

HIGHWAYS MAINTENANCE MEMBER LED REVIEW – INTERIM REPORT

To: **Cabinet**

Date: **25 October 2011**

From: **Enterprise, Growth and Community Infrastructure
Overview and Scrutiny Committee (OSC)**

Electoral division(s): **All**

Forward Plan ref: **N/A**

Purpose: **To set out the interim findings and recommendations from
the OSC's Highways Maintenance Member Led Review**

Recommendation: **Cabinet is asked to:**

- **Note the interim findings and accept the
recommendations**
- **Comment on the further issues to be investigated by
the review group**

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1.0 EXECUTIVE SUMMARY

Introduction

- 1.1 This interim report contains the findings and recommendations of a review of road and footpath maintenance. The interim report has been produced to influence the development of the next Integrated Planning Process.
- 1.2 Local highways play a critical role in supporting the Council's objectives to create economic growth. They provide access to local services and affect the quality of life of local people and visitors.
- 1.3 In Cambridgeshire:
- The Council is responsible for some 4295km of roads and 7070km of footpaths.
 - Some £8m will be spent in 2011/12 on road and footpath maintenance in Cambridgeshire. This is 53% of the notional revenue support grant allocated by the Government for highways. The rest is spent on other Council services.
 - In 2010/11 4% of class A roads, 7% of B and C roads were in a condition where maintenance should be considered and approximately 25% of unclassified roads and footpaths required maintenance.
 - Without a significant increase in expenditure, the road network will continue to deteriorate for all classes of road.
 - Annual revenue spending needs to double to bring the network to a good standard.
 - Insurance claims against the Council for incidents relating to poor road conditions have almost doubled in the last five years from 347 in 2006/07 to 647 in 2010/11 at a cost of nearly £800,000.

1.4 Key Findings and Recommendations

Key findings and recommendations are reported under the following headings:

- **Policy** - road and footway maintenance high level policy and objectives
- **Performance** – current, projected and in comparison to statistical neighbours
- **Funding** – the relationship between funding and performance
- **Cost Implications** – the long term implications of current policy in terms of future public sector costs due to remedial works, insurance claims and any other cost (e.g. falls leading to hospital treatment)
- **Management** – the process for identifying, prioritising and tackling maintenance work
- **Working with Local People to Find Solutions**
- **Options to increase funding** – alternatives to existing arrangements, such as raising funding via Private Finance Initiative, borrowing or selling assets and the consequences of implementation

Policy

- 1.5 The Council's highways maintenance policy is a mixture of 'worst first' and 'asset management' (whole-life cost) approaches. With current budgets there is an increasing focus on reactive works.
- 1.6 The Council has technical policies in place to inspect, investigate and make repairs to the Council's Highways. However, these policies lack a sense of the long term objectives of the Highways Service. It is not clear whether it is Cabinet's long term intention to:
- Increasingly adopt a 'worst first' approach?
 - Allow each classification of road and footway to deteriorate equally, or target more resources on some classifications over others?
 - Reduce minimum standards in some instances?
 - Cut costs through greater collaboration with other Highways Authorities in the future?
- 1.7 **Cabinet is recommended to:**
- Develop a realistic, long term highways maintenance strategy

Performance

- 1.8 The condition of Cambridgeshire's highways is currently above average compared to other Highways Authorities in the region. However, the trend in Cambridgeshire is downwards and the cost of reversing this across all roads is substantial.
- 1.9 Effective asset management depends on good performance data. It is essential that the condition of the county's roads and footpaths is monitored using the national and local indicators.
- 1.10 Currently the condition of footways and unclassified roads is significantly worse than class A, B and C roads. Whilst this reflects the relative importance of the network from a road transport point of view, the public is concerned about the safety of all roads, cycleways and footpaths. More attention needs to be given to improving all well used parts of the network.
- 1.11 **Cabinet is recommended to:**
- Ensure that information is available to members to enable them to monitor the condition of their local networks
 - Focus limited resources on improving all well used parts of the network (whilst adhering to asset management approaches)

Funding

- 1.12 For several years the Council has chosen to divert a significant proportion of revenue funding away from highways maintenance to other Council services.

This has undoubtedly contributed to the increasing backlog of maintenance work and led to a reduction in planned work in favour of reactive works.

- 1.13 If the level of highways funding is not increased, the condition of the network will continue to deteriorate. Increasing the proportion of the Government's transport revenue grant to road maintenance would help reduce the problem. But this would reduce the grant that is currently taken for other council services.
- 1.14 **Cabinet is recommended to:**
- Review the need for additional funding in highways against that of other services.

Costs

- 1.15 It is clear that the Council will incur higher costs in the long term if the highways are allowed to gradually deteriorate. However, the cost implications in the long term have not yet been calculated.
- 1.16 There is no evidence that the deterioration of the highways network in recent years has resulted in extra insurance costs to the Council. However, it can be assumed that insurance claims will continue to rise in the future if the highways continue to deteriorate. It is not possible to calculate the potential additional costs with any certainty.
- 1.17 Highways maintenance is currently delivered through the Highways Services Contract. The group found that:
- Benchmarking exercises have provided the Council with assurance about some of the costs associated with the Highways Contract, and identified some relatively high costs that have subsequently been reduced
 - There are effective mechanisms within the Highways Contract to incentivise performance and to quality assure works
 - Significant efficiency savings have been secured through the contract and work has accelerated to secure more
 - The current contract expires in 2016 and that the procurement process for the successor arrangements is likely to take 4 years following a decision about the type of contract to be used
- 1.18 The Council is a founder member of the Eastern Highways Alliance, involving Highways Authorities across the region. A framework contract is being established to enable the member Authorities to generate savings from collaborative procurement.
- 1.19 Officers have explored opportunities to work more collaboratively with other Councils, such as Essex County Council.
- 1.20 **Cabinet is recommended to:**
- Request officers calculate the long term financial implications of the current highways maintenance policy, as this is of vital importance in demonstrating the business case for investment.

