



Sustainable Communities Overview and Scrutiny Committee

Date: Tuesday, 26 June 2012

Time: 6.00 pm

Venue: Committee Room 1 - Wallasey Town Hall

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SUPPLEMENTARY AGENDA

5. HIGHWAY AND ENGINEERING SERVICES CONTRACT - THIRD ANNUAL REVIEW (Pages 1 - 24)

A presentation will be made by Steve Grimes, Contracts Manager, Colas Ltd.

15a EXEMPT APPENDIX - HIGHWAY AND ENGINEERING SERVICES CONTRACT - THIRD ANNUAL REVIEW (Pages 25 – 26)

Appendix 5 to agenda item 5, exempt by virtue of paragraph 3.

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WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

26 JUNE 2012

SUBJECT:	HIGHWAY AND ENGINEERING SERVICES CONTRACT - THIRD ANNUAL REVIEW
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF TECHNICAL SERVICES
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report provides an update for Members on the Highway and Engineering Services contract at the end of the third year of operation. Information is provided on performance against the benefits sought and targets set.
- 1.2 The report invites Members to consider the option written into the contract to extend the contract by twelve months based on the satisfactory performance of the contract.
- 1.3 The maintenance of all aspects of the highway infrastructure, carried out through this contract, is statutory duties imposed on the Council as Highway Authority.
- 1.4 Part of the report relates to financial aspects of the contract, which are exempt from public disclosure in accordance with paragraph 3 of Part 1 of schedule 12A of the Local Government Act 1972, and this information is separately contained in **Appendix 5**.

2.0 BACKGROUND AND KEY ISSUES

2.1 Context

- 2.1.1 This report is written and presented to update Members on progress in delivering the contract in place with Colas Ltd. It is not intended to comment on issues of value for money, or other matters and recommendations which may arise from the Report in the Public Interest recently published by the Council's external auditors, the Audit Commission, but which has not been reported to Council at the time of drafting this progress report.
- 2.1.2 Nonetheless, there are recommendations within the Auditor's Report which are fundamental to the management of the contract, and the Action Plan developed in response to that Report will form part of the contract management team's priorities during the current year.

2.2 Contract Overview

- 2.2.1 On the 16th October 2008 [Minute 246 refers] Cabinet formally awarded the Highways and Engineering Services Contract to Colas Ltd. The contract commenced on 1 April 2009 and has a term of 5 years plus 3 individually awarded annual extensions and has an annual value of approximately £7 million.

- 2.2.2 Most maintenance activities are included within the contract and comprise emergency, reactive, and planned maintenance for roads and footways, structural maintenance programmes for roads and footways, maintenance of bridges, culverts and drains, coastal infrastructure, street lighting, painting and winter maintenance.

2.3 Partnership, Management and Governance

- 2.3.1 The Partnership Board led by the Director of Technical Services and Colas' Regional Director, has continued to ensure that both parties jointly manage and regularly review the risks, communications performance, customer feedback, health and safety programme, payment, innovation and operational aspects of the contract arrangements.
- 2.3.2 The day to day running of the Contract is carried out at the lowest appropriate level through weekly programme and contract meetings, supported by a monthly commercial meeting, with all parties endeavouring to solve issues together, escalating only matters which they cannot resolve through the monthly Liaison Meetings, chaired by the Deputy Director of Technical Services and then up to Board level if required.
- 2.3.3 The contract is further developed as a partnership by the joint Innovation Sub Groups, and a summary of the work carried out by those Groups during year 3 is given an overview in **Appendix 1**.
- 2.3.4 Following on from year two the high level benefits to be realised from the Contract have been reviewed again, and a summary of the performance of the service against the targets set in the Benefits Realisation Plan (BRP) is provided in **Appendix 2**. Performance issues reported in Section 2.6 below have resulted in the corresponding BRP target moving from 'green' to amber'. The unresolved dispute with Colas, as described in **Appendix 5**, has meant that the value of risk saved has not reduced significantly on the Year 2 position, and this remains at 'amber'. The cost savings identified through rationalising ICT will not be met, and this has moved from 'amber' to 'red'. This loss of this saving is more than offset by the savings made in client staffing costs, which remain well ahead of the agreed target.

2.4 Programme of Work

- 2.4.1 The third year of the Contract has allowed further development of the programme. As early as December 2010 dates were set for various types of surface treatment or surfacing works to take place with target dates set for the work instructions to be issued. This method of operation proved very successful in undertaking the works on time and ensuring improvements in communication. The work of the joint programme was also further developed by having the programme updated every two weeks and placed on the shared online portal for Wirral staff to keep track of works.
- 2.4.2 There are still issues over access to the shared portal, but steps have been taken to expand its use.
- 2.4.3 The activities carried out during the 2011/12 year are presented in table 1 below. The previous years' works are also shown, but many of the schemes are different in extent and complexity and this does not allow direct comparison of outputs.

WORKS / SERVICE TYPE	2011/12	2010/11	2009/10
Pedestrian Crossing (Toucan / Puffin)	4	1	3
Cycling strategy schemes	7	9	5
Local safety schemes	8	14	12
Major safety schemes	1	2	1
Safer Routes to Schools	8	4	11
Pedestrian facilities scheme	3	2	4
Street Lighting Improvement Schemes	6	14	11
Street Lighting lamp change or other repair	19,159	c15,000	c19,000
Road gullies cleansed	51,759	53,686	c60,000
Carriageway surfacing	40	76	37
Micro-asphalt surface	97	52	64
Footway Treatment (Slurry)	65	54	101
Carriageway Retread Scheme	3	3	18
Surface Dressing Schemes	0	1	0
Footway Reconstruction	34	39	11
Major Patching Locations	52	74	37
Surface Preservation Treatment	0	1	0
Area Forum Improvements	60	50	34
Keep It Local (Locations)	25	-	-

- 2.4.4 Further improvements had been made to the winter maintenance plan with reviews of routes and the installation of extra grit bins, installed through Area Forum funds, but which require to be maintained from within the existing winter maintenance budget.
- 2.4.5 The average winter in 2011/12 has reduced the impact on carriageway deterioration but there is still a legacy from the previous year's severe weather on many residential roads, which is resulting in a number of carriageways in need of urgent repair.
- 2.4.6 Further work on remote monitoring on street lighting equipment took place during the year, including the adoption of policy and a further roll-out on 900 columns on main roads. This work is due to take place during the summer 2012.
- 2.4.7 Payments to Colas for works and services in 2011/12 totalled £ 7.956 Million.

