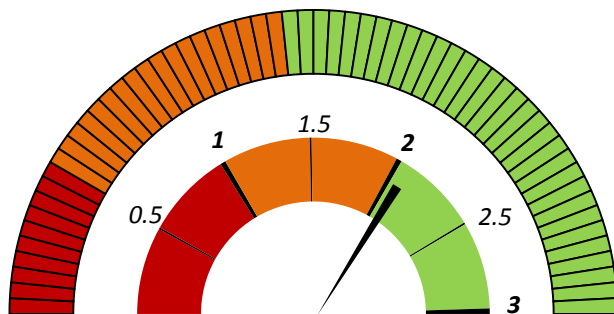


Appendix A - Q3 2017/18 Performance Report

Executive Summary:

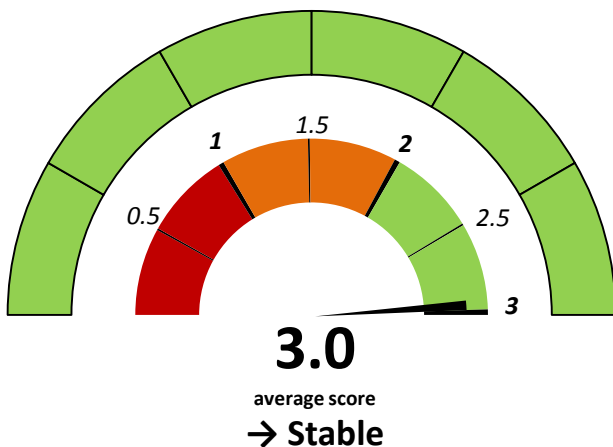
- Overall performance is down, at 2.05 compared to 2.14 in Q2. Of 60 measures, 32 are Green, 18 Amber and 10 are Red.
- Improving performance:** 'Exposed electrical wiring made safe within 2 hours'. Has seen significant improvement this quarter following an emerging negative trend being identified in the Q2 report. 'Routes completely salted to time' and 'Salt Bins filled' are reported for the first time in 17/18 due to the start of the Winter Service, and are both comfortably above target level.
- Decreasing performance:** 'Response to member enquiries' fell below target level for the first time this year, in part due to a 40% increase in correspondence received in December. 'Process application audit', measuring the accuracy with which site staff close Cat 1 & 2 defects, also fell this quarter. Ringway are aware of the reasons behind this and are taking steps to address it.
- Overall:** The slight dip in servicewide performance can be attributed to relatively isolated measures in the Customer Journey, Locality and Operational Delivery themes. Where this is the case the reasons are understood, actions are being taken and performance will continue to be monitored to ensure improvements for Q4.

Overall service performance



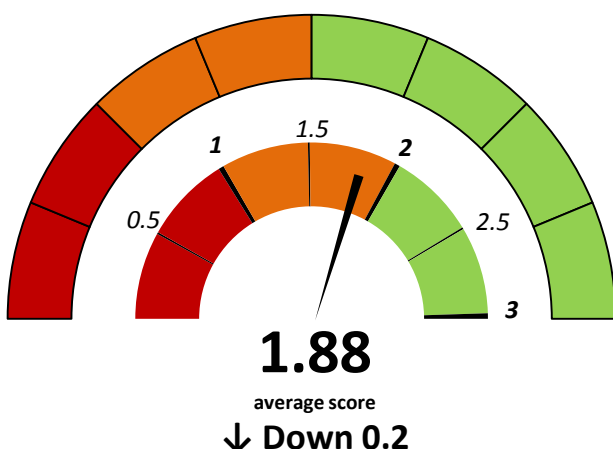
Green
2.05
average score

↓
Down 0.09
Q2 17/18 score of 2.14



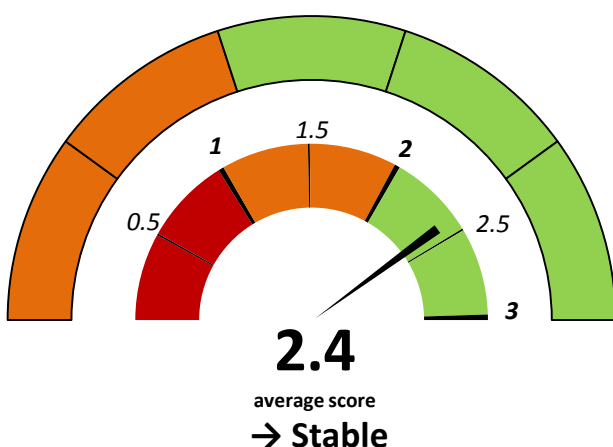
1. Asset Condition – See Appendix 1 (page 4)

- Of 6 measures, 6 are Green.
- No change from Q2, all 6 Measures continue to be comfortably at or above target.



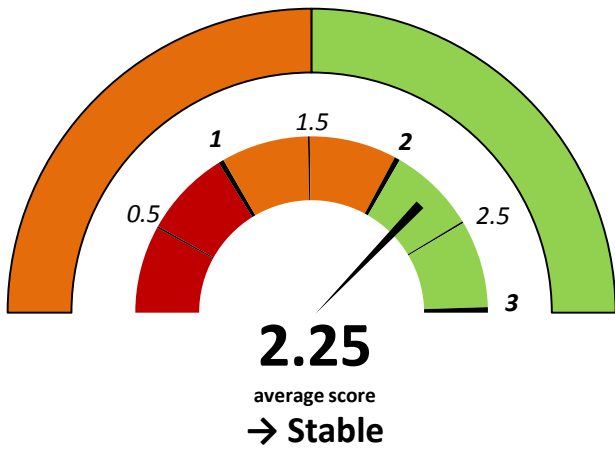
2. Customer Journey – See Appendix 2 (page 5)

- Of 8 active measures, 4 are Green, 2 are Amber and 2 are Red.
- 'VXOs constructed in 8 weeks' remained Red this quarter, however increased from 13% at close of Q2 to 41% at close of Q3. As this remains below target level, it is being continually monitored to ensure it achieves a more stable level of performance.
- 'Stage 1 complaints upheld/partially upheld', saw a significant increase in complaints upheld with an average of 61.5% upheld this quarter, albeit from a very low volume of complaints overall (13 Stage 1 complaints across Q3).



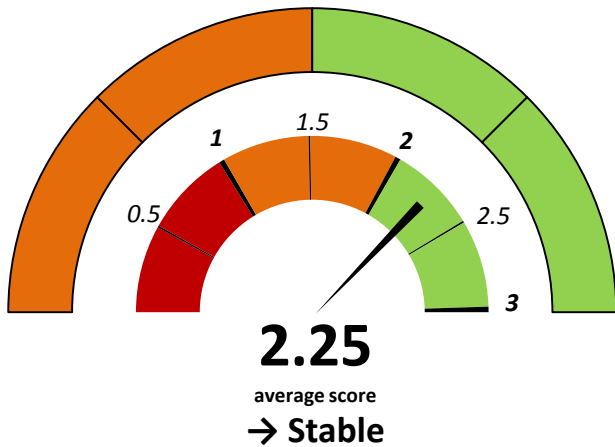
3. Data Management & Systems Development – See Appendix 3 (page 7)

- Of 5 active measures, 3 are Green, 2 are Amber.
- No notable changes from Q2.



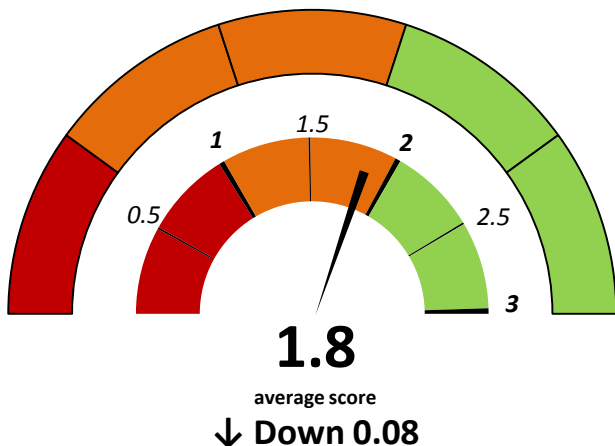
4. Efficiency and Value for Money – See Appendix 4 (page 8)

- Of 2 active measures, 1 is Green and 1 is Amber.
- **‘Channel shift – providing online services’** remains Amber this quarter, primarily due to a greater proportion of contacts coming in via the Customer Service Centre, and fewer being made via email as a result.
- Trends in both faults reported and VXO applications made online are positive, however, indicating that overall our approach to channel shift is broadly working.



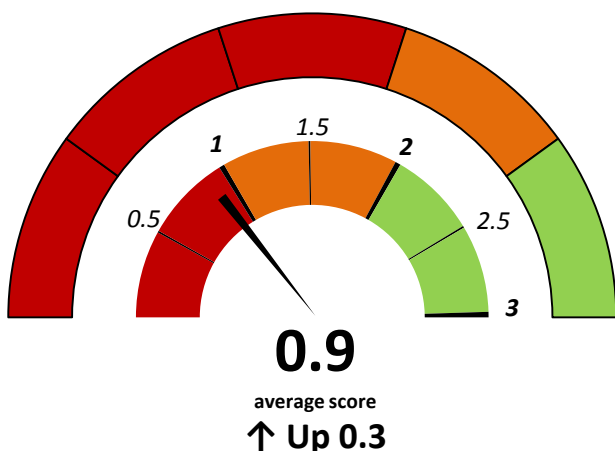
5. Financial – See Appendix 5 (page 9)

- Of 4 active measures, 2 are Green and 2 are Amber.
- **‘Income from NRSWA fines’** is Green this quarter for the first time in 17/18, with the NRSWA service achieving 98% of its projected income. This is largely due to greater income from Section 74s than originally projected, offsetting a comparable lack of income from Fixed Penalty Notices.



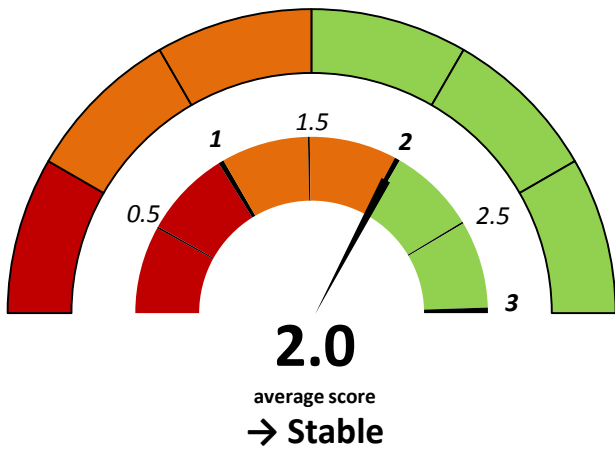
6. Locality – See Appendix 6 (page 10)

- Of 4 active measures, 2 are Green and 2 are Amber, and 1 is Red.
- **‘Response to Member enquiries’** within 5 working days fell below target level for 2 out of 3 months this quarter, putting it in the Amber zone, in part due to a significant rise in correspondence. In December 2016 there were 62 enquiries compared to 106 this year, representing a rise of approximately 40%. Nonetheless, it is worth noting that it finished this quarter only slightly below its target level of 95%.
- **‘Member bulletins issued by 15th of the month (%)’** has been added this quarter, and is Green for Q3.



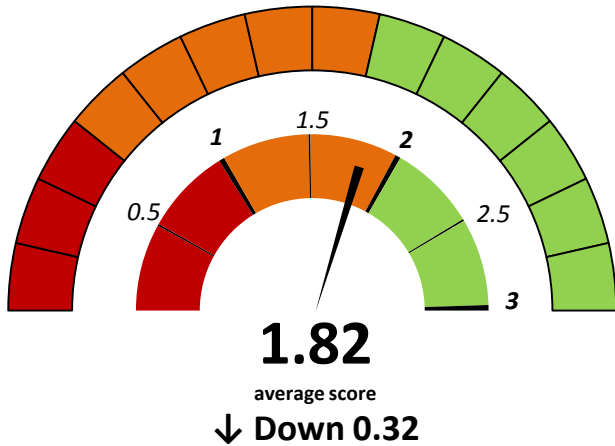
7. Network Management – See Appendix 7 (page 11)

- Of 5 active measures, 1 is Green, 1 is Amber, and 3 are Red.
- **‘ITCC network interventions’** is Red this quarter, albeit with a slight increase in incidents where the Integrated Transport Control Centre was able to proactively intervene – from 30% to 43%. For the second quarter running, this is due to an disproportionately large number of incidents in East Herts and Broxbourne, where our Intelligent Transport Systems (Variable Message Signs, CCTV) provision is limited, in turn limiting the ITCC’s capacity to manage incidents in these districts.
- The overall score for the Network Management theme continues to be in the Red zone, primarily due to high demand. To better measure pressures on the service, more refined targets for 18/19 will be developed once a full year’s worth of data has been collected for 17/18.



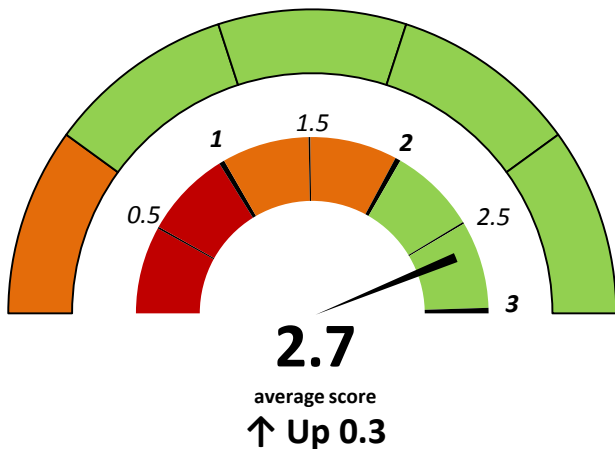
8. Network Safety – See Appendix 8 (page 13)

- Of 6 active measures, 3 are Green, 2 are Amber and 1 is Red.
- **‘Routes completely salted to time and Salt Bins filled to programme’** are both reported for the first time this year due to the commencement of the Winter Service, with both comfortably above their target level of 95%.
- **‘Average amount paid for insurance claims’** continues to be Red in Q3. These figures will change as more cases from 16/17 are settled, however it continues to be the case that 16/17 will be a costly year for insurance claims.



9. Operational Delivery – See Appendix 9 (page 15)

- Of 14 active measures, 6 are Green, 5 are Amber, and 3 are red.
- **‘Exposed electrical wiring made safe within 2 hours of receiving the alert’**, was trending negatively in Q2 however following this being highlighted in the Q2 report, this trend has reversed and will finish in Q3 at 100%.
- **‘Process application audit’**, measuring the accuracy with which site staff close down defects is Red for both Cat 1 and Cat 2 this quarter, with a particularly large drop in performance for Cat 1 recorded.
- Ringway are addressing this by re-educating site staff on closing down defects accurately and making changes to their handheld devices to encourage the right behaviours.



10. People – See Appendix 10 (page 18)

- Of 5 active measures, 4 are Green and 1 is Amber.
- **‘Staff turnover’** continues to fall across HCC and OpusArup. Significantly, HCC’s staff turnover is now within target levels, and at the lowest level seen this year. Previous years’ data suggests that this may be seasonal, however on a like-for-like basis it is ultimately lower than levels seen in 16/17.