- Support an expansion to the benchmarking exercises already conducted. Members recognise that benchmarking can be problematic, but believe that the results achieved from benchmarking to date justify its continuation and expansion to other products and services within the contract
- Commence a review of the potential successor arrangements to the current Highways Services Contract
- Ensure that the successor arrangements extend the defect period for all works from one to two years
- Monitor progress in establishing the Eastern Highways Alliance as it is hoped that this will secure significant procurement savings and reductions to back office costs
- Explore the potential to work more closely with Northamptonshire County Council, building on the relationship developed through LGSS

Management

- 1.21 The group were pleased to note that an evidence based approach is used to determine maintenance work through use of the Asset Management system. However, the review group recommend that the Council follows the Audit Commission recommendation and focuses on the asset management approach. Ideally this would require the backlog of “red” problems to be resolved with additional expenditure in the short term in order that a longer term asset management system can be adopted giving improved conditions for drivers and walkers. The review group recognises that in the current budget climate, a mix of worst first and asset management approaches are required.
- 1.22 The review group recommends a formal asset management programme be adopted, with a separate ring-fenced budget allocated to resolve the “red” problems over 3 years.
- 1.23 The group stressed their disappointment that funding for surface dressing has been curtailed and recommend that this should be reinstated because it helps to maintain road condition and improve skid resistance.
- 1.24 **Cabinet is recommended to:**
- Implement a formal asset management programme, with a separate ring fenced budget allocated to resolve the ‘red problems’ over 3 years
 - Increasingly move to asset management approaches as the backlog is addressed
 - Reinststate funding for surface dressing

Working with Local People to Find Solutions

- 1.25 There are a variety of methods for the public to raise highways issues with the Council.
- 1.26 However, a new communications strategy will be required if the Council does move to a more comprehensive asset management approach, as recommended

by the Audit Commission and the review group. It will be necessary to explain to the public why some roads that do not appear to be in poor condition are in some instances treated before those that are in poor condition.

- 1.27 Improved communications with the public and members are also needed to explain the challenges highways face, the constraints officers work under, particularly with regard to budgets, to help manage people's expectations, to encourage them to continue to report concerns and to use the network responsibly.
- 1.28 **Cabinet is recommended to:**
- Develop a communications strategy to manage public expectations following the move to a more comprehensive asset management approach.

Options for increasing Highway's funding

- 1.29 The group intends to examine the possible options for increasing the levels of Highways funding, such as through a Private Finance Initiative, Prudential borrowing, the New Homes Bonus, the Community Infrastructure Levy and Tax Increment Financing.
- 1.30 This work has not been completed. However, it is clear that small injections of cash will not in itself be sufficient. There is a significant deficit in revenue funding that needs to be addressed and funding for major capital improvements is decreasing annually in real terms.

Further Work

- 1.31 The group intends to undertake further work before submitting its final report including:
- Meet the senior managers of Atkins and seek their perceptions on current arrangements and their suggestions for improvements
 - Review alternative sources for additional funding
 - Improve its understanding of the value for money from current operations
 - Compare the insurance claims costs of the Council with those of other highway authorities
- 1.32 **Cabinet are recommended to:**
- Comment on the scope of the further work and suggest other issues for investigation.

2.0 BACKGROUND

- 2.1 In March 2011, the Committee agreed to establish a Highways Maintenance Review Group comprising Councillors G Wilson (Chairman), Butcher, Hunt, Kenney and Wilkins.
- 2.2 The review was initiated following a request from Councillor Bourke, who had highlighted the value of a Highways review undertaken by a Scrutiny Task Group at Worcestershire County Council (referred to in section 5). It also reflected the Committee's recognition of the critical role that local highways play in supporting the Council's objectives, particularly in terms of supporting economic growth and affecting the quality of life of local people and visitors, by providing access to local services.
- 2.3 The group decided to produce this interim report so that the findings and recommendations within it can feed into the Council's current Integrated Planning Process. An earlier draft of this report informed the discussion about the Highways Services Contract on the 26th September.
- 2.4 The following sections of this report are structured to show:
- How the review was undertaken
 - The findings from an investigation conducted by the Audit Commission
 - A case study regarding highways maintenance in Worcestershire
 - The group's findings against each of the themes within the terms of reference

3.0 TERMS OF REFERENCE

- 3.1 The Committee decided that the following themes should be examined by the Review Group:
- **Policy** - road and footway maintenance high level policy and objectives
 - **Performance** – current, projected and in comparison to statistical neighbours
 - **Funding** – the relationship between funding and performance
 - **Cost Implications** – the long term implications of current policy in terms of future public sector costs due to remedial works, insurance claims and any other cost (e.g. falls leading to hospital treatment)
 - **Management** – the process for identifying, prioritising and tackling maintenance work
 - **Working with Local People to Find Solutions**
 - **Options** – alternatives to existing arrangements (if any are needed), such as raising funding via Private Finance Initiative, borrowing or selling assets and the consequences of implementation

Definition of Highways Maintenance

3.2 Highways Maintenance can be categorised as follows¹:

Service	Budget	Description
Routine Maintenance	Revenue	Includes cleaning, minor repair, drainage, routine inspections and ad hoc / unplanned patching
Structural Maintenance	Mainly capital, some revenue	Includes reconstruction, overlay, surface treatments, repair to drainage structures, and claims
Construction	Mainly capital, some revenue	Whole costs of new construction and improvement schemes, including 'virtual' detrunking costs
Winter Maintenance	Revenue	Salting, forecasting, maintaining and operating equipment

3.3 The review focussed on the routine and structural maintenance of roads and footways that the Council has a statutory responsibility to maintain as Cambridgeshire's Highways Authority. Other Highways services, such as street lighting, road safety, signs and bridges were not specifically considered as part of this review, although as there are clearly links between all these services the findings and recommendations have some implications for the entire service. To put the scope of the review into context, it is estimated that road maintenance accounts for 50% of all spending on Highways services in a typical Local Authority².

4.0 EVIDENCE BASE

4.1 The findings and recommendations within this report are based on the following:

- Written responses by officers to an extensive series of questions linked to each theme within the terms of reference
- A meeting with:
 - John Onslow, Service Director: Infrastructure Management and Operations
 - Louise Collier, Head of Network Management (North, West and East)
 - Barry Wylie, Network Asset Manager
- A telephone discussion with Stella Wood, Overview and Scrutiny Officer, Worcestershire County Council
- Desktop research, particularly the recent Audit Commission report, 'Going the Distance'

The group would like to particularly thank Highways officers for their assistance.

¹ Pg 12, Audit Commission 'Going the Distance: Achieving better value for money in road maintenance'

² Ibid, pg 10

5.0 AUDIT COMMISSION REPORT

The following section provides a summary of some of the key points within an Audit Commission report into highways maintenance, entitled 'Going the Distance – Achieving better value for money in road maintenance' – May 2011. The report provided a reference point to put Cambridgeshire's highways service into context.

The Highways Officers interviewed by the Group advised that much of the report chimed with their thinking, particularly with regard to the asset management approach to highways maintenance.