2.5 Customer Feedback

- 2.5.1 The customer surveys introduced during 2010/11 (Performance Measure PMF16) have continued with 22 streets undergoing surface treatment or surfacing being surveyed.
- 2.5.2 The annual report to the Partnership Board arising from the feedback received during the year, together with a copy of the questionnaire, is attached at **Appendix 3**.
- 2.5.3 The Committee will note that the average scores have all reduced from last year's Benchmark figure, despite targets to improve on last year's scores. An analysis of this disappointing trend has revealed a number of possible reasons for this:
- Quantitative effect of only 22 no. street surveys in year 3 compared to 37 no. in year 2.
 - No analysis of the response rate in each location.

- c) Treatment transition from traditional plane and inlay to modern surface treatments; customer perception does not compare like for like treatments across two years.
- d) Some responses are subjective whilst others quite objective.
- e) Some responses relate to policy and service level; which are outside Colas' control.

2.5.4 The feedback is also contradicted by a significant reduction in customer complaints received by the Council which are attributable to Colas, and which have shown a 27 percent reduction over the previous year.

2.5.5 The Partnering Board has considered these matters and feels it is inappropriate to impose a financial penalty based on this raw and subjective data. It is worth noting that the scores remain in the 6.1 – 7.5 out of ten range, despite the disappointment of dropping from the very good scores achieved in year 2.

2.5.6 Further work will be carried out during the next operational year so an analysis can be made of like for like materials used, improved information given to residents on the materials and operational methods.

2.5.7 A further report will be submitted to Members in September providing information on types of materials used in surface treatments and surfacing and the economic value of modern material treatments.

2.6 Performance

2.6.1 The key performance targets set for year 3 proved to be challenging to achieve and some areas did not obtain the target while others performed exceptionally well. A summary of the performance indicator results is provided at **Appendix 4**.

2.6.2 Targets set for the delivery of following performance measures were all achieved:

Contractor performance (details in **Appendix 4**)

PMF1	Planned works completed on time
PMF2	Planned works not requiring a second visit
PMF4	Priority 3 works not requiring a second visit
PMF4A	Priority 5 works completed on time
PMF4B	Priority 5 Works not requiring a second visit
PMF5	Winter Maintenance – compliance with the Operational Plan
PMF6	Winter Maintenance – response within 3 hours
PMF9A	Street Lighting – reactive repairs completed within 3 days
PMF9B	Street Lighting – percentage of lights not working
PMF10	Health and Safety incidents
PMF11	Environmental – site waste recycled
PMF15	10% reduction in customer complaints

Note that PMF3, PMF12 and PMF 14 have been discontinued.

Client Performance

CP1	Carry out quarterly performance reviews
CP2	Ward inspections as programmed

CP3	Issue Priority 2 and 3 works orders twice monthly
CP4	Issue Structural Maintenance Programme (Carriageways and Footways) by 31 st May
CP5	Issue Traffic Schemes Programme by 31 st May
CP6	Issue Street Lighting Bulk Lamp Change Programme by 31 st May
CP7	Issue Street Lighting Structural Programme by 31 st May
CP8	Accuracy of Works Orders (item omissions)
CP9	Identify Designer H&S Risks prior to Construction
CP11	Liaison with Utilities to avoid trench openings in new surfacing

Note that CP10 is not used.

- 2.6.2 For the performance failures on PMF 7 and 8, Colas failed on one emergency requiring a response within 1 hour and one Priority 1 Works to be attended to within 24 hours. Members should note that as a result of these individual failures; following a report to the Partnering Board; that a financial deduction has been imposed of £5,300. Importantly, Colas have recognised and addressed the factors which led to this unsatisfactory outcome.
- 2.6.3 All Emergency and Priority one works are closely monitored weekly to endeavour to meet the 100% target.
- 2.6.4 There has also been an issue in measuring PMF13, Final accounts on programmed works not submitted within 6 weeks of the completion notice. The target set was 80%.
- 2.6.5 Colas have failed to provide satisfactory evidence that this target has been achieved, although it should be noted that there is clear evidence that more than 80% of the value of the required payment is forwarded to the Council on time, however due to supply chain issues further low value accounts have appeared some months after the completion of the works; for example, relating to white lining work after a surfacing scheme.
- 2.6.6 This likely failure in performance does not directly affect the service and has a greater impact on Colas in the form of available cash flow.
- 2.6.7 Corrective actions have been made by Colas using new surfacing and lining contractors along with an improved payment monitoring system which will report to the partnering Liaison meeting each month.
- 2.6.8 In conclusion, whilst performance is generally satisfactory, there have been instances in Year 3 which have required corrective action. Further work is required in improving the management of customer expectations regarding programmed work, and in the analysis of feedback gathered.

2.7 Quality of Work

- 2.7.1 Reflected in the performance information, with the dip in customer satisfaction, there were instances last year of a drop in quality of the surfacing on a small number of schemes:

- due to material quality issues there were a number of failures on Dense Macadam works, for which outstanding remedial work will be carried out during the current year.
- There was a fall in quality of the HRA surfacing, again due mostly to material issues, but was compounded by equipment breakdown and a large turn over of operatives.

2.7.2 These matters had been raised with Board in December 2011 and corrective action has been taken by the contractor, which should be evidenced by improved quality of work during the 2012/13 surfacing programme.

2.7.3 There was also a problem with the sub-contractor undertaking road lining. Various issues over quality and works information, and again Colas have taken the necessary action to correct these matters; in this case through the appointment of a new sub-contractor.