Performance summary

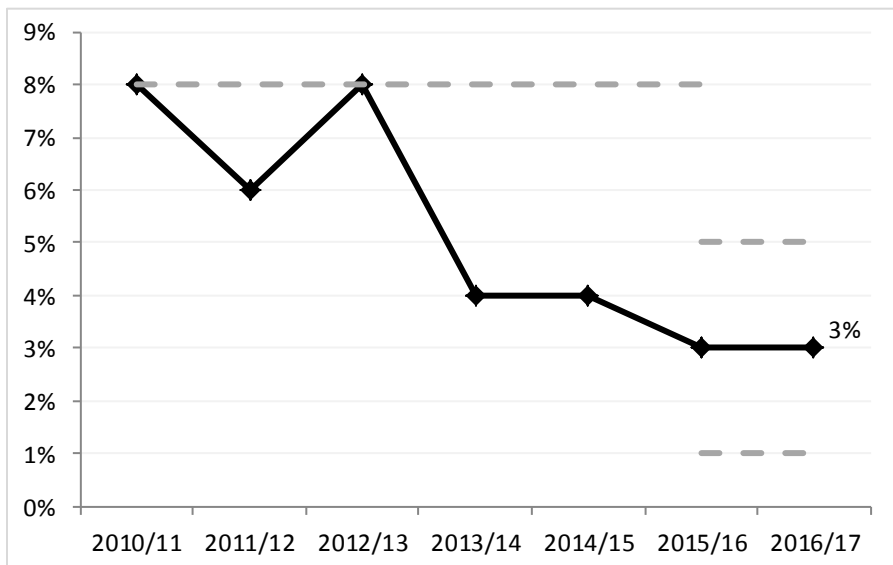


Appendix 1 – Asset Condition

1. A-roads where maintenance should be considered (%)

RAG is Green

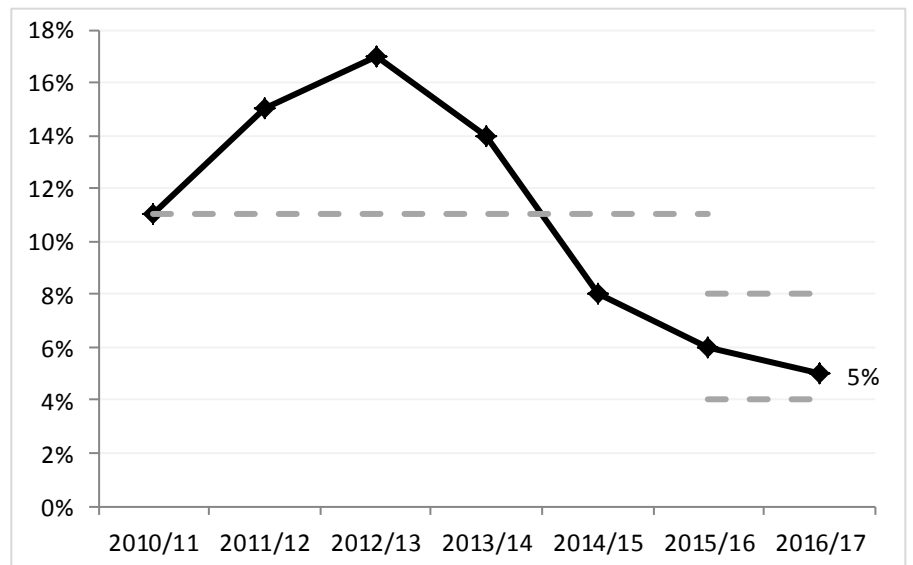
Target is between 1-5%



2. B- & C-roads where maintenance should be considered (%)

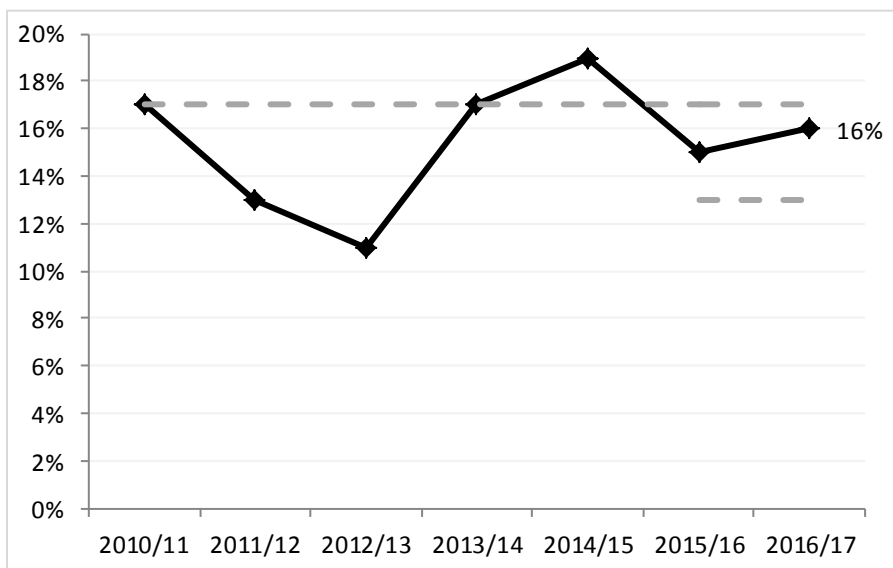
RAG is Green

Target is between 4-8%



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

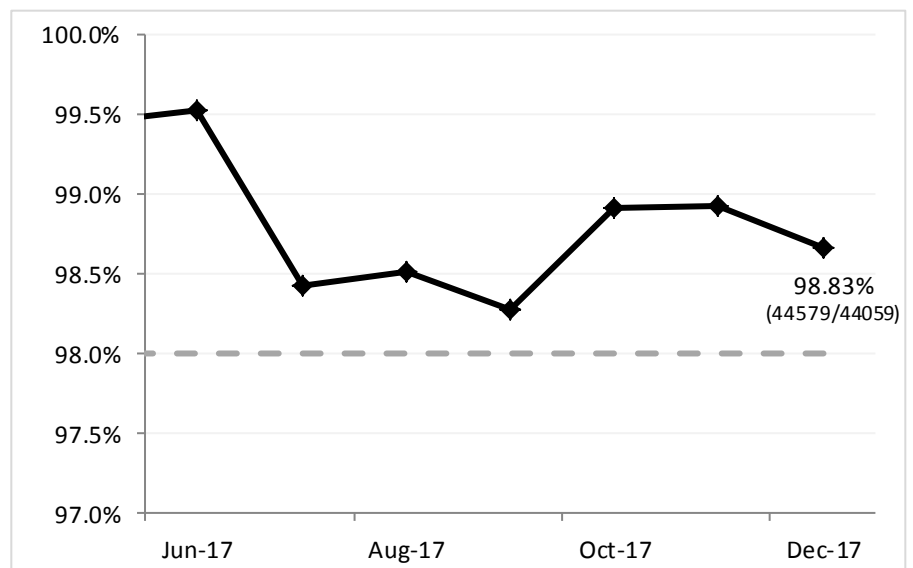
Target is between 13-17%



4. Streetlights working as planned on A, B and C roads (%)

RAG is Green

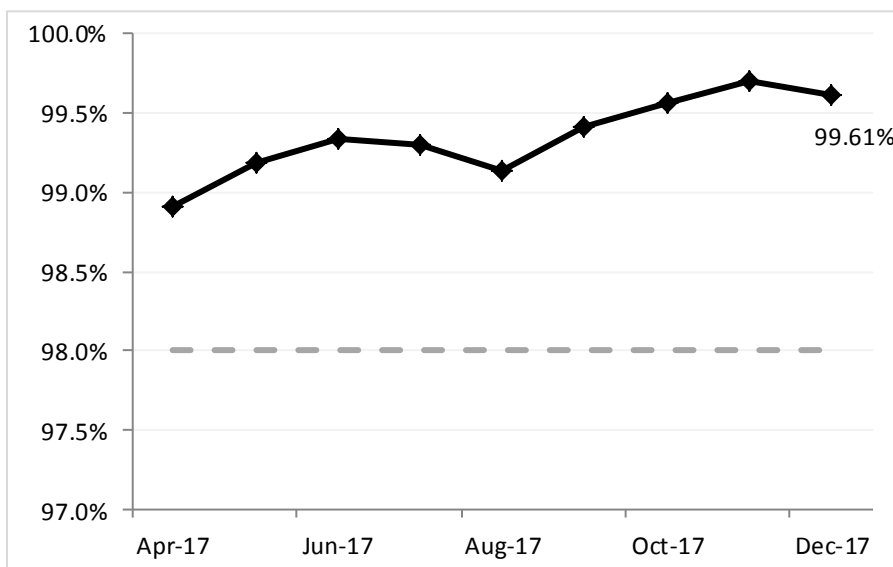
Target is at or above 98%



5. Traffic signal availability (%) (Up to August)

RAG is Green

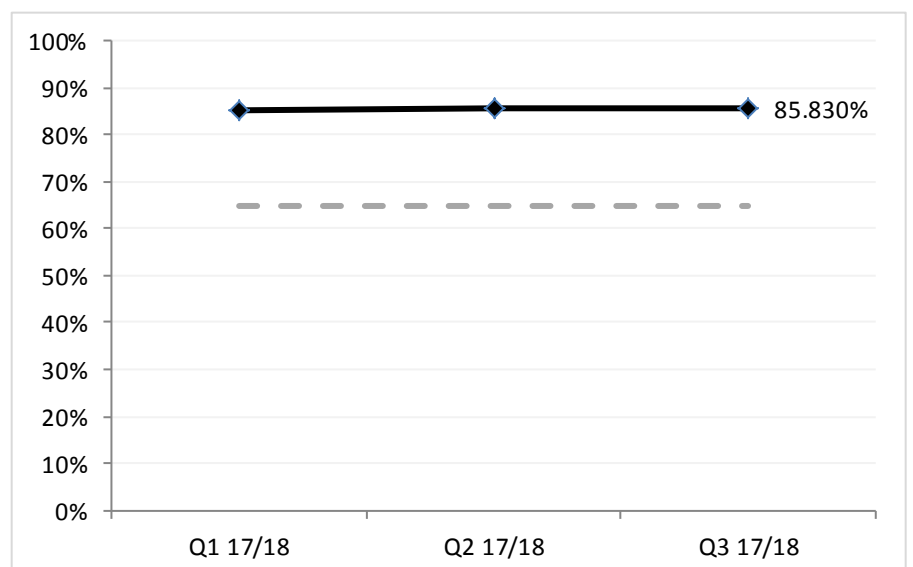
Target is at or above 98%



6. Bridge condition score (%) [Composite of two scores]

RAG is Green

Target is at or above 65%



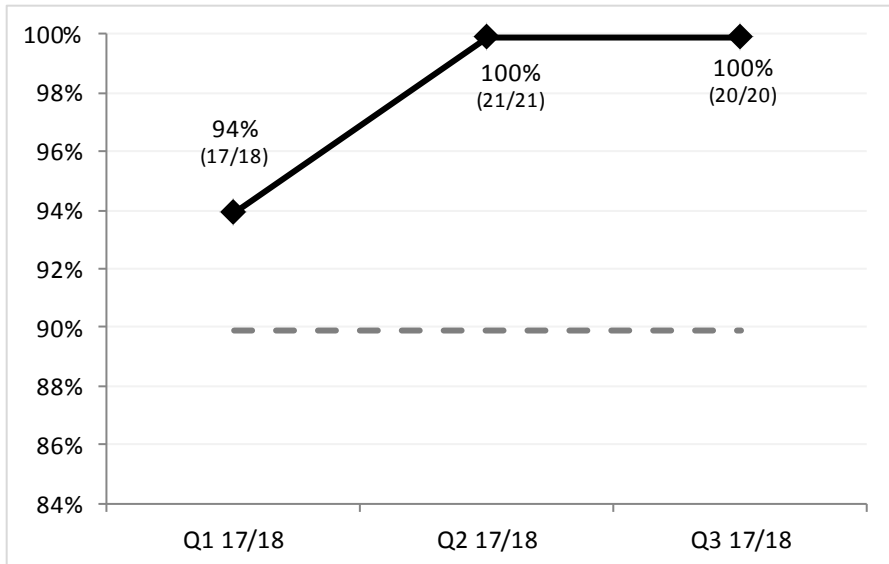
Unreported this quarter:

- Average condition of the highway network – In development within AM team
- Footway maintenance score – In development within AM team

Appendix 2 – Customer Journey

1. Stage 1 & 2 complaint investigations completed to agreed timescales (%) – RAG is Green

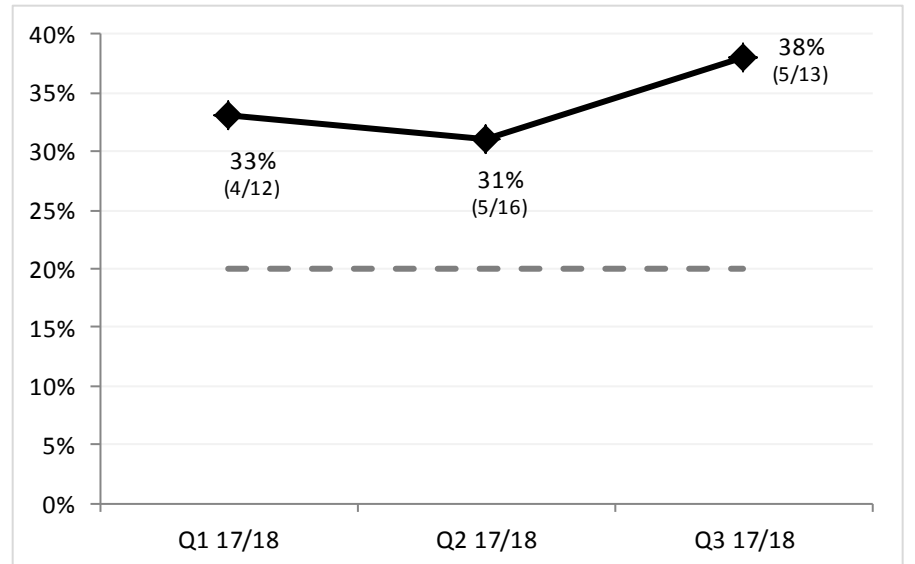
Target is at or above 90%



2. Complaints escalated beyond stage 1 (%)

RAG is Amber

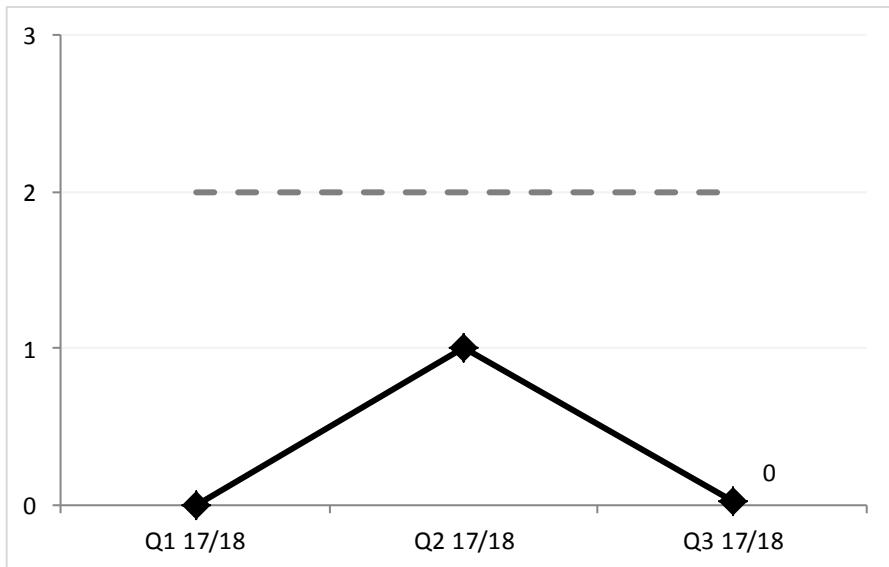
Target is at or below 20%



3. Number of final ombudsman decisions

RAG is Green

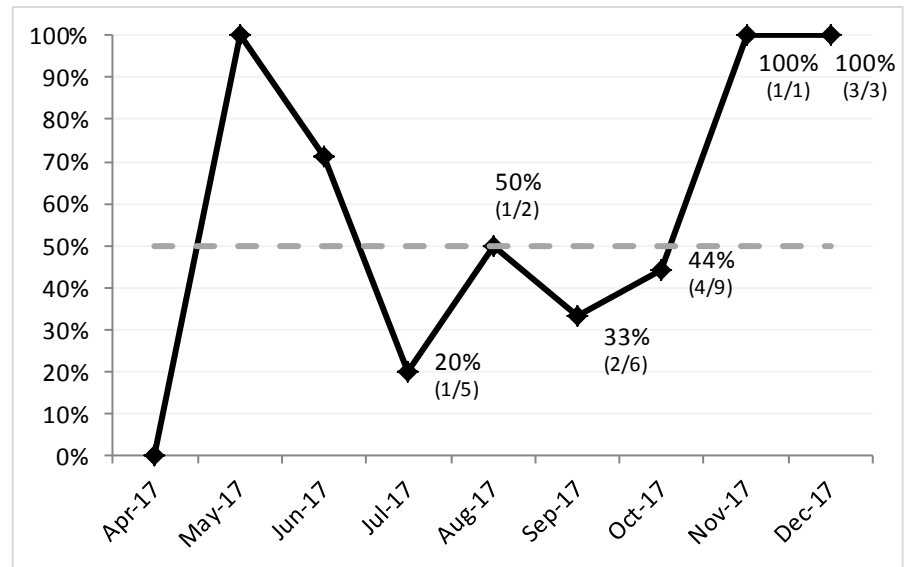
Target is at or below 2 decisions



4. Stage 1 complaints upheld/partially upheld (%)

RAG is Red

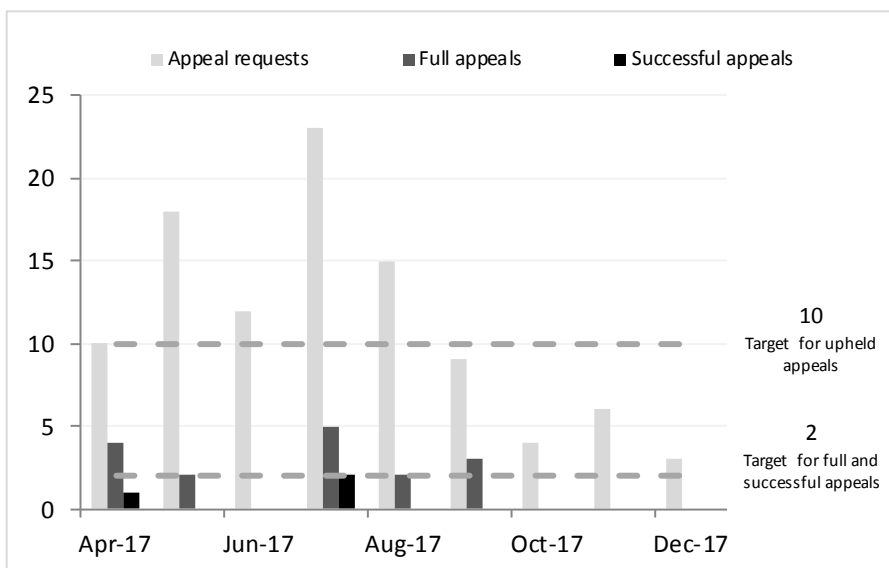
Target is at or below 50%



6. Number of VXO appeals

RAG is Green

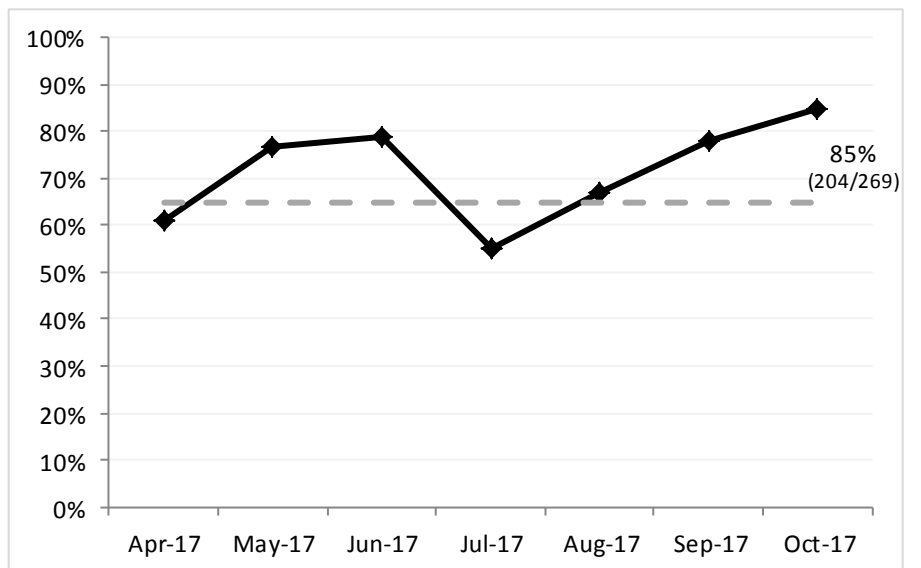
Target is at or below 10 appeal requests, 2 for successful appeals



5. VXO applications processed in 6 weeks

RAG is Green

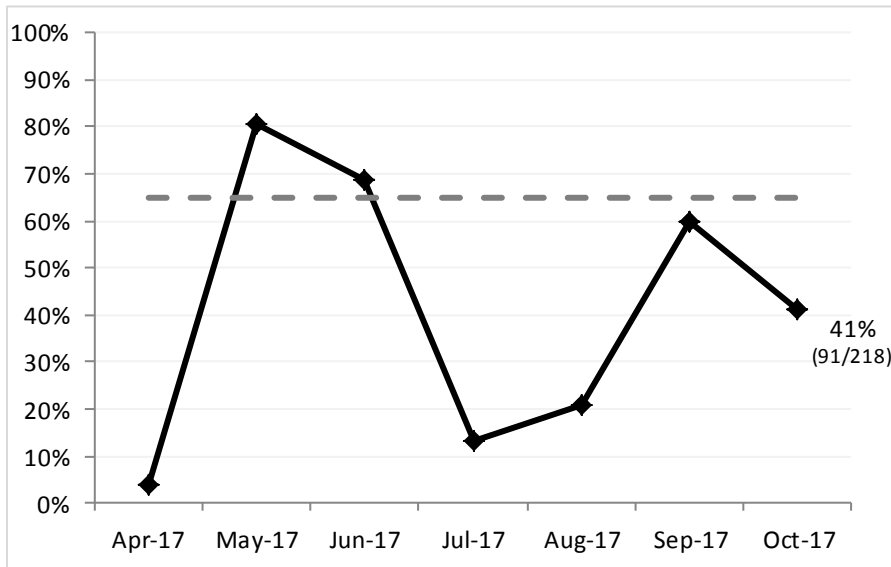
Target is at or above 65 %



7. VXOs constructed in 8 weeks (%)

RAG is Red

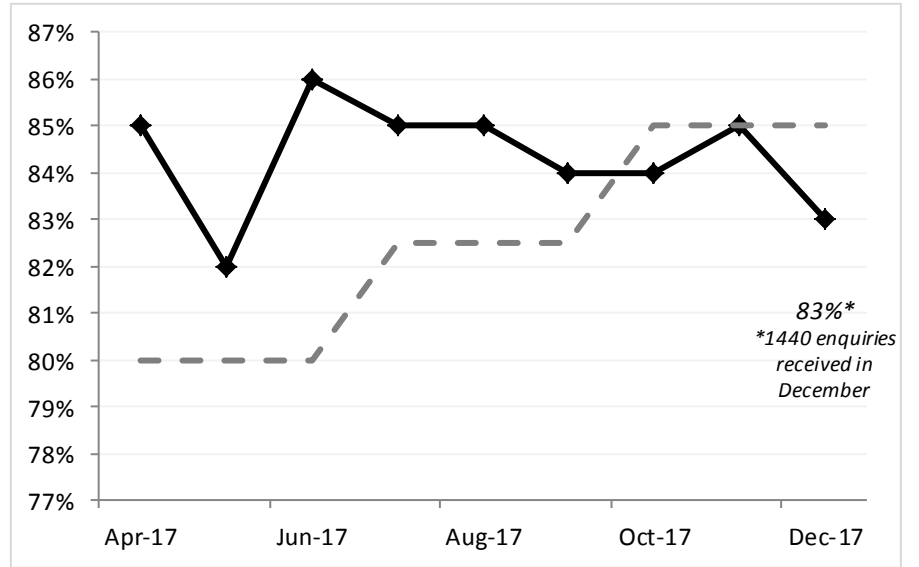
Target is at or above 65%



8. Responses to public correspondence (%)

RAG is Amber

Agreed target would increase by 2.5% starting at 80% until reaching 90% at the end of the first year.



