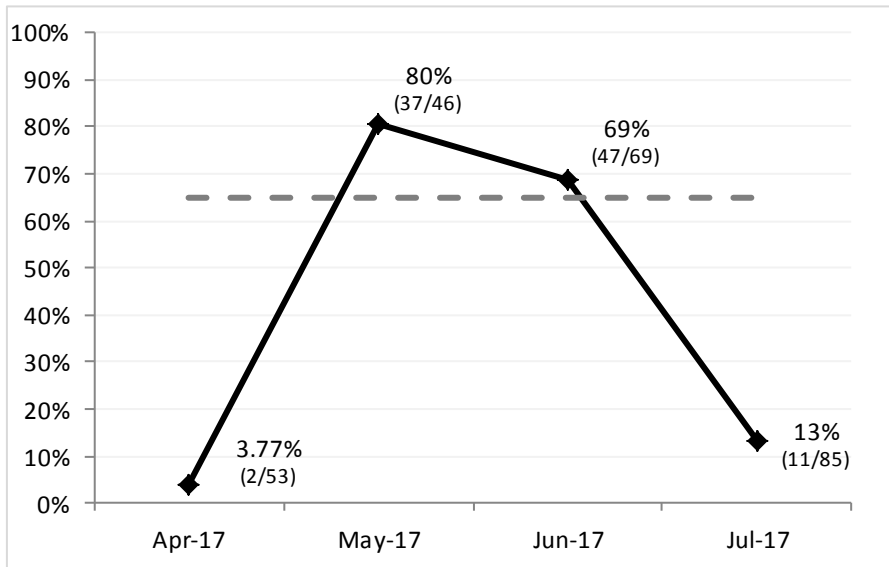*Target is at or below 10 appeal requests, 2 for successful appeals*

5. VXO applications processed in 6 weeks
RAG is Amber
Target is at or above 65 %
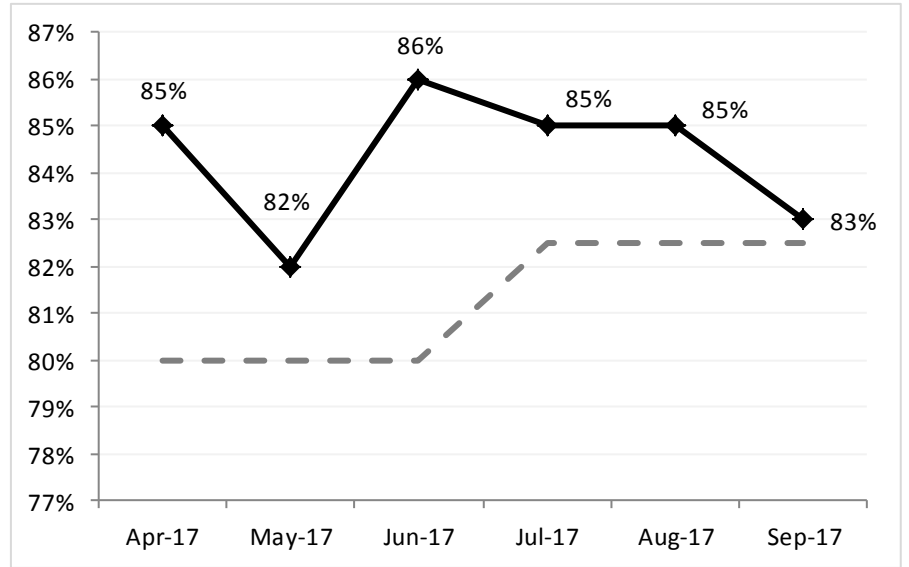
7. VXOs constructed in 8 weeks (%)
RAG is Red
Target is at or above 65%

8. Responses to public correspondence (%)
RAG is Green
Target is at or above 82.5%
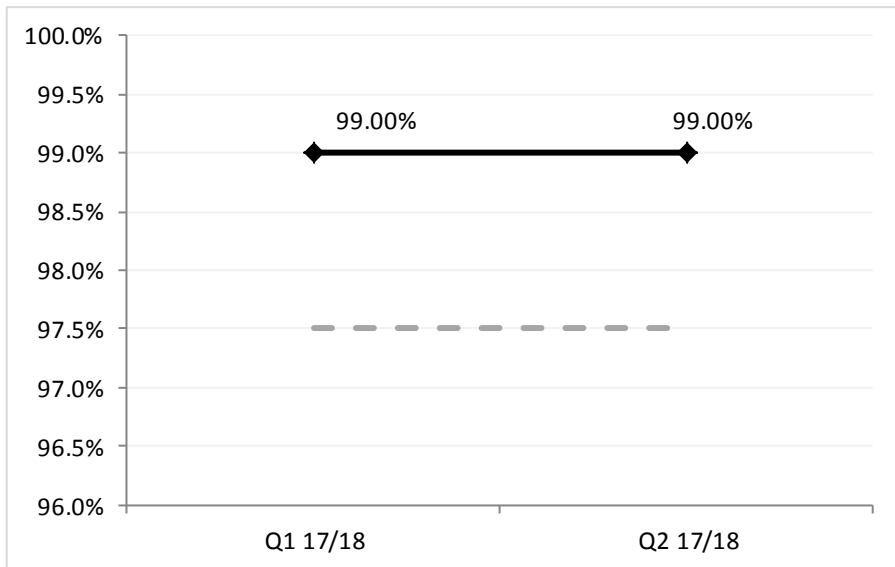

Unreported this quarter:
- Delivering network management to timescale – An officer pulling together necessary data sources to make this possible

6

Appendix 3 – Data Management & Systems Development

1. WCS PMNet data management and integrity (%)
RAG is Green
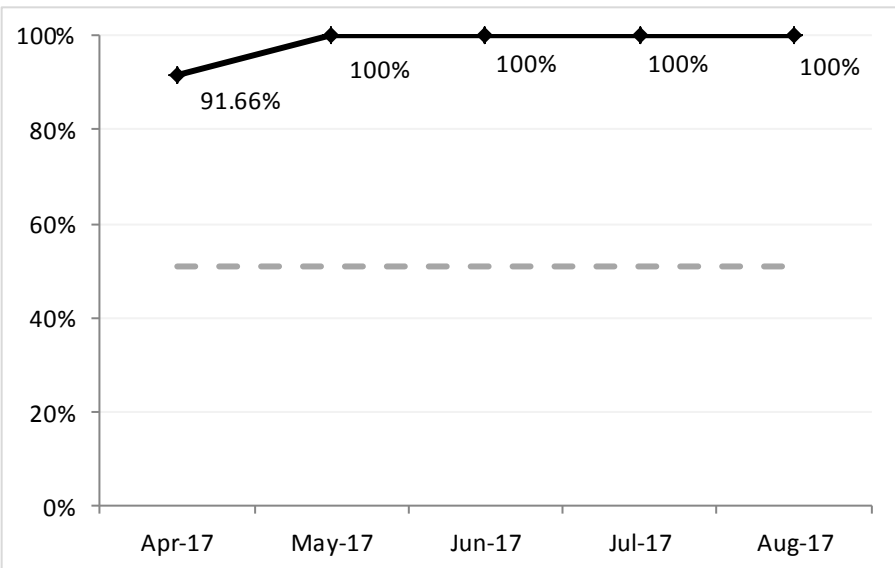*Target is at or above 97.5%*

2. Progress with system development
RAG is Amber
'Greener' RAG rating is better

Project	RAG Q1	RAG Q2
Confirm v17	Green	Amber
Fault reporting	Green	Amber
Windows 10	Green	Amber
Hardware	Green	Amber
Data strategy	Green	Green
Overall	Green	Amber

3. Gazetteer status – Proportion of criteria gold or silver (%)
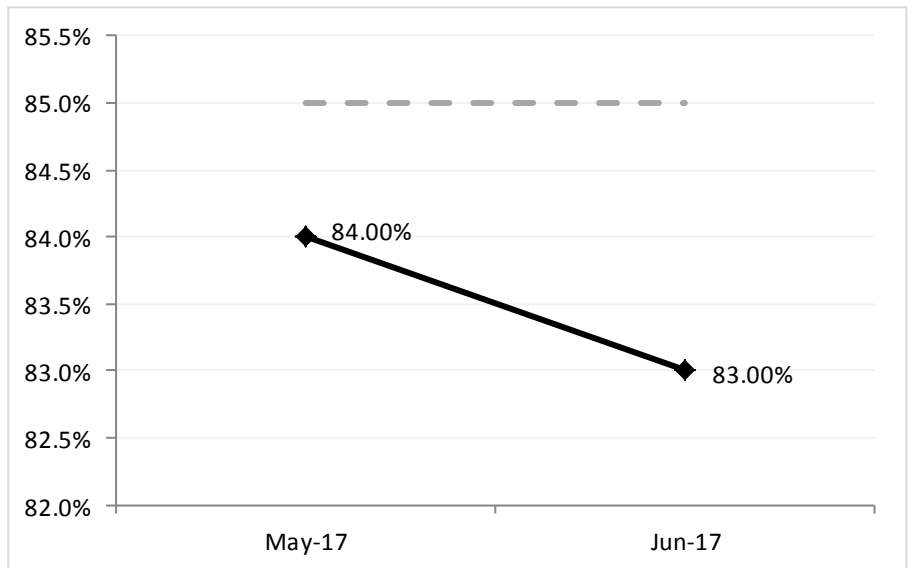**RAG is Green**
Target is at or above 51%

4. Programmed traffic counts achieved (%) – *Q2 data still to come*
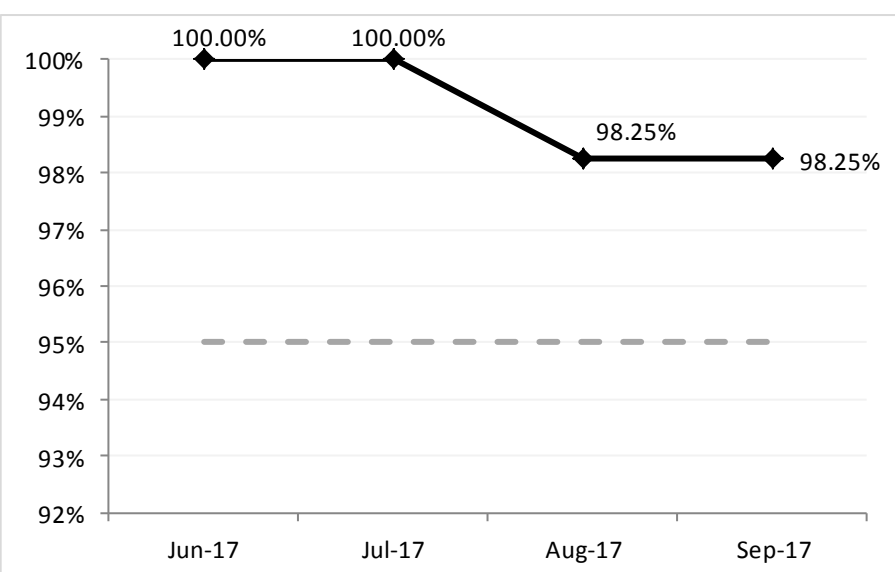**RAG is Amber**
Target is at or above 85%

5. Data requests responded to within 3 working days (%)
RAG is Green
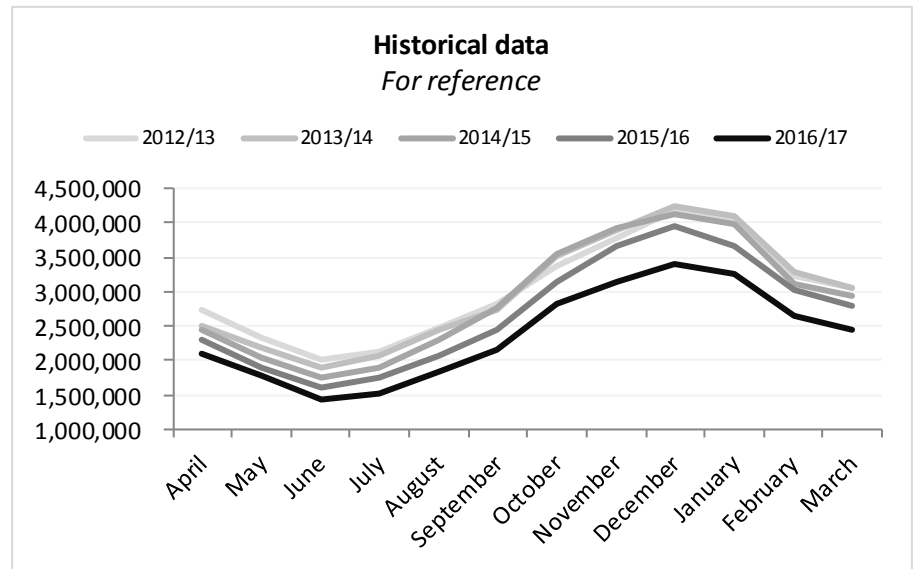*Target is at or above 95%*
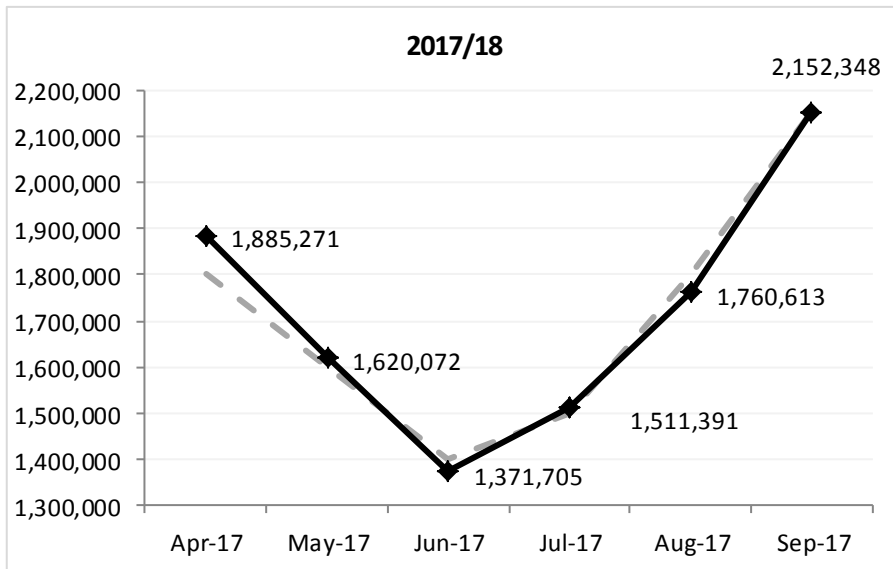

Unreported this quarter:
- Asset inventory updates – In development within AM team