National Picture

- 5.1 Councils across the country maintain 98% of the nation's roads. Roads are typically Councils' single biggest asset and approximately 1.5% of all local government spending is used for their maintenance.
- 5.2 The Local Road Network is typically classified as follows (including in Cambridgeshire):

Department for Transport Classification	Group	Description
A Roads	Principal Roads	Major roads to provide large scale transport links within or between areas
B Roads	Busy roads are classified as Principal Roads and the remainder Non Principal Roads	Roads to connect different areas, and to feed traffic between A roads and smaller roads
Classified unnumbered – known as C roads	Non – Principal Roads	Smaller roads to connect unclassified roads with larger local roads
Unclassified – known as U roads	Unclassified Roads	Local roads for local traffic

- 5.3 Spending on road maintenance nationally has increased in cash terms by 73% since 2000. However, this increase has been offset by costs that have increased at a higher rate than general inflation. As a result, the cost of maintaining one kilometre of road is nearly 50% higher than ten years ago. Nonetheless, Councils have been able to slightly improve road condition over the last ten years.
- 5.4 Road traffic is expected to increase by over 30% by 2025. However, real terms funding is likely to reduce over this period. For example, capital funding from Government (in the form of Local Transport Plan funding) will reduce by 16%

over the period 2011/12 to 2014/15 in cash terms. This is likely to reduce the amount of structural maintenance that takes place.

- 5.5 This is in the context of a national maintenance backlog that has not been quantified, other than a Department for Transport estimate that it amounts to 'several billion pounds'.
- 5.6 The Audit Commission concluded that the nation's highways had seen deterioration in the 1980s and 1990s, with slight improvement in recent years. However, the 'early signs show that the road network overall is starting to deteriorate again'.

Good Practice – Long Term Thinking

- 5.7 The Commission notes that Councils have two options when determining how to prioritise their maintenance resources:
 - a) Worst first approach - focussing efforts on the roads in the poorest condition
 - b) Whole-life cost approach - aiming to minimise the total maintenance costs over the lifetime of a road (typically around 15 - 20 years).
- 5.8 The report recognises that the 'worst first' approach is often attractive to Councils because in the short term it can improve resident satisfaction, reduce insurance claims, improve performance indicators and have party political benefits. However, restoring a road that has 'failed' is costly.
- 5.9 In contrast, the whole life cost approach is based on the premise that it is possible to target maintenance interventions so that they take place prior to the failure of the road. These interventions require less drastic road treatments and are therefore cheaper overall. This is comparable to regularly servicing a car to extend its life. The process of managing road maintenance in this way is commonly referred to as 'asset management'.
- 5.10 To put this into context, one Council has calculated that the costs of reconstructing a typical failed road is approximately £370,000 per kilometre, compared to £100,000 for a similar lifespan when applying asset management methods. It is therefore clear that the whole life cost approach provides significantly better value to the taxpayer in the long term. The Audit Commission therefore notes that:

'While to members of the public, carrying out road maintenance on a road that doesn't look to be in need of repair may seem wasteful and unnecessary, this will often be the right action'

- 5.11 The Audit Commission therefore recommend that Councils develop Asset Management Plans for 'managing the road network over time to deliver the agreed levels of service and performance targets in the most cost effective way'.
- 5.12 The report goes on to emphasise the importance of good quality data and advocates the use of inventories to catalogue details such as asset size,

condition, location, road types, age, materials and costs and cites Leicestershire County Council as a good example in this respect. It also proposes that Councils develop 'what if scenarios' so that decision makers are able to take a long term view of policy and service decision³.

- 5.13 The report recognises that the move to an evidence based, asset management approach, is likely to sometimes run counter to local views. It therefore stresses the importance of developing a communication strategy to explain how asset management provides better value for money and 'why smaller roads, often where the vast majority of residents live, may fare less well under asset management principles of deferring maintenance to rough roads until long term solutions can be afforded'. It cites Gloucestershire County Council as an example, as they used YouTube to explain the Council's approach to repairing defects.

Reducing Costs

- 5.14 Taking a longer term approach to highways maintenance is unlikely to release sufficient savings in the short term. It will therefore be important to reduce costs. The report notes several possible areas where Councils can reduce costs:
- **Effective Benchmarking** - there is significant price variation within the road maintenance sector, which makes it difficult to compare costs. However, a benchmarking exercise conducted by the Audit Commission showed that the levels of variation in unit costs of common maintenance services cannot be explained by Council type, region or procurement model alone. It highlights that the Midlands Service Improvement Group has enabled Councils to assess their costs and practice between comparable authorities. This has assisted negotiations with contractors (resulting in a reduction in costs for at least one Council). Councils are advised to undertake benchmarking exercises throughout the year in order to reflect the volatility of construction costs (most Councils only undertake benchmarking yearly).
 - **Incentivising Performance throughout Contracts** - Councils have moved away from in house provision (including Cambridgeshire). Various approaches have been adopted to ensure the effectiveness of these arrangements. This includes regular evaluation of contractor performance using performance indicators. In Devon, these are reviewed monthly and every year a decision is reached about whether performance warrants a year's extension to the contract, continuation without the extension, or termination. In Hertfordshire, a differed model is used, which rewards the Contractor based on the scope of the contract. There is a core contract, and further services can be added on the basis of good performance. Pain / gain targets are often used (including Cambridgeshire) to address poor performance, avoid unnecessary costs and improve service quality.

³ The group are aware that the Council has undertaken this exercise, and this is referred to later in the report.

- **Collaborative Procurement** - Few Councils have yet to work with each other or with partners such as the Highways Agency when delivering maintenance services. However, lower prices can be realised through utilising joint purchasing power. The Midlands Highways Alliance estimates it has saved its member Councils £5.1 million in its first three years of operation⁴.
- **Adjusting Service Standards** - 'Councils should take stock of what service levels are achievable and acceptable, if they are to continue to fulfil their legal commitment to maintain the road network within set standards, with fewer resources'.

6.0 CASE STUDY - WORCESTERSHIRE COUNTY COUNCIL

6.1 The group spoke to Stella Wood, Overview and Scrutiny Officer at Worcestershire County Council about a highways maintenance review that had been conducted during 2006/07. The review group involved Councillors representing every District of the county to examine the value for money the Council was getting from its maintenance expenditure. They reviewed:

- Highway and footway maintenance policy and objectives
- Criteria for determining priorities and how defects are identified and processed to produce a shortlist of prioritised repairs
- Current performance
- Contract management arrangements
- Costs and purchasing power
- Implications of budget reductions
- Public Satisfaction
- Processes for dealing with claims against the Council
- Comparisons with other Local Authorities

6.2 The task group met 25 times over an 8 month period and compiled a comprehensive report. The group found that:

'Worcestershire is fast approaching, if indeed we have not already reached, the 'tsunami' point – where the cost of repairs to the most critical roads overwhelms the available funding – and, without intervention, this situation will continue to develop.'

They felt that the most effective method of maintaining roads was the asset management approach.

6.3 The group also concluded that the only solution to the maintenance backlog was to undertake a substantial additional programme of work requiring an injection of extra funding. They estimated that this would entail £40m investment and recommended that officers should undertake a careful evaluation in order to:

⁴ The group were advised that Cambridgeshire County Council is a Member of the Eastern Highways Alliance, although this is not yet in operation.