Unreported this quarter:

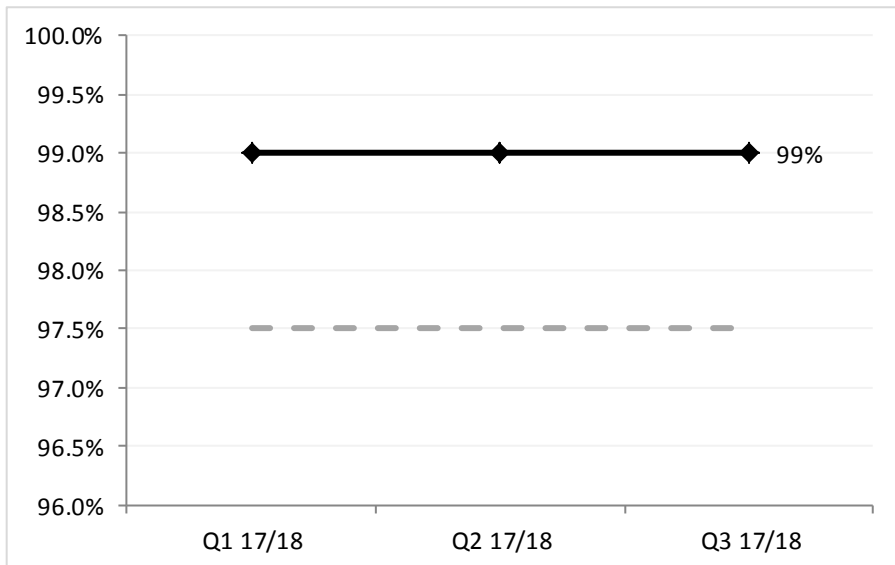
- Delivering network management to timescale – BST Officer pulling together necessary data sources to make this possible

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

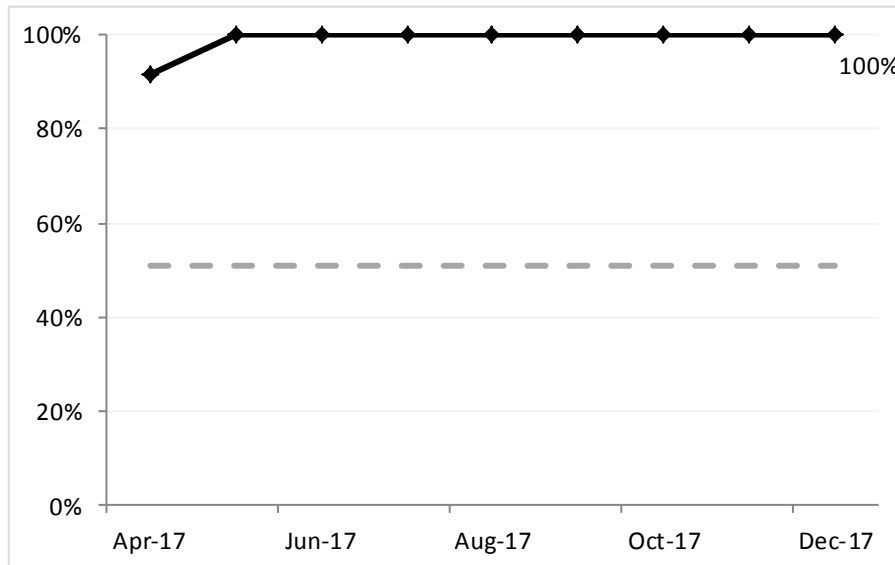
'Greener' RAG rating is better

Project	RAG Q1	RAG Q2	RAG Q3
Confirm v17	Green	Amber	Amber
Fault reporting	Green	Amber	Amber
Windows 10	Green	Amber	Amber
Hardware	Green	Amber	Amber
Data strategy	Green	Green	Green
Overall	Green	Amber	Amber

3. Gazetteer status – Proportion of criteria gold or silver (%)

RAG is Green ([Click here to access the Gazetteer](#))

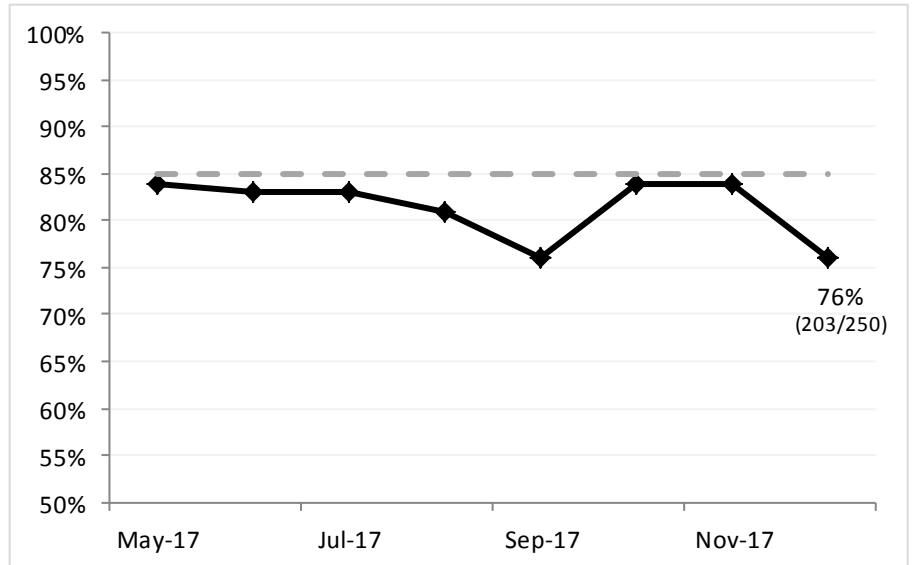
Target is at or above 51%



4. Programmed traffic counts achieved (%)

RAG is Amber

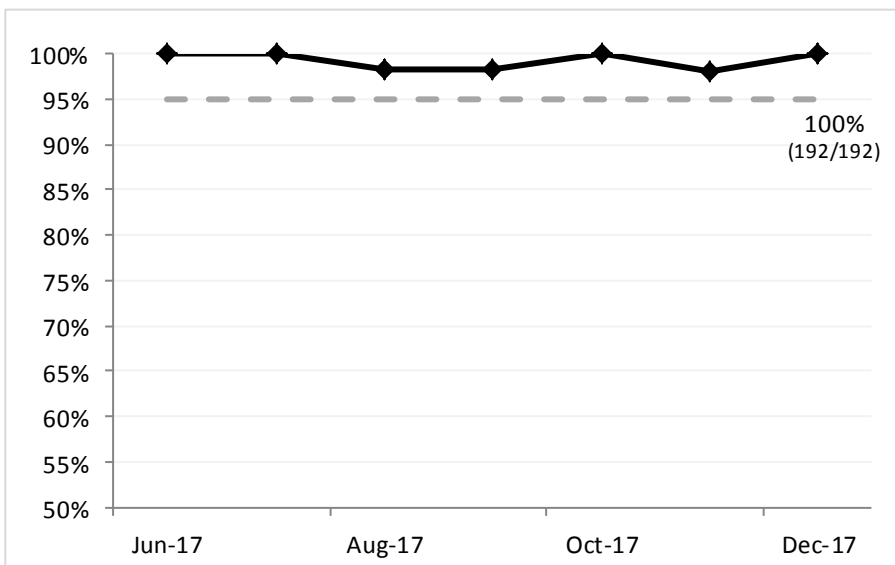
Target is at or above 85%



5. Data requests responded to within 3 working days (%)

RAG is Green

Target is at or above 95%



Unreported this quarter:

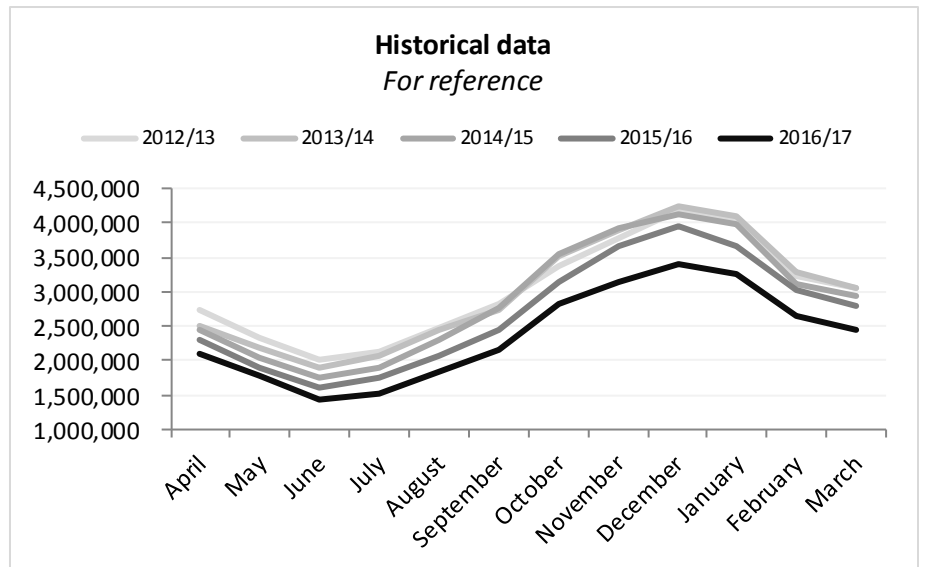
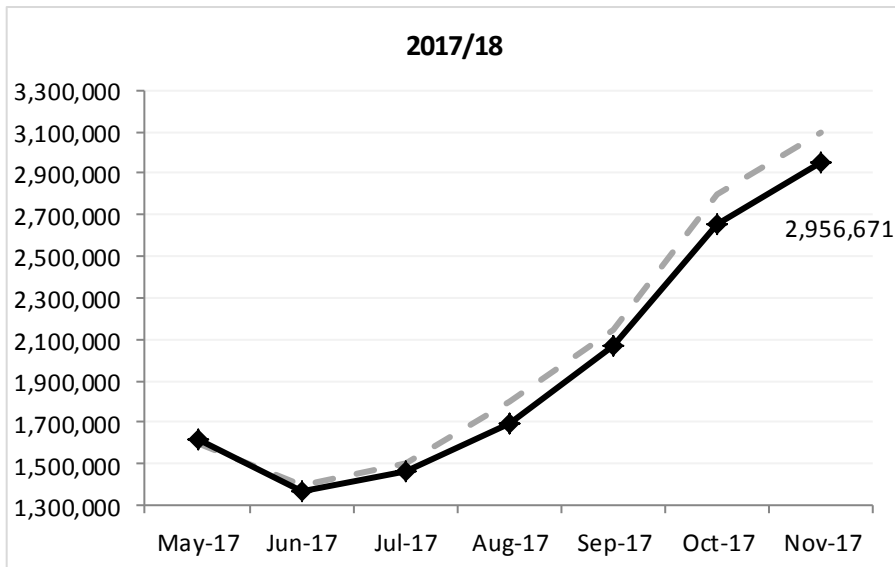
- Asset inventory updates – In development within AM team

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

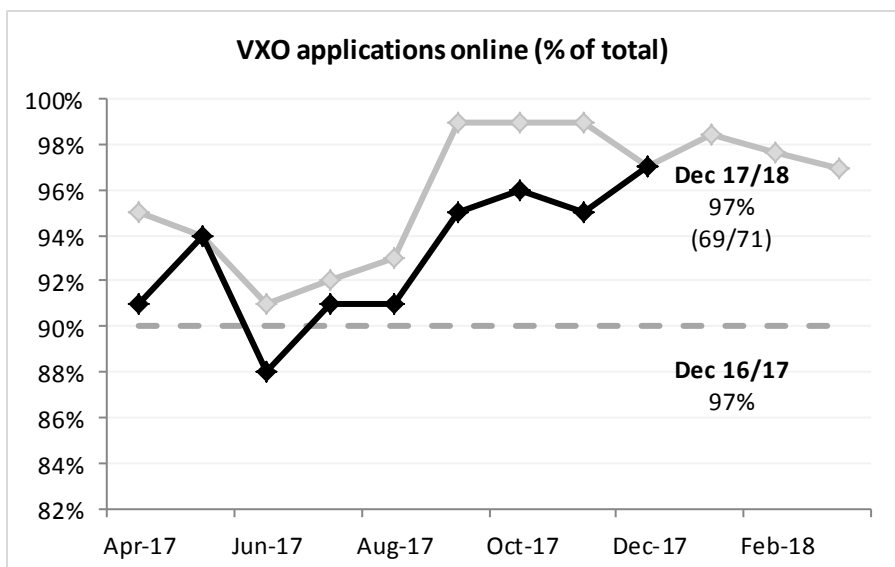
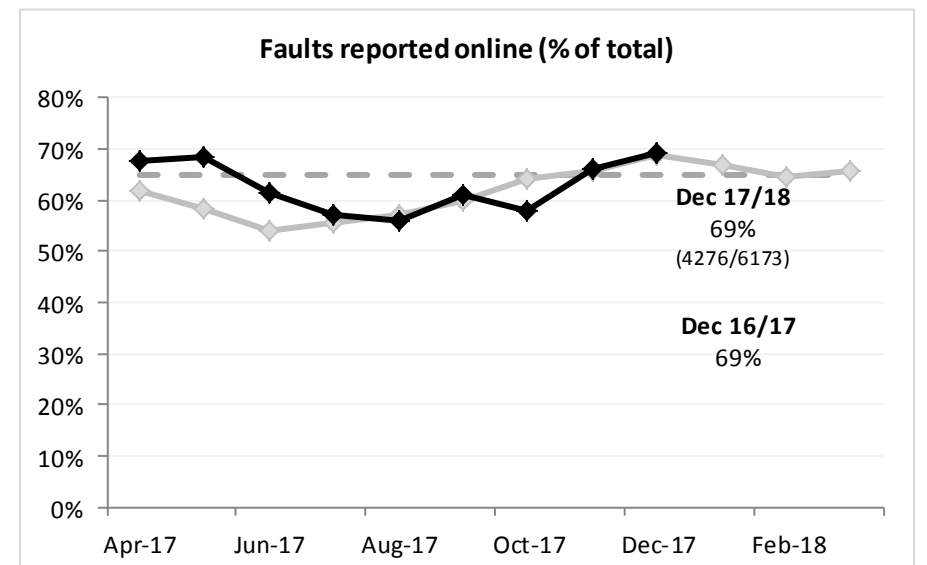
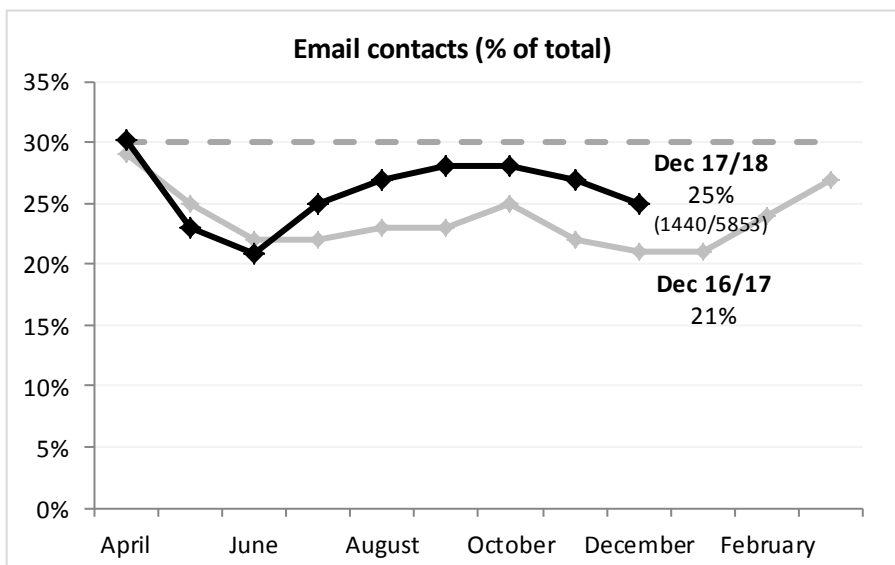


2. Channel shift – providing online services

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.

Please note: The grey, unbroken line shows the scores for 16/17 as a comparison.