Appendix 4 – Efficiency & Value for Money

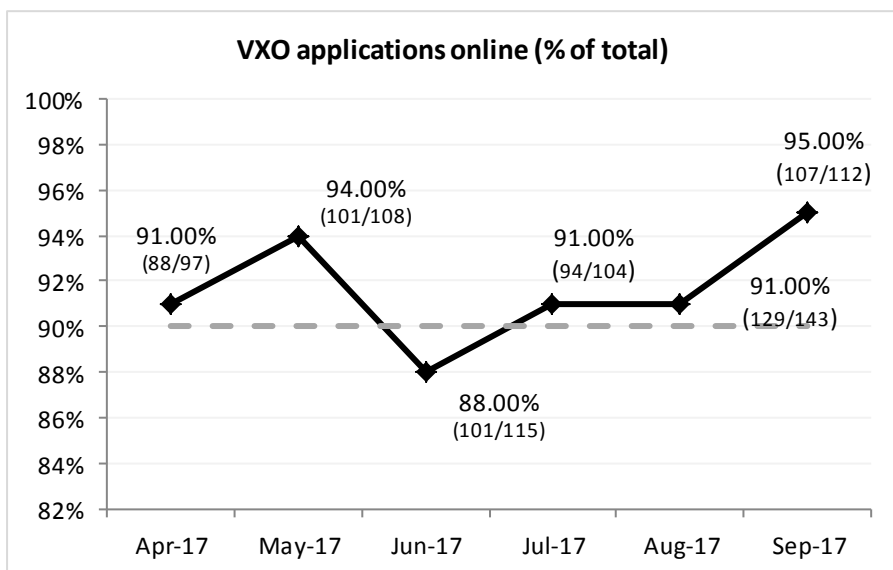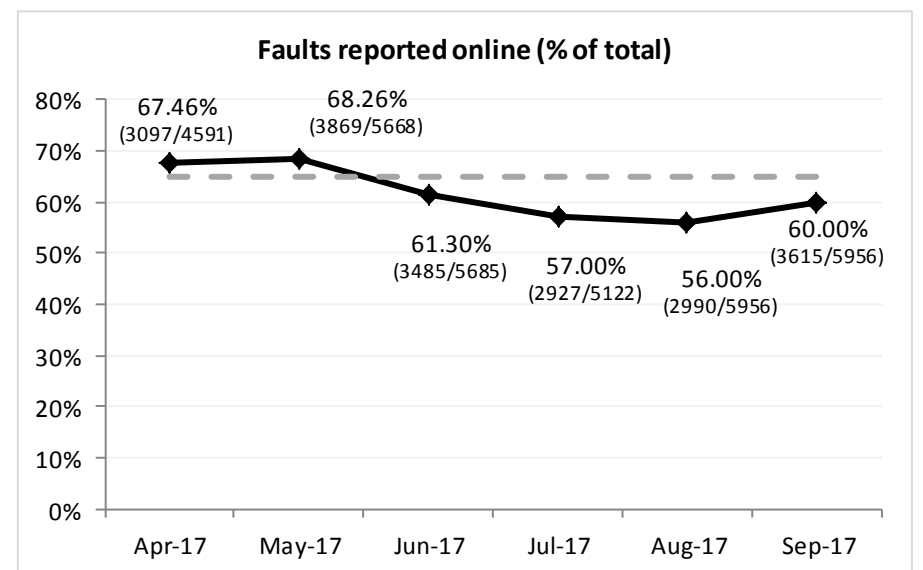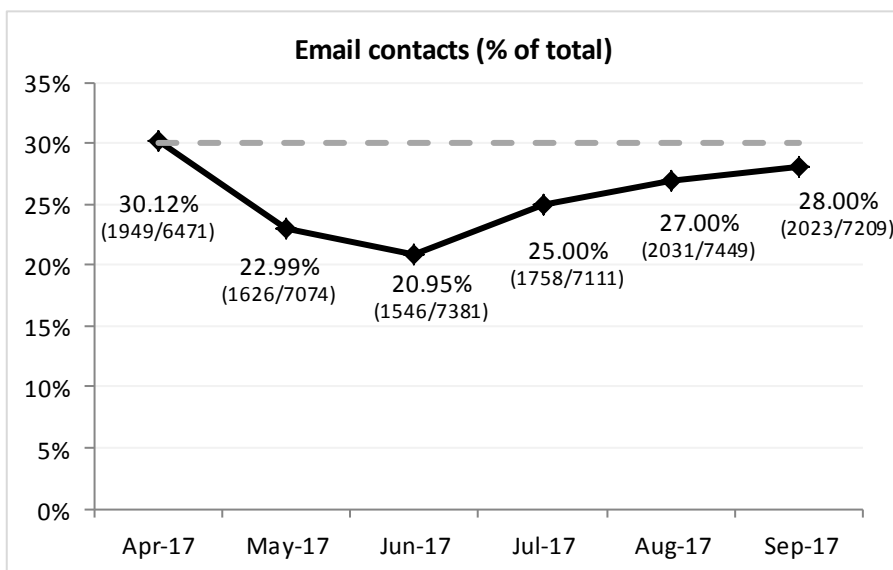**1. Street lighting energy usage (KWh)**
RAG is Green
Target changes monthly, aim is to be below monthly target

2017/18

Data points: 1,885,271 (Apr-17); 1,620,072 (May-17); 1,371,705 (Jun-17); 1,511,391 (Jul-17); 1,760,613 (Aug-17); 2,152,348 (Sep-17)

Historical data
For reference

Legend: 2012/13, 2013/14, 2014/15, 2015/16, 2016/17

2. Channel shift – providing online services
RAG is Amber
This is an aggregate of three sub-measures. In all cases, aim is to be at or above target level as depicted in graphs

Email contacts (% of total)

Data points: 30.12% (1949/6471); 22.99% (1626/7074); 20.95% (1546/7381); 25.00% (1758/7111); 27.00% (2031/7449); 28.00% (2023/7209)

Faults reported online (% of total)

Data points: 67.46% (3097/4591); 68.26% (3869/5668); 61.30% (3485/5685); 57.00% (2927/5122); 56.00% (2990/5956); 60.00% (3615/5956)

VXO applications online (% of total)

Data points: 91.00% (88/97); 94.00% (101/108); 88.00% (101/115); 91.00% (94/104); 91.00% (129/143); 95.00% (107/112)

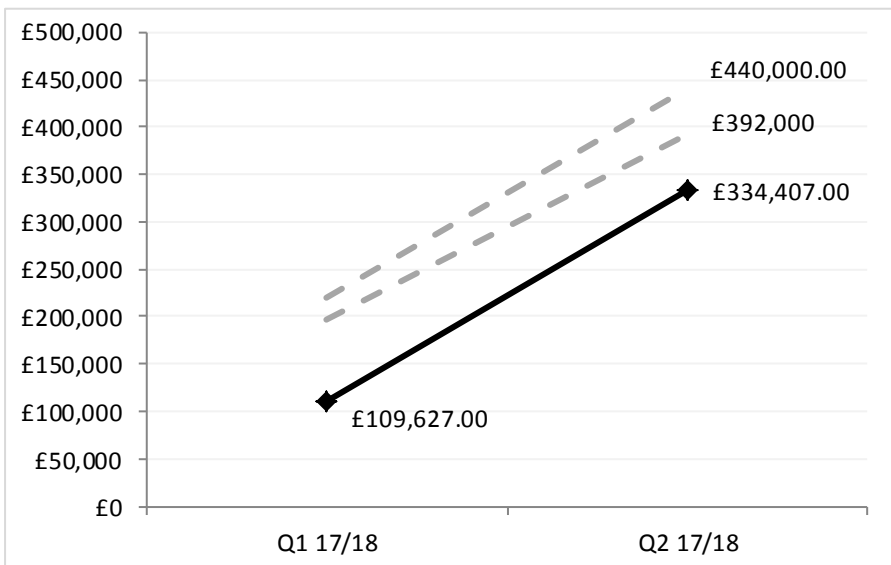
Unreported this quarter:
- Efficiencies Panel – Data, RAGs to be agreed with Contracts, Performance & Development officer
- Works cost per m² of surfaced treatment – In development within AM team

Appendix 5 – Financial

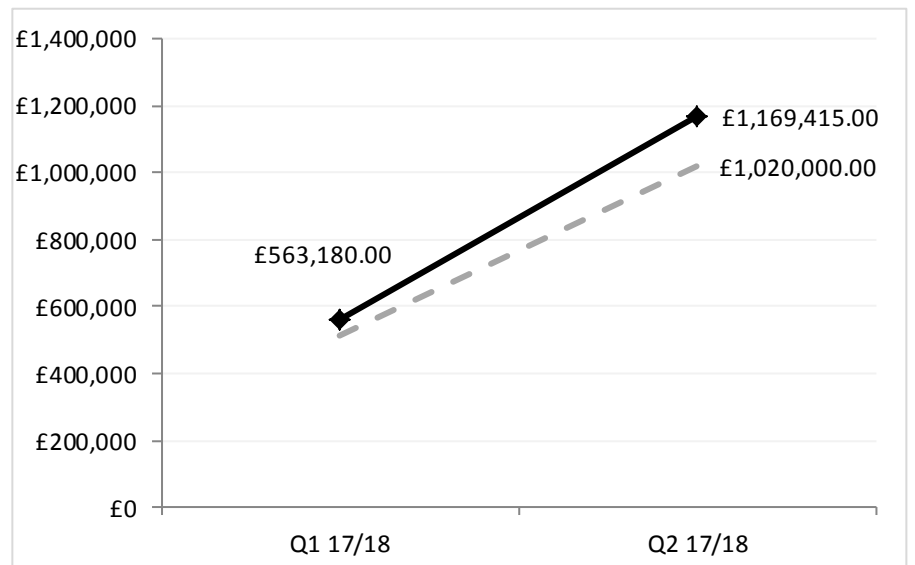**1. Income from NRSWA fines YTD (£)**
RAG is Amber
Target is £392,000 (i.e. 98% of projected income)
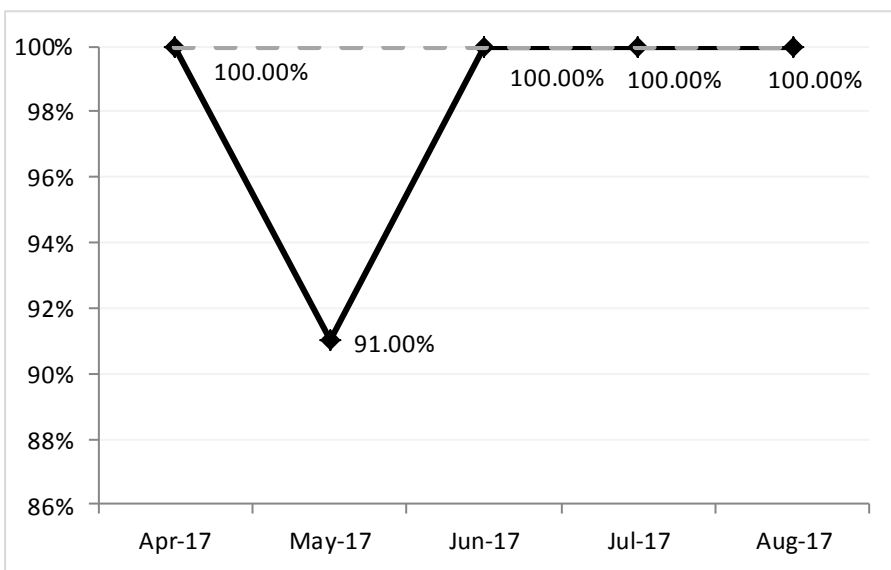

2. Income from permitting YTD (£)
RAG is Green
Target is at or above £850,000 (i.e. £170,000 per month)

3. Number of budget reports completed (%)
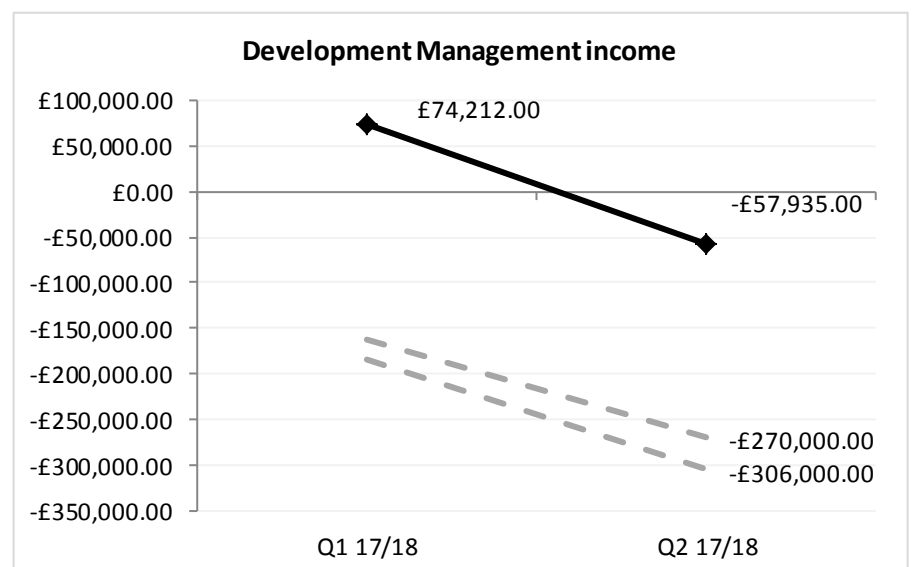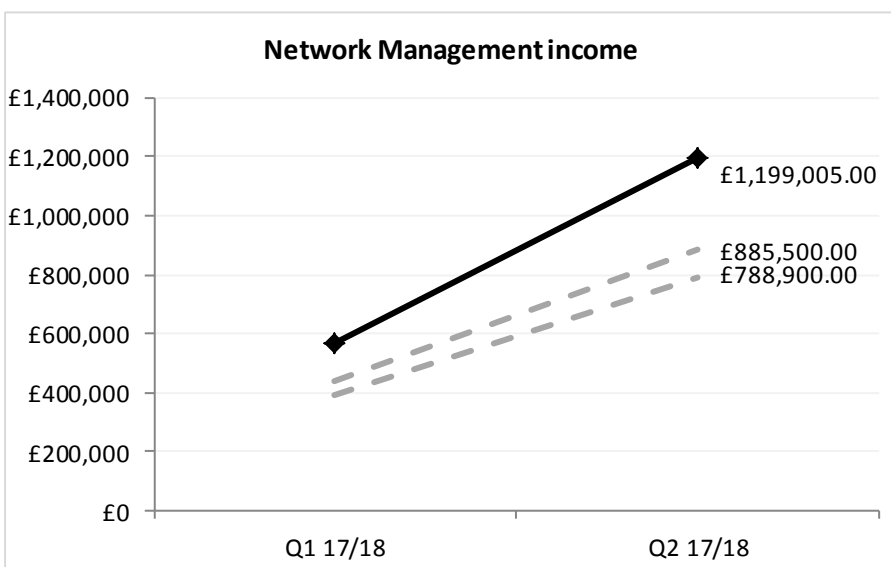**RAG is Green**
Target is 100%