‘Assess the programme of work, and its cost, required to stabilise the road network and improve the condition of our roads. This modelling should balance the capital sum required against revenue consequences and sustainability of the highways budget, if revenue consequences cannot be funded from elsewhere’

- 6.4 The other recommendations can be viewed in the Executive Summary, attached as Appendix A.

Impact of the Review

- 6.5 The Task Group reconvened in 2009 to assess progress against the recommendations. In summary, they found that:
- There was a more long term, project planning approach to maintenance, although the Carriageway Lifecycle Plans (to deliver the Asset Management approach) were in draft form
 - £15m capital had been invested in maintaining urban unclassified roads. This fell short of the £40m estimated by the group, but had significantly improved the condition of B and C class roads and prevented rapid deterioration which would have necessitated costly remedial works
 - Funding had been insufficient to tackle issues with the road sub structure, which meant that the ‘tsunami’ was still possible
 - The maintenance backlog was estimated to have reduced from £25.3m in 2006/07 to £6.48m in 2008/09
 - £3 m had been invested in the most used footways leading to some improvements.
- 6.6 The Overview and Scrutiny Officer was able to update the group on further developments that have been made since the review, which include an additional £15 million investment in rural roads and £6 million investment in footways (over two years). Highways are now on an improving trend.
- 6.7 The group were also advised that there are also now more inspections of utility works (to ensure that the Council does not have to incur the costs of maintenance from poor repairs to roads following utility works). There has also been an improvement to the quality and quantity of works of small works teams following the introduction of regular sampling and targets for their activities.
- 6.8 The Group asked the Overview and Scrutiny Officer if there were any points that she would particularly highlight to them. In addition, to the issues raised above, the Overview and Scrutiny Officer commented that:
- It is important to focus on public satisfaction. It is a common theme amongst the high performing Authorities that public satisfaction is at the core of their approach
 - The importance of good quality data to inform decision making and to enable Councils to hold their contractors to account. Kirklees Council was particularly highlighted in this respect

FINDINGS

The following sections show the review groups' findings, according to the themes within the terms of reference for the review.

7.0 POLICY

- 7.1 The group requested a copy of the Council's highways maintenance policy and received a copy of the 'Highways Policies and Standards', which are reviewed annually by the Highways Area Teams. Any changes are subject to agreement by the Cabinet Portfolio Holder and, if substantive, by full Council.
- 7.2 The document sets out the policies and standards that apply to the management, maintenance, improvement and operation of the highway network in Cambridgeshire excluding the rights of way network, motorways and trunk roads. It highlights the following policy drivers:
- Litigation
 - Safety
 - Budget
 - Reputation
 - Minimum Standards
 - Investment by others
- 7.3 Section 2 of the policy focuses on Highways Maintenance and provides details about the inspection regimes and investigation levels of the Council's highway assets. It also sets out the risk management procedure used to categorise defects and response times.
- 7.4 In addition, it is also relevant to note that the Cambridgeshire Highways Business Plan sets out the vision and objectives of that partnership:

Our vision is to be:

"An effective organisation delivering and developing our highway network for least cost."

Our Common Objectives are:

- ***To maintain the network:***
Keep the network in the best condition we can with the money available
- ***To develop the network:***
Reduce disruption when improving the network
- ***Satisfied Customers:***
Manage customer expectations and communicate well so that customers understand what we are doing and why.

- 7.5 The group discussed the high level strategy / policy with Highways Officers. Members were advised that the Council currently operates a mix of worst first and asset management approaches, depending on the type and individual

circumstances of the Highway (there are significant differences across the county, with particular issues experienced in Fenland where many roads have been built on poor surfaces).

- 7.6 It was confirmed that there has been and, under current planned budgets, will continue to be more focus on reactive works, such as patching. In addition, it was confirmed that the continuation of the Council's current policy and funding levels is projected to result in deterioration across all classes of roads over the next ten years.
- 7.7 It was also highlighted to the group that Members sometimes had unrealistic expectations of the Highways service, given the level of resources available. It was also felt that greater clarity is needed from Members about the standards that are expected as it is not possible to maintain 'gold standard' roads in all areas.

Findings

- 7.8 The group were pleased to note that policies are in place to inspect and investigate the Council's roads and footways, and that a risk management approach is used to repair defects. It is also pleasing to note that officers accept the logic of the asset management approach, and that in many instances this is applied. The focus on customer satisfaction is also welcome.
- 7.9 However, the Highways Policies and Standards lack a sense of the long term strategic objectives of the Highways Service. It is not clear whether it is Cabinet's long term intention to:
- increasingly adopt a 'worst first' approach?
 - allow each classification of road and footway to deteriorate equally, or target more resources on some classifications over others?
 - reduce minimum standards in some instances?
 - cut costs through greater collaboration with other Highways Authorities in the future?
- 7.10 The Group believe that it is important for Cabinet to address questions such as these, so that there is a clear strategy for the Highways Service.
- 7.11 The Group also recommend that the Cabinet recognise that asset management approaches provide much better value for money for the Council in the long term. Cabinet should therefore reverse the trend towards 'worst first' approaches. This is a key recommendation from the group, which is developed throughout this report.

8.0 PERFORMANCE

8.1 The Group were advised that the following performance measures are used in relation to Highways Maintenance (collected annually):

- National Indicator (NI) 168 – Condition of Principal Roads (% of A roads where maintenance should be considered)
- NI 169 – Condition of non principal roads (% of B and C roads where maintenance should be considered)
- BV224b – Local Indicator - Condition of unclassified roads (% of unclassified network needing maintenance)
- BV187 – Condition of Footways (% of footways requiring maintenance). This indicator will not be collected in future
- Wet skid resistance – Local Indicator – measured on a defined network, A and busier B roads only

8.2 The following table shows the past and projected performance of the Council's highways⁵:

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
NI 168	4	4	2	2	3	4	5	5	6
NI 169	13	12	4	5	7	7	8	8	9
BV224b	14	19	18	19	20	25	27	29	30
BV187	11	24	37	20	30	24	30	30	30

Figures in italics are projections based on existing IPP allocations

8.3 This confirms that the Council's roads and footways are projected to deteriorate in the next few years. Comparisons with regional comparators (see Appendix B) show that Cambridgeshire's performance has been above average for NI 168, 169 and BV 224B. However, the condition of the Council's footways (BV 187) has been below average. Members had some doubts about the accuracy of this indicator though as there have been significant swings in performance from one year to the next.

8.4 The group received a report that provided ten possible scenarios of performance over a ten year period based on varying amounts of funding⁶. The report contained the conclusion that:

'The estimated budget allocated to Cambridgeshire County Council is insufficient to maintain the current condition of the network. Therefore, the road network will deteriorate for all classes of road.'