Unreported this quarter:

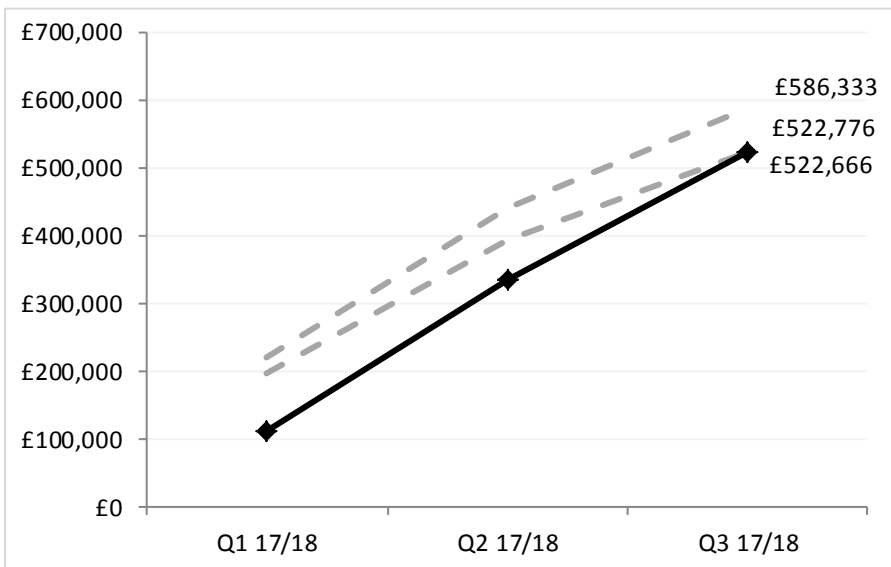
- Efficiencies Panel – Data, RAGs to be agreed
- Works cost per m² of surfaced treatment – In development within AM team

Appendix 5 – Financial

1. Income from NRSWA fines YTD (£)

RAG is Green

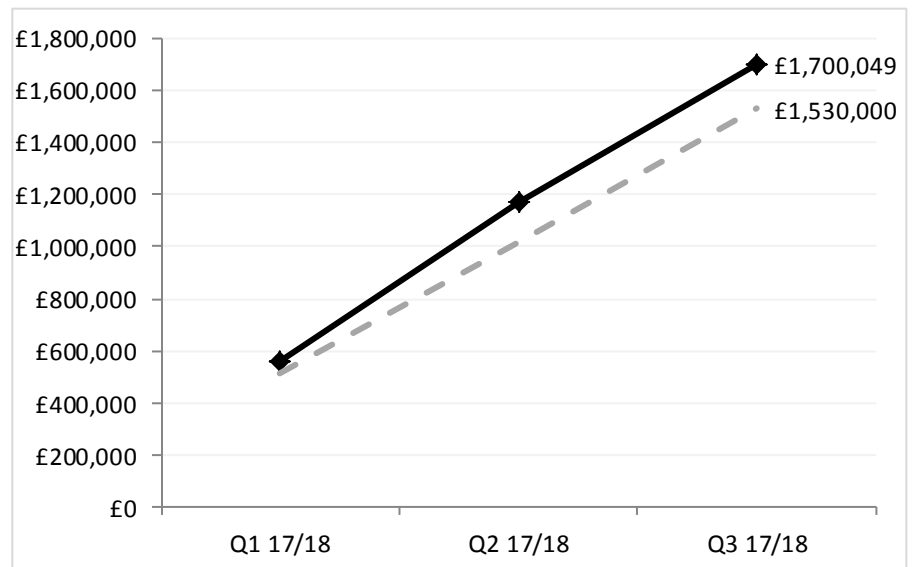
Target is £522,666 (i.e. 98% of projected income)



2. Income from permitting YTD (£)

RAG is Green

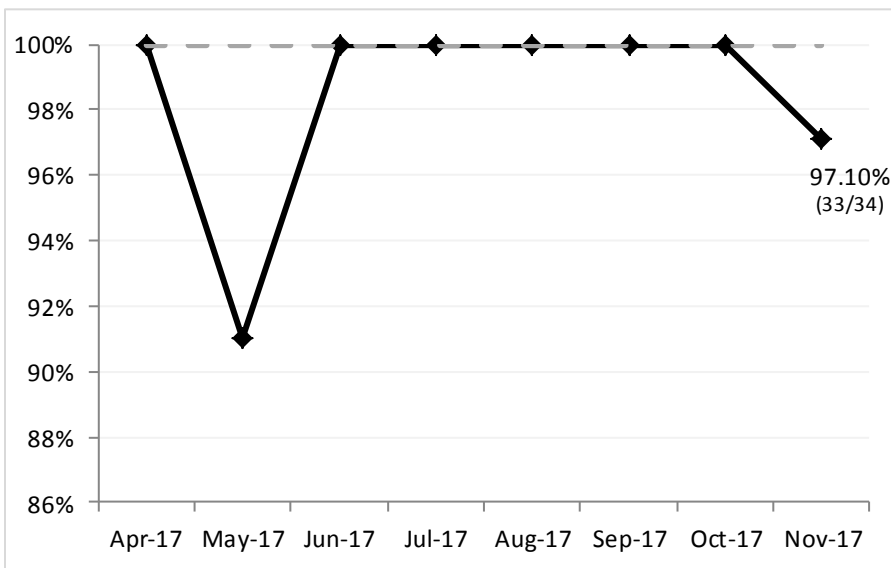
Target is at or above £1,530,000 (i.e. £170,000 per month)



3. Number of budget reports completed (%)

RAG is Green

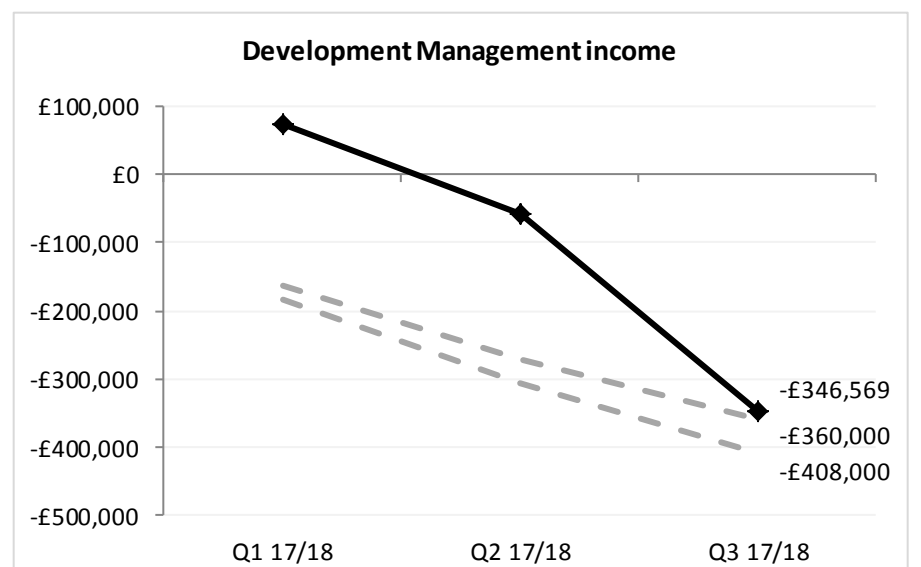
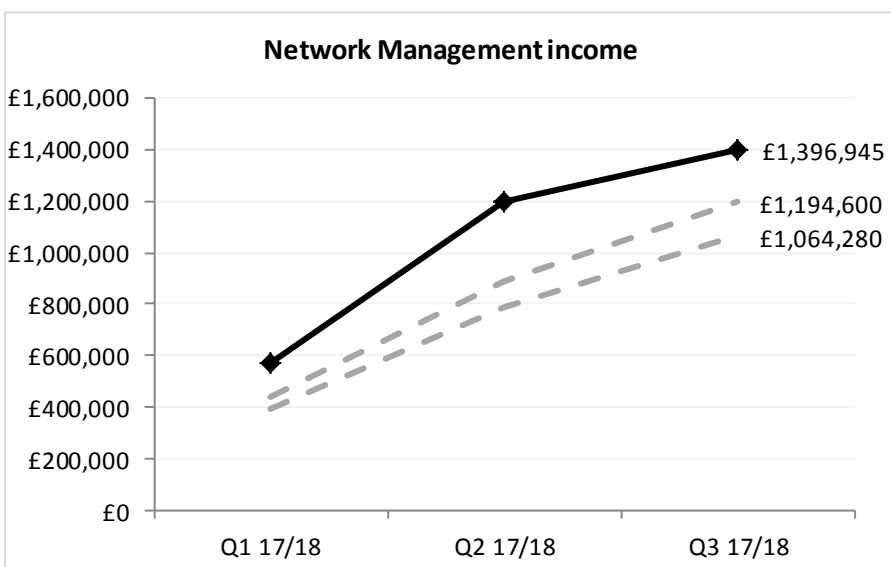
Target is 100%



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:

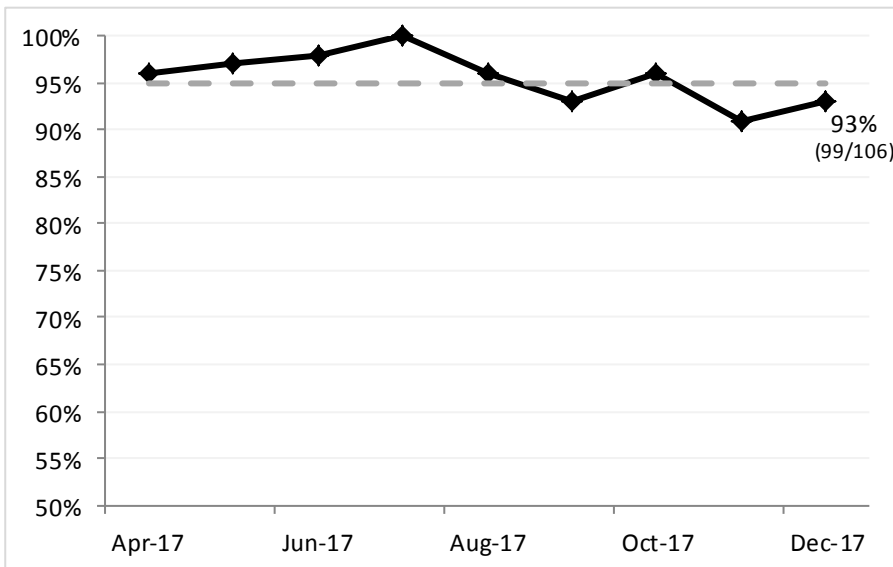
- Payment submissions and processing time – In development within CPD
- Provision of final outturns and accuracy – In development within CPD

Appendix 6 – Locality

1. Response to member enquiries (within 5 working days)

RAG is Amber

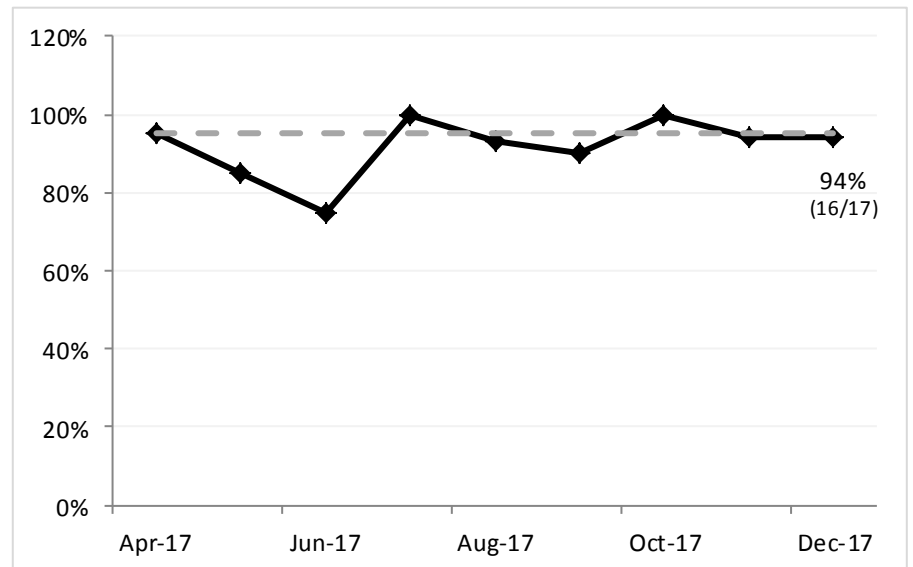
Target is at or above 95%



2. Response to MP enquiries in time (within 10 working days)

RAG is Green

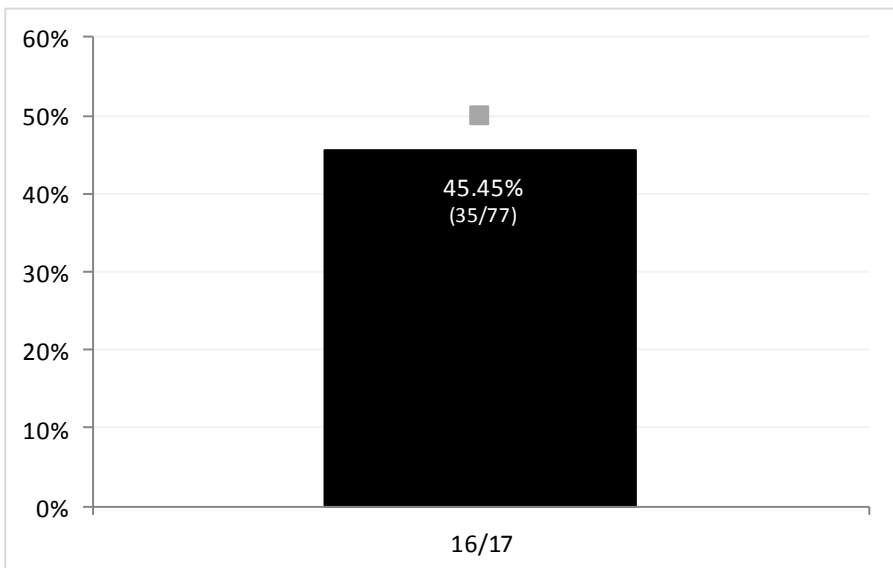
Target is at or above 95%



3. Member surveys completed (%)

RAG is Amber

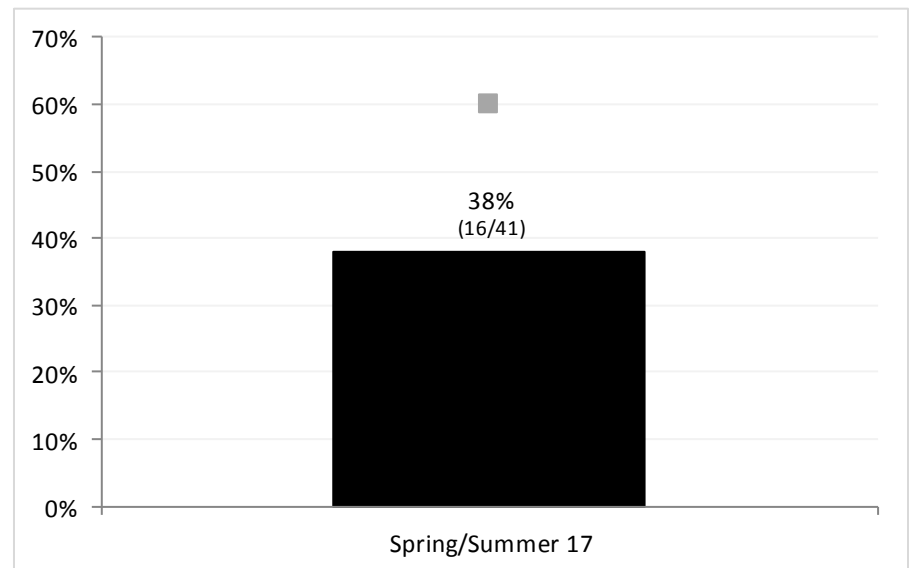
Target is at or above 50%



4. Member attendance at Highways Liaison Meetings (%)*

RAG is Red

Target is at or above 60%

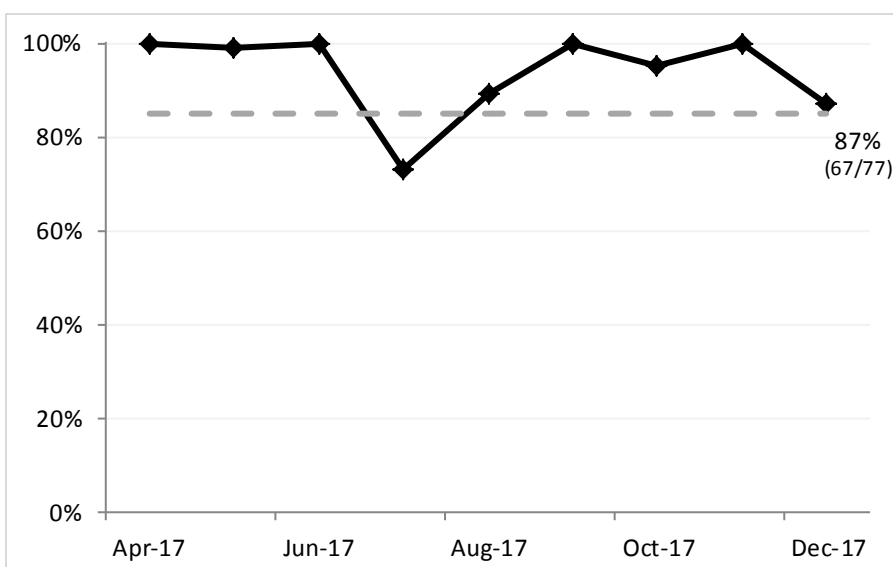


*Spring/Summer 2017 – Stevenage District only due to other districts' Highways Liaison Meetings not being held

5. Member bulletins issued by 15th of the month (%)

RAG is Green

Target is at or above 85%



Unreported this quarter:

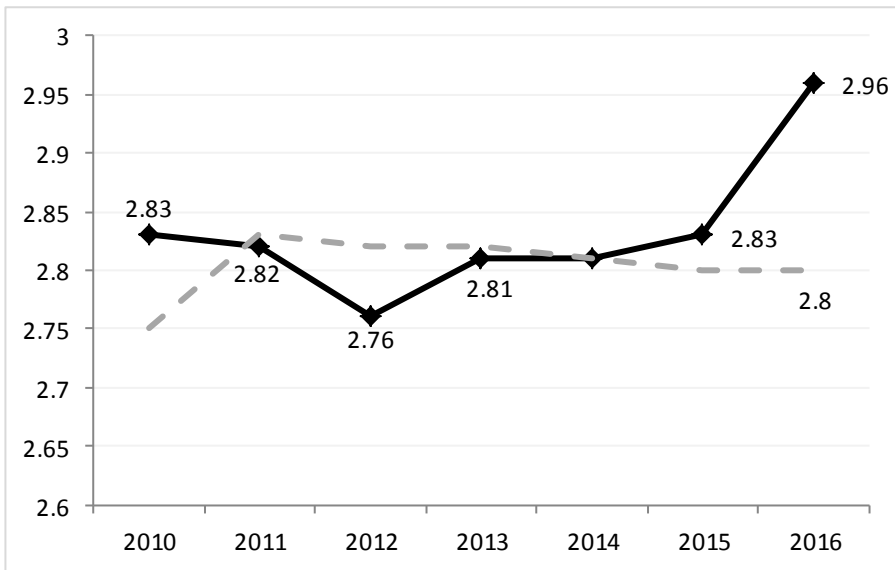
- Phase 1 quotes provided to time (%) – Existing measure in review
- HLB accounts complying with end Feb Phase 1 allocation milestone (%) – Existing measure in review
- HLB accounts complying with end Sept Phase 2 allocation milestone (%) – Existing measure in review

Appendix 7 – Network Management

1. Average journey time during morning peak (minutes per mile)

RAG is Red

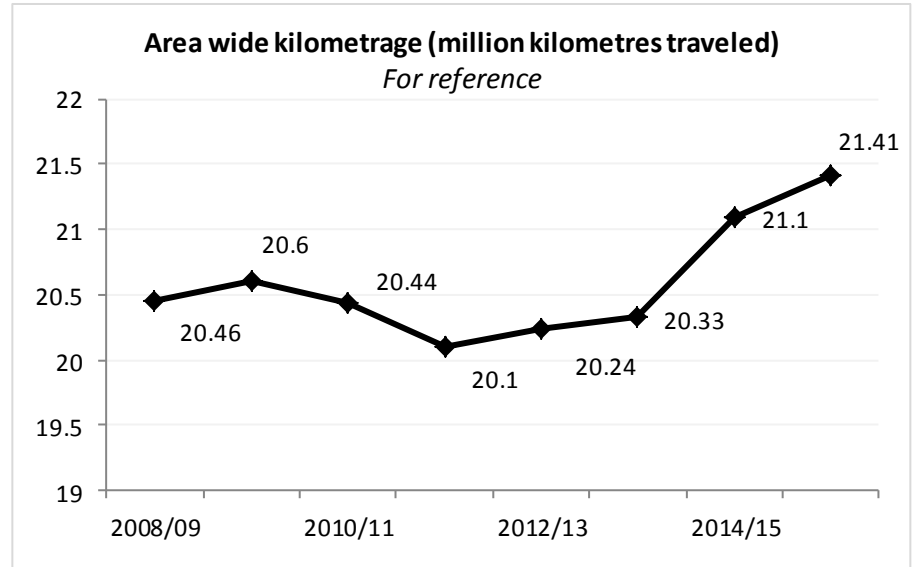
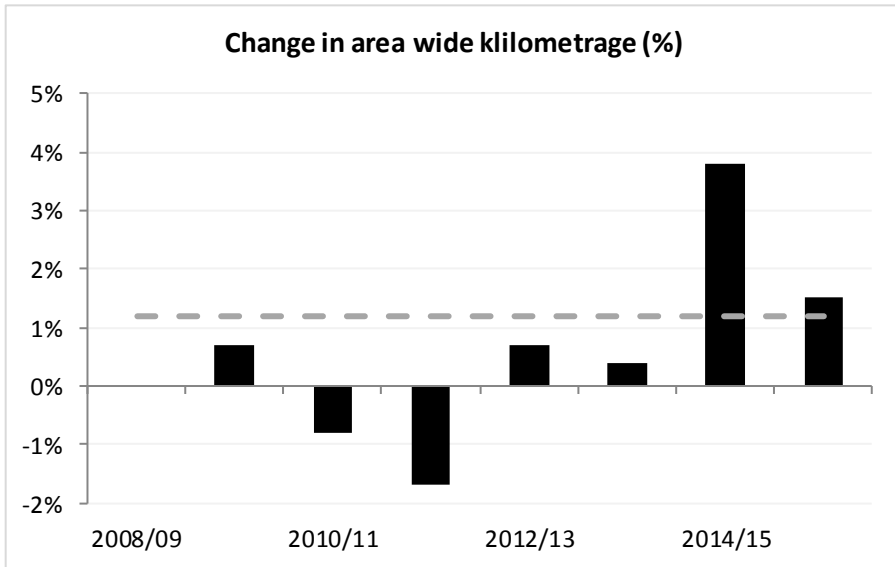
Target for 2016 is at or below 2.8 minutes per mile