4. Highways income – Network Management and Development Management income YTD
RAG is Amber
This is an aggregate of two sub-measures. In all cases, aim is to be within limits as set out by the TMA, as depicted in graphs.
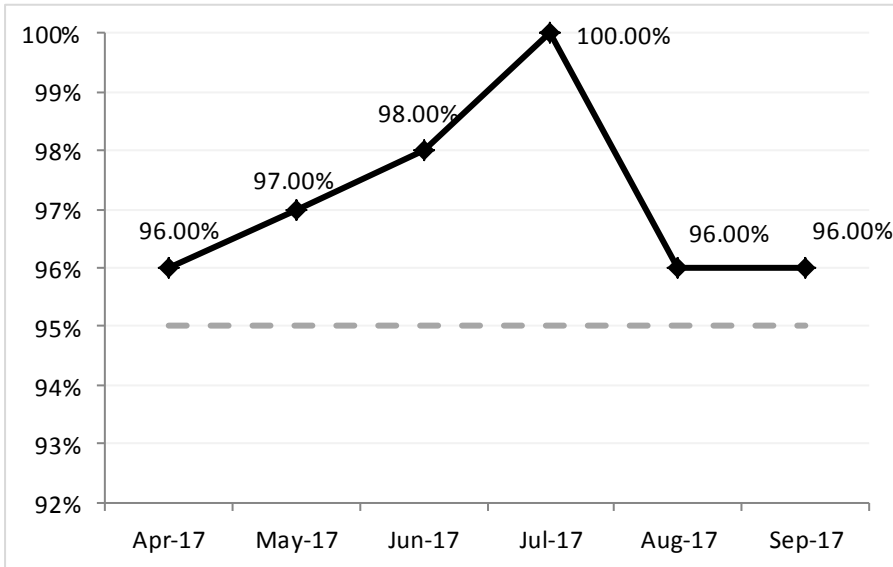

Unreported this quarter:
- Payment submissions and processing time – In development within CPD
- Provision of final outturns and accuracy – In development within CPD

Appendix 6 – Locality

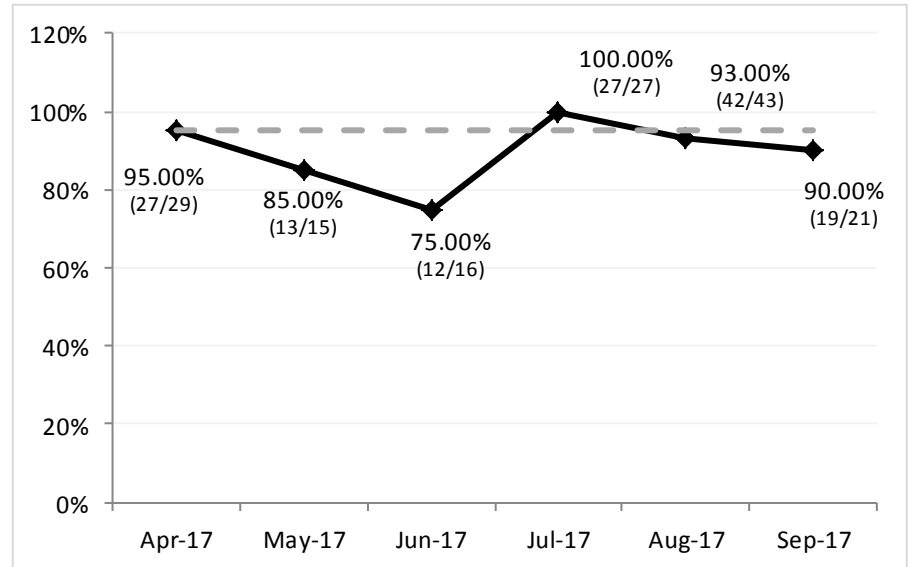**1. Response to member enquiries (within 5 working days)**
RAG is Green
Target is at or above 95%

Data points: Apr-17 96.00%, May-17 97.00%, Jun-17 98.00%, Jul-17 100.00%, Aug-17 96.00%, Sep-17 96.00%

2. Response to MP enquiries in time (within 5 working days)
RAG is Green
Target is at or above 95%

Data points: Apr-17 95.00% (27/29), May-17 85.00% (13/15), Jun-17 75.00% (12/16), Jul-17 100.00% (27/27), Aug-17 93.00% (42/43), Sep-17 90.00% (19/21)

3. Member surveys completed (%)
RAG is Amber
Target is at or above 50%

16/17: 45.45%
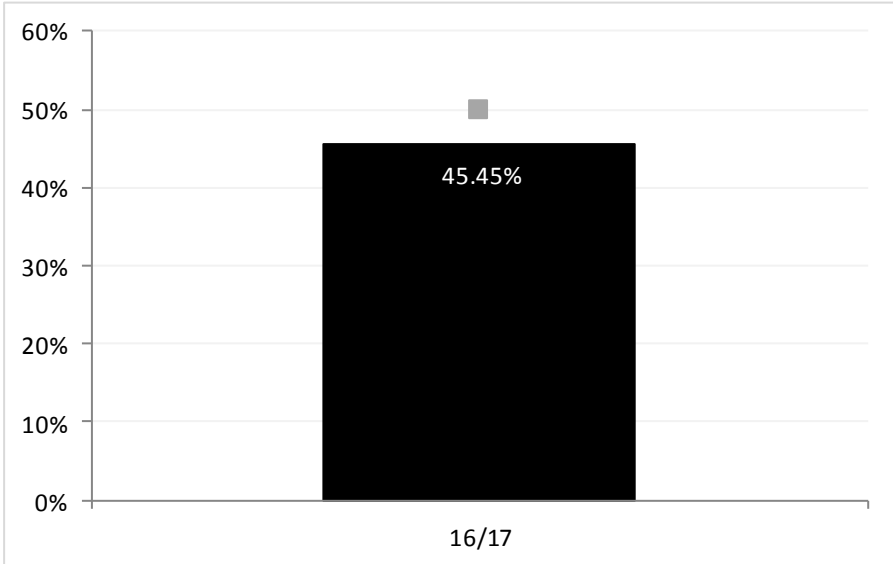
4. Member attendance at Highways Liaison Meetings (%)
RAG is Red
Target is at or above 60%

Spring/Summer 17: 38.00%
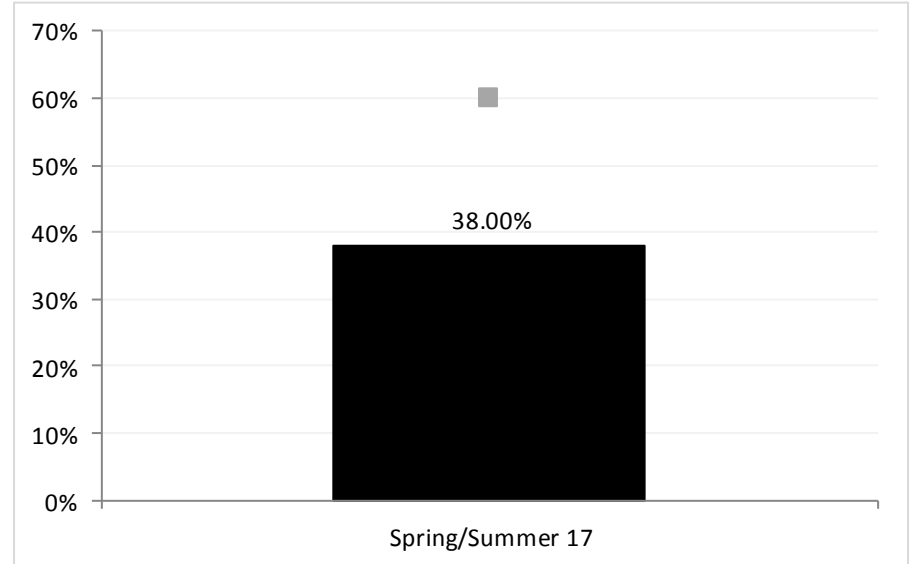
Unreported this quarter:
- Phase 1 quotes provided to time (%) – Existing measure in review
- HLB accounts complying with end Feb Phase 1 allocation milestone (%) – Existing measure in review
- HLB accounts complying with end Sept Phase 2 allocation milestone (%) – Existing measure in review

Appendix 7 – Network Management

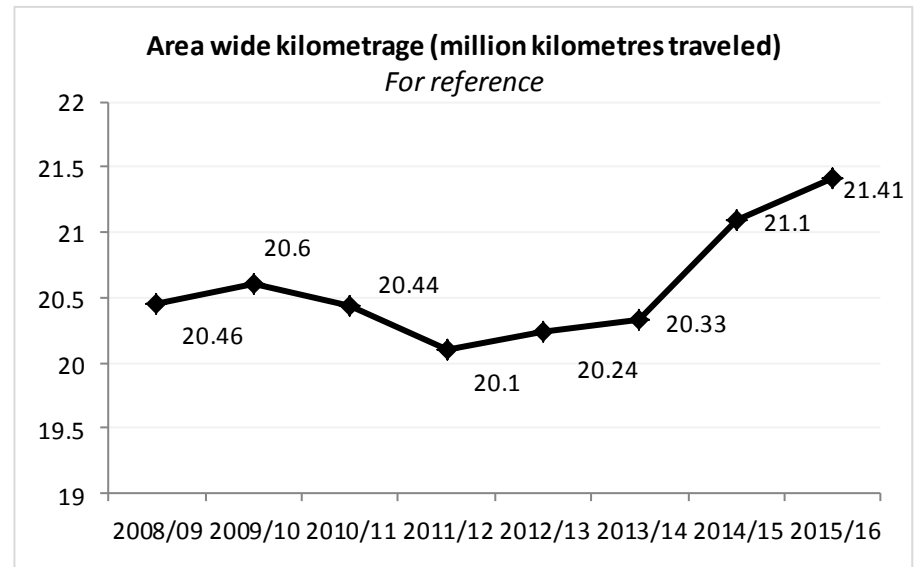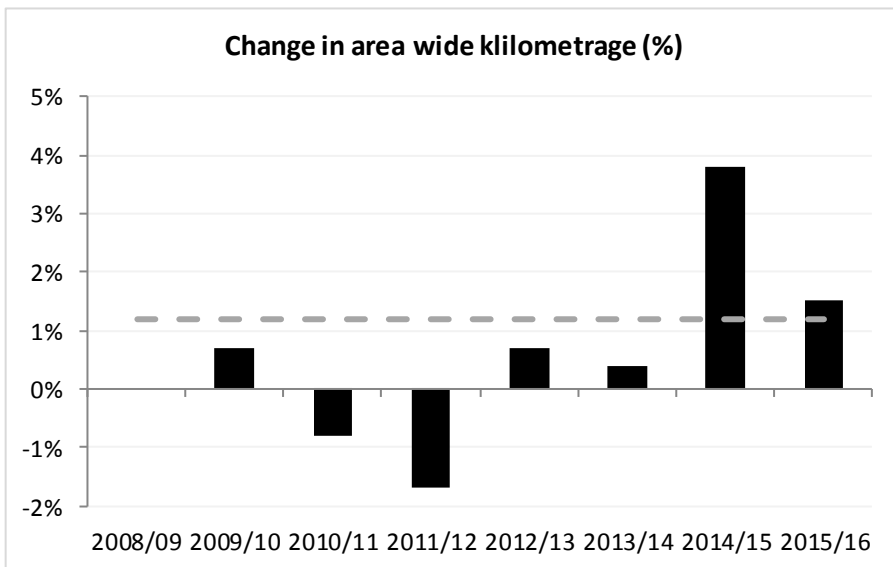**1. Average journey time during morning peak (minutes per mile)**
RAG is Red
Target for 2016 is at or below 2.8 minutes per mile
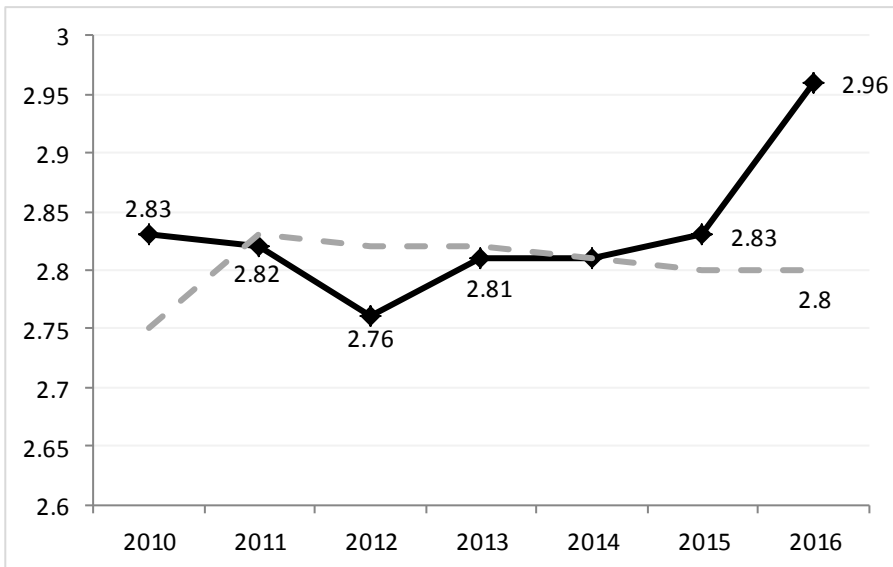
2. Change in area wide kilometrage
RAG is Amber
Target is at or below annual growth of 1.2%

Change in area wide klilometrage (%)

Area wide kilometrage (million kilometres traveled)
For reference
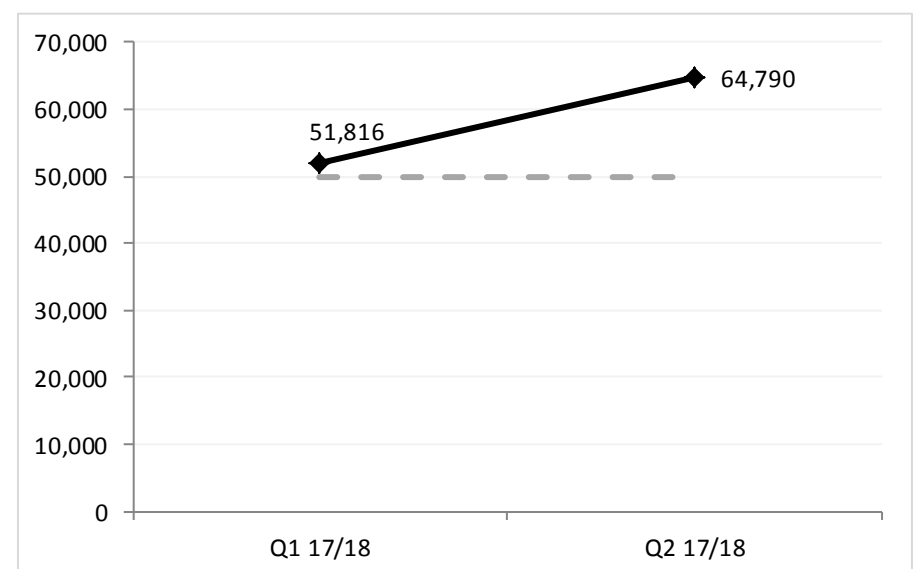
3. ITCC network interventions (%)
RAG is Red
Target is to proactively manage above 60% of incidents
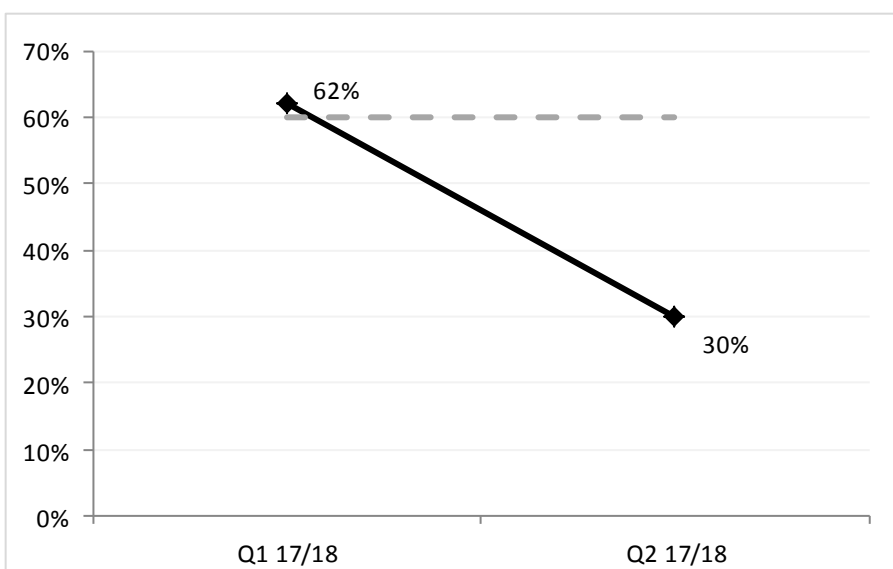
4. Days occupation on the Highway
RAG is Amber
Target is at or below 50,000 days