⁵ Based on information received from officers

⁶ 'Use of Financial Models to Estimate the Budgetary Requirements of Cambridgeshire County Council in achieving Predefined Pavement Conditions' produced by WDM Ltd

- 8.5 Officers advised that additional revenue funding of approximately £30 million per annum would be required to maintain the condition of all classes of road at their current state.

Findings

- 8.6 It is clear that on the basis of the performance information provided, the condition of Cambridgeshire's highways is currently above average compared to other Highways Authorities in the region. However, the trend in Cambridgeshire is downwards and the costs of reversing this across all roads is substantial.
- 8.7 Effective asset management depends on good performance data. It is essential that the condition of the county's roads and footpaths is monitored using the national and local indicators. Information should be available to members to enable them to monitor the condition of their local networks.
- 8.8 Currently the condition of footways and unclassified roads is significantly worse than class A, B and C roads. Whilst this reflects the relative importance of the network, the public is concerned about the safety of all roads and footpaths, and more attention needs to be given to improving all well used parts of the network.

9.0 FUNDING

- 9.1 The group requested details of revenue and capital funding for highways maintenance in recent years. This information is shown in the two tables below:

Revenue Funding

	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07
Road Split		£	£	£	£	£
Countywide Budgets	1,818,142	4,906,921	3,577,480	569,534	482,598	567,540
Principal Roads	1,256,796	1,104,783	884,127	755,542	825,595	852,663
Non principal	2,976,270	4,143,409	4,565,949	6,395,336	4,922,611	4,098,711
Unclassified	2,110,594	2,396,137	1,974,620	2,757,774	3,310,695	4,030,879
Total Maintenance Revenue costs	8,927,304	12,551,250	11,002,176	10,478,186	9,541,500	9,549,793

Capital Funding

	11/12	10/11	09/10	08/09	07/08	06/07
	£	£	£	£	£	£
Road Split						
Carriageway Maintenance - Non Principal & Unclassified	4,185,000	4,069,951	4,021,487	4,524,589	3,431,421	4,015,654
	4,185,000	4,069,951	4,021,487	4,524,589	3,431,421	4,015,654
Carriageway Maintenance – Principal	1,611,000	1,606,670	827,065	1,542,158	1,301,515	2,316,786
A10 Maintenance	0	584,827	491,173	1,089,359	543,445	0
	1,611,000	2,191,497	1,318,238	2,631,517	1,844,960	2,316,786
Footway Maintenance & Cycle Paths	1,365,000	746,518	1,662,287	1,183,564	943,488	770,880
Noise Reducing Road Surfaces	0	0	0	0	1,767,816	1,574,989
Drainage Grant	0	124,820	0	0	0	0
Road & Footway Improvement	2,339,000	953,362	650,559	0	0	0
	3,704,000	1,824,700	2,312,846	1,183,564	2,711,304	2,345,869
Total Maintenance Capital costs	9,500,000	8,086,148	7,652,571	8,339,670	7,987,685	8,678,309

9.2 The Revenue table shows that funding has increased in cash terms over the 5 year period shown to 2010/11. The allocation of funding for the different road classifications has been variable.

9.3 The Council receives a revenue grant from Government, which includes an allowance for Highways maintenance. Officers advised that historically, the Council has chosen to only allocate 70 – 75% of this notional allowance to the Highways Service. This reduced to 53% in 2011/12. In other words, much of the funding intended for highways maintenance has been spent on other services.

9.4 This has meant that less general cyclic maintenance work such as surface dressing to reseal the roads and prevent water damage and other small repairs could be undertaken. The value of this funding has been further eroded by increased costs due to inflation, changes in working practices due to changes in Health and Safety legislation, landfill / aggregate taxes and the Traffic Management Act. Inflation figures are especially high due to a reliance on oil products and steel (shown below).

2007 September +5.92%
2008 September +15.53%

2009 April –2.59%
2010 April +3.87%
2011 April +4.73%

- 9.5 In addition, officers advised that the level of capital funding from Government has been insufficient to keep up with the general deterioration of the network due to age and the volume / weights of traffic now on the roads. Patching has been used to extend the lives of roads, but this cannot go on indefinitely.
- 9.6 Deterioration on unclassified roads is often particularly pronounced because many evolved from tracks and the construction was not designed to take modern heavy vehicles. There is significant distortion of roads in Fenland where the peat soil has little structural strength.

Findings

- 9.7 For several years the Council has chosen to divert a significant proportion of revenue funding away from highways maintenance to other Council services. This has undoubtedly contributed to the increasing backlog of maintenance work and led to a reduction in planned work in favour of reactive works.
- 9.8 If the level of highways funding is not increased, the condition of the network will continue to deteriorate. Increasing the proportion of the Government's transport revenue grant to road maintenance would help reduce the problem. But this would reduce the grant that is currently taken for other council services. The Council needs to review the need for this money in highways against that of other services.

10.0 COSTS

Long term financial consequences of the current approach

- 10.1 The review group questioned officers about the long term financial consequences of maintaining current levels of funding for highways maintenance. Given that the funding and performance projections show that the state of the network will deteriorate, Members assume that additional costs will be incurred in the future in order to arrest this decline (in order to comply with statutory requirements as a minimum).
- 10.2 Officers were unable to give details to the review group about these costs. It has therefore not been possible to identify the costs that could be avoided through additional investment. It was confirmed that the Council has good quality data about A roads, but data quality diminishes through the other road classifications.

Insurance Claims

- 10.3 The group queried whether the Council would be likely to incur higher costs through insurance claims due to the deterioration of the network. The group were advised that it is 'almost impossible to forecast premium cost projections over the

next 10 years' because insurance costs are incurred corporately (i.e. there isn't a specific insurance scheme for highways incidents) and due to a number of variables including changes in the insurance markets and changes in the size of the Council. However, it was also stated that:

'In terms of the impact Highways will have on insurance premium costs over the next 10 years assuming current maintenance levels and equivalent budget levels (i.e. increasing budget in line with inflationary contract cost rises) it is fair to assess that the level of risk should not significantly fluctuate'

- 10.4 The following table shows the level of insurance claims and costs associated with functions covered by the Highways Services Contract:

Year	Number of Claims	Paid £ (000)	Outstanding £ (000)
2006/07	347	372	200
2007/08	390	313	177
2008/09	508	315	517
2009/10	1274	219	705
2010/11	647	78	699

- 10.5 It is evident that there is a general upward trend in the number and cost of claims.