2.8 Current and Future Challenges

2.8.1 The report to Committee on 26 September 2011 [Minute 17 refers] set out the challenges for the third year of the contract.

- The joint workshop focussed on re-invigorating the work of the Innovation Sub Groups, through agreement of clear priorities for the year ahead.
- The planning for the 2012/13 structural maintenance programme started in December 2011 and a great deal of work was undertaken during January to March to ensure the new programme went ahead as planned; repeating the success of delivering the bulk of the programme during the warmer, longer days
- Contradictory results from very successful customer complaints but disappointing feedback surveys provide clear steer towards improving both our analysis arrangements and customer information about modern surface treatments, and highlighting this will also feature in a report to this Committee in September 2012.
- A report to Members on significant cost changes and value for money was drafted in November 2011, but will be presented to Members to coincide with the Council's external auditors' report on the contract.
- Matters relating to the extension to the contract are reported in Section 2.9 below.

2.9 Contract Extension

2.9.1 The initial contract with Colas Ltd was for a period of 5 years, until March 2014, but there were extension options of three single years.

2.9.2 Members need to be aware that decisions must be made during the current year if the Council is to provide the option of a further year or seek to implement a new contract from April 2014.

2.9.3 Notwithstanding all other factors, Colas Ltd have indicated that they are not willing to consider an extension to the existing contract based on their tendered financial rates

within the contract, but have yet to formally confirm this, and the Council is unable to renegotiate the terms of the existing contract rates under procurement law.

- 2.9.4 The unresolved formal dispute, details of which of are exempt from public disclosure in accordance with paragraph 3 of part 1 of Schedule 12A of the Local Government Act 1972 and contained in **Appendix 5**, is a significant factor also. In considering whether to extend the contract, it is not prudent to introduce an extension to the contract under the threat of escalation of the dispute, and with the financial risk of continued exposure to those aspects of the contract which are disputed.
- 2.9.5 Accordingly Members are asked to note this situation, and given the timeframe required for the provision of a new service delivery arrangement from 2014, recommend that a report to Cabinet on the options available be submitted at the earliest opportunity.

3.0 RELEVANT RISKS

- 3.1 Highway maintenance is a statutory requirement and failure to deliver the service in accordance with the Council's policies will impact on the Council's reputation, the condition of the network and claims against the Council for accidents and injury.
- 3.2 A decision not to extend the contract will require work to commence by October 2012 on the future delivery of the service.
- 3.3 Whilst a new service arrangement will need to be subject to options appraisal, business case approval and any tendering arrangements required, it is important that focus is maintained on delivery of, and improvement to, the existing contract. To that end, a comprehensive exit and handover strategy needs to be developed in collaboration with Colas Ltd, to ensure successful completion of the current contract and any handover to a new provider of the service.
- 3.4 Part of the report relates to risk associated with financial aspects of the contract, which are exempt from public disclosure in accordance with paragraph 3 of part 1 of Schedule 12A of the Local Government Act 1972 and Members attention is drawn to this information which is contained in **Appendix 5**.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 This report provides an update of progress as required by the Performance Management Framework.
- 4.2 Options for extending the contract, through renegotiation of rates (if this could be demonstrated to continue to provide best value for money in comparison with other options), was considered internally only in consultation with Procurement and Legal Services and rejected as not permitted.

5.0 CONSULTATION

- 5.1 As described in the report at section 2.5, the residents affected by a sample of schemes are invited to provide numerical feedback and comments on the works carried out through the contract.
- 5.2 Colas Ltd has been consulted on their interest in extending the existing contract as described in Section 2.9.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 There are no specific implications arising from this report.

7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

7.1 There are no specific implications arising from this report; but the provision of a new service delivery arrangement will result in uncertainty regarding costs of delivering the service after March 2014, until any tendering is completed.

8.0 LEGAL IMPLICATIONS

8.1 Highway Maintenance and the clearance of ice and snow are both duties placed on the Council by statute.

9.0 EQUALITIES IMPLICATIONS

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because there is no relevance to equality.

10.0 CARBON REDUCTION IMPLICATIONS

10.1 There are no specific implications arising from this report.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There are no specific implications arising from this progress report.

12.0 RECOMMENDATION/S

12.1 The Committee is requested to:

- (i) Note the progress of the contract during the past year, and endorse Officers' views in the report that the performance of the contract is satisfactory.
- (ii) Recommend to Cabinet that the existing contract not be extended beyond its current 5 year term, and that the Director of Technical Services be requested to prepare an options appraisal for the delivery of highway and engineering services from 1st April 2014 in a report to Cabinet at the earliest opportunity.
- (iii) Ask the Director of Technical Services to report on progress on preparation and delivery of a comprehensive exit and handover strategy relating to the satisfactory completion of the current contract, and effective and efficient transition to the new service delivery arrangements, in his future annual reports on the contract.
- (iv) Note that officers will be undertaking actions, to be agreed by Council, in response to the External Auditors' Report in the Public Interest; specifically in relation to the management of the contract; and ask that the Director of Technical Services reports on progress in delivering those specific actions relating to the management of this contract in his annual report to the Committee in 2013.

13.0 REASON/S FOR RECOMMENDATION/S

- 13.1 The Committee's scrutiny of the progress on the contract is an important factor in developing and improving the services provided through the contract, and ensuring that service objectives are achieved.
- 13.2 Having considered the factors relevant to the decision required whether an extension to the existing contract is possible or appropriate, it is crucial that the Committee brings to the attention of the Cabinet the critical business to be conducted to a fixed timeframe, requiring their consideration and decision making.
- 13.3 Whilst the responsibility for responding to the Report in the Public Interest lies with other committees of the Council, it is important that this Committee can scrutinise progress on delivering actions which specifically relate to the management of the contract.