3. Value of deemed permits (£)
RAG is Red
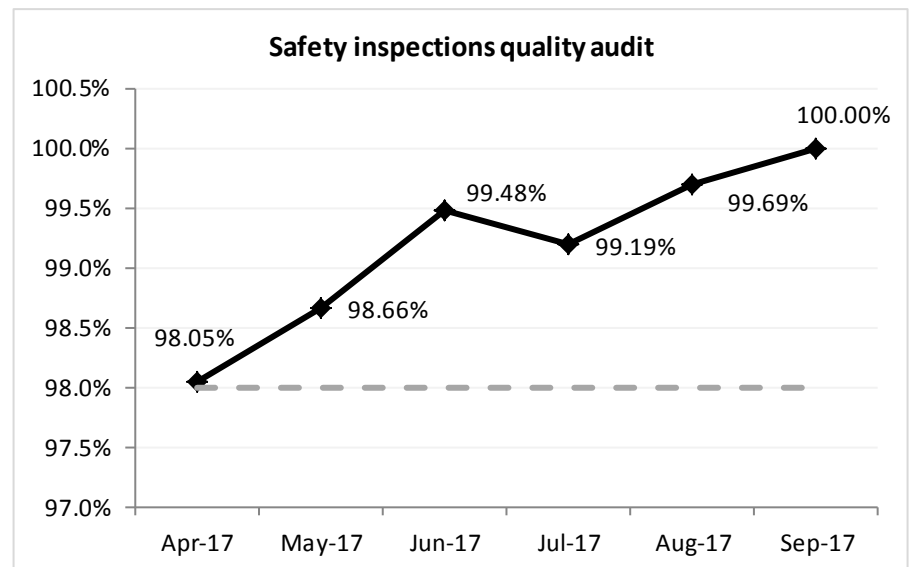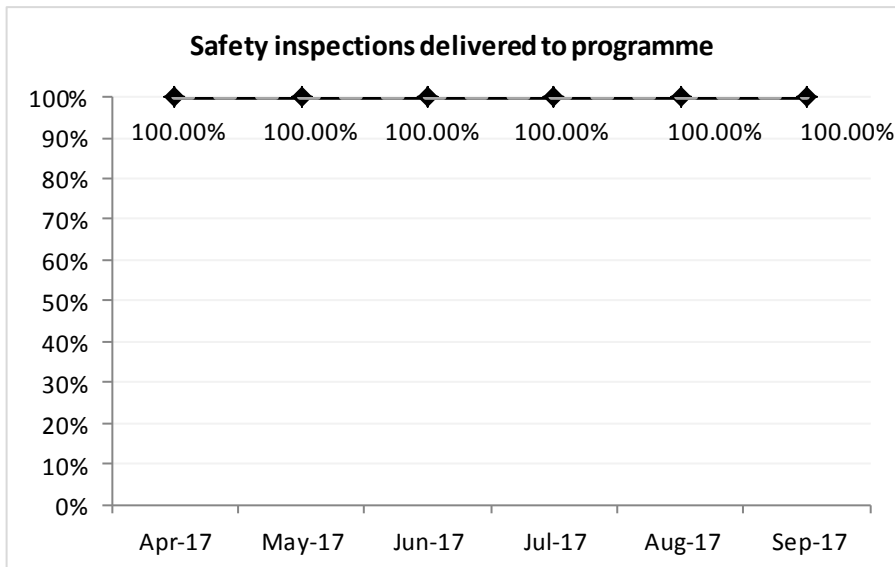*Target is at or below £5,000*
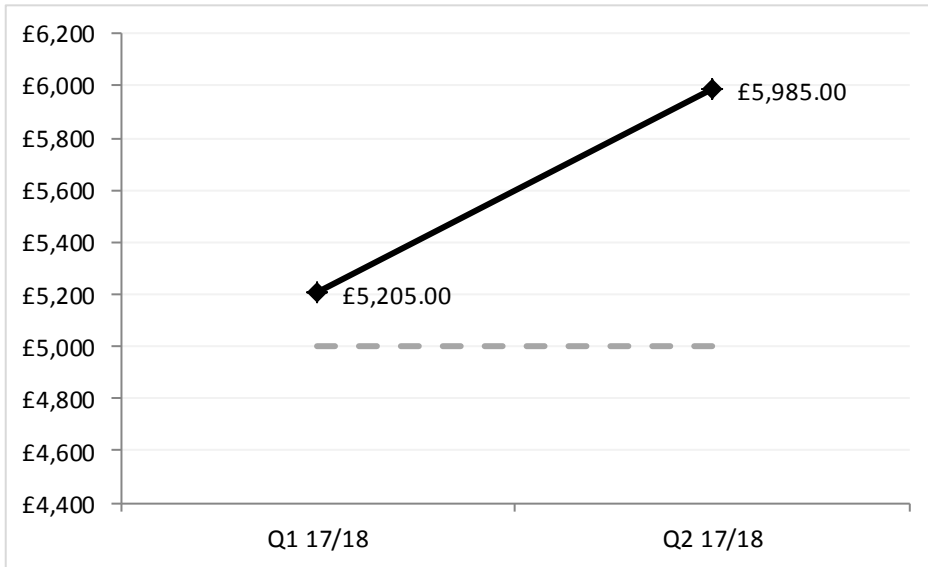
Unreported this quarter:
- Abnormal loads – Data behind this not fully agreed yet, but in development with Network Management
- Citizens making journeys of less than one mile on foot (%) – Looked at within TARs as part of KPI review
- Citizens making journeys of less than three miles on foot (%) – Looked at within TARs as part of KPI review

Appendix 8 – Network Safety
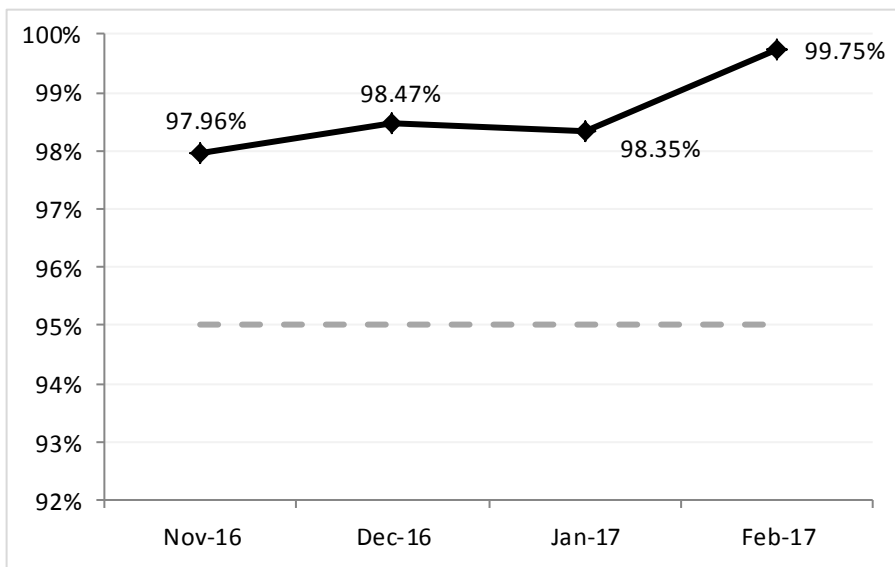
1. Safety Inspections
RAG is Green
This is an aggregate of two sub-measures. In all cases, aim is to be at or above target level as depicted in graphs.

Safety inspections delivered to programme

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Safety inspections quality audit

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
	98.05%	98.66%	99.48%	99.19%	99.69%	100.00%

2. Routes completely salted to time (%)
RAG is Green
Target is at or above 95%

	Nov-16	Dec-16	Jan-17	Feb-17
	97.96%	98.47%	98.35%	99.75%

3. Salt bins filled to programme (%)
RAG is Green
Target is at or above 95%

	Nov-16	Dec-16	Jan-17	Feb-17
	100.00%	100.00%	100.00%	100.00%
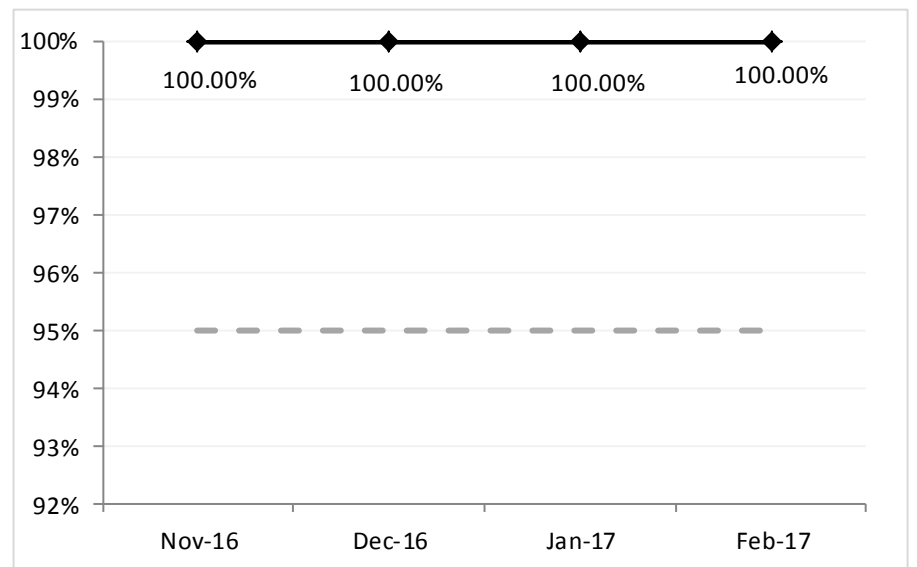
4. Number of insurance claims (up to the value of £50,000)
RAG is Amber
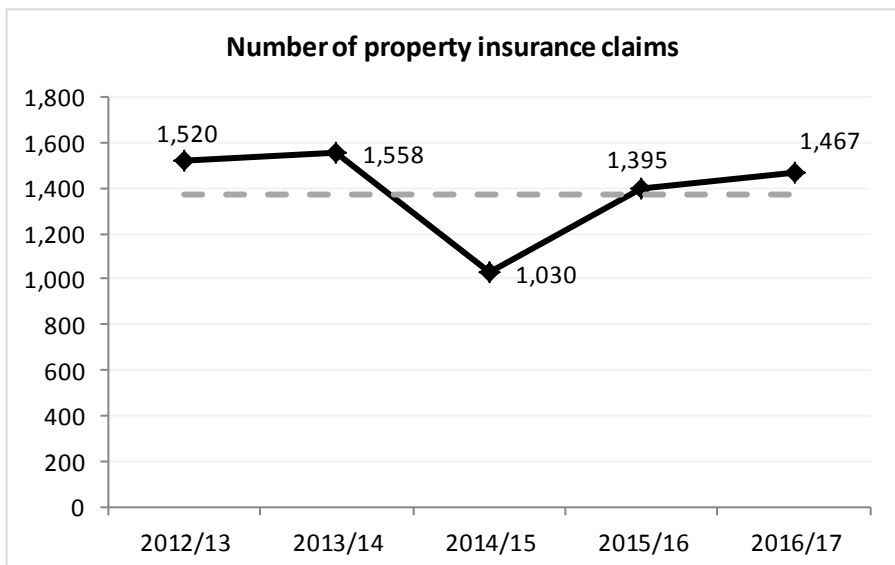*This is an aggregate of two sub-measures. In all cases, aim is to be at or below target level as depicted in graphs. **Please note**: These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.*

Number of property insurance claims

	2012/13	2013/14	2014/15	2015/16	2016/17
	1,520	1,558	1,030	1,395	1,467

Number of minor injury claims

	2012/13	2013/14	2014/15	2015/16	2016/17
	405	430	413	327	286
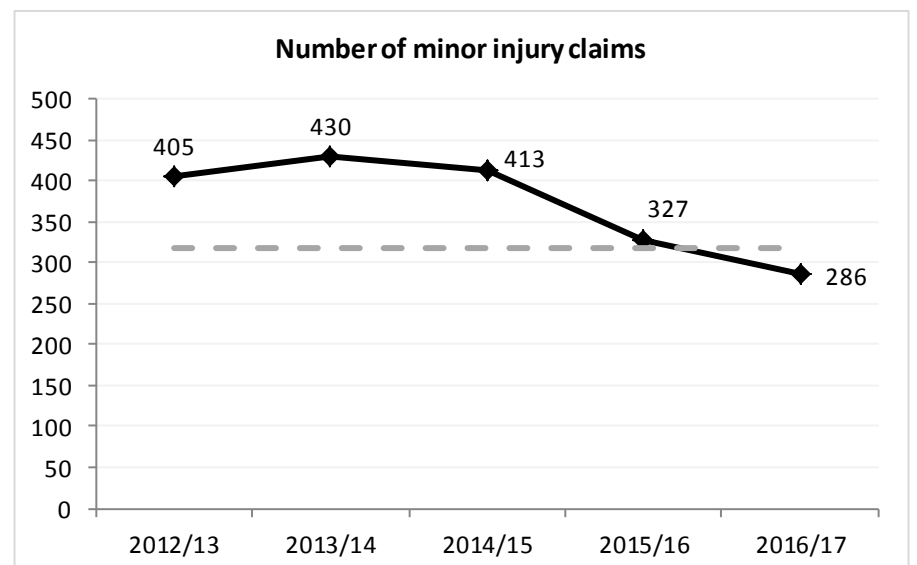
5. Rejected insurance claims (as % of total claims)
RAG is Amber

*Target is at or above 80%. **Please note**: These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.*