2. Change in area wide kilometrage

RAG is Amber

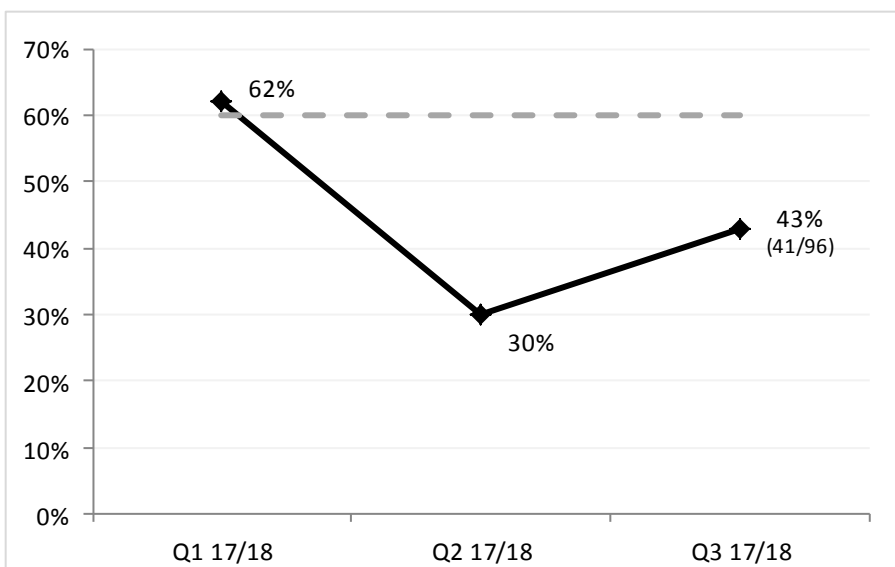
Target is at or below annual growth of 1.2%



3. ITCC network interventions (%)

RAG is Red

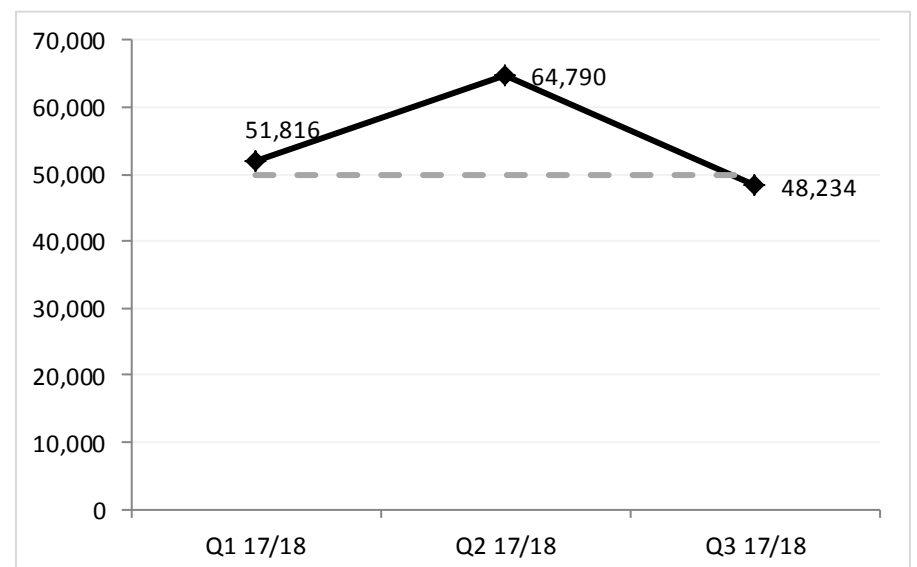
Target is to proactively manage above 60% of incidents



4. Days occupation on the Highway

RAG is Green

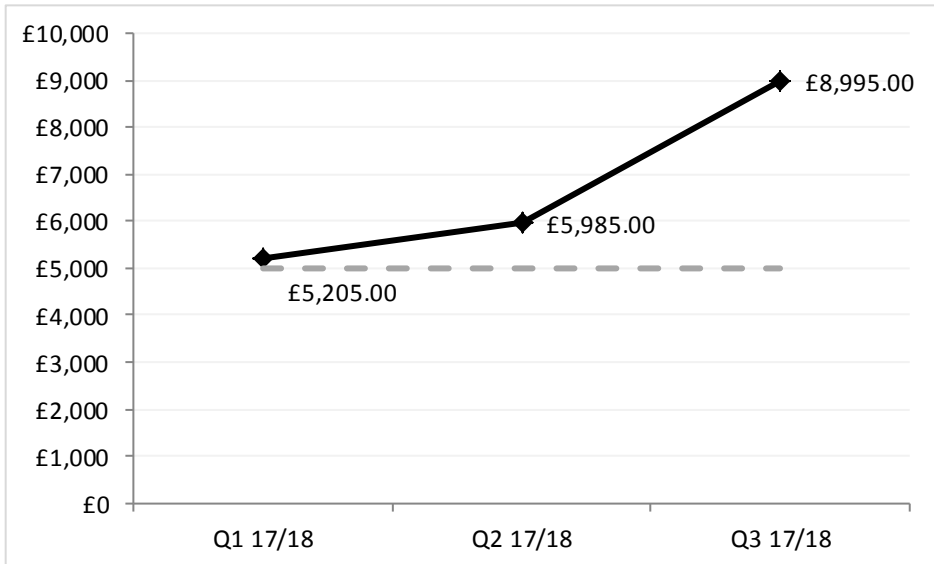
Target is at or below 50,000 days



5. Value of deemed permits (£)

RAG is Red

Target is at or below £5,000



Unreported this quarter:

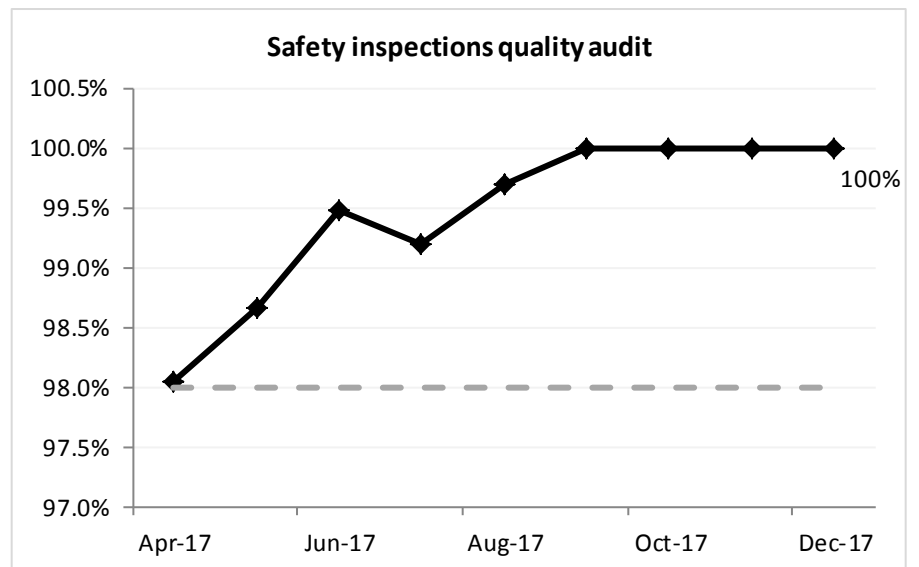
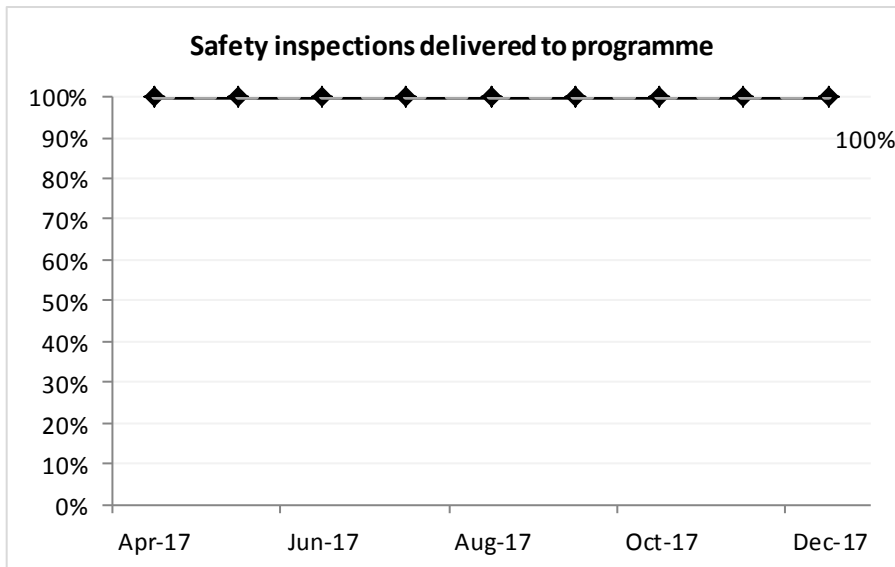
- Abnormal loads – Data behind this not fully agreed yet, but in development with Network Management
- Citizens making journeys of less than one mile on foot (%) – Looked at within TARs as part of KPI review
- Citizens making journeys of less than three miles on foot (%) – Looked at within TARs as part of KPI review

Appendix 8 – Network Safety

1. Safety Inspections

RAG is Green

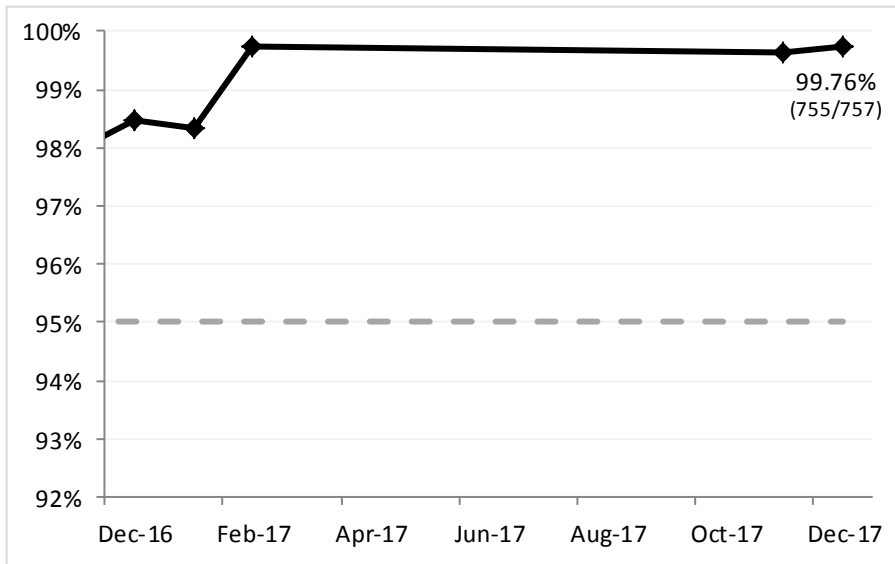
This is an aggregate of two sub-measures. In all cases, aim is to be at or above target level as depicted in graphs.



2. Routes completely salted to time (%)

RAG is Green

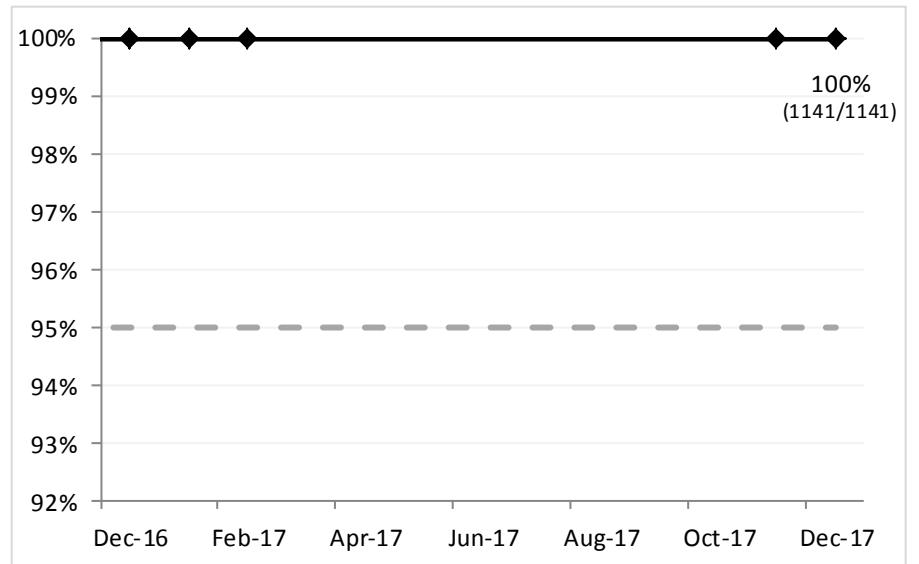
Target is at or above 95%



3. Salt bins filled to programme (%)

RAG is Green

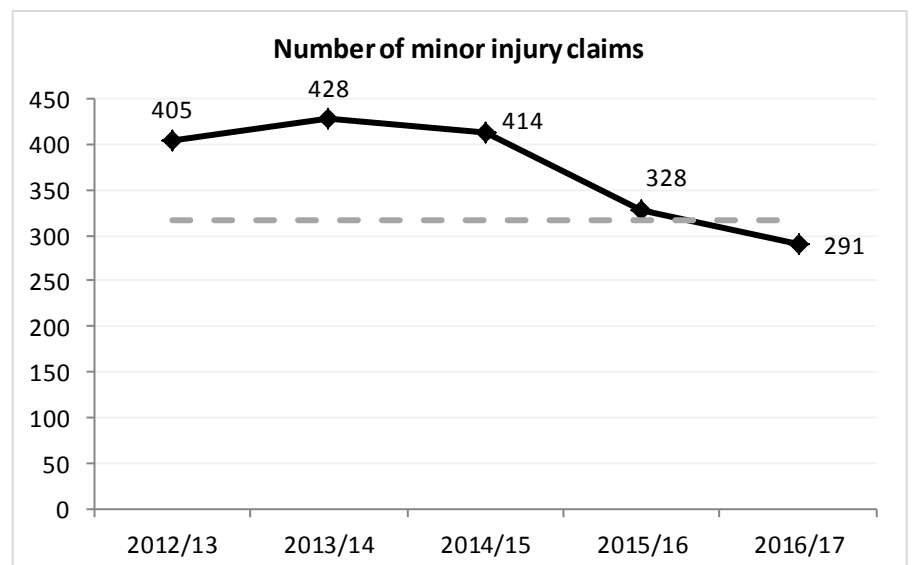
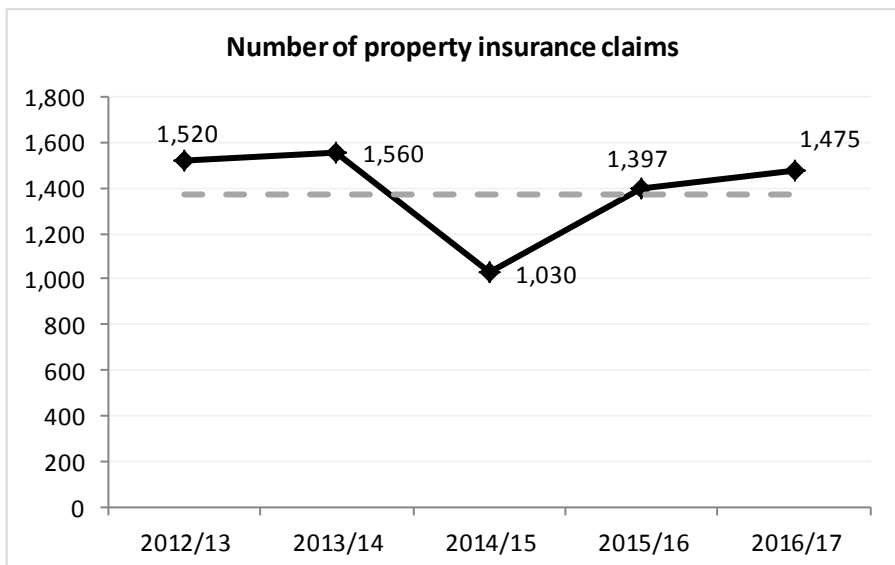
Target is at or above 95%



4. Number of insurance claims (up to the value of £50,000)

RAG is Amber

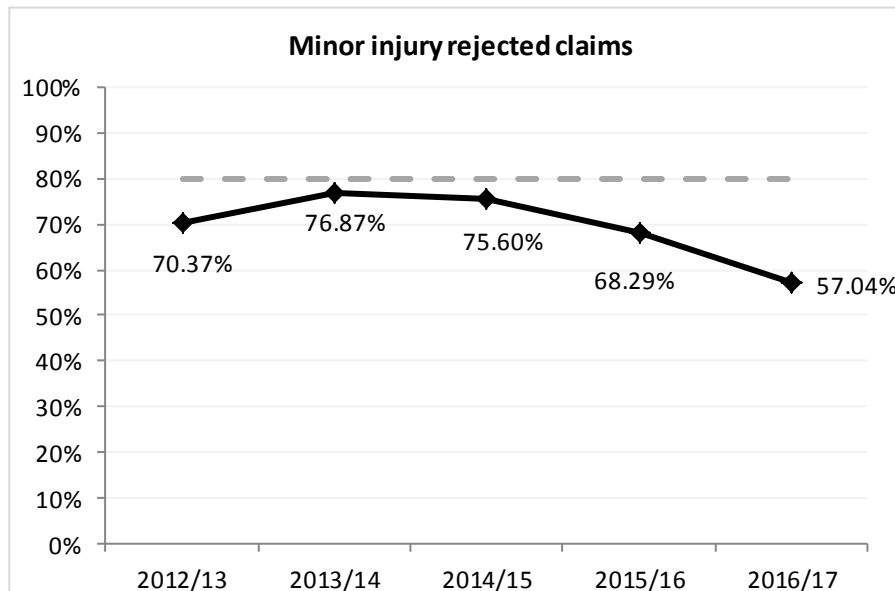
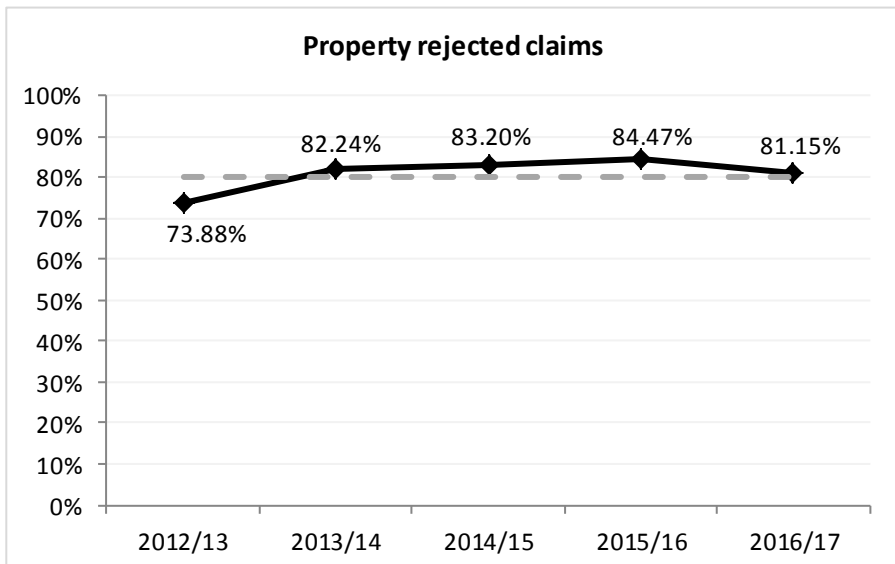
This is an aggregate of two sub-measures. In all cases, aim is to be at or below target level as depicted in graphs. **Please note:** These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.



