

Scrutiny Committee

Essex Highways Contract Update

December 2020



Essex County Council

A Recap - The Decision to Extend

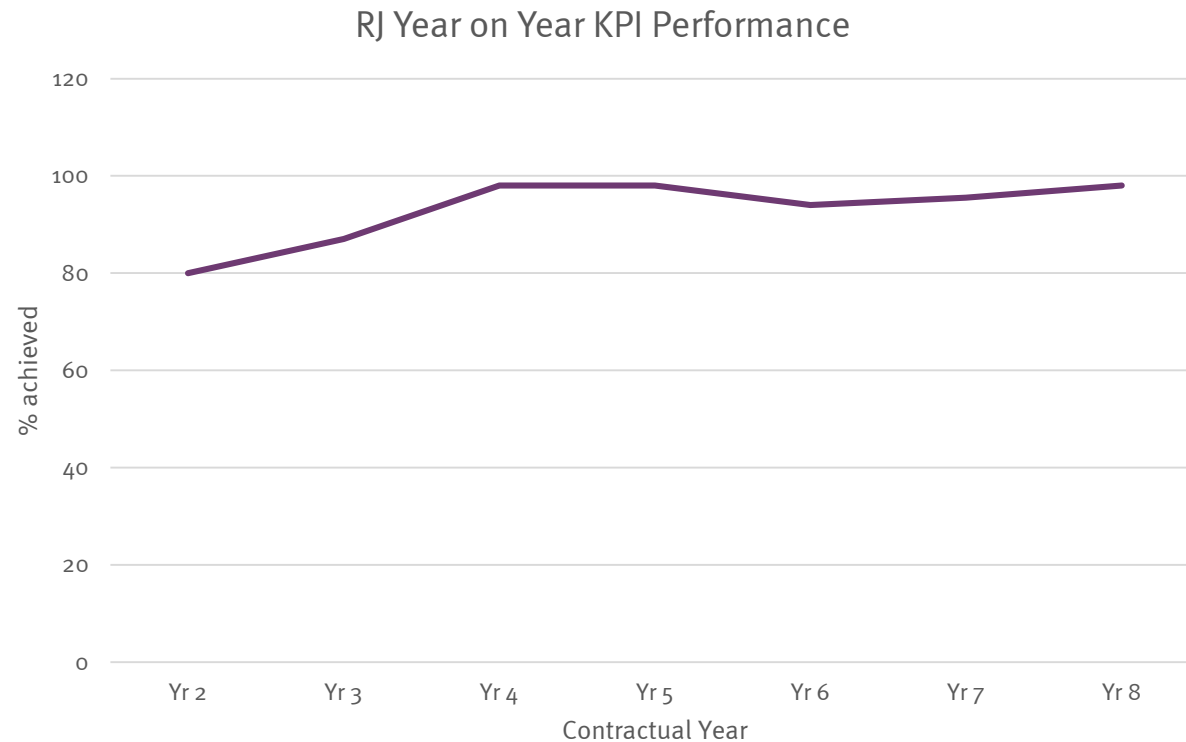
- **Evidence gathering throughout 2018 and 2019**
 - Benchmarking for value for money highways services, ECC scored 7th highest out of 21 authorities assessed.
 - Current contractual model assessed and deemed most favourable
 - ADEPT survey identified RJ as the 2nd highest performing Tier 1 supplier in the marketplace and the most improved since 2015.
 - £2.3m market testing conducted – 75% of work through RJ delivered better value for money.
 - Market conditions considered – levels of instability and innovation.
 - Engagement with 20 other local Authorities to review options.
 - Scrutiny task and finish group assisted with the process.
 - Thorough supply chain audit – good work in place and improvement opportunities identified.
 - RJ demonstrated forward plan for innovation.
- **Round table discussions took place in November**
 - £5.029m saving target (20% of commissioned budget) agreed.
 - Other contractual considerations including red claims and payment mechanism revised.
- **Decision to extend taken at Cabinet February 2020**



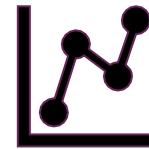
Summary of Updates Post-Extension Decision

- Savings board established to track delivery of the identified cost reductions.
- Regular Member chaired technology & innovation board reporting to Strategic Partnership Board.
- Contractual documents progressed including complete re-write to schedule 4 (payment mechanism) and HoT for contract amendments to facilitate the extension.
- Long running red claims disagreement resolved and contract amended to provide clarity for future claims.
- Lean review commenced across the service to drive transformation and cost reductions.
- Various income streams developed to increase the current circa £12m of income the service relies upon on an annual basis.
- COVID has delayed some progress on extension related activity while the service focused on responding to the pandemic.

High Level Performance Summary



Note – year 8 position subject to year closure process



COVID Implications

- Most highways functions have continued to operate throughout the pandemic.
- Responding to the pandemic has driven innovation – e.g. online NDORS courses and VISALA inspection technology.
- Significant reductions in income as a result of reduced applications, developer activity and traffic volumes.
- Preparations in place for increased Winter Maintenance resilience.
- Significant push on sustainable and active travel as a result of increased levels of use prompted by COVID.