Property rejected claims

Minor injury rejected claims

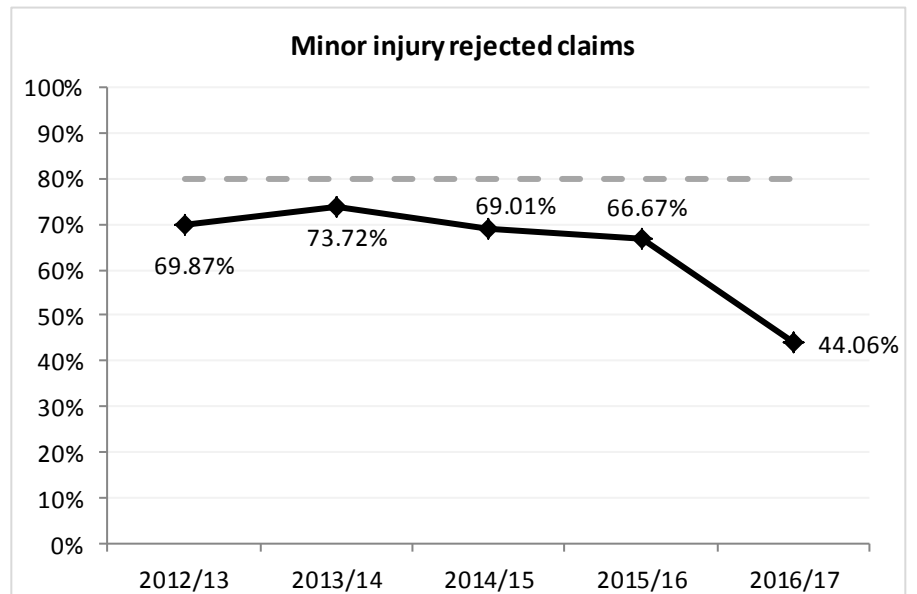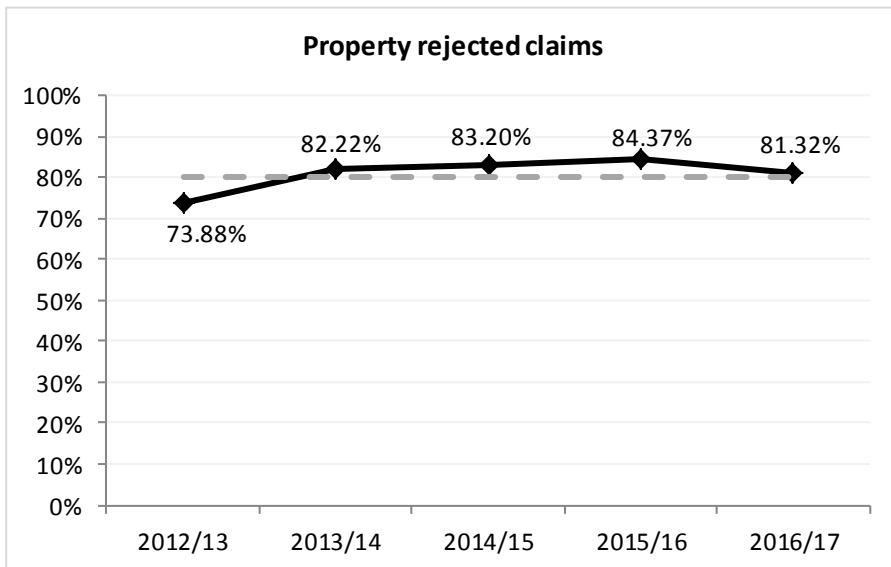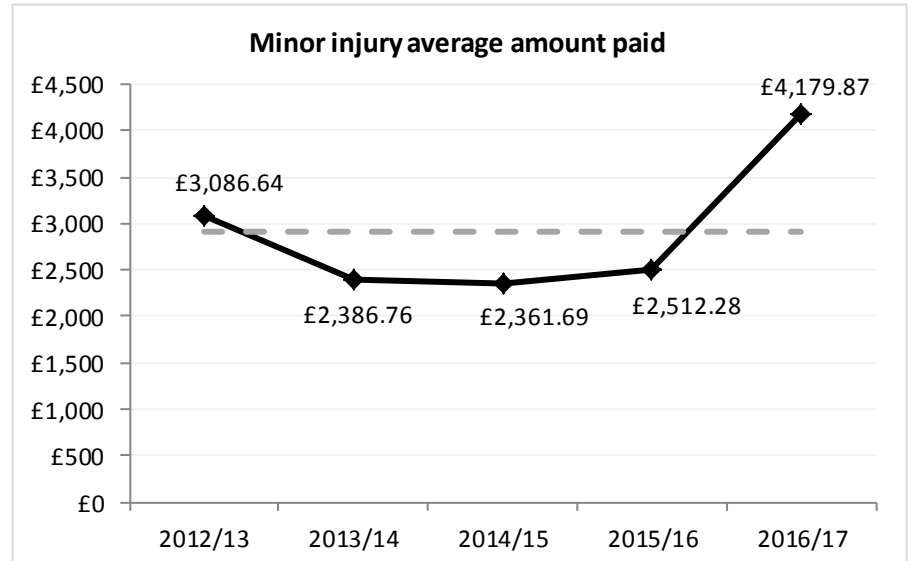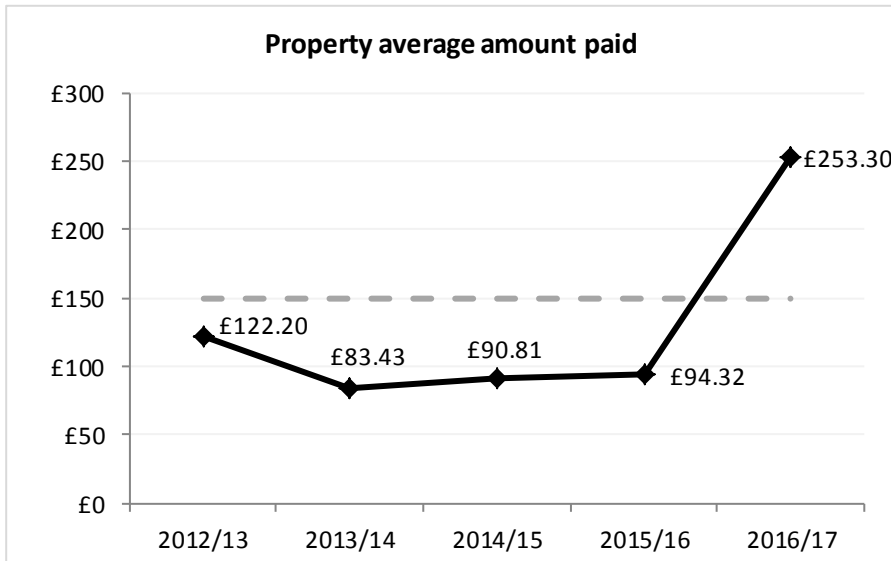**6. Average amount paid for insurance claims**
RAG is Red

*This is an aggregate of two sub-measures. In all cases, aim is to be at or below the target level as depicted in graphs. **Please note**: These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.*

Property average amount paid

Minor injury average amount paid

Unreported this quarter:
- People killed or seriously injured in road traffic accidents – In review by TARs
- Children killed or seriously injured in road traffic accidents – In review by TARs
- Number of slight road injuries per year – In review by TARs
- Speed limit compliance – Discussions over to whether to include due to being primary responsibility of Herts Police

Appendix 9 – Operational Delivery

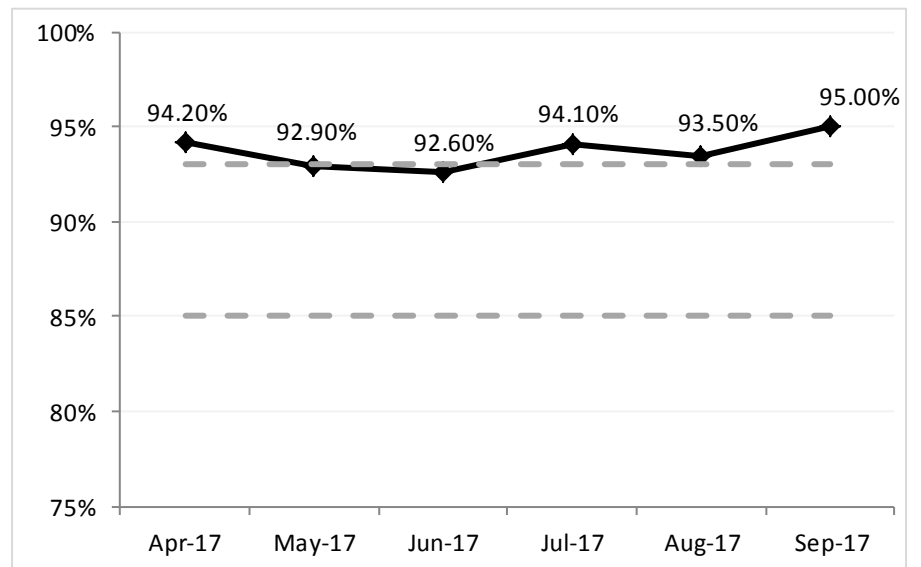**1. Overall Ringway Performance Score (%)**
RAG is Green
Target is at or above 75%, review below 50%

Values: Apr-17 92.38%, May-17 93.57%, Jun-17 97.36%, Jul-17 96.68%, Aug-17 98.38%, Sep-17 95.54%
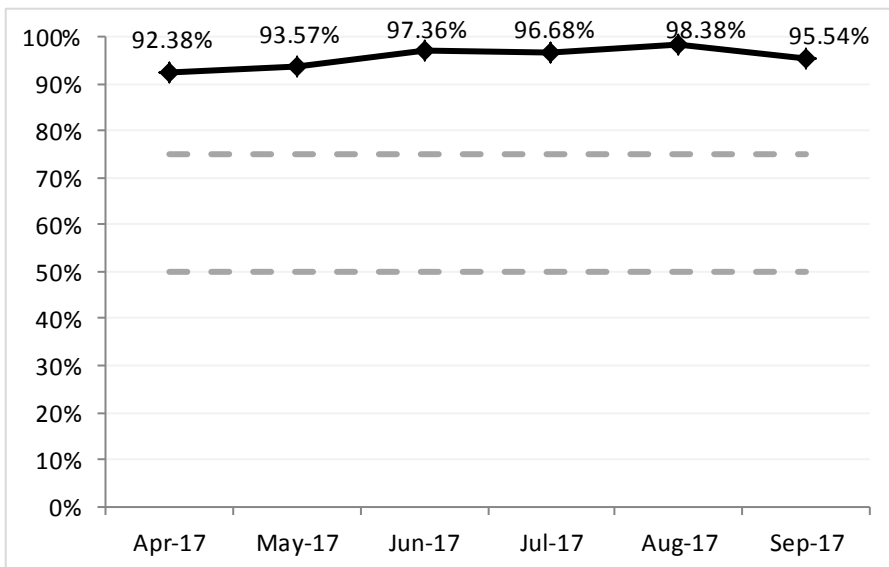
2. Planning consultations responded to within district timescales (%) - RAG is Amber
Target is to be between 85-93%

Values: Apr-17 94.20%, May-17 92.90%, Jun-17 92.60%, Jul-17 94.10%, Aug-17 93.50%, Sep-17 95.00%
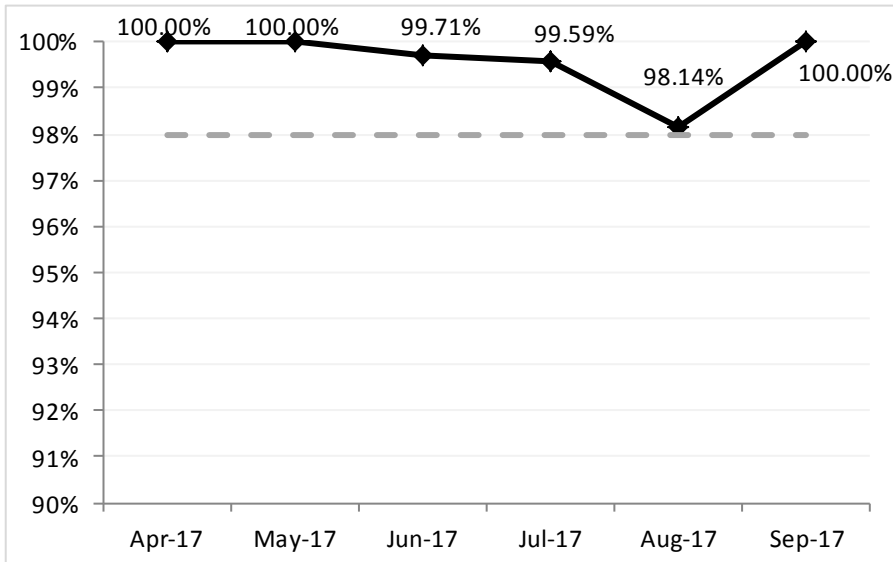
3. Carriageway defects reported by the public attended within the prescribed response times (%) - RAG is Green
Target is at or above 98%

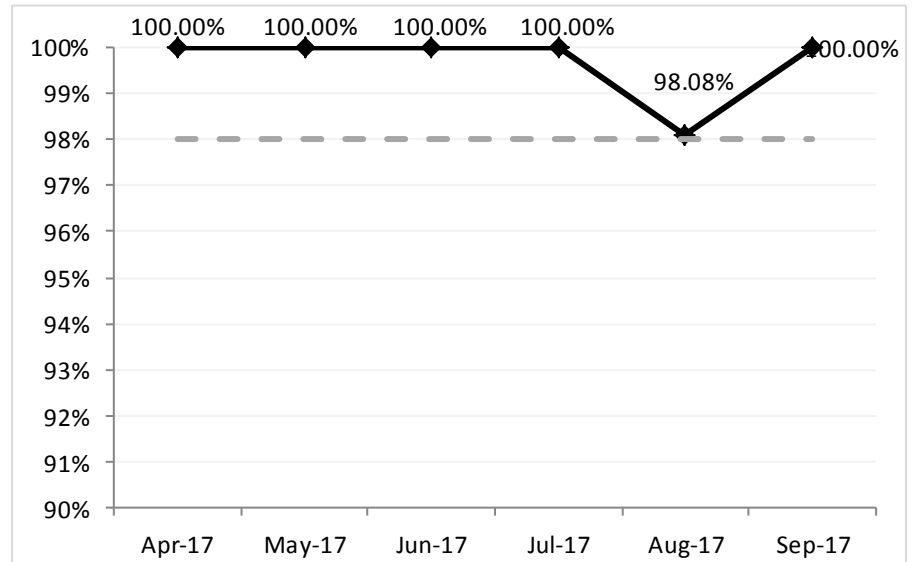Values: Apr-17 100.00%, May-17 100.00%, Jun-17 99.71%, Jul-17 99.59%, Aug-17 98.14%, Sep-17 100.00%

4. Footway defects reported by the public attended within the prescribed response times (%) - RAG is Green
Target is at or above 98%

Values: Apr-17 100.00%, May-17 100.00%, Jun-17 100.00%, Jul-17 100.00%, Aug-17 98.08%, Sep-17 100.00%