5. Rejected insurance claims (as % of total claims)

RAG is Amber

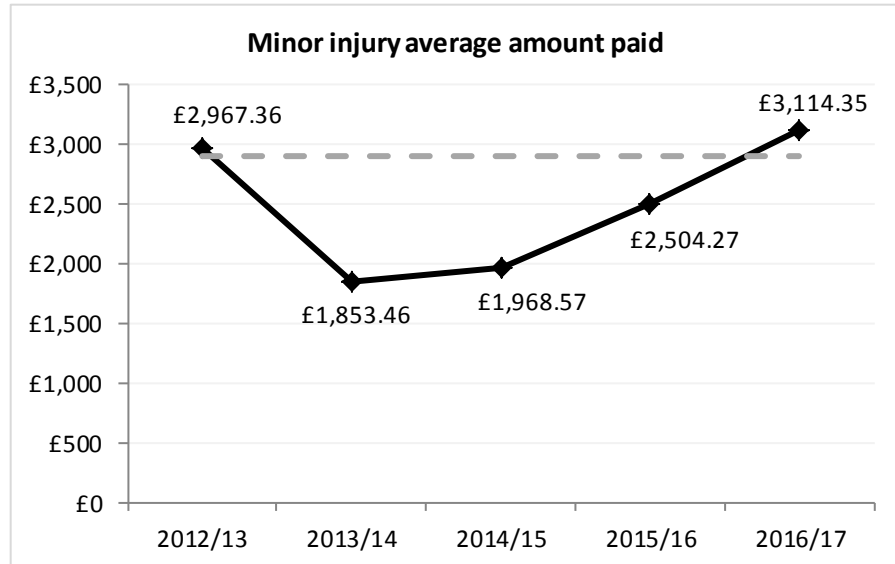
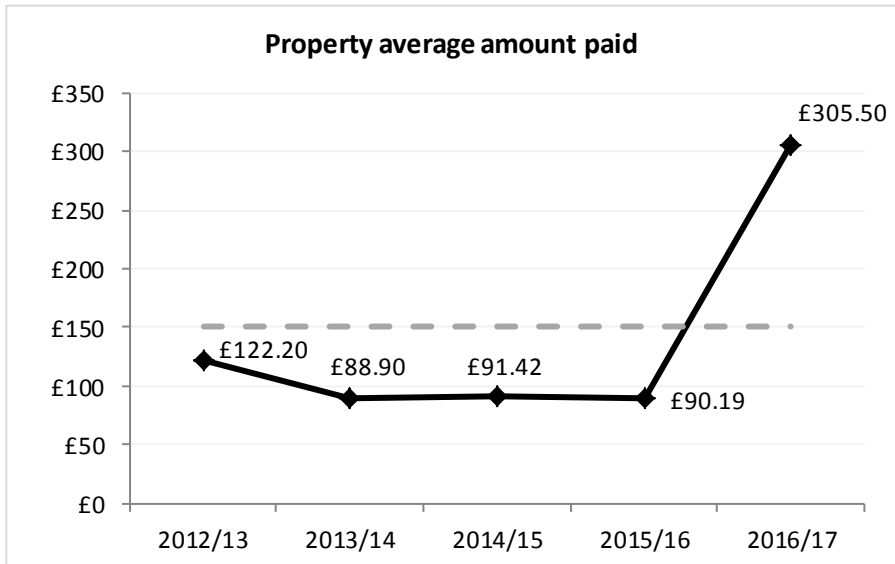
Target is at or above 80%. *Please note: These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.*



6. Average amount paid for insurance claims

RAG is Red

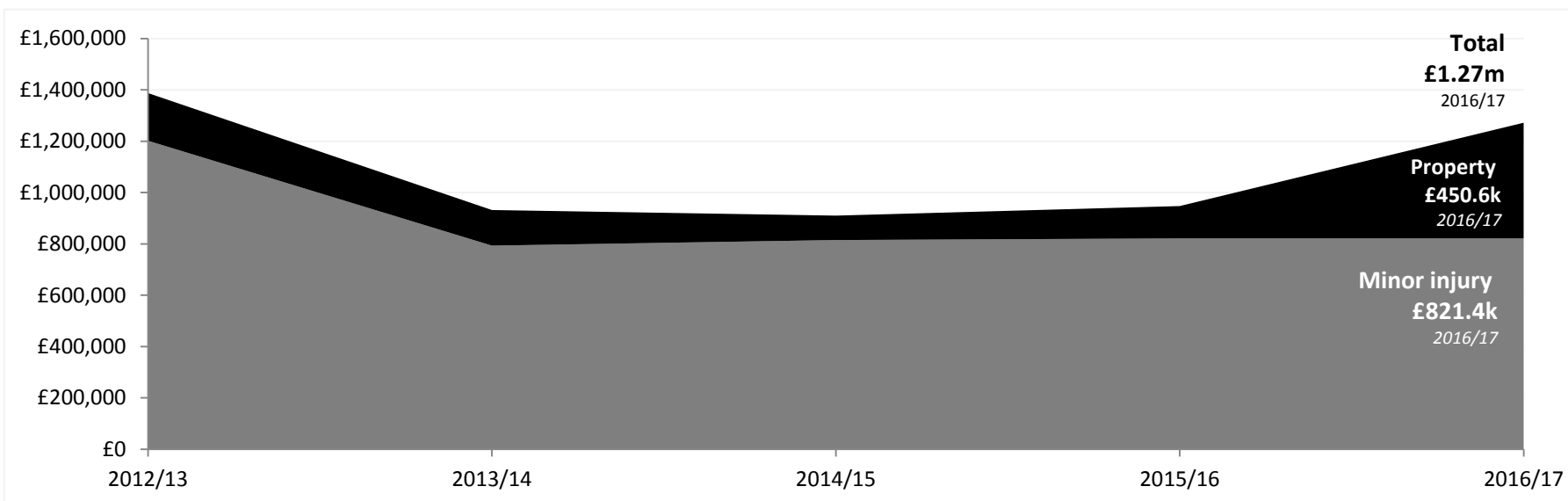
This is an aggregate of two sub-measures. In all cases, aim is to be at or below the target level as depicted in graphs. *Please note: These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.*



Total cost incurred by insurance claims

No RAG applied – For information only

Please note: These figures, particularly for 16/17, are likely to change retroactively as claims that are currently open are settled.



Unreported this quarter:

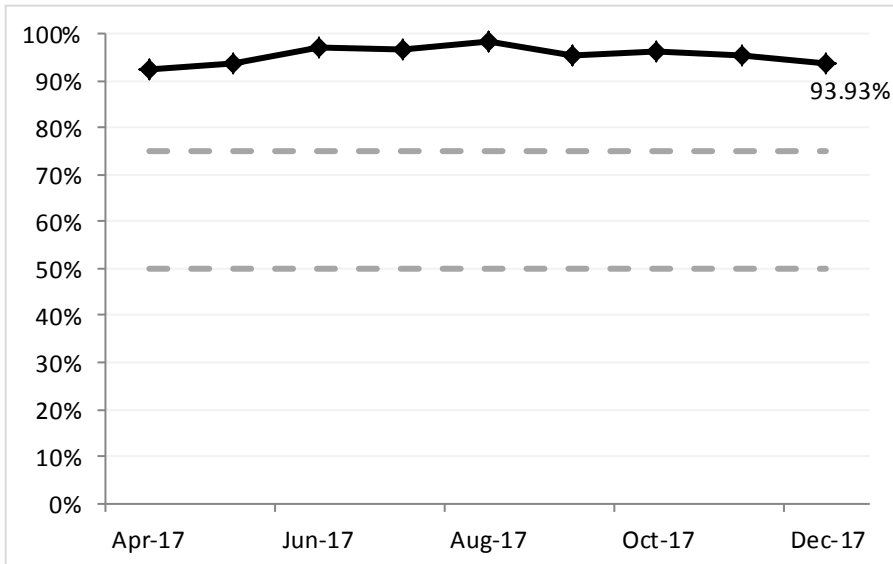
- Speed limit compliance – Discussions over to whether to include due to being primary responsibility of Herts Police

Appendix 9 – Operational Delivery

1. Overall Ringway Performance Score (%)

RAG is Green

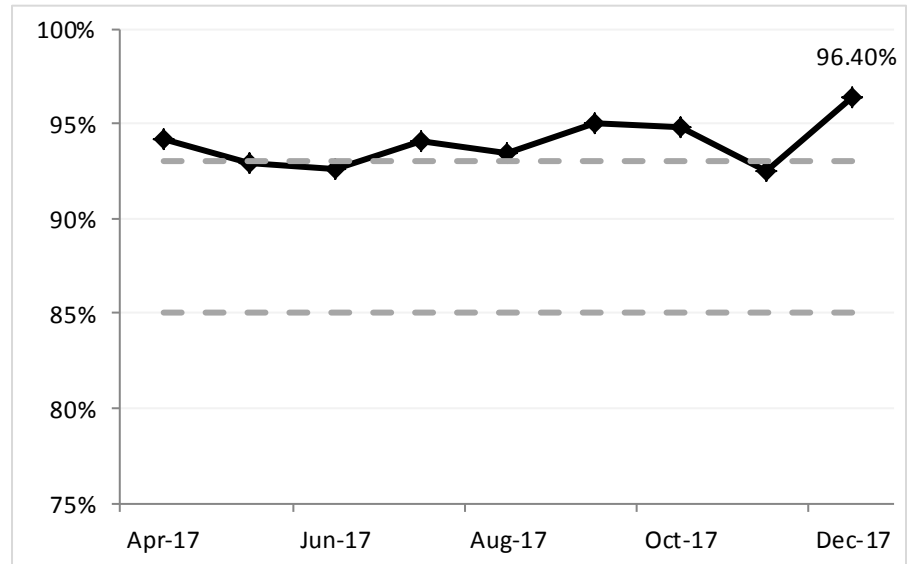
Target is at or above 75%, review below 50%