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APPENDICES

Appendix 1	Innovation Sub Group Overview
Appendix 2	2011/12 Benefits Realisation Plan Progress Summary
Appendix 3	2011/12 Customer Feedback Report
Appendix 4	2011/12 Performance Summary
Appendix 5	EXEMPT INFORMATION

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Sustainable Communities Overview and Scrutiny: Highway and Engineering Services Contract – Second Annual Review	26th September 2011
Cabinet : Highway and Engineering Services Contact – Progress Report and Gateway 5 Review	3rd February 2011
Sustainable Communities Overview and Scrutiny: Highway and Engineering Services - Annual Presentation	14th September 2010

Sustainable Communities Overview and Scrutiny: Highway and Engineering Services Contract – Six Month Update.	18th November 2009
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APPENDIX 1

OVERVIEW OF INNOVATION SUB GROUPS (ISG) 2011/12

The innovation sub-groups were established early into the contract to provide a mechanism for innovation to drive project benefits and aspiration for adding value to the service.

There are currently six sub-groups that meet at various regular intervals, with each group working on the following matters.

ISG 1 and 2 – Contract Processes

- Review of Programme/Shared Portal.
- Planned works sign off.
- Noticing.
- Baxter rate adjustments.
- Payment Processes.
- Plan Boards in CRM.
- Sub-contract arrangements.

Current

- Variance reporting.
- Fortnightly Programme.
- Shared Portal.

ISG3 – Street Lighting

- Additional Performance Indicators.
- Work Batching.
- Alternative white light sources to Cosmopolis.
- Slipover column review.
- Roll out of remote monitoring CMS.
- Energy Procurement – half hourly metering.
- Hilight 3 – Version – upgrade Business case.

ISG4 – Asset Management

- Asset Management Plan.
- HAMP/HAMS strategy – proposed project arrangements and resource issues.
- Existing Inventory progress update.
- New Inventory progress update.
- Hilight upgrade Business case.
- PDA's for gully cleansing.

Current

- A strategy for ISG6 as an asset management function.
- Lifecycle plans for the HAMP
- Asset Valuation for 2012 CIPFA returns

/Continued...

ISG5 – Winter Maintenance

- Deployment of resources to avoid non-productive time.
- Grit Bin policy and operation.
- Materials (Salt, etc).
- Tom/Tom Sat Nav.
- Dry run effectiveness.
- Winter resilience and service review for June 2012.

ISG6 – Materials, Standards and Sustainability

- Strategic Direction.
- Fibre Deck pilot schemes.
- Over Banding.
- Wider use of slurry materials.

ISG7 – Performance Management

- Review Client PI reporting mechanism and continual improvement.
- Additional PI's for drainage and gully cleansing.
- Further development of programme progress graphs.

Current

- Y4 Performance Targets.

APPENDIX 2 – BENEFITS REALISATION PLAN – PROGRESS AFTER YEAR 3 (2011/12)

Benefit No.	Description	Eight Year Value target (£m)	Status (RAG)	Commentary
BR1	Continuous improvement measured through Performance Management Framework linked to Departmental performance indicators that contribute to the Corporate aims.	Qualitative	Amber	<p>Whilst most performance indicator targets have continued to be met, there have been a number of notable exceptions in Year 3 relating to customer feedback on programmed schemes and isolated failures in responding to high priority call outs.</p> <p>Whilst the customer feedback data is disappointing as it has fallen below the levels achieved in Year 2 this is in contradiction to the significant reduction (27%) in customer complaints attributable to the contractor.</p> <p>For the priority call outs, Colas have introduced improved management arrangements to address this failure.</p>
BR2	Improved management of risk – savings arising from effective risk management.	1.16	Amber	<p>Regular, 'macro/micro' risk management review within the contract governance is maintaining a strong focus on acting on high risks. The contract risks are well managed through a contractual requirement to issue, and then promptly resolve, Early Warning notices between the parties.</p> <p>End of Year 3 cumulative risk saving, measured annually, stands at £1.75M. The value of risk after Year 3 was £1.05 M compared with £1.2M in March 2011, £0.8M in March 2010, and £1.8M at contract commencement. Whilst there was no increase over 2010/11, the risk value assigned to the dispute has left the value of risk relatively high.</p>
BR3	Capital savings	2.64	Green	Achieved for 2011/12, and remaining on track.
BR4	Revenue savings	1.76	Green	Achieved for 2011/12, and remaining on track

BR5	1.5% Gershon efficiency savings	1.00	Green	The Contract is subject to an index-based formula (in accordance with Baxter Indices) to calculate the annual inflation to be applied within the contract, rather than the Retail Price Index, particularly due to the emphasis on work involving bituminous materials; prices for which are linked to oil prices. This efficiency saving helps to offset those increases. Achieved for 2011/12, and remaining on track.
BR6	Income generation and cost saving through the potential disposal of depots.	0.93	Green	Colas moved into their new Depot on Prenton Way early in 2010/11, thereby releasing the Council depot which is presently leased to Wirral Partnership Homes.
BR7	Cost Saving through client staff reduction	1.36	Green	<p>Significant planned savings secured in 2009/10 and 2010/11 totalling £253,000. The 2010/11 EVR/Severance exercise further reduced the client staff numbers directly associated with the contract with approximate savings of £338,000.</p> <p>Total budget savings to date £518,000. Cumulative savings after Year 3 is approximately £698,000. The cumulative value of savings forecast over 8 years is £3.045M, reduced from last year due to planned introduction of additional financial support to the Contract Management Team.</p>
BR8	Additional savings from ICT rationalisation and the introduction of a single integrated asset management facility.	0.25	Red	A procurement exercise in 2010/11 has demonstrated that the cost of procuring a single integrated asset management system was not offering good value for money. A revised strategy was agreed by Cabinet in March 2012. This includes a review of the requirements and affordability of an integrated system as part of the preparation for the successor service arrangements after the end of the current contract.