5. Exposed electrical wiring made safe within 2 hours of receiving the alert (%) - RAG is Amber
Target is 100%

Values: Apr-17 100.00%, May-17 100.00%, Jun-17 99.53%, Jul-17 99.49%, Aug-17 99.04%, Sep-17 98.60%
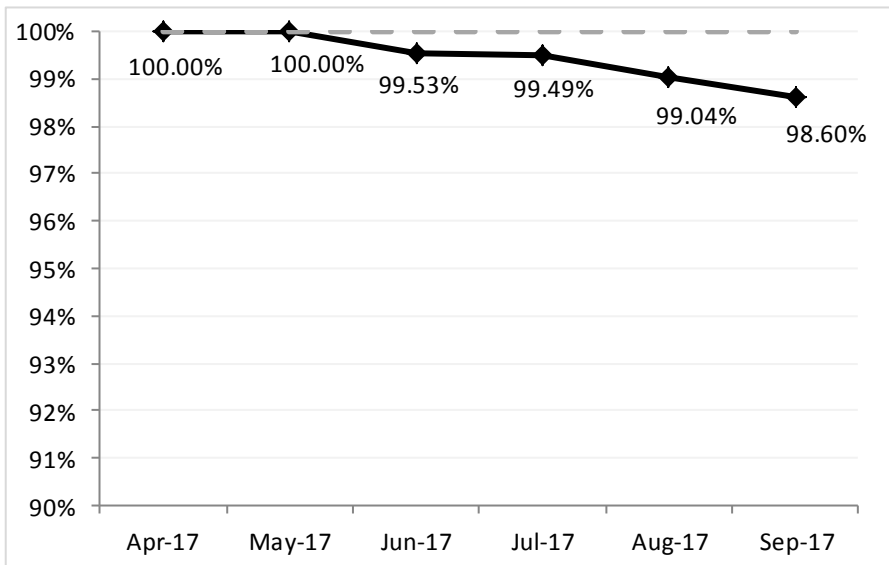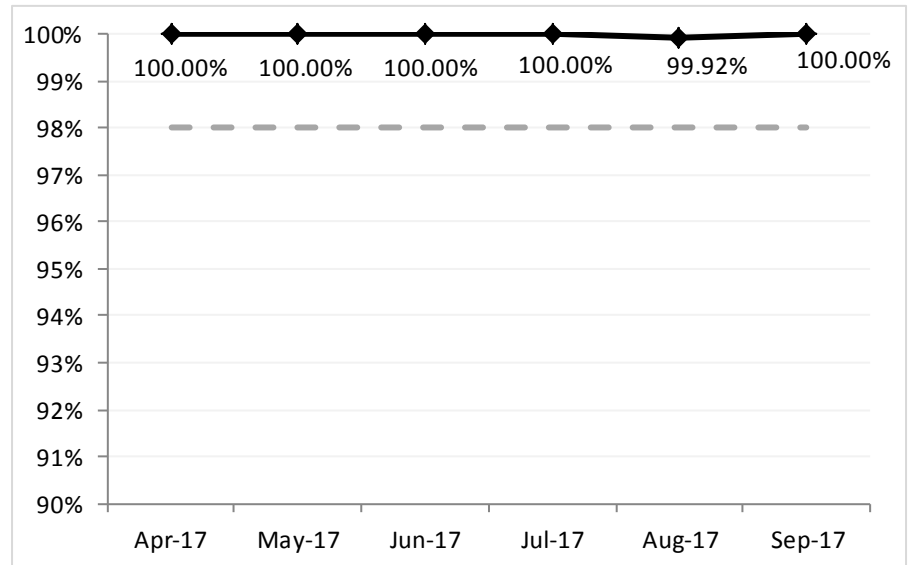
6. Non-emergency street lighting defects rectified within the prescribed response times (%) - RAG is Green
Target is at or above 98%

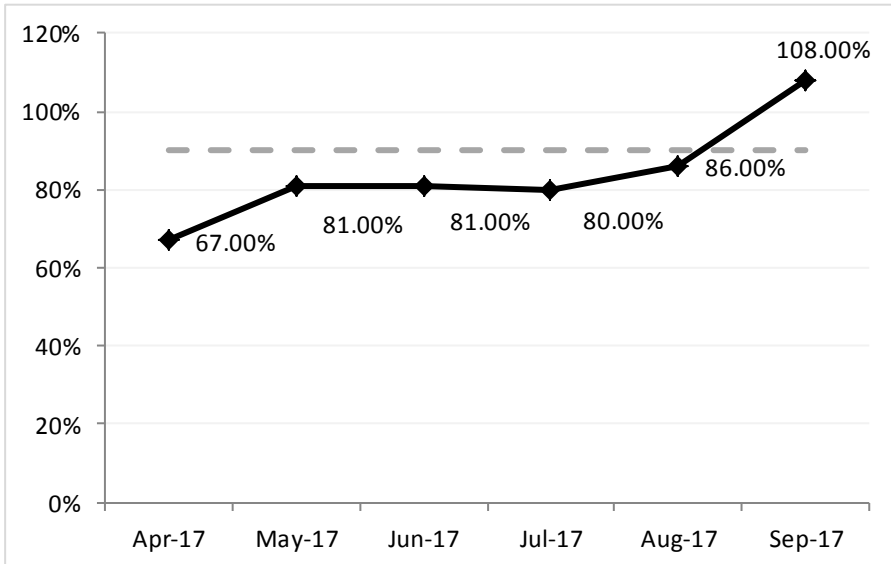Values: Apr-17 100.00%, May-17 100.00%, Jun-17 100.00%, Jul-17 100.00%, Aug-17 99.92%, Sep-17 100.00%

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7. Schemes delivered against those planned in the IWP (%)
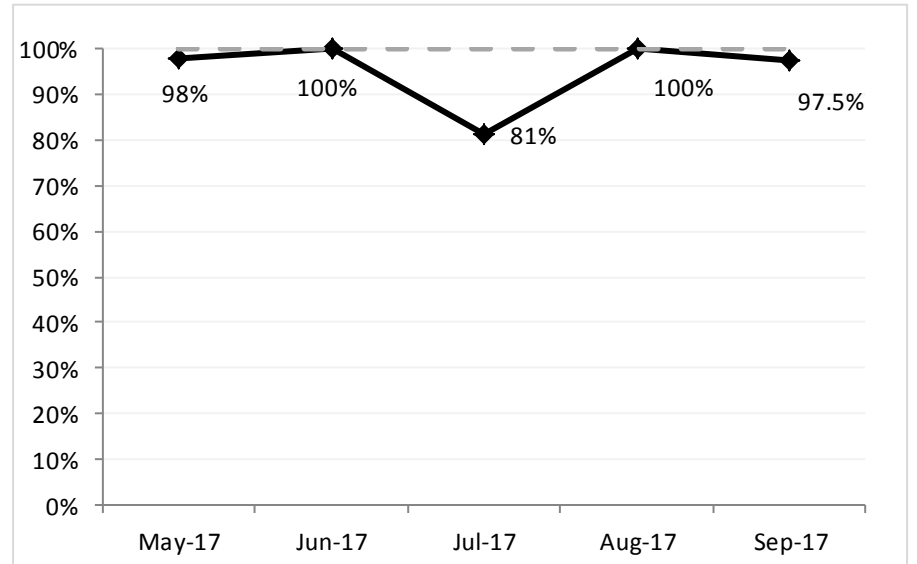**RAG is Amber**
Target is at or above 90%

8. Grass cuttings performed to spec (%)
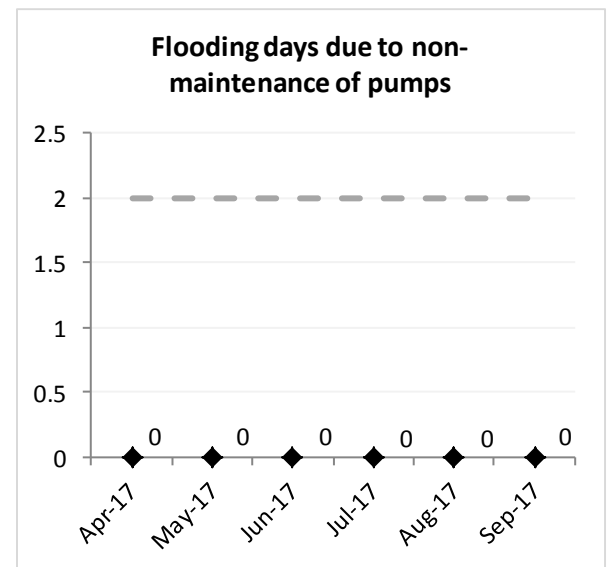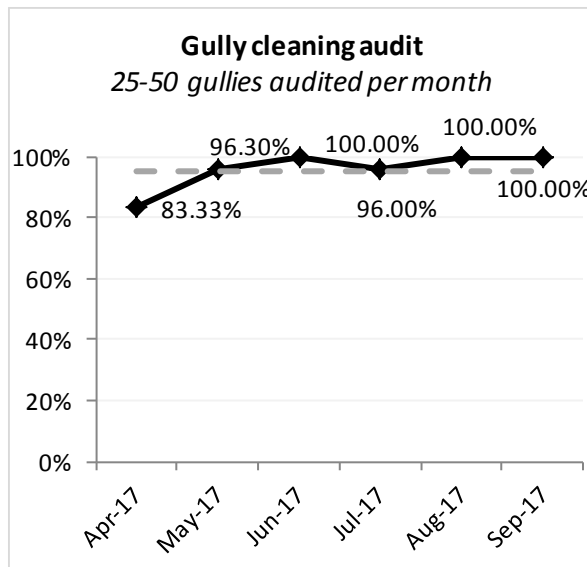**RAG is Amber**
Target is 100%, 40-50 cuts audited per month

9. Gully cleaning and flooding due to non-maintenance of pumps
RAG is Green
This is an aggregate of three sub-measures. In all cases, aim is to be at or above target level as depicted in graphs

Gully cleaning programme conformance

Gully cleaning audit
25-50 gullies audited per month

Flooding days due to non-maintenance of pumps
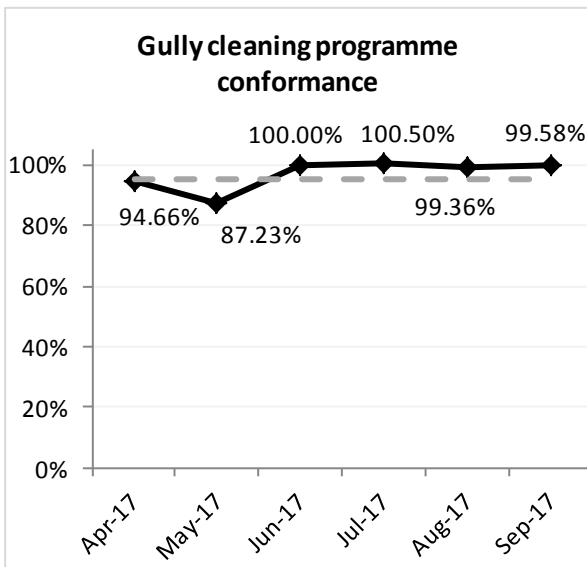
10. Response to emergency
RAG is Amber
This is an aggregate of three sub-measures. In all cases, aim is to be at or above target level as depicted in graphs