2. Planning consultations responded to within district timescales (%) - RAG is Red

RAG is Red

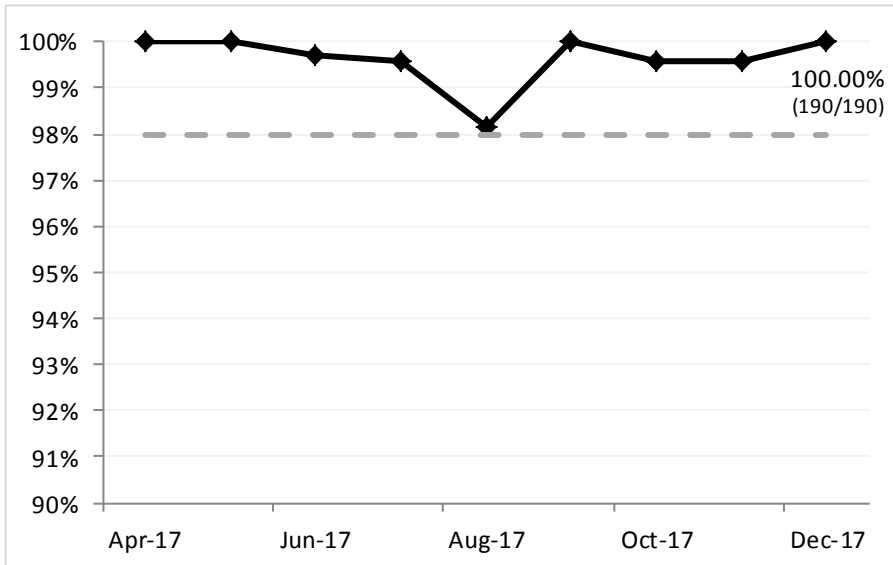
Target is to be between 85-93%



3. Carriageway defects reported by the public attended within the prescribed response times (%) - RAG is Green

RAG is Green

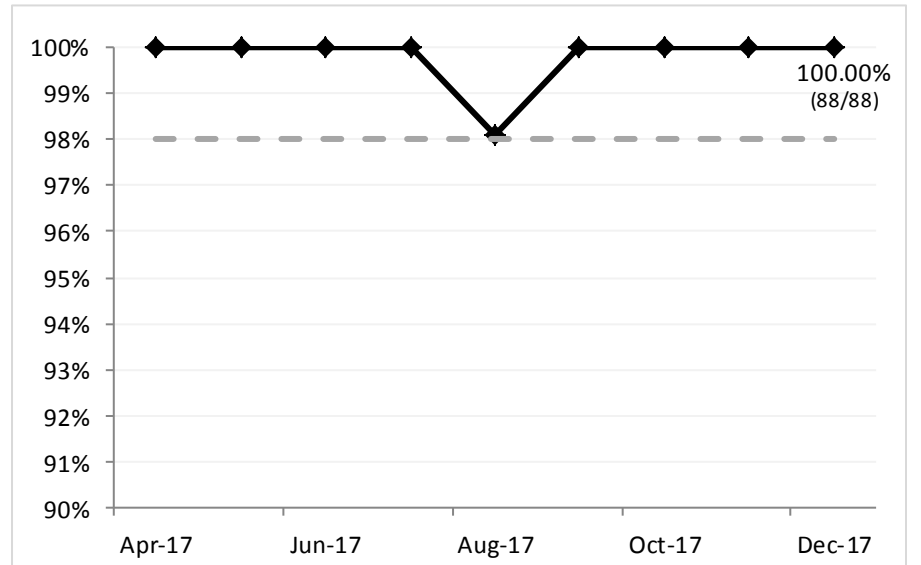
Target is at or above 98%



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

RAG is Green

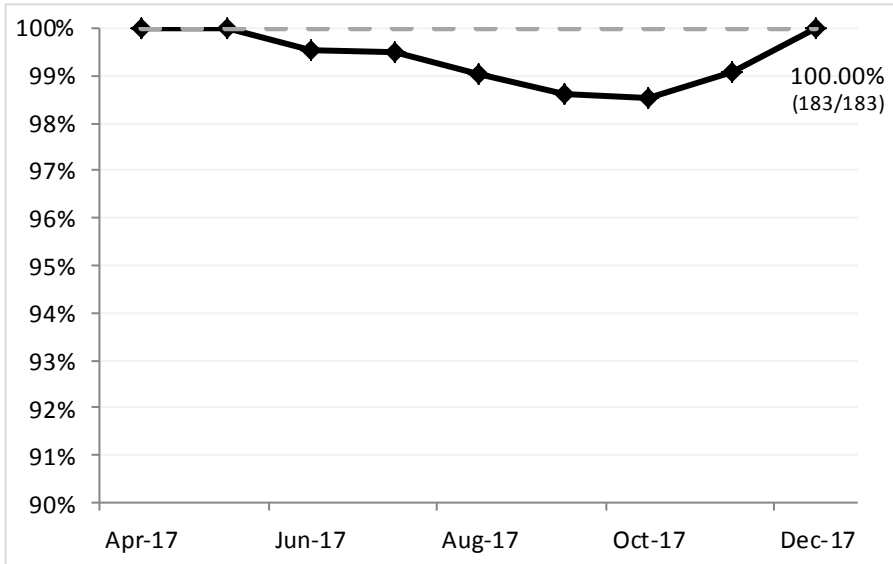
Target is at or above 98%



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

RAG is Amber

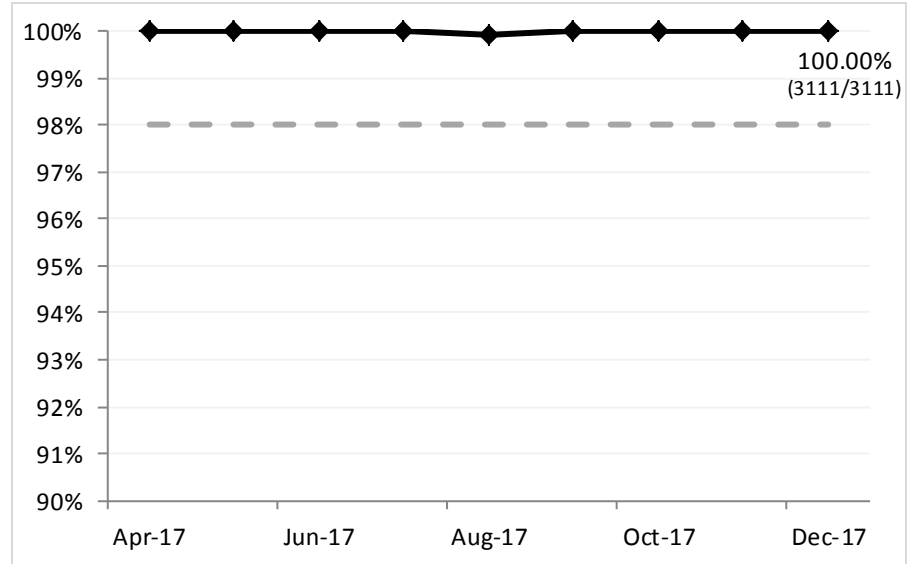
Target is 100%



6. Non-emergency street lighting defects rectified within the prescribed response times (%) - RAG is Green

RAG is Green

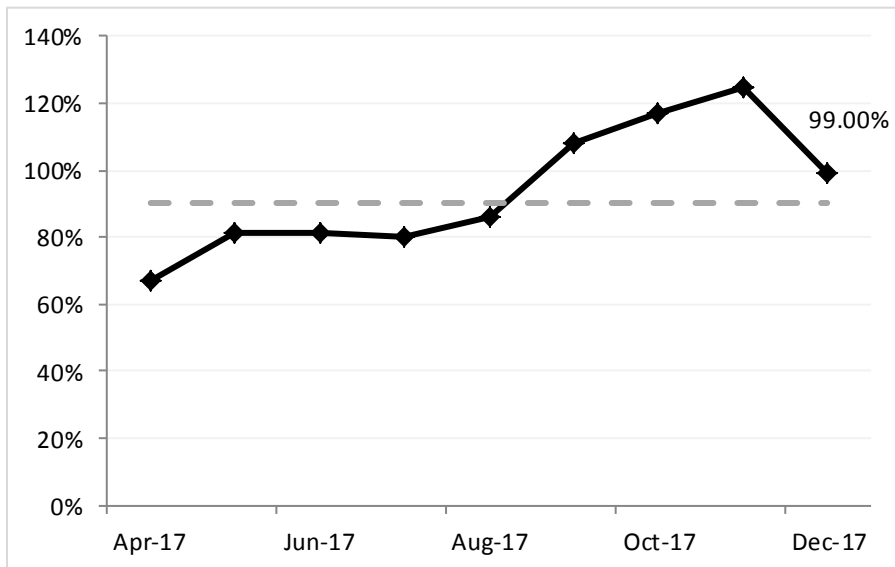
Target is at or above 98%



7. Schemes delivered against those planned in the IWP (%)

RAG is Green

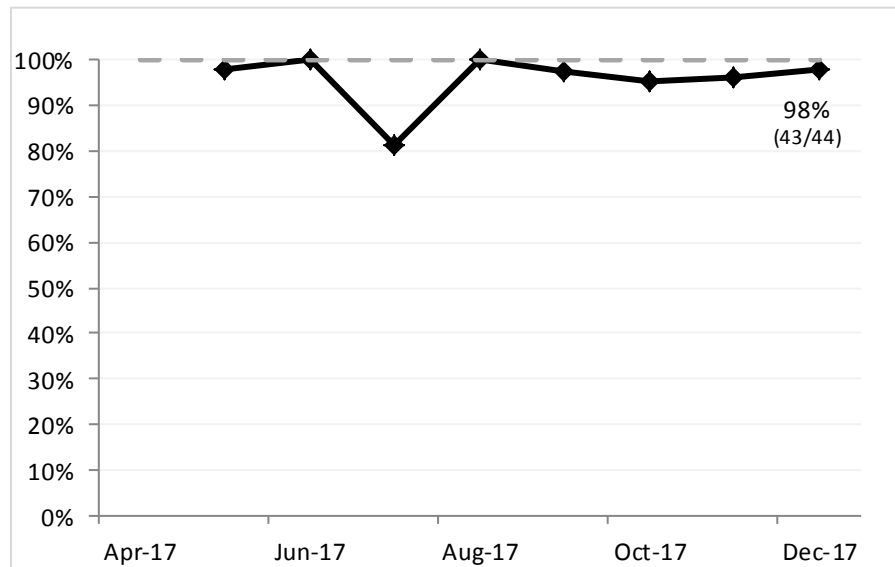
Target is at or above 90%



8. Grass cuttings performed to spec (%)

RAG is Amber

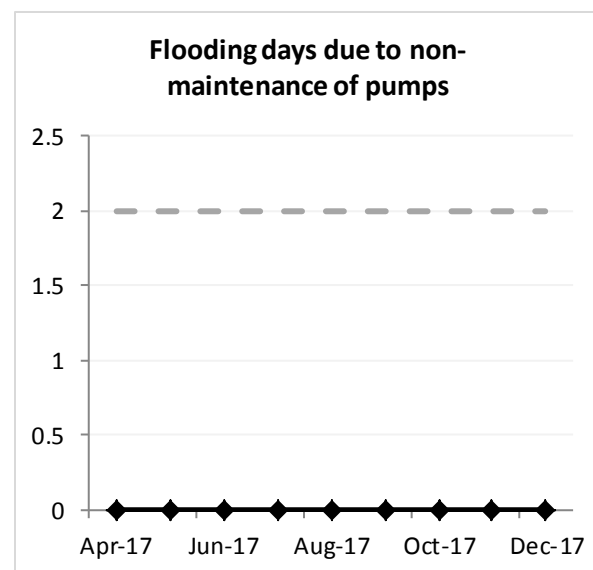
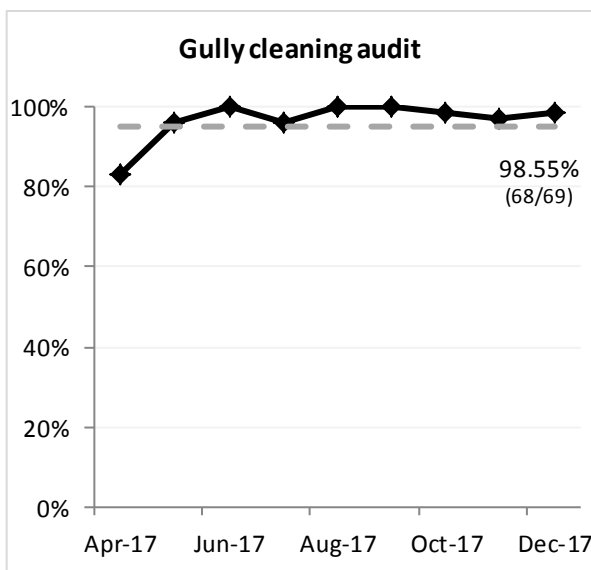
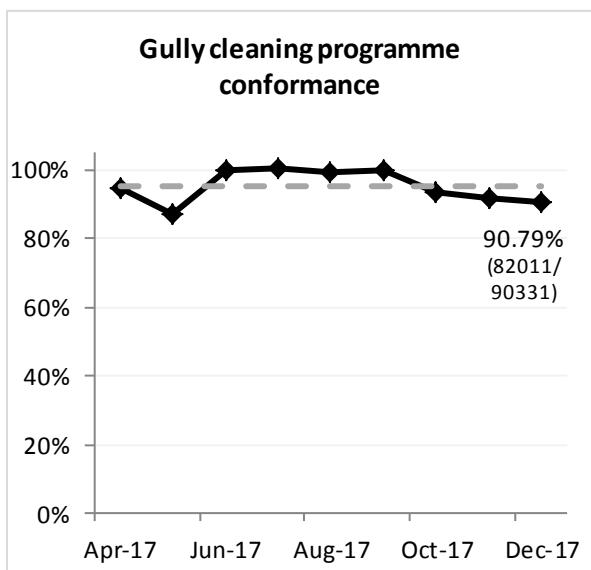
Target is 100%, 40-50 cuts audited per month



9. Gully cleaning and flooding due to non-maintenance of pumps

RAG is Amber

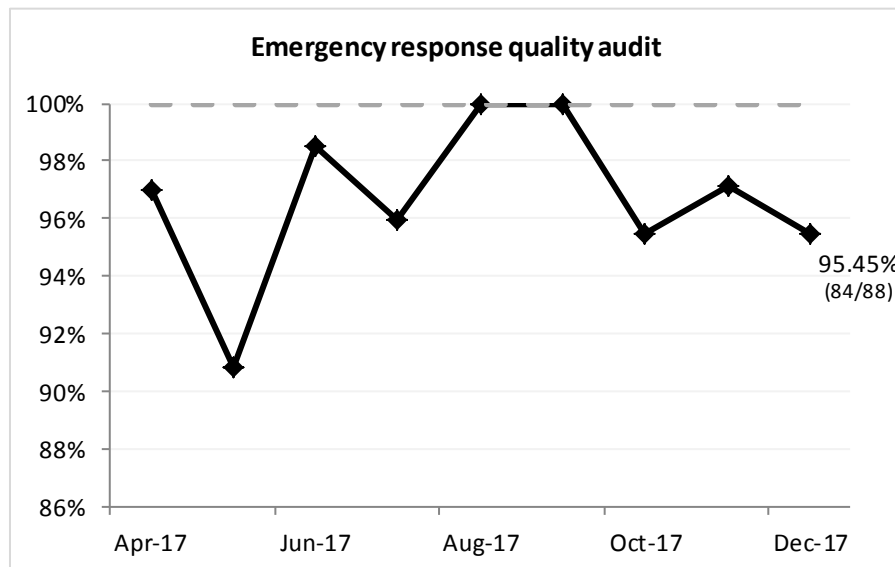
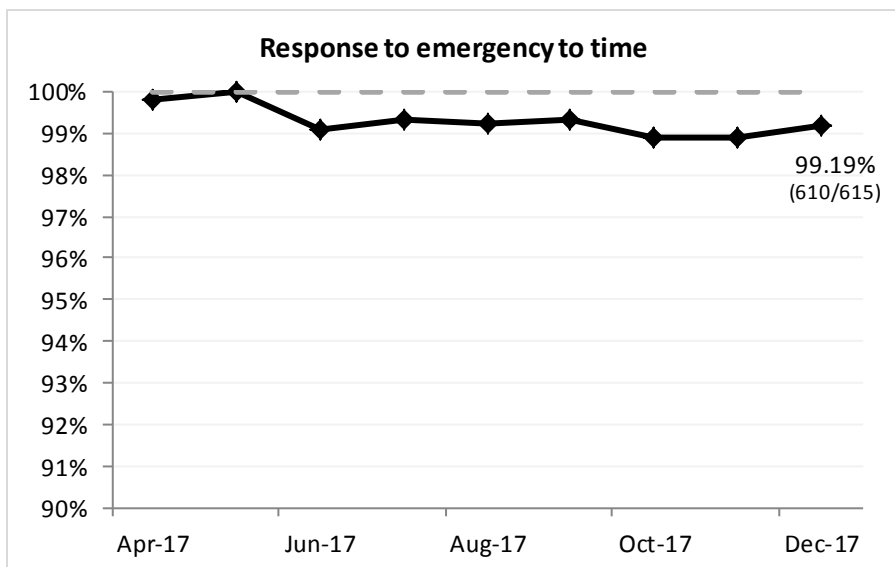
This is an aggregate of three sub-measures. In all cases, aim is to be at or above target level as depicted in graphs



10. Response to emergency

RAG is Red

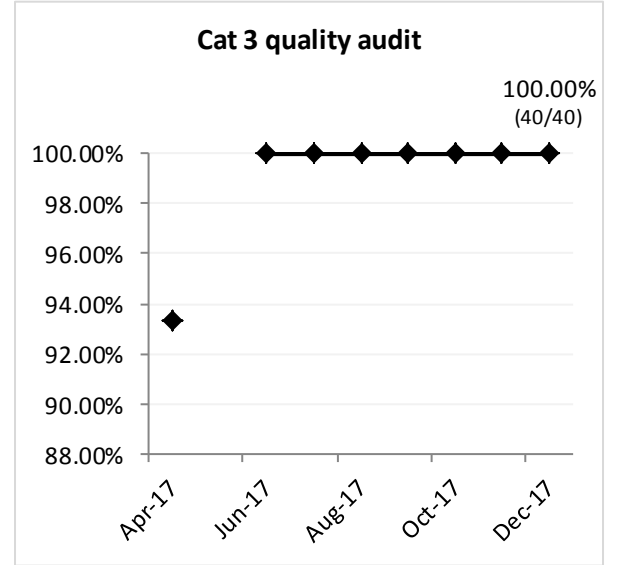
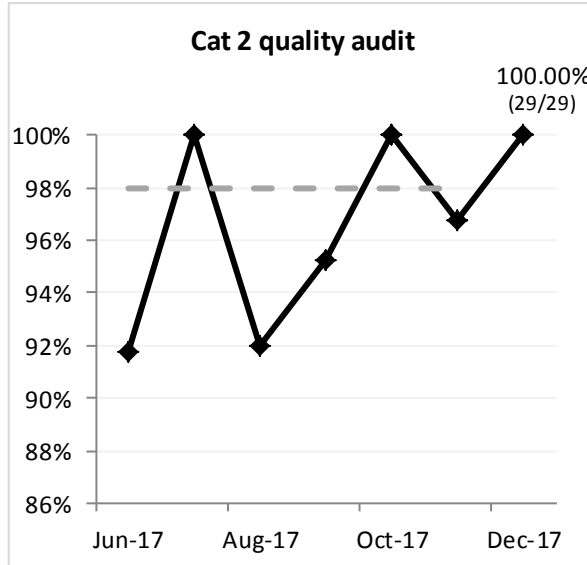
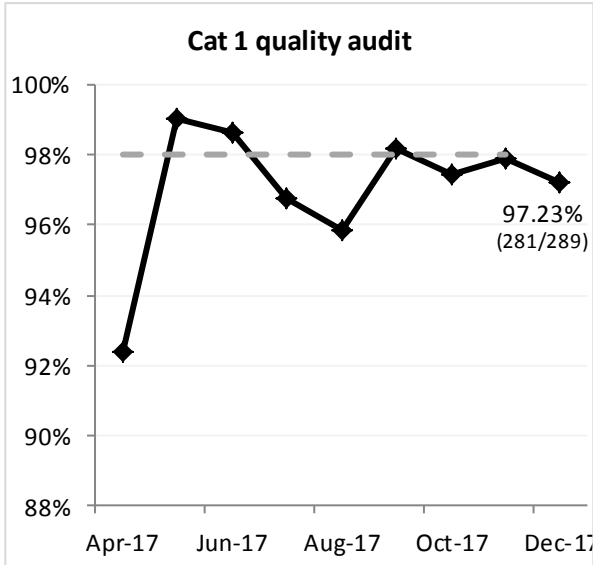
This is an aggregate of three sub-measures. In all cases, aim is to be at or above target level as depicted in graphs



11. Quality audit

RAG is Amber

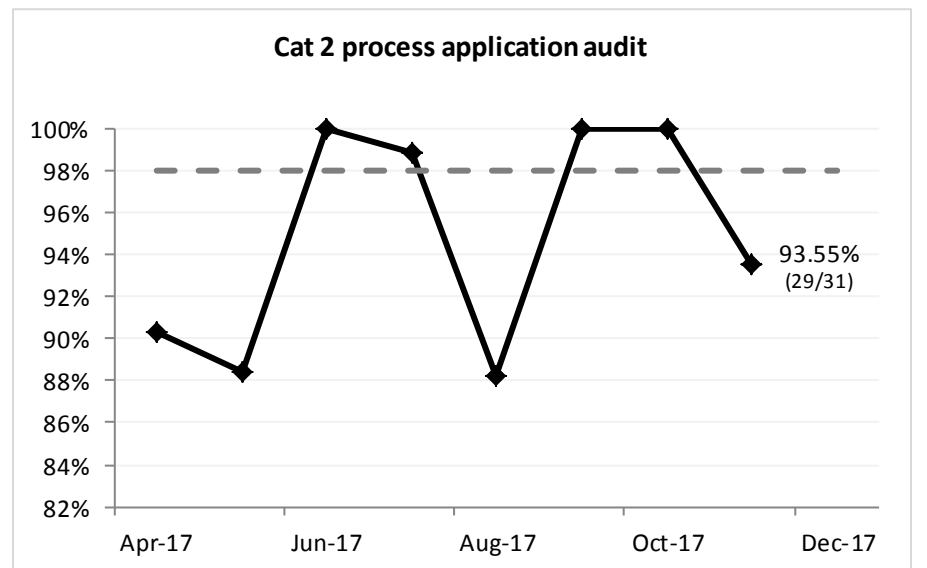
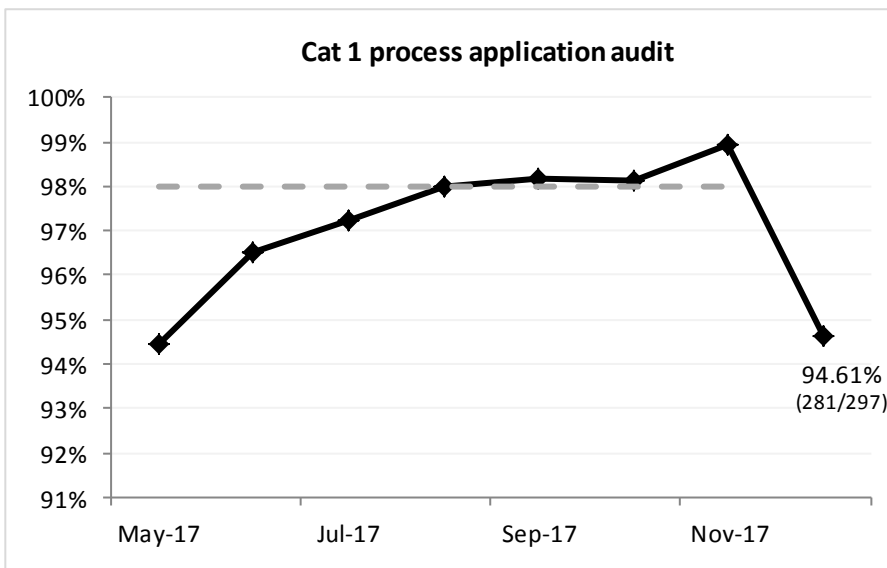
This is an aggregate of three sub-measures. In all cases, aim is to be at or above 98%.



12. Process application audit

RAG is Red

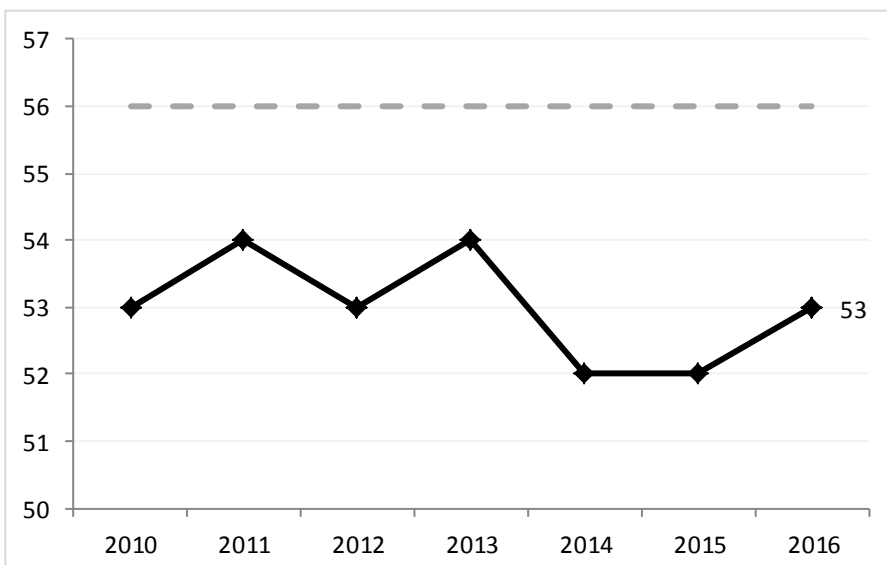
This is an aggregate of two sub-measures. In all cases, aim is to be at or above 98%.