Reducing Maintenance and Improvement Costs

- 10.6 As previously reported, the Audit Commission highlighted that Councils could reduce their costs through:

- Effective Benchmarking
- Incentivising performance through contracts
- Collaborative procurement

Effective Benchmarking

- 10.7 The Committee has previously recommended that the costs incurred through the Highways Contract should be benchmarked against other Council's in the region. This recommendation was accepted and benchmarking information has subsequently been presented to the Committee (and was again at the meeting on 26th September).
- 10.8 The benchmarking exercise showed that in some areas work was more cost-effective than the average and there were some areas where potential savings could be investigated further.
- 10.9 Some of these investigations have resulted in savings. For example, cycleway/footway construction cost has now been reduced from £212.49 per linear metre to £196.03 per linear metre.

- 10.10 Officers are progressing the benchmarking work further by working with some national groups to gain a better understanding of others Councils' costs for similar work. However, officers also highlighted that it is very problematic to undertake like for like comparisons, and time consuming (there are thousands of possible things to compare and each authority tackles highways issues in different ways).

Incentivising Performance through Contracts

- 10.11 Cambridgeshire Highways is a partnership between the Council and Atkins to fulfil the Council's Highways responsibilities. It is a ten year contract, which is due to expire in 2016. The performance of the contract is regularly reviewed but there is a formal review point in 2013.
- 10.12 Performance is incentivised through a 'pain / gain' mechanism. Works are given a 'target cost' prior to commencement, and if Atkins and the supply chain partners complete the work for less than the target cost, they take a share of the savings made. This is balanced with a 'pain' element whereby if the job costs more, Atkins or the supply chain partners meet the majority of the additional cost. There is also scope within the contract for the Council to retain some of the 'gain' in the event of under performance (an example of this has been highlighted in the 2010/11 Annual Contract Review report).
- 10.13 Members queried the quality assurance arrangements for the works carried out by Cambridgeshire Highways. Officers advised that all larger schemes are inspected as they are constructed and that 10% of small works are sampled. Approximately 1% of these samples highlight unsatisfactory work. The contract includes provision for a one year defect period for all works
- 10.14 Members discussed the procurement process for the successor arrangements to the current highways contract when it expires in 2016. They were advised that the tendering process is expected to run for approximately four years, following a decision from Members about the type of arrangement required.
- 10.15 Members noted that in the meantime, there is significant senior level engagement between the Council and Atkins to strengthen the existing contract. This includes a focus on⁷:
- ♦ Operational activities.
 - ♦ Increasing productivity.
 - ♦ Innovation and new systems of physical work.
 - ♦ Timely billing once works are completed.
 - ♦ Performance indicators could be more focussed on the service provider than at present, including removing those that they cannot control but including more on operations

⁷ As reported on page 4 of the Annual Contract Review to be discussed at the Committee meeting on the 26th September.

Collaborative Procurement

- 10.16 The group were advised that the Council is a founding member of the Eastern Highways Alliance. A framework contract is currently being drawn up for this Alliance, which should enable the Council to achieve efficiency savings through greater economies of scale in procurement for larger capital schemes.
- 10.17 The group queried whether the Council was seeking to develop collaborative arrangements with Northamptonshire County Council, building on the relationship established through Local Government Shared Services (LGSS). Officers advised that the Council has been working closely with Northamptonshire for the Street Lighting Private Finance Initiative, but no further work has been undertaken regarding highways collaboration. However, discussions have taken place with Essex County Council.

Efficiencies and Service Transformation

- 10.18 The group are aware that Cambridgeshire Highways have delivered efficiency savings in each year of the contract. For example, £618,000 savings have been secured this year and over £2 million was saved in 2010/11⁸. The Service Transformation team has also been examining a range of issues across the contract to support Cambridgeshire Highways to secure further savings.

Findings

- 10.19 It is clear that the Council will incur higher costs in the long term if the highways are allowed to gradually deteriorate. However, the cost implications in the long term have not yet been calculated. The review group recommend that these calculations are undertaken as this is of vital importance in demonstrating the business case for investment.
- 10.20 There is no clear evidence that the deterioration of the highways network in recent years has resulted in extra insurance costs to the Council. However, It can be assumed that insurance claims will continue to rise in the future if the highways continue to deteriorate. It is not possible to calculate the potential additional costs with any certainty.
- 10.21 Benchmarking exercises has provided the Council with assurance about some of the costs associated with the Highways Contract, and identified some relatively high costs that have subsequently been reduced. Members recognise that benchmarking can be problematic, but believe that the results achieved from benchmarking to date justify its continuation and expansion to other products and services within the contract.
- 10.22 The group were pleased to note the mechanisms within the Highways Contract to incentivise performance and to quality assure works. However, they believe that the next contract should include a provision to extend the current defect period of 1 year, to 2 years.

⁸ Annual Contract Review 2010/11, pg 3

- 10.23 More generally, the group highlighted the importance of thinking ahead to the successor arrangements and the need for Members to identify the contract model that they would like to adopt.
- 10.24 The group recognise the work that has been done by officers to secure efficiencies through the contract, and recommend that they continue to seek innovative methods to improve effectiveness of efficiency.
- 10.25 The involvement in the Eastern Highways Alliance shows promise and it is hoped that this will lead to procurement savings and reductions in back office costs. Both should be carefully monitored.
- 10.26 The group recommend that work is undertaken to explore the potential to work more closely with Northamptonshire County Council, building on the relationship developed through LGSS.

11.0 MANAGEMENT

- 11.1 The group questioned the process used to identify, prioritise and tackle maintenance work. Officers provided the following response:

There are two mechanisms through which works are identified

1. From the Asset Management System

This system takes all the inspection data gathered and defines the condition of each section of the network. This is then defined as

- Acceptable standard (green) requiring no major work
- Below acceptable (amber) needing some work
- Repair work required (red), where work is now needed

The Area Teams take this information and interpret it to develop a draft scheme list before placing bids for Local Transport Plan funds. These bids are reviewed to ensure suitable solutions are proposed and the most efficient solutions for the funding available are selected. This is then taken to the Portfolio Holder to agree prior to being submitted in the Network Service Plan to Cabinet and Council to agree.

2. Defects identified on the network

Defects are also found during regular safety inspections and by the public, which do not require major maintenance works, for example potholes. These are inspected and reviewed against the maintenance criteria, based on the National Guidance in Well Maintained Roads, to decide what needs to happen to the defect and when. These works are funded by the revenue budget.

There are also times when extra funding is received for particular issues, such as the damage caused by the recent severe winters. Though it would be preferable

that this was identified through the Asset Management System, the surveys required take place through-out the whole of the summer, therefore the timescales are too long and the quantities of defects in certain areas are too serious to wait. The Area Teams are relied upon to define the areas, which need significant treatment, using the information gathered including where clusters of temporary repairs have occurred to ensure this money is spent to gain the greatest benefit and prevent insurance claims.