Appendix

Current year KPI Data



Essex County Council

KPI Detail

KPI #	Description	Threshold	Target	Exceptional
ACo1	Condition of PR1 Network	New survey system being introduced	New survey system being introduced	New survey system being introduced
ACo2	Condition of PR2 Network	New survey system being introduced	New survey system being introduced	New survey system being introduced
ACo3	Condition of Local Roads	New survey system being introduced	New survey system being introduced	New survey system being introduced
ACo4	SCANNER RCI. PR1 Mid Bands	New survey system being introduced	New survey system being introduced	New survey system being introduced
ACo5	SCANNER RCI. PR2 Mid Bands	New survey system being introduced	New survey system being introduced	New survey system being introduced
ACo6	Condition of heavily used Footways	New survey system being introduced	New survey system being introduced	New survey system being introduced
ACo7	Condition of lightly used Footways	New survey system being introduced	New survey system being introduced	New survey system being introduced
ACo8	Street lighting defects	- 5%	34000	+ 5%
ACo9	% of structural reviews completed to programme		80%	
AC10	Repudiation rate of Highway Insurance Claims	87%	90%	93%
AC11	Timeliness of asset adoptions	70%	80%	90%
AC12	% P2 defects repaired / made safe within timescales	98%	99.0%	99.5%

KPI #	Description	Threshold	Target	Exceptional
AC14	Routine cleansing of drainage assets	minus 5%	93200	plus 5%
AC15	The current SCANNER surveys are being reduced in coverage to the minimum required by the DfT, as RJ have brought in a new survey tool called Roads AI	NA	PASS	NA
BMo1	Scheme satisfaction surveys	55%	70%	85%
BMo8	Supply Chain 360 Reviews		Target to be discussed	
**BM10	% recovered vs. invoiced Green Claims	On hold due to potential duplication with extension proposals	On hold due to potential duplication with extension proposals	On hold due to potential duplication with extension proposals
BM12	% defects repaired right first time	96%	98%	99%
BM14	Final Accounting in Time		90 days	
BM17	Quality of Transportation Studies	70%	80%	90%
BM19	Task Order satisfaction survey	70%	80%	90%
BM20	Accuracy of application	96%	98%	99%
BM21	Contract Process Compliance	75%	85%	90%
BM22	Quality of Data in Confirm - Compliance	70%	80%	90%
BM23	Delivery of Capital and Revenue annual efficiency targets	Agreed in principle. Methodology as set forth in the revised Schedule 4 and measure to apply from implementation of the same	Agreed in principle. Methodology as set forth in the revised Schedule 4 and measure to apply from implementation of the same	Agreed in principle. Methodology as set forth in the revised Schedule 4 and measure to apply from implementation of the same

KPI #	Description	Threshold	Target	Exceptional
BM24	Job pack compliance	Under discussion	Under discussion	Under discussion
CPo2	Development Management satisfaction survey	60%	75%	90%
CPo7	Public rights of way that are easy to use	63%	68%	72%
CPo8	Surface of roads in good condition- survey	40%	45%	50%
CPo9	Surface of footways in good condition- survey	40%	45%	50%
CP10	Development and delivery of road safety works	55%	60%	65%
JTRo1	Timely completion of winter gritting routes	96.5%	98%	99.5%
JTRo2	Average time to make network available following a P1 defect	2 hours	1.5 Hours	1 hour
JTRo3	Journey Time Reliability - (10 specified and agreed routes)	90%	92%	94%
JTRo4	Compliance to permitting requirements	70%	80%	85%
JTRo5	Fault rate of ITS equipment	0.45	0.35	0.30
PD01	Delivery of the annual capital carriageways renewal programme	90%	97%	98%
PD02	Delivery of the annual ITS programme	85%	90%	95%
PD03	Delivery of the annual major projects programme	75%	85%	90%
PD04	Delivery of the annual structures programme	75%	85%	90%
PD05	Delivery of the annual Local Highways Panel (LHP) programme	85%	90%	93%

KPI #	Description	Threshold	Target	Exceptional
PD06	Delivery of the annual S106 Programme	85%	90%	93%
PD07	Delivery of the annual Capital Footways Renewal Programme	90%	95%	98%
PD08	Delivery of the annual SWAS programme	90%	95%	98%
SE01	Scheduled bridge inspections completed in time	97%	98%	99%
SE02	% P1 defects attended within 2 hours	97%	98%	99%
SE05	Effectiveness of casualty reduction schemes	100% FYRR	FYRR >100%	FYRR >200%
SE06	Timeliness of highway safety inspections	97%	98%	99%
SE08	Quality of Safety Inspections	95%	97%	98%
SE10	Use of recycled and secondary aggregate in construction	10%	15%	20%
SE11	Deliver National Driver Offender Retraining Scheme (NDORS) courses to meet the requirements of Essex Police	40000	45000	49500
SE12	Deliver national Bikeability courses, Levels 1,2 and 3.	1000	2400	3000
MI1	Number of outstanding defects on PR1 and PR2 network		<1000	
MI2	Number of outstanding defects on Local road network		<5000	
MI3	% of lighting columns working as planned		95%	
MI4	Keeping traffic signals maintained	50%	60%	70%
MI5	Responding to, and clearing road hazards (for example fallen trees, accidents)	50%	60%	70%

KPI #	Description	Threshold	Target	Exceptional
MI6	General perception of the state of the roads in Essex	50%	60%	70%
MI7	Number of KSI on Essex roads (Data January to December)	917	709	611
MI8	Number of Slight Injuries on Essex roads (Data January to December)	3193	3124	2999