13. HCC NHT survey score

RAG is Amber

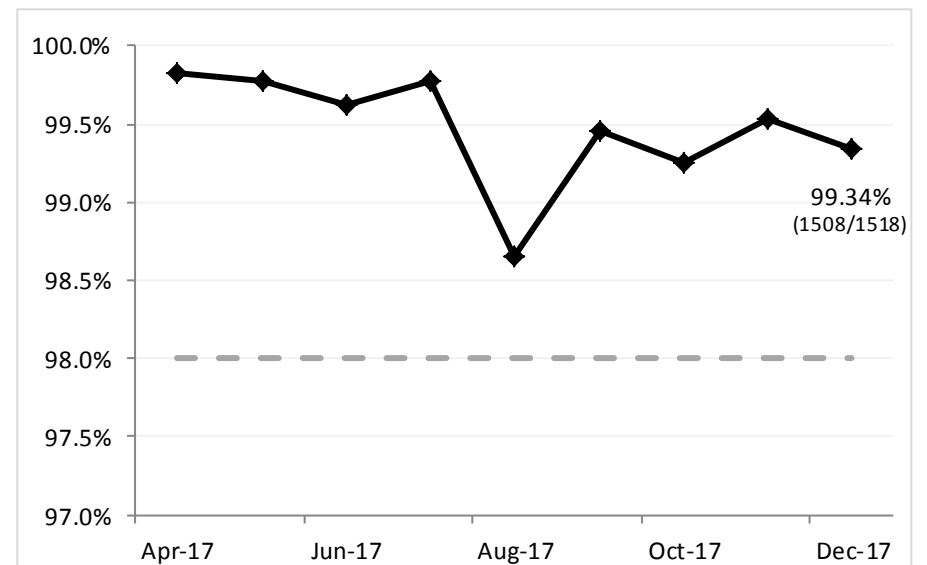
Target is at or above 56



14. Response to Cat 1 score (%)

RAG is Green

Target is at or above 98%



Unreported this quarter:

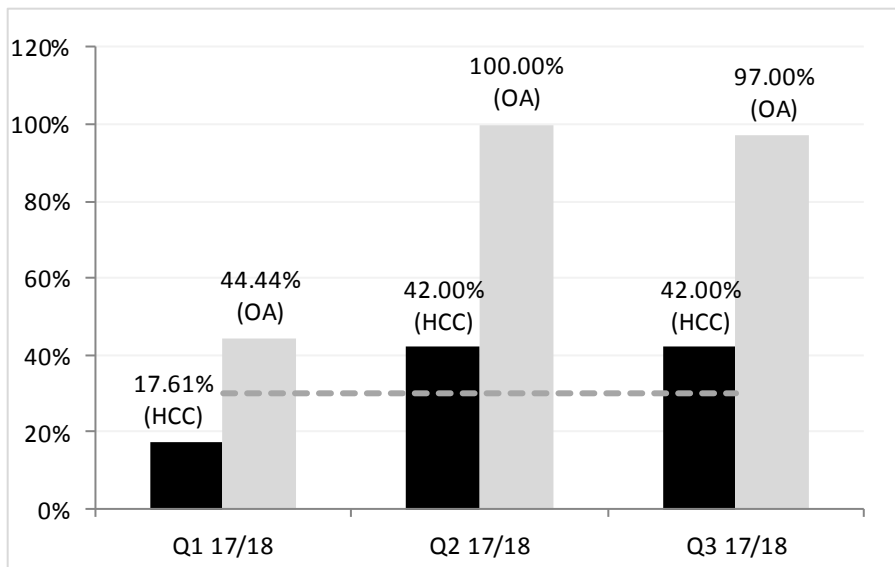
- S278 performance indicator – Measure still in development, parameters and RAG to be agreed with DM group

Appendix 10 – People

1. Staff attended course places (OpusArup and HCC) (%)

RAG is Green

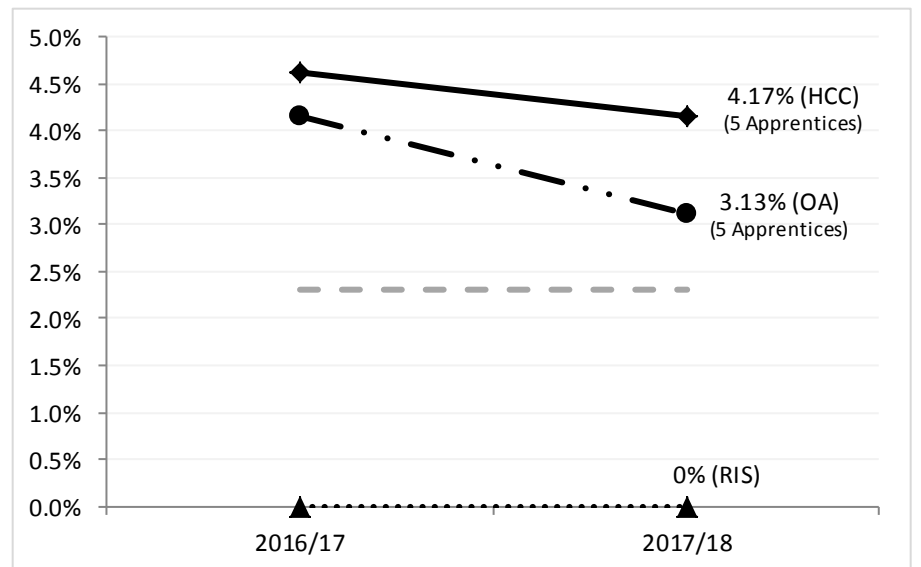
Target 30% of staff having attended a course in some form



2. Proportion of workforce that are apprentices (%)

RAG is Green

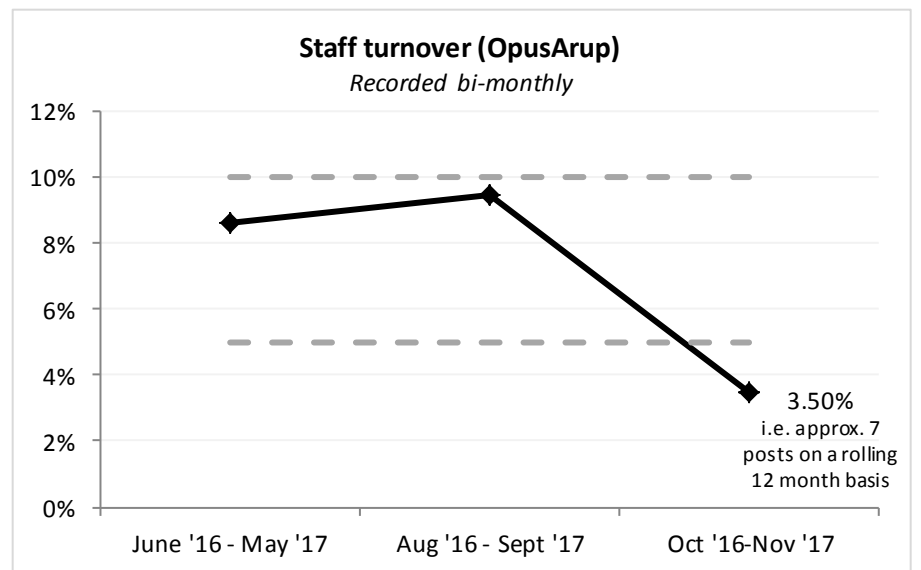
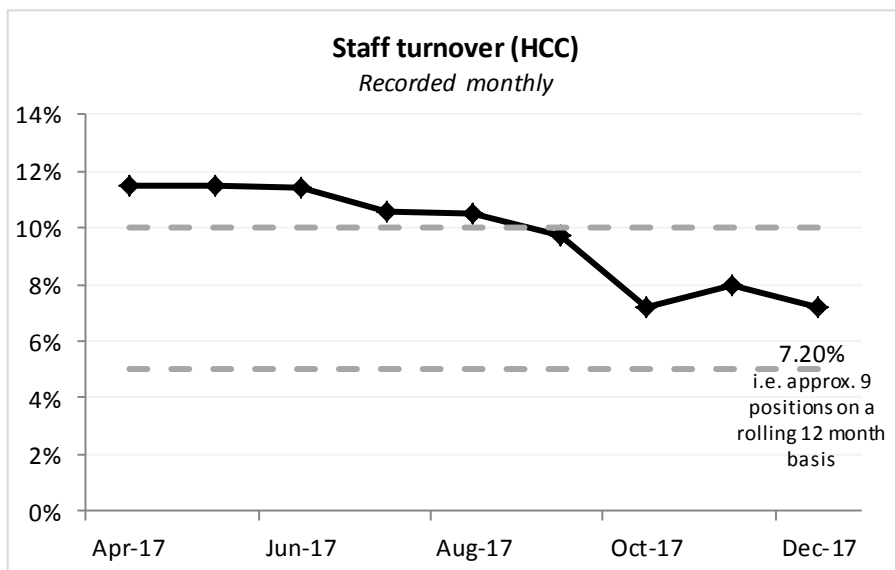
Target is at or above 2.3%



3. Staff turnover (OpusArup and HCC) (%)

RAG is Green

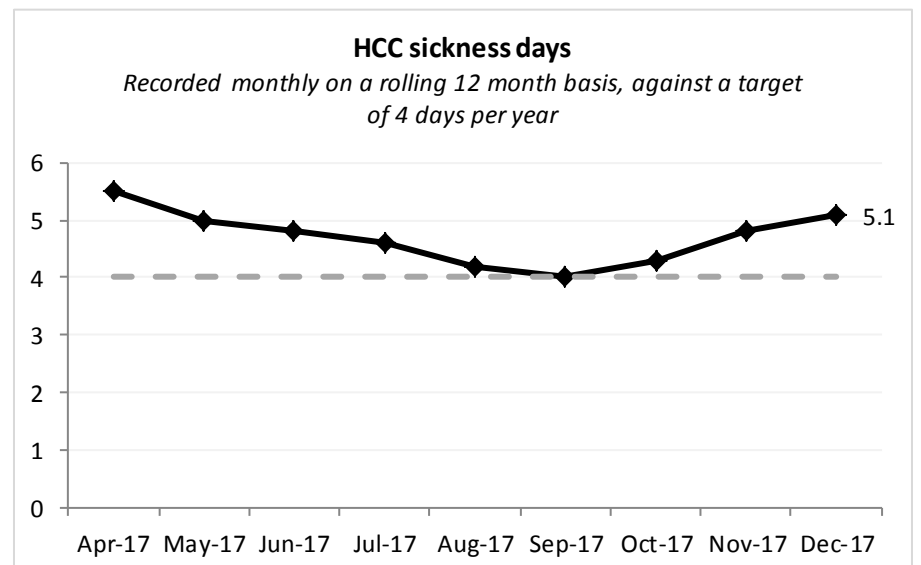
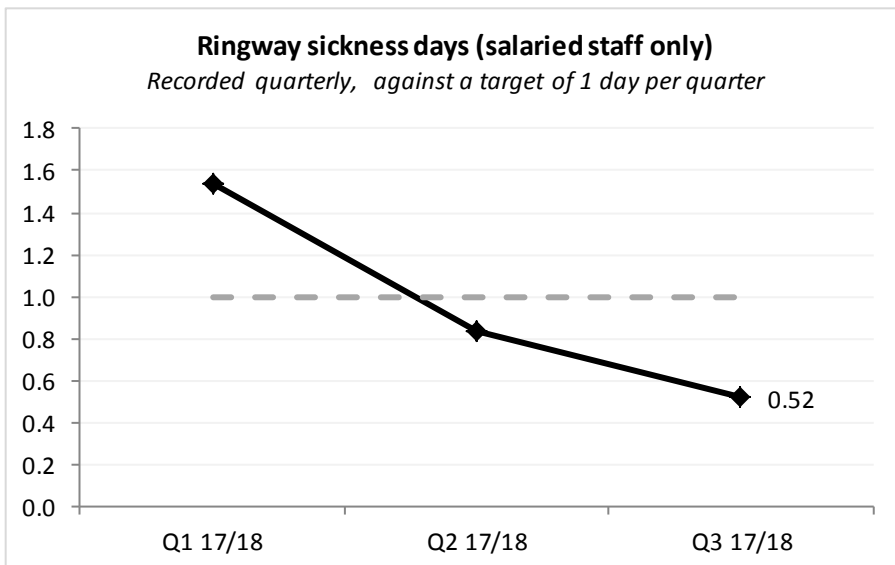
Target is between 5-9.99%



4. Number of staff sickness days (HCC and Ringway)

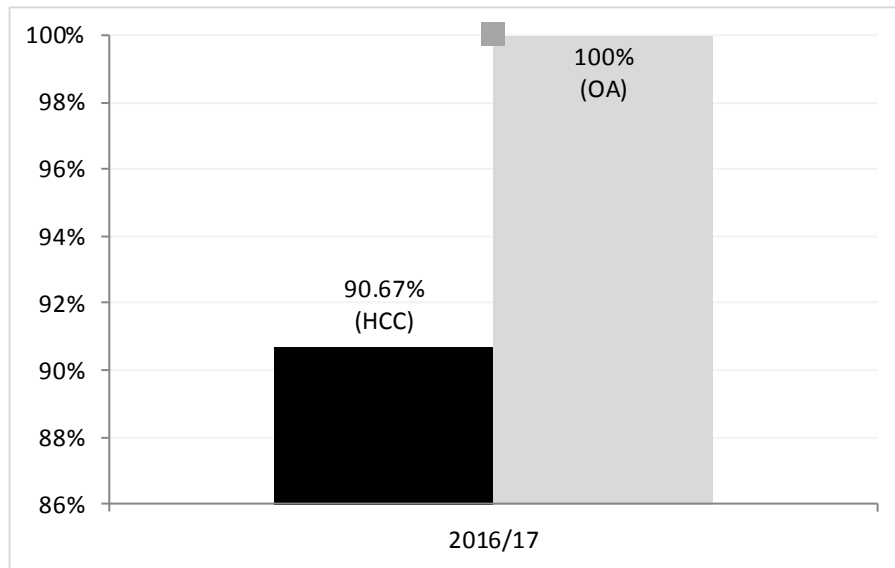
RAG is Green

Target is at or below 1 day per quarter (shown as 4 days per year for HCC data)



5. Completed annual performance appraisals (HCC and OpusArup) (%) - RAG is Amber

Target is 100%



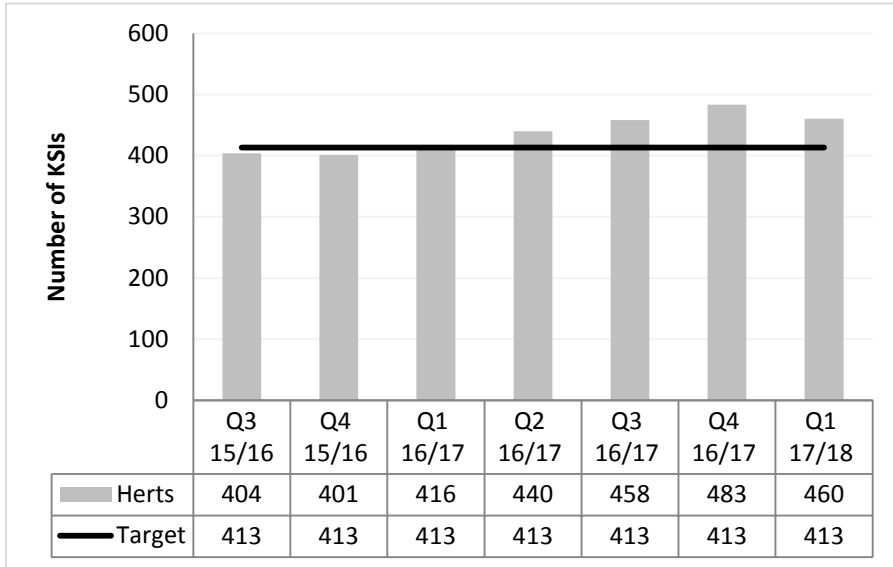
Unreported this quarter:

- Smart Working - Requires full development
- Time taking to fill vacancies – Under development
- Candidate diversity – Under development

Contextual Information – Road Traffic Casualties Indicators

1. Total killed or seriously injured as a result of road traffic collision

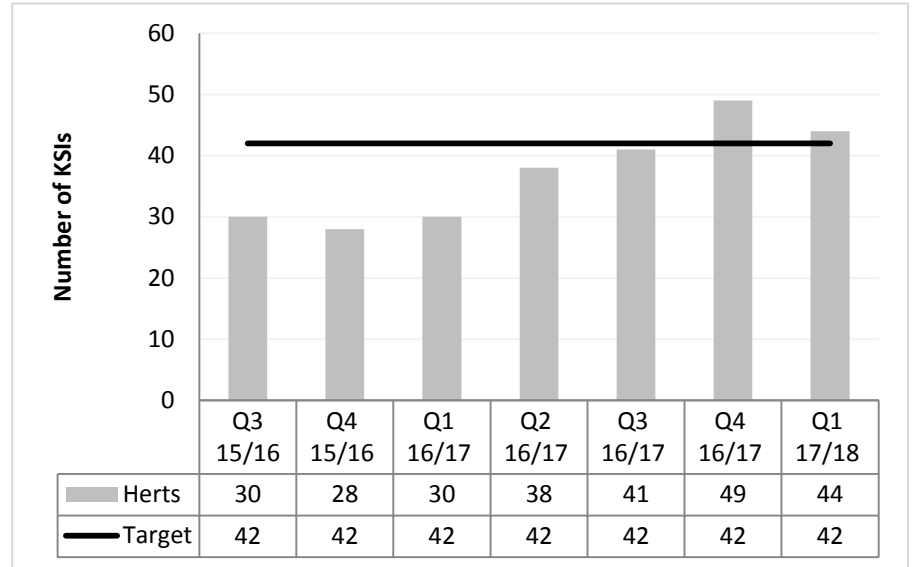
Target is at or below 413 KSIs



Figures for Q1 2017/18 are 99% complete and suggest that there has been a decrease in the number of people killed or seriously injured. Data supplied from CRASH continues to be slow. Local liaison continues with Bedfordshire / Cambridgeshire as well as with Hertfordshire Police regarding resourcing.

2. Children killed or seriously injured in road traffic accidents

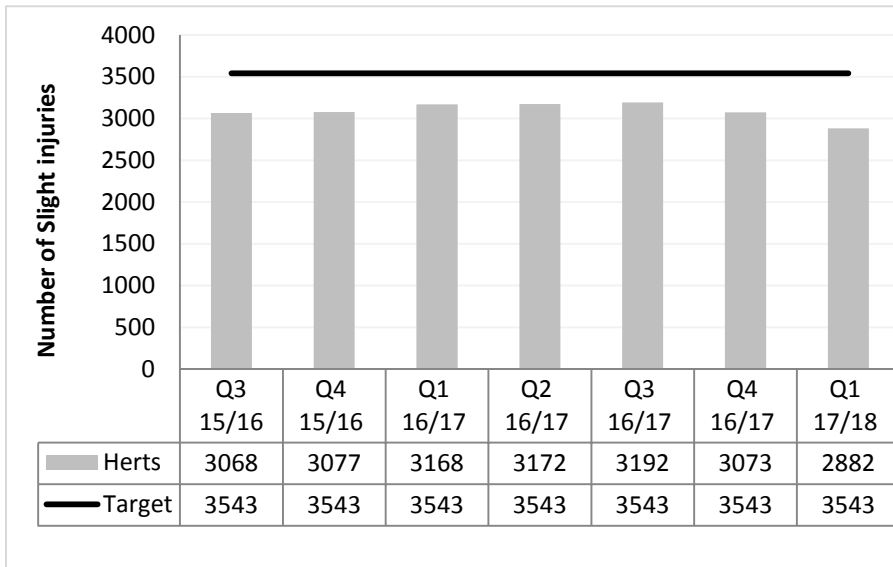
Target is at or below 42 KSIs



There were no fatalities recorded and the data shows that there was a decrease in the number of children killed or seriously injured.

3. Number of slight road casualties per year

Target is at or below 3543 slight injuries



Data for Q2 2017/18 is incomplete. Data supplied from CRASH continues to be slow. Local liaison continues with Bedfordshire / Cambridgeshire and with Hertfordshire Police. Nonetheless, this is the second consecutive quarter where there has been a decrease in the number of slight casualties.

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 owner has considered data and information in respect to this risk, including insurance claims, and is content with the scoring of the risk. 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.