Appendix 3 – HESPE Y3 - PMF16 Customer Perception Executive Summary

Introduction

The following is a summary briefing note on Customer Perception PMF16 for Y3 of the HESPE contract. The purpose of this analysis is to:

1. Identify PMF compliance for Y3 in respect of customer perception
2. To set PMF targets for Y4

Raw data analysis

1. An analysis of responses from 22 planned maintenance locations in Y3.
2. Raw data results

	Communication	Our People	Safety and Quality	Our Work
Baseline (Y2)	8	8.61	7.92	7.05
Y3 Target	(+2.5%) = 8.2	(+2.5%) = 8.82	(+2.5%) = 8.12	(+5%) = 7.23
Raw Data (BS Analysis)	6.94	6.66	7.48	6.09

Raw Data Constraints

1. quantitative effect i.e. 22 street surveys in Y3 compared to 37 in Y2
2. No analysis on response rate
3. Treatment transition from traditional plane and inlay to thin surface treatment, customer perception does not compare like for like treatments across two years
4. Some responses are subjective and objective
5. Some responses relate to policy and service
6. Some responses are incomplete creating a skew
7. Some responses are contradictory
8. Raw data is unreliable in determining an annual PMF score which attracts a financial performance deduction.
9. Timing of the questionnaires*
10. External influence

2010/11 – Customer Perception in Detail

During 2011/12 feedback was obtained from 22 locations with a total of 124 respondents.

(Previous year there was feedback was obtained from 37 locations with a total of 463 respondents. (27% response rate)

Year 2 (Benchmark Year) identified that a better response rate is achieved if the questionnaires are distributed within one or two days (either side) of the work being completed.

Year 2 Performance monitoring identified that *'where Questionnaire feedback highlights an issue that WBC feels should be investigated (generally allegations of inappropriate staff conduct) Colas is advised and required to conduct its own procedures for resolution. Works subject of questionnaire activity have been selected at random by the Customer Services Manager from the planned works programme'*.

Feedback Criteria

Each category heading contains questions as shown below.

Communication

- Did you know why the works were being carried out?
- Were you told about the works in sufficient time?
- Were you told who to contact if you had a problem or question?

Our people

- Did you have contact with our staff?
- If so, did you find them polite and helpful?
- Was everyone on site dressed appropriately?
- Did the workforce conduct themselves in a courteous and professional manner?

Safety & Quality

- Were the signs around the works easy to understand?
- Did you feel safe walking/cycling/driving around the works?
- Were the works carried out in a tidy way?

Our Work

- Did you feel unnecessarily inconvenienced by the work?
- Has the completed scheme enhanced the street?
- Were you satisfied with the progress of the work on site?

WMBC performance manager identified that in Year 2:

'Questionnaire recipients are invited to comment on their overall experience of having Colas working in their street. Shown below is a selection of responses made. It is normal for such surveys to deliver more negative than positive responses as the responses are subjective. Frequently, cursory investigation of the subjective feedback does identify that a complaint is based upon an inaccurate perception of fact. However they are never-the-less opinions formed by the personal experience of our customers and should not be discounted, especially when perceptions are repeated by a number of customers'.

Questionnaire Feedback – Positive Perceptions & Observations

<i>A good job done</i>
<i>The resurfacing was most efficiently done in a minimum amount of time</i>
<i>well done</i>
<i>very impressed with standard of work and the quality of the finish</i>
<i>Very good</i>
<i>They made a very good job of the road</i>
<i>Very impressed with roadworks. My council tax contribution has been spent well</i>
<i>The men worked continually throughout the day & were always most helpful</i>
<i>Overall very pleased with the whole operation</i>
<i>overall good but just seemed to take a while</i>
<i>All good lads on site and worked hard and at times in all weather conditions! Well done lads!</i>
<i>no problems with works and staff</i>
<i>having patiently waited for road repair for 2-3 years we were delighted with the result.</i>
<i>greatly impressed by the work in progress and results</i>

<i>no more potholes! Street looks so much better, lots of traffic use poll hill, could do with a speed sign</i>
<i>good communication, letter through door etc. repairs done quickly, polite men</i>
<i>Job well done</i>
<i>The work men were excellent and the job was done quickly but the materials used are cheapskate, little more than paint and wont last long. Would prefer proper tarmacadam was used.</i>
<i>A big improvement to the area. More new road signs would be a big improvement. More 20mph road signs would be good.</i>
<i>Good job - well done</i>
<i>Very neat and tidy, but only time will tell how durable the new surface is.</i>
<i>Great job, first class, well done</i>
<i>Very good, noticed this is how they do it in Spain last year and thought it was a good idea.</i>
<i>Workmen helpful</i>
<i>Work seemed to be done promptly and tidily and in a professional manner.</i>
<i>A job well done.</i>
<i>We were away when the work was carried out but were very impressed by the finished job on our return. Thank you</i>
<i>The November 2011 work was appropriate for the work to be carried out.</i>
<i>The workmen were more than helpful if they were working near our driveway. Full marks for them no problem at all</i>
<i>Your staff were very pleasant at all times. They worked quickly & efficiently</i>

Questionnaire Feedback – Negative Perceptions & Observations

<i>The surface looks a bit flimsy, we will see if it survives a bad winter</i>
<i>Bumps & unevenness still very apparent/no real effort to level before working/no information given for frost & wet weather! Overall cheap and not very cheerful</i>
<i>seems very cosmetic, this covering could be effected by a bad winter</i>
<i>This is a total waste of rate payers money when cuts have already been enforced</i>
<i>The pathways are already breaking down, sinking & weeds are pushing through.Tyre marks can also be seen</i>
<i>All rubbish was brushed onto road and left</i>
<i>This work has been a cosmetic exercise to put a veneer over underlying problems! This is a complete waste of tax payers money</i>
<i>Work carried out did not effect us as we don't drive</i>
<i>Found the work slow going and inconvenient. No where to park with disabled resident. Had to park miles away just to get home! Nighmare!</i>
<i>Staff were very loud and the overall road surface seems noisier than before!</i>