Response to emergency to time

Emergency response quality audit
Approx. 150 (25% of total) audited per month

16

11. Quality audit
RAG is Amber
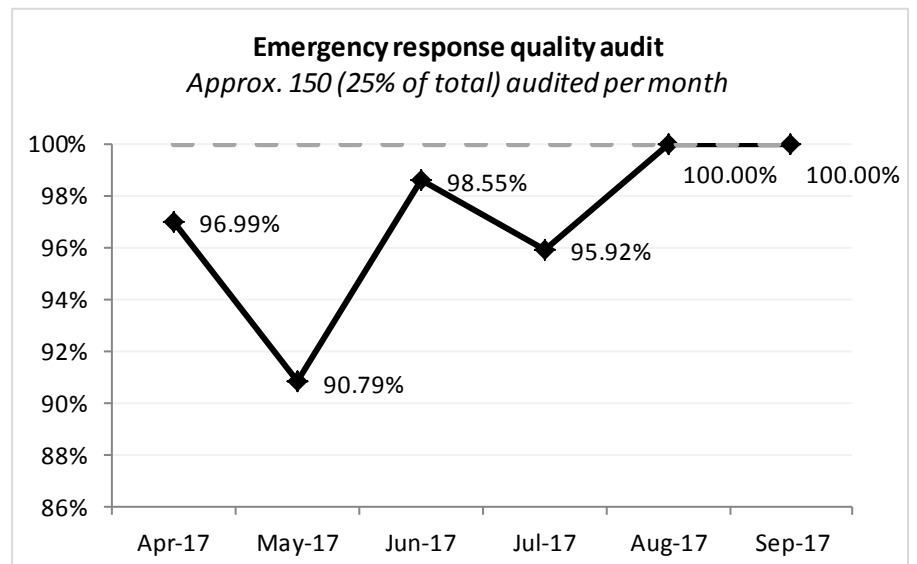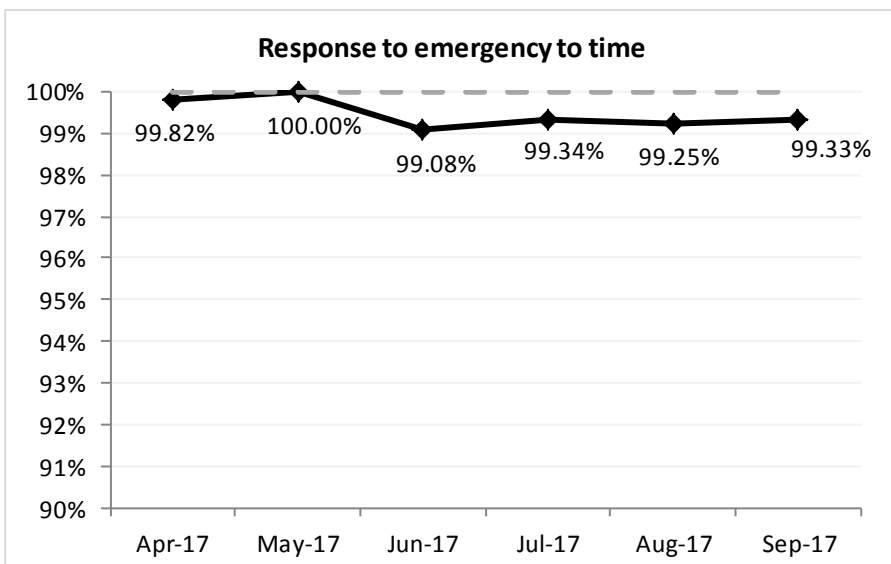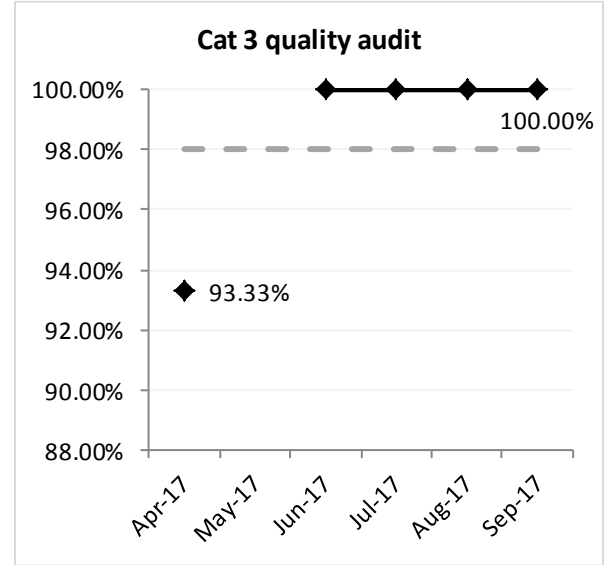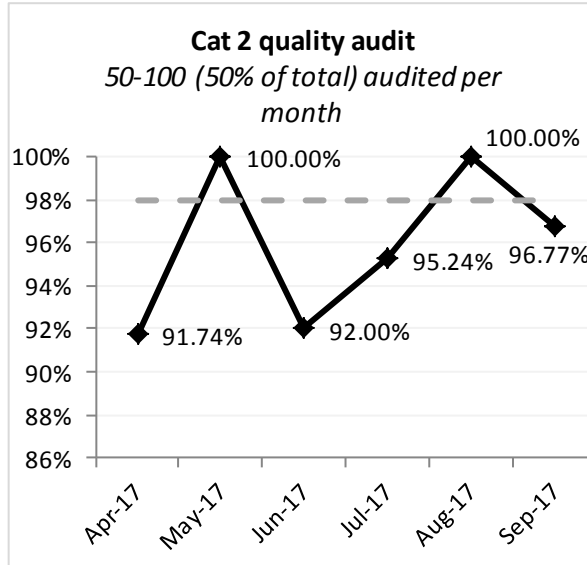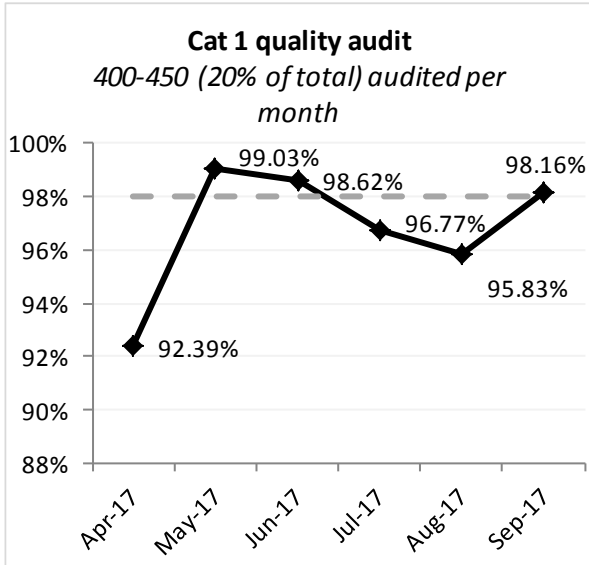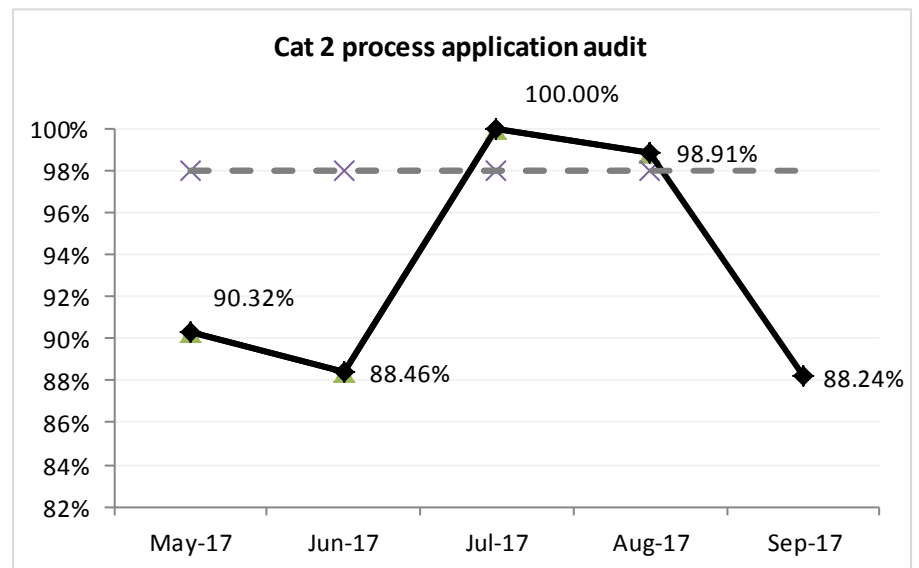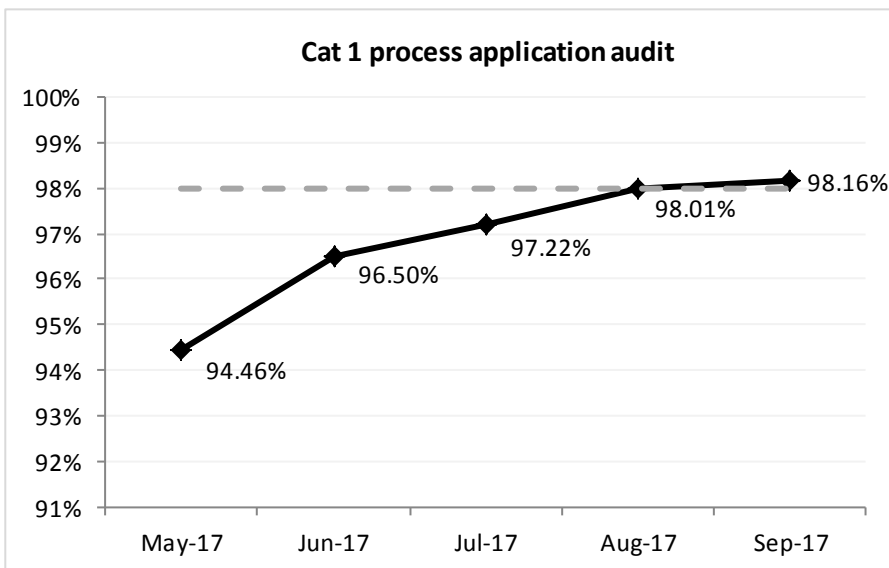*This is an aggregate of three sub-measures. In all cases, aim is to be at or above 98%.*

Cat 1 quality audit
400-450 (20% of total) audited per month

- Apr-17: 92.39%
- May-17: 99.03%
- Jun-17: 98.62%
- Jul-17: 96.77%
- Aug-17: 95.83%
- Sep-17: 98.16%

Cat 2 quality audit
50-100 (50% of total) audited per month

- Apr-17: 91.74%
- May-17: 100.00%
- Jun-17: 92.00%
- Jul-17: 95.24%
- Aug-17: 100.00%
- Sep-17: 96.77%

Cat 3 quality audit

- 93.33%
- 100.00% (Jun-17 to Sep-17)

12. Process application audit
RAG is Amber
This is an aggregate of two sub-measures. In all cases, aim is to be at or above 98%.

Cat 1 process application audit

- May-17: 94.46%
- Jun-17: 96.50%
- Jul-17: 97.22%
- Aug-17: 98.01%
- Sep-17: 98.16%

Cat 2 process application audit

- May-17: 90.32%
- Jun-17: 88.46%
- Jul-17: 100.00%
- Aug-17: 98.91%
- Sep-17: 88.24%

13. HCC NHT survey score
RAG is Amber
Target is at or above 56

- 2010: 53
- 2011: 54
- 2012: 53
- 2013: 54
- 2014: 52
- 2015: 52
- 2016: 53
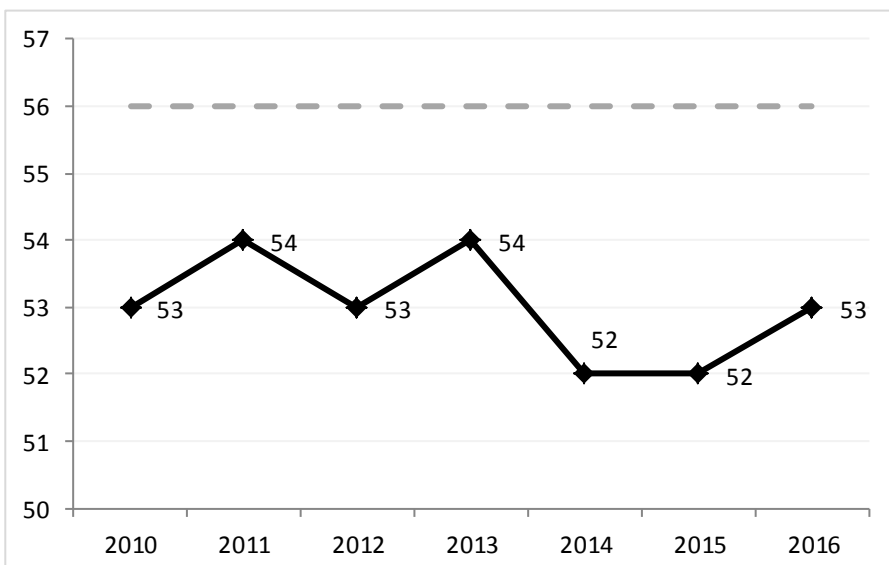
14. Response to Cat 1 score (%)
RAG is Green
Target is at or above 98%

- Apr-17: 99.83%
- May-17: 99.78%
- Jun-17: 99.62%
- Jul-17: 99.77%
- Aug-17: 98.65%
- Sep-17: 99.45%
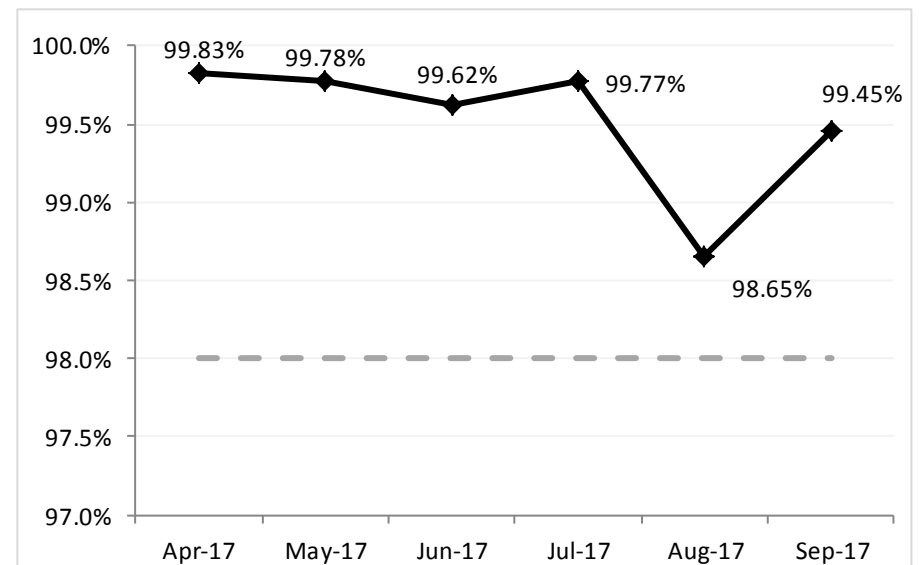
Unreported this quarter:
- S278 performance indicator – Measure still in development, parameters and RAG to be agreed with DM group

17

Appendix 10 – People

1. Staff attended course places (OpusArup and HCC) (%)
RAG is Green
Target 30% of staff having attended a course in some form

2. Proportion of workforce that are apprentices (%)
RAG is Green
Target is at or above 2.3%
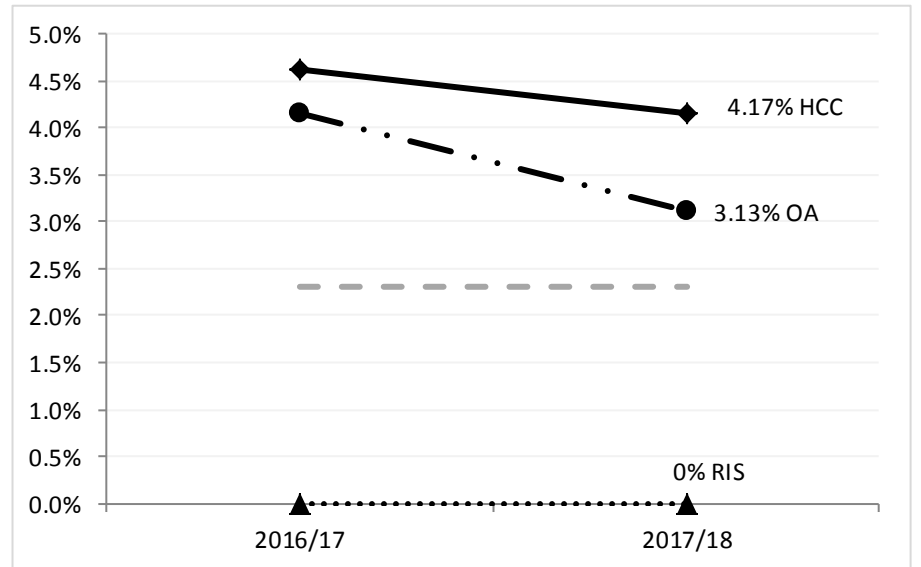
3. Staff turnover (OpusArup and HCC) (%)
RAG is Green
Target is between 5-9.99%
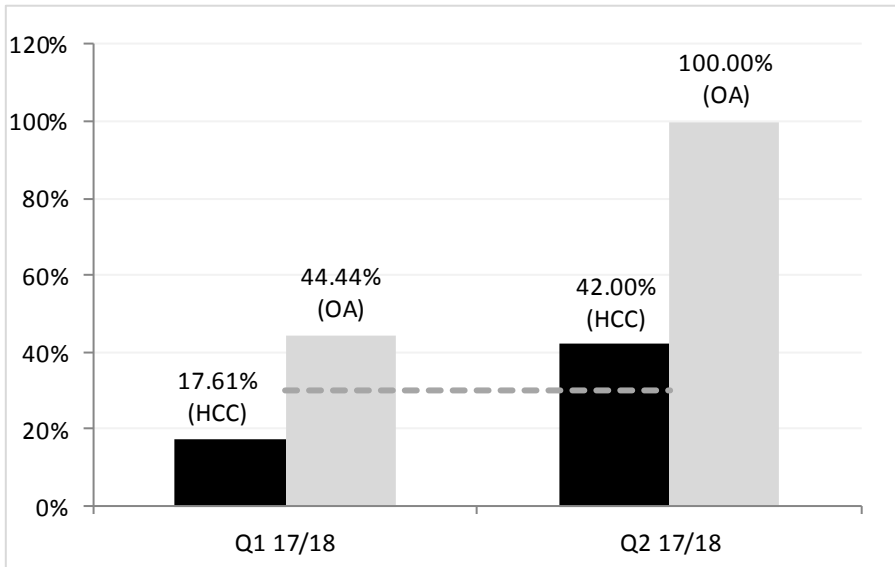

