

## **Corporate Performance Data Set 2021/22 – Highways**

### **Background**

At the Corporate Overview and Scrutiny Committee Meetings on 24<sup>th</sup> June 2021 and 29<sup>th</sup> September 2021, Members raised serious concerns about the limited sight that indicators within the Corporate Performance Data Set provided in relation to Highways, and in particular, that they portray a level of performance that is incongruous with their experience on the ground. The chair of the Environment Overview and Scrutiny Committee was particularly vocal and critical.

The Corporate Performance Data Set currently includes 8 indicators relating to Highways:

- % of 2 hour emergency repairs made on time
- % of 24 hour defects repaired on time
- % of 28 day defects repaired or made safe in time
- % of structural maintenance programme delivered
- % delivery of the annual gully emptying programme delivered
- % of principal roads where maintenance should be considered
- % of the non-principal classified roads where maintenance should be considered
- % Overall resident satisfaction with highways network

All of these indicators have performed better than target since Quarter 1 2020/21, with the exception of the structural maintenance delivery programme which was within tolerance of target at the end of Quarter 4 2020/21 (99%).

It is the view of scrutiny members that these indicators do not provide sufficient information about the condition of Gloucestershire's roads or adequately convey risks and pressures faced by the organisation in this area of service given the positive performance levels reported. While resident satisfaction with highways is similar to other local authorities nationally, it was felt that there was a disparity between reported performance of maintenance and repair and public levels of satisfaction with the service.

Based on feedback that Members receive from their constituents, more information on the timeliness of response to defect repairs was requested. In addition, Members raised a challenge in relation to the level at which the target is set for resident satisfaction with the highways network.

### **Proposed changes to the Corporate Performance Data Set**

In response to the request for greater and more representative oversight of Highways performance, the performance team has worked with the Head of Highways and her senior management team to propose the following additions to the Corporate Performance Data Set:

- **Number of Winter maintenance salt runs completed**

Throughout the Winter and Spring of 2020/21, a significantly higher number of defects were repaired compared with previous years, indicating greater deterioration of the road network. A much higher number of Winter maintenance salt runs were also carried out last Winter (276 compared to an average of 205 in the previous two Winter seasons). To supplement the existing indicators in the data set relating to timeliness of emergency and defect repairs, information will be provided in the narrative regarding the number of defects repaired overall and within time. It is also proposed that an indicator relating to the number of Winter maintenance salt runs is added to the data set for completion during Quarter's 3 and 4 when colder weather is expected. This will provide increased sight of both delivery performance and the condition of Gloucestershire's roads over time. Staffing resources crew gritters carrying out winter maintenance alongside day-to-day repair work, which can impact the availability of resources for road repairs during the same period. Sight of Winter maintenance salt run activity will therefore also support understanding of variations in defect volumes and timeliness of repairs.

- **Average number of additional days to complete overdue 28 day defects**

It is proposed that an indicator is added to the data set which relates to timeliness of overdue 28 day defect repairs, as these are the repairs which most commonly impact resident satisfaction in terms of delivery performance and perceptions of the condition of Gloucestershire's roads. It should be noted that the contractual target for 28 day repairs is that 95% are completed within time. The number of overdue repairs will be included in the narrative for contextual information.

This will provide Members with oversight of the volume of repairs which are not attended within the target timeline (95% within 28 days) and of overall repair timescales for all defects. Combining this data with the narrative to be provided around the overall volume of repairs, will support a greater understanding of whether current resources are sufficient to maintain Gloucestershire's roads to a good condition in a timely way.

- **% of unclassified roads where maintenance should be considered**

It is proposed that the percentage of unclassified roads where maintenance should be considered is reinstated in the data set, alongside data on principal and non-principal roads which form the priority focus for repair and structural maintenance. This would better reflect the condition of the whole road network in Gloucestershire and the challenges of maintaining it to a good standard.

- **Number of defects reported that do not meet the criteria for repair**

Defects repaired on the network come from two main sources – scheduled inspections (making up the larger proportion) and customer reports. Customer reports are attended by safety inspectors to assess for repair in accordance with our stated policy. There are defects which are reported to us that we do not repair because they don't meet the intervention criteria. It is proposed to investigate the data on these to consider whether an indicator in the data set would support Member and public understanding of why some defect work does not result in a repair.

In addition to the above, it has been requested that the **total number** of defects repaired be included in the *comments* section for each of the 3 existing indicators:

- % of 2 hour emergency repairs made on time
- % of 24 hour defects repaired on time
- % of 28 day defects repaired or made safe in time

## **Timeline**

The Leader and Cabinet Member for Highways will be consulted on the proposed changes at the Economy, Environment and Infrastructure Finance, Performance and Risk meeting on the 15<sup>th</sup> November 2021.

Where it is already available, data will be included in the Quarter 2 performance presentation and performance and risk scorecard which will be provided to the Corporate Overview and Scrutiny Committee for their meeting on 1<sup>st</sup> December 2021.

From Quarter 3, data and a broader narrative relating to Highways will be included in the performance report and scorecards provided to the Economy, Environment and Infrastructure Senior Leadership Team, Corporate Leadership Team, Finance, Performance and Risk meetings, Environment Scrutiny Committee and Corporate Overview Scrutiny Committee in line with the Corporate Performance Management Framework.