The old one bubbled up after the cold winter, which I suspect this one will too!
Some works done was exceptional other parts quite shoddy, ie side roads
footpaths in village badly require attention
if you were responsible for the tarmacing of the roads in port sunlight there is just one word to describe it - SCRUFFY!
many of the roads surfaced in the village are not finished well, The black finish - tar does not look good or suitable for the village appearance either.
The promised Top coat has not been carried out as promised by the workmen. The work around the ironwork does not appear to have been completed.
road markings were missing for several weeks including crossing markings. Informed of works the day they began!
Rowson street narrowest part of the main road, parking both sides, traffic queuing both ways. A hill overshadowed by st andrews church, No road markings, should be parking on one side for safety
My car has tar marks on side from when work was done. Had workmen knocking on door at 8am asking whos cars were parked on road. We were not informed work was about to start. Letter was delivered 2 days after start of work asking to keep cars off street.
Could not understand why this work was done when there are so many horrible roads in wirral and this one was not too bad, if you have the money it would have been better to fill in many small potholes before they become big.
you sprayed tarmac and churned up stones down road more than before
The work was done very quickly & I feel the road layer put down is too thin. Were the contractors foreign? If so why? Why hasn't the top half of higher bebington road at the junction with teehey lane not been done?
Clearing of road gutters needed ans lumos of tarmac on f/way
the road is better but looks silly as none of the adjacent roads have been done. Do we have to wait another 10 years for this?
quite a number of car drivers were driving too fast and (not) obeying the street notifications. Also a lot of loose stones near to pavements & driving onto the pavements by passing vehicles
poll hill road is a fast cut through for many types of vehicles, light and heavy goods and they do not adhere to the 20mph speed limit, this meant that our parked cars were covered in heavy dust and loose chippings were hitting our vehicles for some time untill the road was swept properly
there is no black top on the road, works poor quality and the dust was a big problem covering everything in the street - cars,houses, windows, gardens etc
the work was poorly done and took far too long. Colas should try using traditional methods
Weeds are emerging through the coating and moss is appearing in areas where trafficking is not heavy.
We were satisfied with the treatment of the pavements.
WEEDS coming through. uneven after puddles after rain. Cosmetic yes, but quality a little dubious
1) Weeds and grass already growing through cracks and voids - what do you propose to do about it? 2) buy 'cheap' = buy 'twice'

More specific notice of work directly affecting access to our property would have helped. Product was slow to dry in the conditions so a 'bridge' to enable mobility impaired residents to access their property would have helped.
Poor quality of resurfacing - very cheap! Weeds coming through already due to lack of depth. This is not fit for purpose!
Was it worth the expense? The roads are in a worse state than the pavements were.
Very untidy work - doubt it will last.
Road surfaces in neighbourhood require attention
Please urgently repair potholes at bottom of Beacon Drive where it joining Ennisdale Drive, Newton, West Kirby.
Pavements resurfaced but weeds are growing through the marmac surface.
I feel the work is sub-standard. The layers are too thin and many weeds are growing all along our road (CH48 6EP) and other roads nearby
Grass and weeds growing through it soon after completion, not thick enough to cover most imperfections on the pavement.
The material used on the footpaths seems to have a lot of weed seeds in it. A lot of little green shoots have started to grow through the footpaths.
It seemed very cosmetic! Now there are weeds all over the pavements - where they hadn't been before - why? And it was at least 2 weeks after we were told to expect it and then they just appeared without warning!
Thin surface later make the pavement look cheap job done! Spoilt by Casso vans parking on pavement and leaving tyre marks and spoiling the surface. When we have ice it will be more slippery to walk on.
Small weeds are now, in mid December growing through the layer put down some six weeks ago.
We now find there are weeds growing through the surface and the texture of the surface seems to encourage a different weed-type plant rather than, say, moss.
Was away - The results look excellent. But moss and weeds already growing through.
Quality of tarmacing not great. Weeds growing through.
A thin coating of the pavements was not necessary in my view. Ennisdale Drive needs properly re-surfacing however - I would rather money was spent on that instead.
Parts of the road near to the pavement are cracked and need repairing
(If this applies to the work (pavements) carried out 9 months ago I see no point and a waste of money) Tarmac has a join right in the middle of my driveway! Is this advance info that our road, Ryland park is to at long last resurfaced, Youll need tp send me another immediately after work completed.
First cul-de-sac road surface badly damaged after lifting and collection by lorry of flagstones when asked we were told they were coming back to repair damage, but no one came. Not very satisfactory. Potholes need attention
All pavements lifted and replaced with asphalt. They only part completed road repairs and by chance that was an area where somebody is in the same business. Every other area untouched.
The streetlamp outside number 45 was broken during the works, despite several telephone calls, it is <u>still</u> broken months later.

People parking their cars to use the station, totally ignored the signs, especially the ones painted on the road itself. See note attached. NOTE: This problem of station users totally ignoring the 'roadworks' signs on the road; I believe slowed the works down, but mainly, because of thoughtless comuter parking the workmen were unable to place the double yellow lines back to their original position. Which was nearly opposite my property. This how now allowed people to park on the bend in the road, thus narrowing the bend. I'm quite surprised we haven't witnessed an accident yet.
Double yellow liines starting and ending were ever completed and in-instated as they were before work commenced. As a consequence more cars are parked during day (At start and engding of double yellow lines) Top end of Park Rd opposite numbers 2 - dell bridge
Roads are worse now drains covered in tarmac loads of rain collecting on uneven surface very poor.
Diversion signs are still on display by St James Church, Hoylake Road, they have been there for a long time.
Diversion signs have been left by St James Church, Hoylake Road
Have no idea what you were trying to achieve therefore can not say what it enhanced
No work carried out ever. How there has never been an accident I will never know - The back of Bridge Street, Wood Street, Park road, Greendale Road is a disgrace full of pot holes as is the alleyway between 24 park road and 22 park road, when it rains it floord and is very dangerous

Year 2 – A Look back

In Year WMBC Performance Manager reported that

'The greatest source of complaint is that of issues surrounding keeping people informed of planned works, however the "Communication" score is one that has scored at a satisfactory level. This would tend to indicate that the distribution of the standard letter in advance of planned works is somewhat 'hit and miss'. Where the letter is distributed at an appropriate time it appears to have the desired effect. Overall, "Communion" needs to improve, if customer satisfaction levels are to improve. All residents and business customers should be provided with adequate notice of planned works on every occasion. Where planned works are delayed, after residents have been informed of commencement, further communication should take place'.