Findings

- 11.2 The group were pleased to note that an evidence based approach is used to determine maintenance work through use of the Asset Management system. However, the review group recommend that the Council follows the Audit Commission recommendation and focuses on the asset management approach. Ideally this would require the backlog of “red” problems to be resolved with additional expenditure in the short term in order that a longer term asset management system can be adopted giving improved conditions for drivers and walkers. The review group recognises that in the current budget climate, a mix of worst first and asset management approaches are required.
- 11.3 The review group recommends a formal asset management programme be adopted, with a separate ring-fenced budget allocated to resolve the “red” problems over 3 years.
- 11.4 The group also stressed their disappointment that funding for surface dressing has been curtailed and recommend that this should be reinstated because it helps to maintain road condition and improve skid resistance.

12.0 WORKING WITH LOCAL PEOPLE TO FIND SOLUTIONS

- 12.1 The group found that local people are encouraged to submit information about roads and footways via several different methods:
- Contact Centre – Phone calls are taken and recorded. Work is automatically allocated to the most appropriate person. A new development has been to use the customer back if they would like more details.
 - Website – links to the Contact Centre system and automatically allocates the issue to the most suitable person to respond. The customer can also monitor progress of their issue
 - Letters, faxes, personal visits and emails are still received at Area Offices and passed to the most appropriate person to deal with
 - Discussions with Parish, Town and City Councils and other groups, concerning the issues they have and reporting back to them. This work links into the development being undertaken with the Highway Wardens schemes; developing a single point of contact who would also have knowledge of our policies and what is practical to undertake, plus giving us a clearer steer on priorities as they see them

- 12.2 The group were also advised that work is underway to improve the Council's Highway webpages and on the development of mobile phone apps.

Findings

- 12.3 The group are pleased to note that there are a variety of methods for the public to raise highways issues with the Council.
- 12.4 However, a new communications strategy will be required if the Council does move to a more comprehensive asset management approach, as recommended by the Audit Commission and the review group. It will be necessary to explain to the public why some roads that do not appear to be in poor condition are in some instances treated before those that are in poor condition.
- 12.5 Improved communications with the public and members are also needed to explain the challenges highways face, the constraints officers work under, particularly with regard to budgets, to help manage people's expectations, to encourage them to continue to report concerns and to use the network responsibly, for example to stop over weight lorries and discourage parking on pavements.

13.0 OPTIONS FOR INCREASING HIGHWAY'S FUNDING

- 13.1 The group intend to examine the possible options for increasing the levels of Highways funding, such as through a Private Finance Initiative, Prudential borrowing, the new Homes Bonus, the Community Infrastructure Levy and Tax Increment Financing.
- 13.2 This work has not been completed. However, it is clear that small injections of cash will not in itself be sufficient as there is a significant deficit in revenue funding that needs to be addressed and major capital improvements have been restricted.
- 13.3 It is also clear that there are restrictions on how revenue and capital funding from Government can be used. This is an issue that the group will consider further.

14.0 FURTHER WORK

- 14.1 The group intends to undertake further work before submitting its final report including:
- Meet the senior managers of Atkins and seek their perceptions of the current arrangements and their suggestions for improvements
 - Review alternative sources for additional funding
 - Improve its understanding of the value for money from current operations
 - Compare the insurance claims costs of the Council with those of other highway authorities

15.0 ALIGNMENT WITH PRIORITIES AND WAYS OF WORKING

15.1 Supporting and protecting vulnerable people when they need it most

The recommendations within this report support this priority. Improving the condition of the roads and footpaths across the county would make them safer to use by everybody.

15.2 Helping people live healthy and independent lives in their communities

The recommendations within this report support this priority. For example, better maintained roads and footpaths would encourage more cycling and walking.

15.3 Developing the local economy for the benefit of all

The recommendations within the report support this priority. Better maintained highways will help improve the flow of goods and people around the county.

15.4 Ways of Working

The recommendations support

- **Making sure the right services are provided, in the right way** – by promoting the development of a Highways Maintenance strategy that provides a more coherent approach to highways maintenance
- **Investing in prevention** – by promoting asset management approaches to highways maintenance that offer the most value for money
- **Working together** – by promoting collaborative approaches to procurement and effective relationships with contractors

16.0 SIGNIFICANT IMPLICATIONS

16.1 Resource and Performance Implications

The Council's highways are expected to deteriorate, under current funding arrangements, across all classes of road and footpath for the foreseeable future. This will lead to higher costs in the future to remedy failed highways. The recommendations within this report promote an asset management approach that would help reduce the long term highways maintenance costs to the Council.

16.2 Statutory, Risk and Legal Implications

The report highlights the probability of increased levels of insurance claims in the future as the conditions of the highways deteriorate. It is expected that the continuation of current funding arrangements would result in a greater likelihood that the Council could be challenged for not meeting statutory requirements to maintain the highways network.

16.3 Equality and Diversity Implications

The recommendations aim to support improvements that would improve everybody's experience of using the Council's highways.

16.4 Engagement and Consultation

Members obtained the views of Committee Members, officers, another Local Authority and conducted desktop research about good practice.

Source Documents	Location
Audit Commission 'Going the Distance: Achieving better value for money in road maintenance'	Contact Robert Jakeman, Shire Hall Room 220, 01223 699143
Worcestershire County Council, 'Highways Maintenance Scrutiny Review 2006/07'	
Cambridgeshire County Council, 'Highways Policies and Standards'	
WDM Ltd, 'Use of Financial Models to Estimate the Budgetary Requirements of Cambridgeshire County Council in achieving Predefined Pavement Conditions'	
Highways Services Contract Annual Report 2010/11	

APPENDIX A - EXECUTIVE SUMMARY FROM WORCESTERSHIRE SCRUTINY REVIEW

The Worcestershire Highway Maintenance Scrutiny Task Group examined what value for money the Council is getting from its maintenance expenditure. Members looked at the current inspection processes, the new Term Maintenance Contract, public satisfaction and how we compared to other authorities. The key findings and recommendations are set out below.

WORCESTERSHIRE'S ROAD CONDITION (see page 7)

The Council is not doing enough planned maintenance to prevent deterioration of the non principal roads and is therefore not meeting the Local Transport Plan 2 requirement to have no deterioration from 2004/05 levels. It was estimated that around £40m over 6 years (£30m on roads, £10m on footways) would be needed to result in considerable improvement to the road network. The "Asset Management approach" to resource allocation uses data on road condition to determine when it is best to carry out less costly preventative treatments on (amber) sections of the network to prevent them deteriorating to the point (red) where they need much more expensive repairs in the future. This approach maximises the value gained for the spending made and for this reason, it is the best approach to spending, particularly in the longer term. Although we consider there must continue to be a separate programme of maintenance, with a separate budget, to deal with the roads in the worst condition (red).

Worcestershire is fast approaching, if indeed we have not already reached, the "tsunami" point – where the cost of repairs to the most critical roads overwhelms the available funding - and, without intervention, this situation will continue to develop.