Staff turnover (HCC)
Recorded monthly

Staff turnover (OpusArup)
Recorded bi-monthly
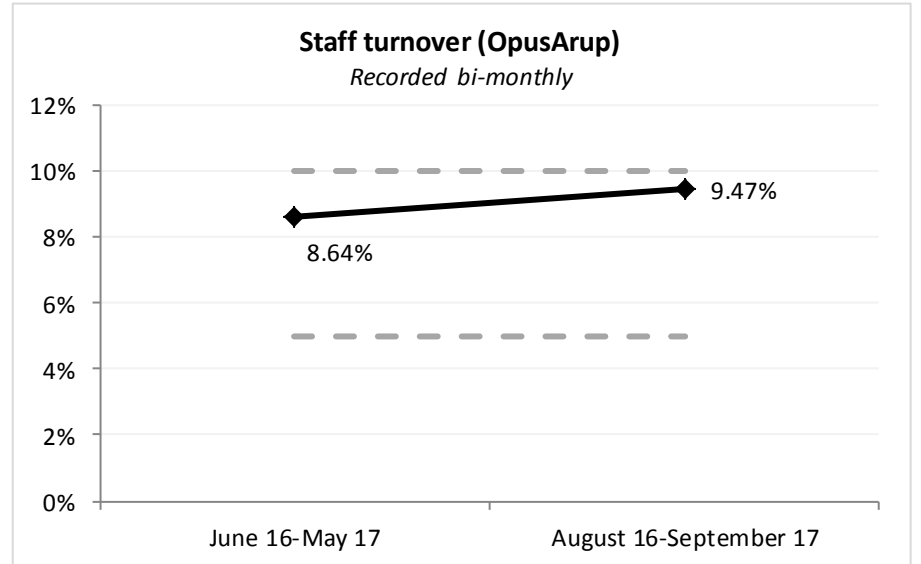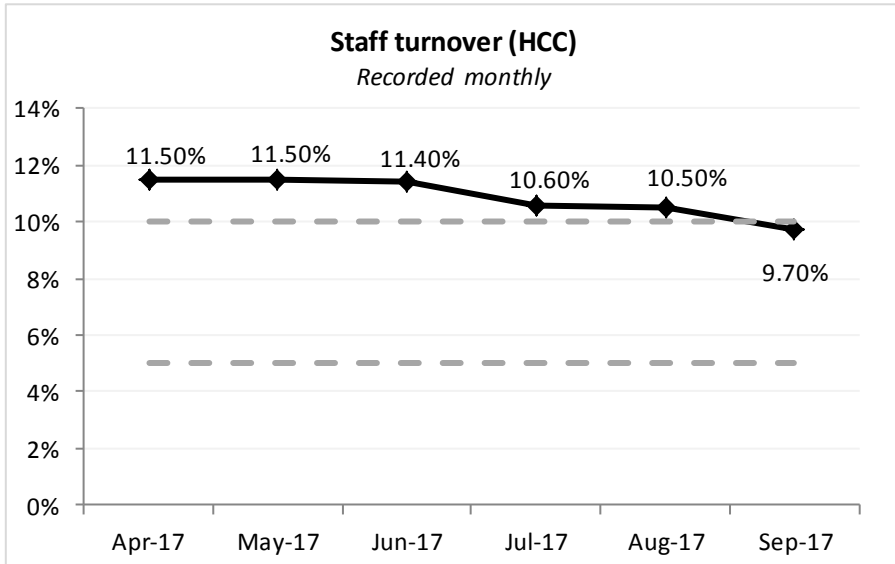
4. Number of staff sickness days (HCC and Ringway)
RAG is Green
Target is at or below 1 day per quarter (shown as 4 days per year for HCC data)

Ringway sickness days (salaried staff only)
Recorded quarterly, against a target of 1 day per quarter

HCC sickness days
Recorded monthly on a rolling 12 month basis, against a target of 4 days per year
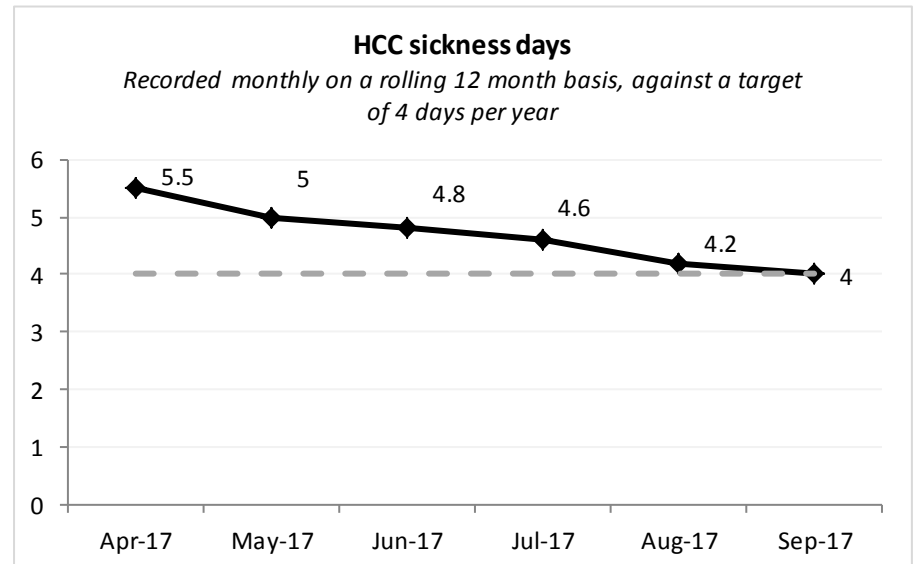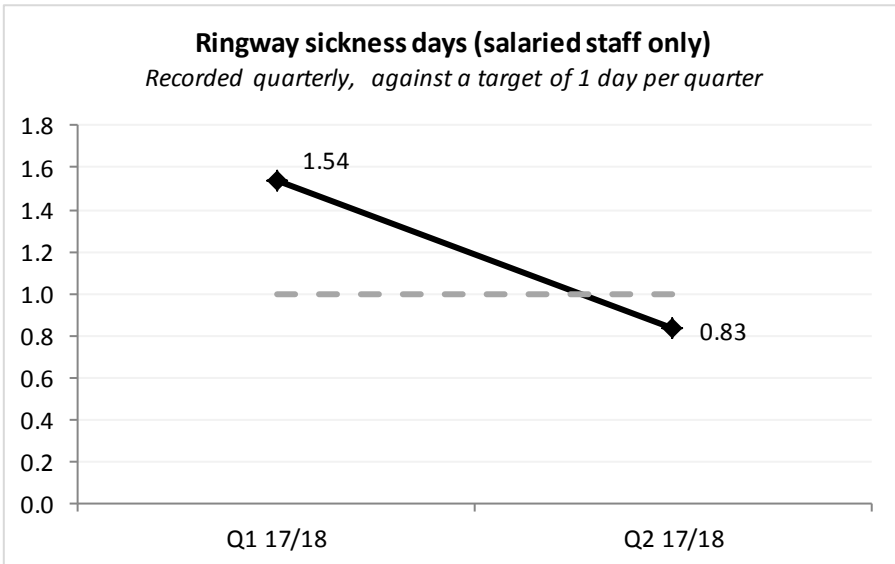
5. Completed annual performance appraisals (HCC and OpusArup) (%) - RAG is Amber
Target is 100%
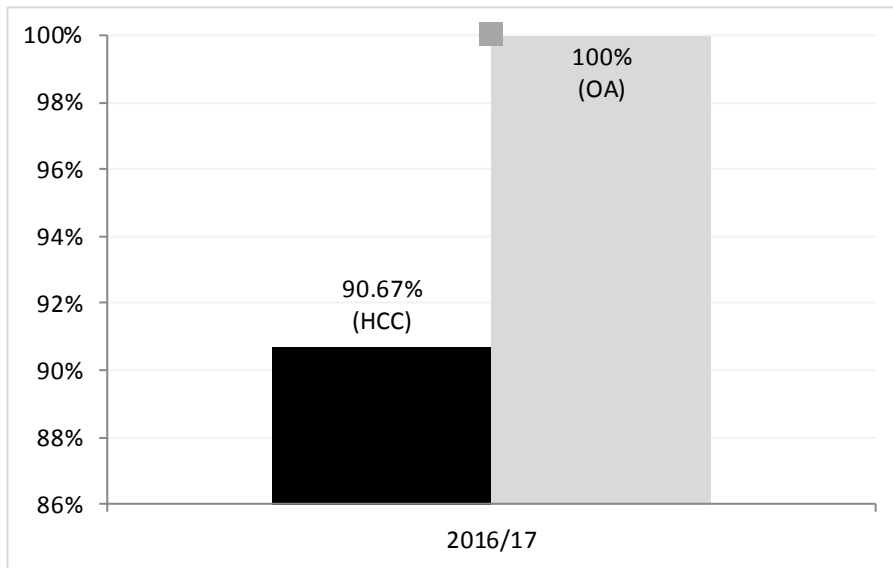
Unreported this quarter:
- Smart Working - Requires full development
- Time taking to fill vacancies – Under development
- Candidate diversity – Under development

Contextual Information – Road Traffic Causalities Indicators

1. Total killed or seriously injured as a result of road traffic collision
Target is at or below 413 KSIs

	Q2 15/16	Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17
Herts	345	404	401	416	440	458	483
Target	413	413	413	413	413	413	413

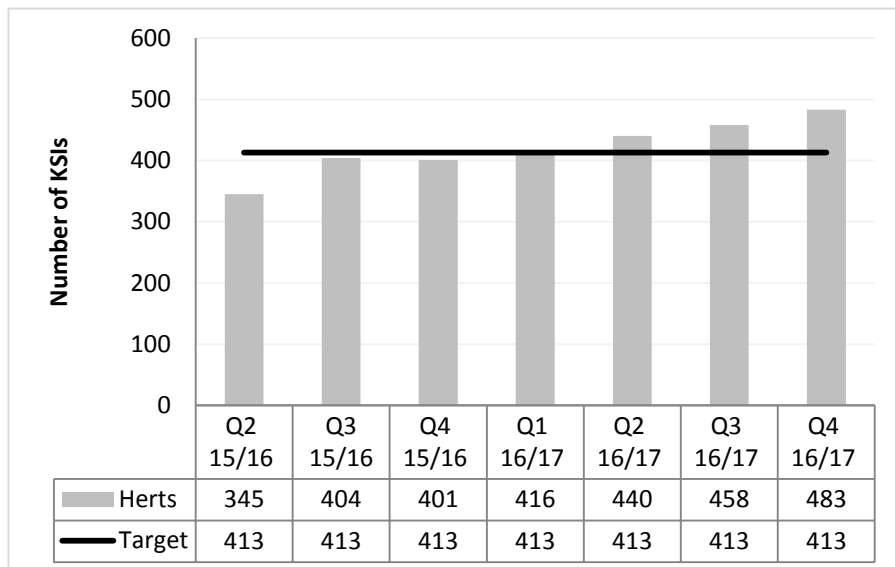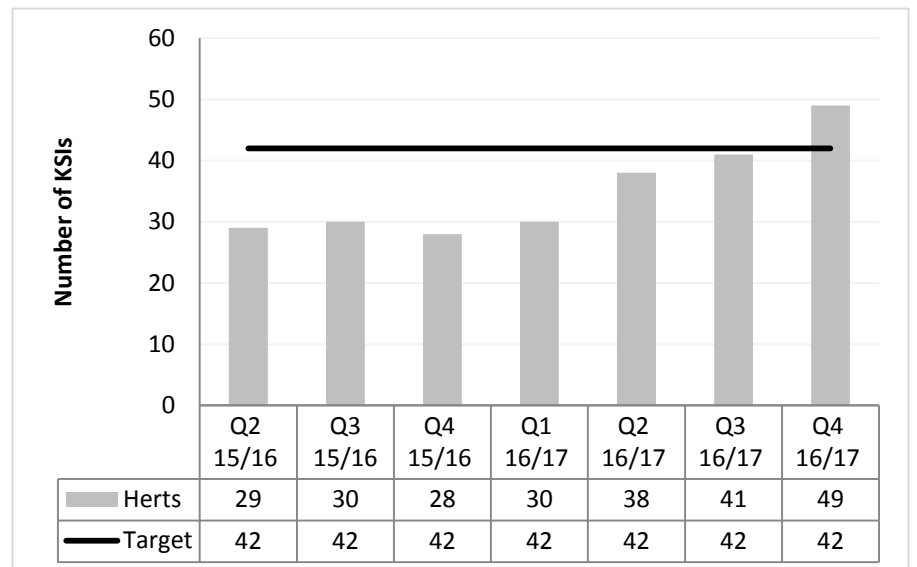Figures for 2016/17 Q4 are not conclusive as the data received so far is incomplete. Data supplied from CRASH continues to be slow. Local liaison continues with Bedfordshire / Cambridgeshire as well as with Herts Police regarding resourcing.

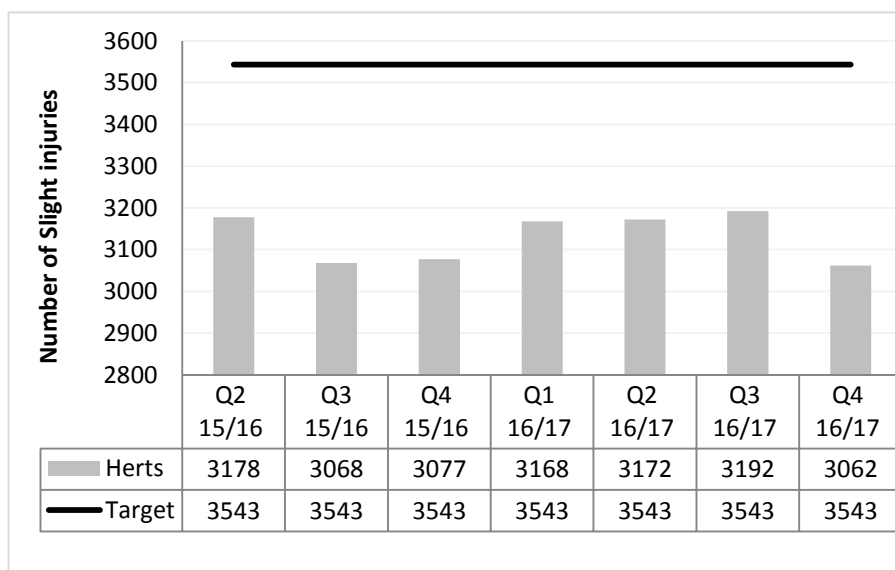**2. Children killed or seriously injured in road traffic accidents**
Target is at or below 43 KSIs

	Q2 15/16	Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17
Herts	29	30	28	30	38	41	49
Target	42	42	42	42	42	42	42

The rolling totals show increases since March 2016. It is possible that this is related to the CRASH effect and the underlying increases in all KSI casualties. However, there were no child fatalities recorded.

3. Number of slight road casualties per year
Target is at or below 3543 slight injuries

	Q2 15/16	Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17
Herts	3178	3068	3077	3168	3172	3192	3062
Target	3543	3543	3543	3543	3543	3543	3543

Figures for 2016/17 Q4 are not conclusive as the data received so far is incomplete. Data supplied from CRASH continues to be slow. Local liaison continues with Bedfordshire / Cambridgeshire and with Herts Police.

Contextual Information – Risks

Highways has 3 corporate risks, as follows.

1. Road Maintenance (Risk ENV0030)

- In the event of a failure in road inspection and / or fault reporting procedures, there is a risk that the condition of our roads falls below expected standards, which results in injury to citizens and / or successful claims against HCC.

- The risk and control measures have been reviewed with no changes to report this quarter as it remains relevant and appropriate. The likelihood of a failure in road inspection and / or fault reporting procedures remains 'rare' and attracts a 'high' impact.

2. Highways Investment (Risk ENV0033)

- In the event of under investment there is a risk that road maintenance levels cannot be maintained and general deterioration occurs, which may lead to increased number of accidents, loss of reputation and customer dissatisfaction.

- The risk and control measures have been reviewed with no changes to report this quarter as it remains relevant and appropriate. The likelihood of under investment remains 'unlikely' and attracts a 'high' impact.

3. Croxley Rail Project (Risk ENV0148)

- As a result of political changes and escalating costs there is a risk that the Croxley Rail Link scheme is cancelled, which may result in claims to the Council (liability is capped at £3m), difficulties in re-claiming HCC investment sunk into the scheme and reputational loss. This will also have a significant impact on future growth in the area.

- The overall risk status is considered 'severe' and attracts a 'high impact' due to the high profile nature of the project.