‘The Summer of 2010, saw a large number of complaints (and expressions of anger) in respect of the high volumes of dust generated and the presence of loose stones, whilst resurfacing work was taking place.² ‘

Year 3 – Current Perception

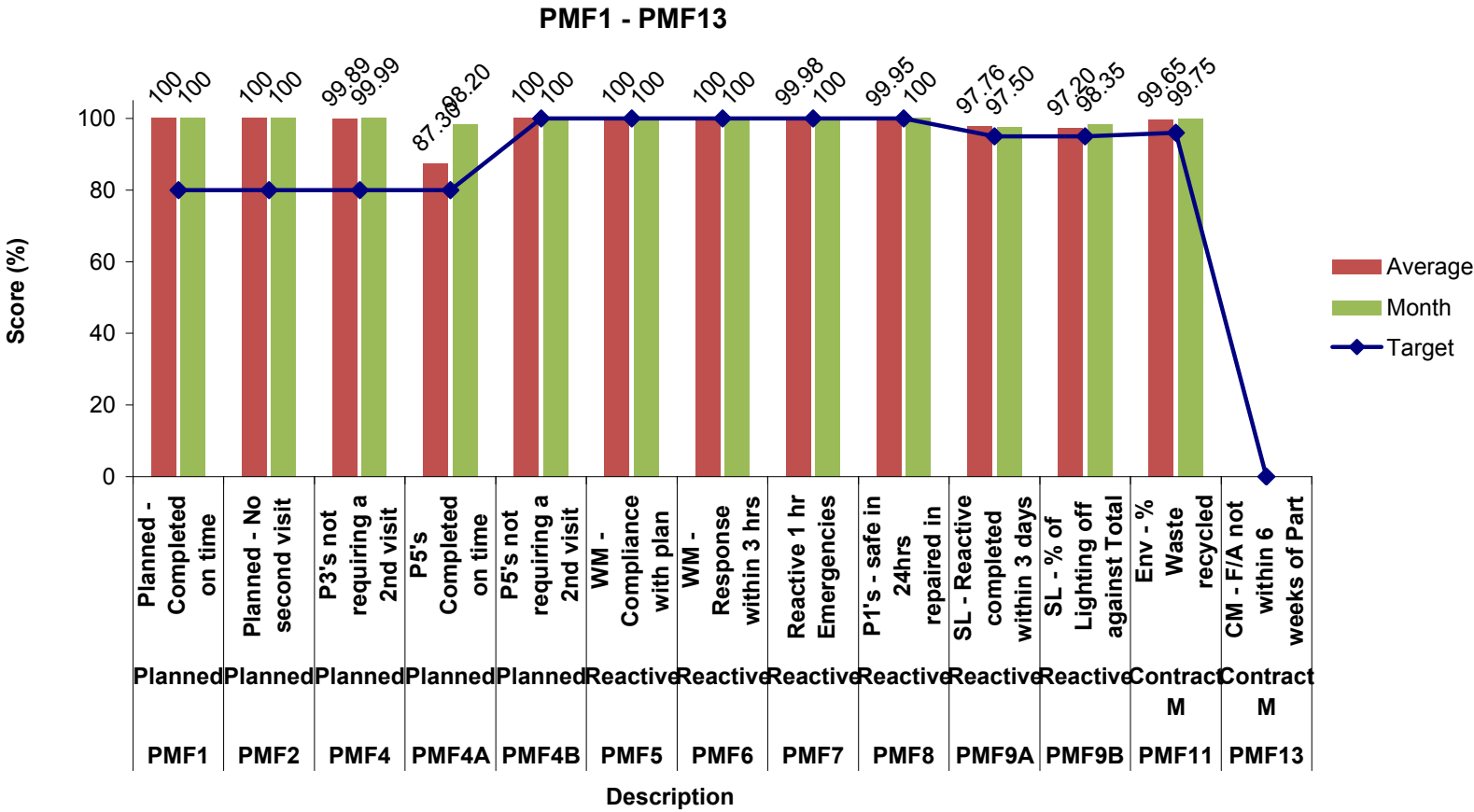
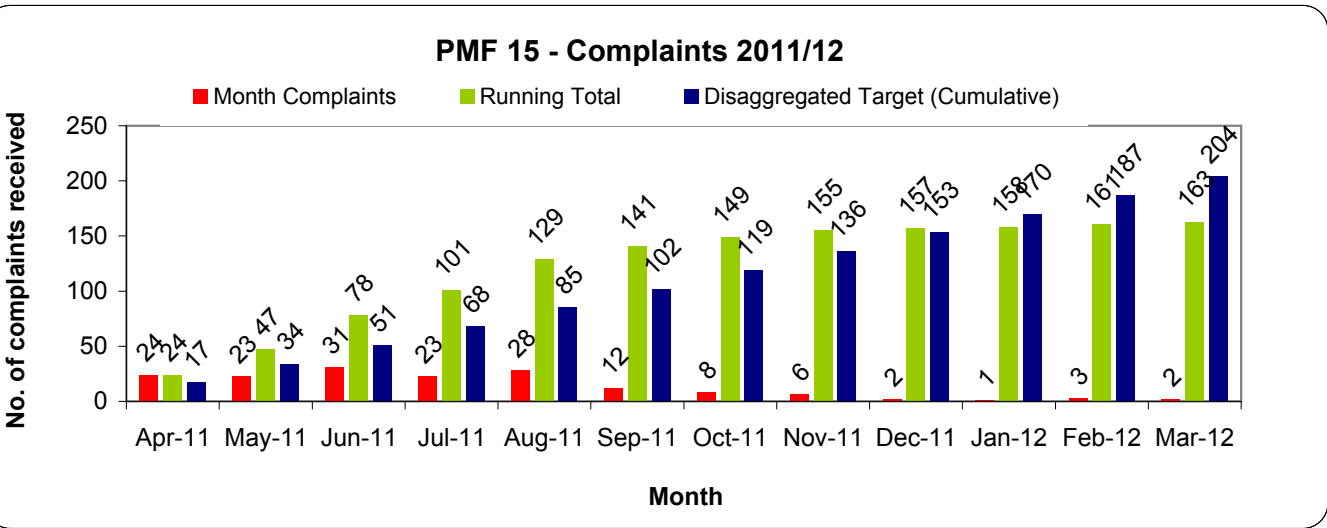
Whilst some similar issues exist in respect of dust, loose aggregate and communication, several new themes have emerged in the following areas:

- Weeds – traditionally associated with footway slurry sealing, appear to have migrated to thin surfacing, a common theme in this years programme. The avoidance of weed growth through slurries and thin surfacing is achieved through effective pre sweeping and weed killing. It will be necessary for WMBC to evidence the effectiveness of weed killing and review the sites where weed growth is causing early deterioration. Corrective measures need to be taken where necessary and lessons learned for future treatments
- Perception of treatment and asset management. Many new comments exist in respect of the thickness of the surface treatment. New surfacing methods involve thinner layers because of material innovation. WMBC need to communicate this in pre notification correspondence

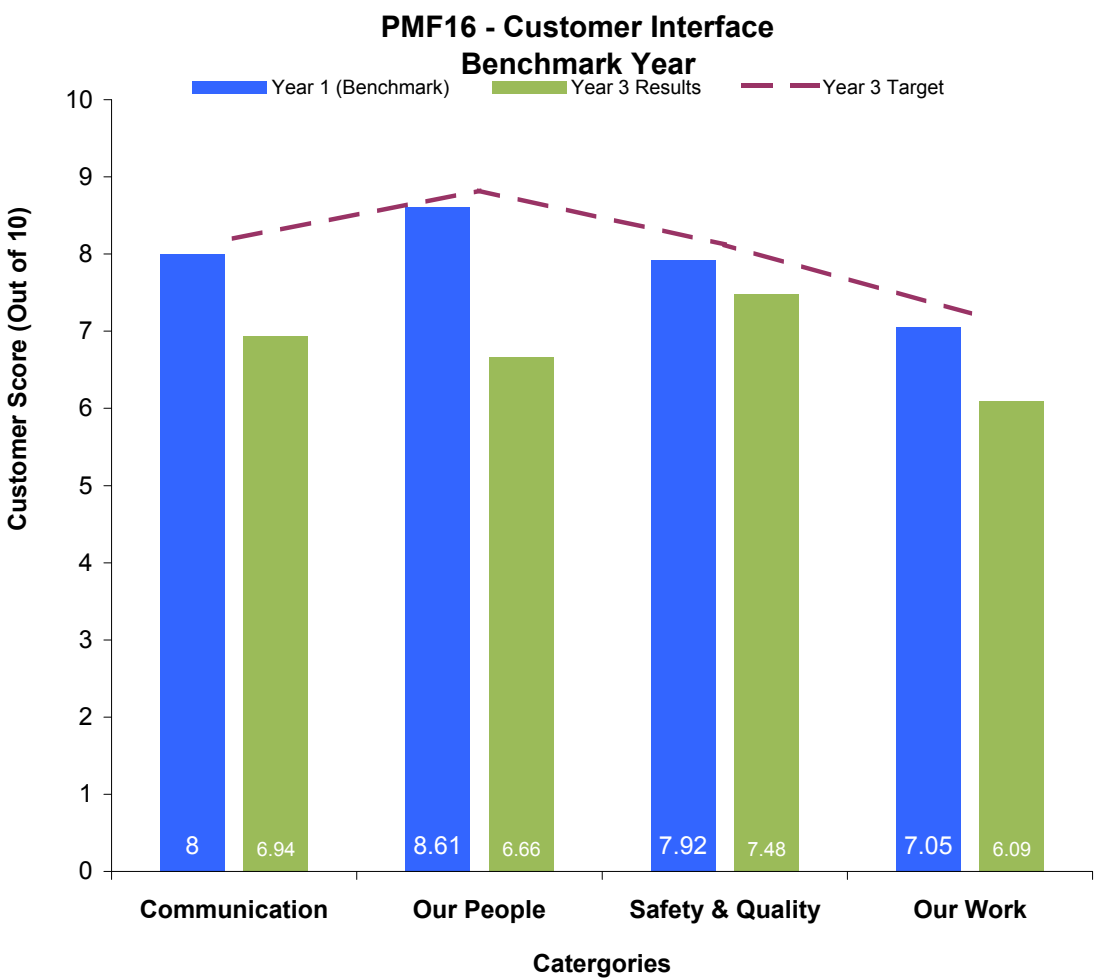
May 2012

WirralColas Highway Contract-
Year 3 - 2011/12 PERFORMANCE (March 2012)

PMF No	Type	Description	Target	Average	Month
PMF1	Planned	Planned - Completed on time	80	100	100
PMF2	Planned	Planned - No second visit	80	100	100
PMF4	Planned	P3's not requiring a 2nd visit	80	99.89	99.99
PMF4A	Planned	P5's Completed on time	80	87.30	98.20
PMF4B	Planned	P5's not requiring a 2nd visit	100	100	100
PMF5	Reactive	WM - Compliance with plan	100	100	100
PMF6	Reactive	WM - Response within 3 hrs	100	100	100
PMF7	Reactive	Reactive 1 hr Emergencies	100	99.98	100
PMF8	Reactive	P1's - safe in 24hrs repaired in 24 days	100	99.95	100
PMF9A	Reactive	SL - Reactive completed within 3 days	95	97.76	97.50
PMF9B	Reactive	SL - % of Lighting off against Total lighting assests	95	97.20	98.35
PMF11	Contract M	Env - % Waste recycled against Total waste to landfill	96	99.65	99.75
PMF13	Contract M	CM - F/A not within 6 weeks of Part N completion notice	Performance being re-evaluated		
PMF15	Cutomer Interface	10% reduction in customer complaints	204	14	2



PMF10 Health & Safety - Total no. of incidents annually (see attached)



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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