It is clear to us that the only solution to the problem of deteriorating road condition in Worcestershire is an additional programme of work requiring an injection of extra funding.

Any increase in capital investment would have revenue consequences and the precise balance between these requires very careful evaluation. We therefore recommend that the Directorate carries out detailed modelling in order to assess the programme of work, and its cost, required to stabilise the road network and improve the condition of our roads. This modelling should balance the capital sum required against revenue consequences and sustainability of the highways budget, if revenue consequences cannot be funded from elsewhere.

FOOTWAYS (see page 8)

Worcestershire's footways are consistently in bottom quartile condition nationally as measured by BVPI 187 which accounts for only 3.77% of the total length. However the real need is to improve category 3 footways, which are not covered by the BVPI. Members considered that the Council's priority should be residents' local needs, rather than the BVPI. We recommend that the Council adopts a new local performance indicator for footways, which ensures that expenditure can be re-prioritised so that the condition of category 3 footways can be improved.

SATISFACTION (see page 9)

We were struck by how other Councils placed public satisfaction at the core of service delivery, ranging from contact and consultation with the highways service to easy availability of information.

We found that County and Parish Councillors felt they lacked information on the planned maintenance programme in their area and clearly relationships between the highways service and parish councils could be improved.

We therefore recommend:

- the reintroduction of a highway maintenance newsletter to parish councils and councillors; and that individual relationships be forged via regular meetings between the District Liaison Engineers, other relevant highways officers/engineers, and parishes.
- We also recommend that better information for parish clerks should be provided on planned maintenance works and priorities for repair through both the HUB and website, and the creation of a series of information leaflets, which could also be made available for public use.

TERM MAINTENANCE CONTRACT (see pages 12, 14 and 15)

The contract's Key Performance Indicators (KPIs) may not be enough to ensure quality and neither do they include any measurement of public satisfaction with the highway network. We recommend that there is an audit of our KPIs and possible adjustments, similar to the best practice we saw in Gloucestershire.

Quality of defect repairs (see page 13)

We found there was huge dissatisfaction among residents about the poor quality of repairs to safety defects (potholes) and concluded that the directorate should ensure that the necessary training and motivation of Area Response Teams (ARTs) is undertaken, documented and monitored appropriately.

The contract has no individual job penalties or monitoring of ARTs' work and the KPIs do not specifically refer to quality of ART jobs completed. We recommend that key performance indicators based on quality of work should be introduced at the earliest opportunity. The Council should:

- devise a system of checks on the quality of ART work . Serious consideration should be given to implementing a small percentage of checks, rising or falling over time depending on levels of concern, the results to feed into key performance indicators;
- ensure that ARTs have received adequate training and practice in agreed methods of repairing pot holes and other road defects; and
- ensure that ARTs are aware of the requirement to repair other potholes close to those identified for repair and can use their initiative and common sense.

We have been unable to find a mechanism to record defect repairs or repeat repairs so that they can be picked up in the planned maintenance programme. We recommend that all defect repairs are logged into the planned maintenance programme properly.

UTILITIES (see page 15)

Members queried whether the Council should pay for extra inspections (above the 10% already carried out) of utility openings to save on the cost of inheriting unnecessary maintenance work. We recommend that further work is done on whether the additional costs of inspection at the end of two years would outweigh the costs incurred if the county council had to repair a similar percentage of defects on the remaining 90% of utility openings.

We understand that action plans and joint coring with utilities have been developed in Worcestershire to ensure effective joint working. We recommend that the Environmental Services Directorate considers whether examples of best practice in Hertfordshire and Kirklees, through pro-active engagement with the Regional Highways and Utilities Committee (HAUC) could lead to improved relationships with utilities in Worcestershire.

APPENDIX B – REGIONAL PERFORMANCE COMPARISON

NI168 – latest regional comparison available

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Bedfordshire	4.00	5.00	2.00	2.1	
Bedford Borough					
Central Bedfordshire					
Cambridgeshire	4.00	4.00	2.00	2.00	3
Essex	8.00	6.00	4.00	5	6
Hertfordshire	8.00	8.00	4.00	6	
Luton	6.00	7.00	4.00	3	5
Milton Keynes	10.00	3.00	7.00	3	
Northamptonshire	4.93	6.00	3.00	4	
Norfolk	3.00	3.00	3.00	3	3
Peterborough	8.00	5.00	1.00	2	2
Southend					7
Suffolk	4.00	4.50	4.00	4	4
Thurrock				5	4

NI169 – latest regional comparison available

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Bedfordshire	6.00	7.00	5.00	5.1	
Bedford Borough					
Central Bedfordshire					
Cambridgeshire	13.00	12.00	4.00	5	7
Essex	18.00	14.00	6.00	7	8
Hertfordshire	14.00	14.00	7.00	9	
Luton	5.00	8.00	4.00	5	6
Milton Keynes	24.00	13.00	8.00	7	
Northamptonshire	9.34	9.00	6.00	7	
Norfolk	14.78	10.00	7.00	10	11
Peterborough	16.00	10.00	4.00	5	6
Suffolk	11.00	11.00	9.00	9	9
Southend					7
Thurrock				4	5

BV224b – latest regional comparison available

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Bedfordshire	17.00	10.00	10.00	8.15	
Bedford Borough					12
Central Bedfordshire					7
Cambridgeshire	14.00	19.00	18.00	19	20
Essex	23.48	14.60	14.00	8	12
Hertfordshire	19.00	14.00	12.00	13	
Luton	52.00	47.00	33.00	38	
Milton Keynes	2.00	14.00		8	6
Northamptonshire	22.07	22.00	22.00	21	
Norfolk	40.35	32.00	32.00	32	27
Peterborough	17.67	21.00	19.00	19	19
Suffolk	19.00	25.00	27.00	27	26
Southend					
Thurrock				7	

BV187 – latest regional comparison available.

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Bedfordshire	13.89	13.89	18.06	9.00	17.00	15.00	14.88	
Bedford Borough								
Central Bedfordshire								
Cambridgeshire	28.85	20.93	23.85	11.00	24.04	37.00	20	30
Essex	24.66	24.42	19.70	38.10	25.60	23.50	8.7	
Hertfordshire		52.20	45.48	36.00	29.00	27.00	24	
Luton	13.78	11.48	10.66	19.00	46.00	42.00		
Milton Keynes	6.61	22.71	12.72	5.00	22.00		23	
Northamptonshire	15.00	15.00	26.00	18.72	18.00	24.00		
Norfolk	18.00	26.06	36.41	36.00	36.00	18.00	14	13
Peterborough		37.95	18.11	14.90	19.00	24.00	27	34
Suffolk	60.41	27.35	25.84	28.00	34.00	43.00		
Southend								
Thurrock								